



03

Resilient Practices

Life Cycle: 12 to 18 years old



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Resilient Practices

Work Methodology for the age cycle: 12 to 18 years old



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Acronyms

ADP	Area Development Programme
CAY	Children (girls/boys), Adolescents and Youth
CCA	Climate Change Adaptation (CCA)
COP	Community of Practice
COVACA	Community Owned Vulnerability and Capacity Assessment
CRP	Community Resilience Project
DAP	Development Assets Profile
DPA	Development Programming Approach
DME	Design, Monitoring, and Evaluation
DRR	Disaster Risk Reduction
HEA	Humanitarian and Emergency Affairs
HFA	Hyogo Framework of Action
IPM	Integrated Programming Model
ISDR	International Strategy for Disaster Reduction (UN)
ITT	Indicator Tracking Table
LACRO	Latin America and the Caribbean Regional Office
LEAP	Learning through Evaluation with Accountability and Planning
MDG	Millennium Development Goal
M&E	Monitoring & Evaluation
NGO	Non-Governmental Organisation
NO	National Office
RC	Registered Children
RO	Regional Office
SO	Support Office
SLA	Sustainable Livelihoods Approach
VRR	Violence Risk Reduction
WVA	World Vision Australia
WVB	World Vision Brazil
WVBo	World Vision Bolivia
WV DR	World Vision Dominican Republic
WVI	World Vision International
WVN	World Vision Nicaragua
WVT	World Vision Taiwan

Introduction

The driving force behind the Resilient Practices is to help girls, boys, adolescents, youth, their families and communities to not only survive but thrive in the face of adversity – whether to shocks, stressors, disasters or crises – of natural, socio-natural or social origin. Over the past seven years, child- and youth-focused action research, capacity development activities and international advocacy efforts have been undertaken in Disaster Risk Reduction (DRR), Violence Risk Reduction (VRR), Sustainable Livelihoods, and Climate Change Adaptation (CCA) thanks to the visionary leadership and generous support of WV Australia and AusAID (now DFAT). Profound gratitude and thanks is due in particular to Karen Alexander, Cedric Hoebrec, Daryl Crowden, Justin Coburn, Anthea Spinks, and Majella Hurney. Also, deep appreciation is in store for Geoff Shepherd who give birth to this global initiative, and last but not least Alison Schafer for depositing her trust in me to lead this program in LAC. Resilience programming has also received critically important support from WV Taiwan and WV Canada, and the author would like to also thank Julie Lee and Crystal Penner, respectively. Moreover, special and deep thanks to Richard Rumsey and Chris Shore for successfully leading DRR, resilience as well as natural environment and climate issues respectively, along with their key role as architects of the global Resilient Development Practice Strategy. A tribute of appreciation is in store to Mark Hamersley for his tireless efforts and outstanding operational and strategic coordination to build a vibrant global Community of Practice in Resilience and Livelihoods. Finally, a big recognition is due to Walter Middleton for spearheading what has emerged as the global Resilience and Livelihoods Team.

The ultimate aim of Resilient Practices programming has been—and will continue to be—overriding multiple risk factors with multiple protection factors, thereby generating an enabling environment resulting in more resilient individuals and communities. The objectives of this document are to: present a methodology on resilient practices, reflect on the learnings that have emerged over the life of resilience programming in LAC, and to offer this work as an emerging good practice in risk reduction and resilience building for NOs, ADPs and communities to consider when undertaking development, humanitarian and advocacy work at the NO, ADP and community levels.

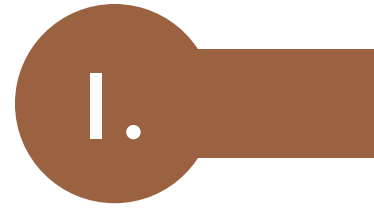
The author would like to specifically express deep and heartfelt gratitude to the following individuals for their critical and ongoing support and leadership, without which this document could not have been written: Patricia Hartasanchez, who has championed resilience and believed wholeheartedly in its value and how it can contribute towards the advancement of life skills for CAY; Jorge Galeano for his strong belief and political commitment to advancing resilience as an integral part of our ADP programming and accountability; Fabiano Franz, for his longstanding and forward-thinking vision who has recognized and spearheaded the imperative for Resilient Practices to be brought to the forefront of regional strategic priorities for programming in humanitarian action; Patricia Cabaleiro for being the “right hand” of resilience programming at the LAC regional level during most of the life of the project during Phase 1 and Phase 2, for her tireless work and her commitment to ensure the highest quality products—primarily her roll translating the resilient practices modules to Portuguese, as well as updating the multiple editions, her rigorous statistical analyses to help establish the evidence base of the impact in resilience programming namely through the Views from the Frontlines as well as the Children’s Charter for DRR Consultation process. Finally, a special thanks is in store for each of the HEA Managers and CRP Coordinators in Chile (Paola Avello), Bolivia (Grover Yopez, Edgar Butron, and Luz Schwartzberg), Brazil (Emidio Bastos, Amaury Junior, Paulo Bentes), Dominican Republic (Jose Sergio Abreu), Haiti (Elvire Douglas, retired), Nicaragua (Bayardo Figueroa, Alejandra Ramirez, Rafael Sequeira), and Peru (Rosario Contreras, Silvio Chavez, deceased) for their strong commitment, interest, passion, professionalism and competence which allowed the program to advance and conclude during Phase 1 and 2.

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Except as acknowledged by references in this paper to other authors and publications, the material presented herein is based on original work. Ultimately, the intellectual property of this progress report rests with the at-risk communities, in particular with the children, adolescents and youth whom have participated in the resilience program and whom we have served. Much of the contents in and credit of this document is a result of what have learned much from them. As such, this document is ultimately written for them.

Stephen J. Latham
LAC Asesor Regional RRD y Resiliencia

What is the Resilient Practices Methodology about?



As this methodology is squarely grounded in resilience, it is worth beginning with a definition that has been adopted by LACRO: The capacity for an individual, group, or communities to prevent, anticipate, avoid, resist, minimize, absorb, overcome, recover and even be positively transformed from adverse events (i.e., shocks, stress factors, crises and/or disasters), whether of natural, human and/or socio-natural origin.

The Community Resilience Project (CRP) LACRO has developed a Methodology in Resilient Practices. Based on the Resilience Wheel, it consists of four key elements:

- Disaster Risk Reduction (DRR)
- Violence Risk Reduction (VRR)
- Sustainable Livelihoods Approach (SLA)
- Climate Change Adaptation (CCA)

All four of these elements seek to support HEA's strategic intent represented by the Operational Dimensions of Disaster Management as well as development programming in the field. Below is a figure of the Resilience Wheel.

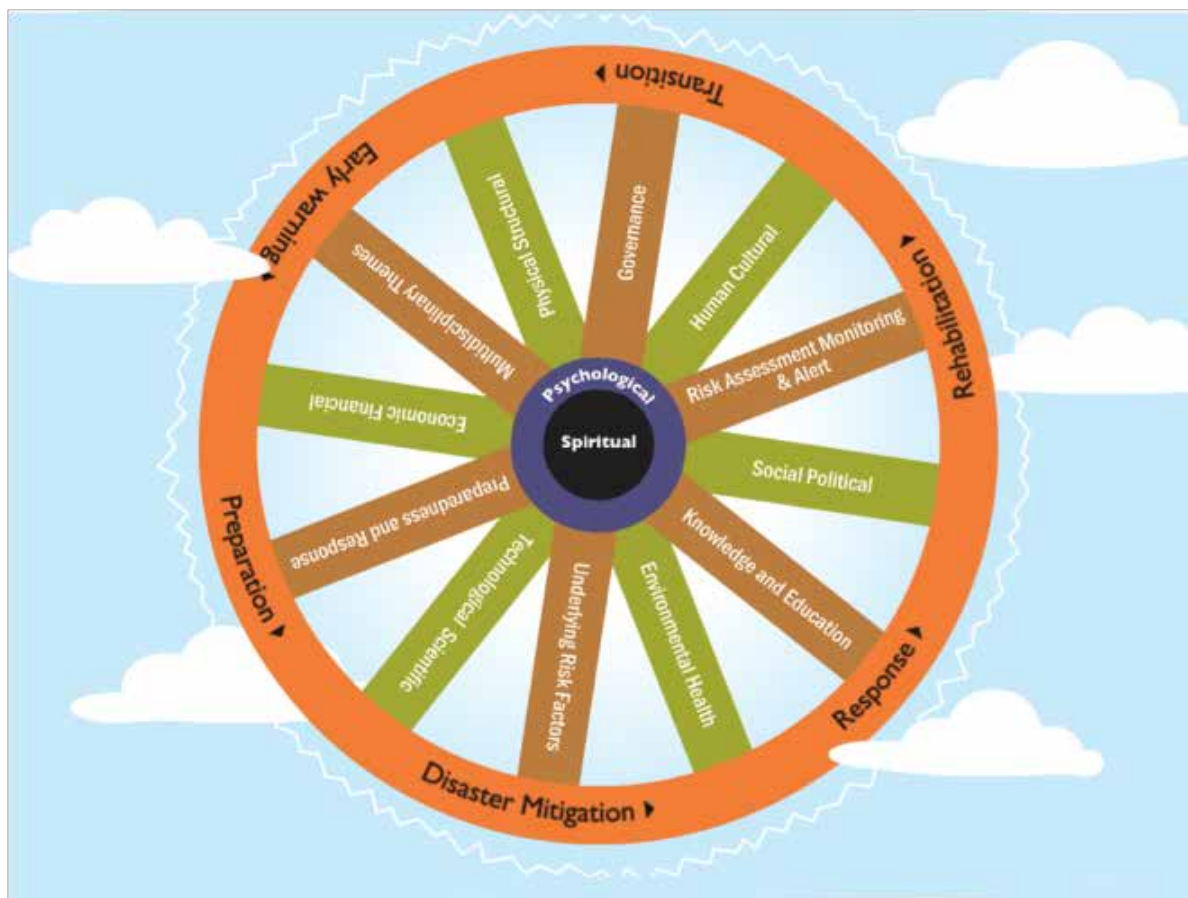


Figure 1: Resilience Wheel (Source: CRP LACRO)

Fourteen predominant thematic areas have an impact on the ability for a community to build resilience. Five areas are directly related to DRR and VRR according to the Hyogo Framework of Action, one with associated cross-cutting issues, and 7 with building and protecting sustainable livelihoods. The latter are represented by the green spokes in a wheel (as seen in the above Figure I). The SLA thematic areas help to develop resilient lives and sustainable livelihoods and directly contribute to individual and community resilience. Spiritual capital is the hub of the wheel that holds the thematic areas together—in line and consistent with World Vision’s Vision, Mission and Core Values. The ring around spiritual resilience is psychological resilience. Considered together, the spiritual and psychological assets of CAY and adult individuals in the context of their community represent the “inner factors” that contribute towards its resilience. All of the other forms of resilience support “external factors” in the community to build multiple protective factors that can override multiple risk factors—consistent with the Ecological Model. Some earlier development frameworks have paid insufficient attention to disaster threats to livelihoods. However, the Resilient Practices Methodology gives a more adequate consideration to the wide array of shocks, stressors, disasters and crises—of both natural and human origin. In so doing, it seeks to do the greatest good for the greatest number of people by saving lives and minimizing loss of livelihoods.

1.1. What are the issues/problems that the methodology aims at addressing?

Natural, Social and Socio-Natural Vulnerabilities, Hazards and Capacities

The Resilient Practices Methodology (RPM) considers natural, social and socio-natural vulnerabilities associated with the following key livelihood assets:

1.1.1 Vulnerabilities

- Human-Cultural
- Environmental-Health
- Economic-Financial
- Socio-Political
- Physical-Structural
- Technological-Scientific
- Spiritual-psychological

In addition, the Resilient Practices Methodology considers natural, social and socio-natural hazards (namely climate change). The following chart highlights some illustrative examples of all three.

1.1.2 Hazards

NATURAL HAZARDS

Drought (without or with famine)
 Wind (Hurricane, Typhoon, Cyclone, etc.)
 Floods
 Landslide and Debris Flow (Mudslide)
 Earthquakes
 Volcanoes
 Epidemics
 Wildfires
 Extreme Heat
 Winter Storms and Extreme Cold
 Tsunamis/ title waves
 Infestation (insect)
 Thunderstorms
 Tornadoes

SOCIAL HAZARDS

Interpersonal Violence
 Conflict
 Organized and Gang Violence
 Political instability/collapse
 Economic instability/collapse
 Civil disturbance, riots, etc.
 Explosions
 Landmines

SOCIO-NATURAL HAZARDS

Climate change (human and naturally induced)

I.1.3 Sustainable Livelihoods Approach (SLA).

The traditional Sustainable Livelihoods Framework (SLF) was originally developed by Development Specialists, rather than Disaster Risk Management Specialists. This might explain why the SLA is an approach that considers risk reduction across the development-disaster continuum from a development vantage point.

The Resilient Practices Methodology considers 14 (or 7 consolidated) livelihood assets associated with SLA. To the extent that each of these livelihood assets are strong, they contribute to the resilience of individuals, communities and societies:

- Human-Cultural
- Environmental-Health
- Economic-Financial
- Socio-Political
- Physical-Structural
- Technological-Scientific
- Spiritual-psychological

Consistent with the SLA, Resilient Practices is based on an appreciative approach that focuses on the strengths and resources available in a community that help make it resilient. Fourteen “assets” or “capitals” are considered which helps community members to cope with and adapt to adverse situations, providing protective measures against the multiple sources of risk a community faces.

These 14 / 7 livelihood assets are considered to be drivers of change¹ in a community. If one or more of these assets are weak, then they can drive a community further towards a state of vulnerability. Conversely, to the extent that any of these assets are a source of strength in the community, it/they will lead a community towards resilience. The Resilience Practices Methodology uses a bicycle wheel as an analogy to describe the state of a community's resilience. Just as a chain is only as strong as the weakest link, the wheel (or community) is only as strong or resilient as the weakest or most vulnerable spoke (i.e., the livelihood asset or risk reduction priority of action).

I.1.4 Disaster and Violence Risk Reduction (DRR/VRR) based on the 5 UN Hyogo Framework of Action (HFA) priorities.

There are 5 thematic areas associated with the UN Hyogo Framework of Action (HFA) for disaster and violence risk reduction at the community level. They are: Governance, Risk Assessment, Monitoring and Warning, Knowledge and Education, Underlying Risk Factors, and Preparedness for Response. Beyond the 5 HFA priorities, the Resilience Wheel Model seeks to address Cross-cutting issues as part of its Methodology. The 5 HFA priority areas (defined below), are addressed in four DRR modules corresponding four age groups (children, adolescents, youth and adults).

1 La Iniciativa para la Reducción del Riesgo de Desastres (CADRI) de las Naciones Unidas se refiere a los siguientes medios de subsistencia como “motores del cambio”: social, tecnológico, económico, ambiental y político.

I. 1.4.1 Governance

This Priority for Action measures the extent to which disaster or violence risk reduction (DRR/VRR) has been a) institutionalized through government legislation and practices, b) operationalized through the activities of civil society organizations and c) incorporated within the formal and informal systems within local communities.

I.1.4.2 Risk Assessment, Monitoring and Warning

This Priority for Action measures the extent to which risk assessment, monitoring systems and early warning mechanisms have been developed to alert local government, civil society and local communities about potential disasters.

I.1.4.3 Knowledge and Education

This Priority for Action measures the extent to which knowledge, innovation and education have been used to build a culture of safety and resilience at the local level.

I.1.4.4 Underlying Risk Factors

This Priority for Action measures the extent to which underlying risk factors, such as social, economic, environmental conditions and land utilization have been addressed in order to reduce the causes of vulnerabilities and disaster risks, including those associated with climate change.

I.1.4.5 Preparedness for response

This Priority for Action measures the extent to which progress has been made toward strengthening disaster preparedness for effective response (in terms of capacity and resources) of sub-national authorities, organizations and local communities. This component trains youth and community leaders to be prepared as first responders with key capacity development support from GR3 modules.

I.1.4.6 Cross-cutting issues

A set of Cross-cutting Issues also covers a number of areas that, although not directly included in the five thematic areas, will impact the effective implementation of the HFA. These topics include: participation, gender, encouraging volunteers and cultural diversity. Note: The Resilient Practices Methodology goes beyond the UN DRR mandate and addresses additional issues as witnessed in Module 8 (gender, child protection, people with disabilities, Christian commitments, HIV/AIDS/ Health).

I.1.5 Climate Change Adaptation (CCA)

The Resilient Practices Modules embed a component to build capacities in climate change adaptation (CCA) at the community level for CAY and adults. In Section 4 of each of the modules, it is intended that CAY prevent or mitigate climate-related risks resulting in shocks, stressors or disasters. CCA includes the skill

and ability to understand the advantages of using and managing sustainable livelihoods assets in an integrated and holistic manner. The 14 / 7 assets being considered for CCA, which are also associated with livelihoods protection and building community resilience, are: human-cultural; environmental-health (including ecosystems and natural resources); socio-political; economic-financial; scientific and technical; physical-structural; and spiritual-psychological.

1.2. According to the CAY ecological model, at what level(s) does this methodology point towards?

Community Resilience is a protection-based approach which aims to mobilize CAY and their community's positive adaptive coping strategies to adverse situations, whether shocks, stressors, disasters and/or crises at the individual, family, community and societal levels.

An Ecological Model of Factors Affecting Resiliency

Resiliency research has increasingly embraced an ecological model, in which the child's functioning and behavior is viewed within the context of a network or web of bi-directional relationships. It embraces the individual's internal factors i.e., thoughts and feelings as well as external factors such as those related to his/her family, school, peers, neighborhood/ community and wider society/world, where factors such as national mental health policies, global economic climate, terrorism, and the media come into play.

While genetic factors do play a role in resiliency, ultimately much more important is the quality of inter-personal relationships and the availability of networks of support.²

2 Source: Embrace the Future Foundation

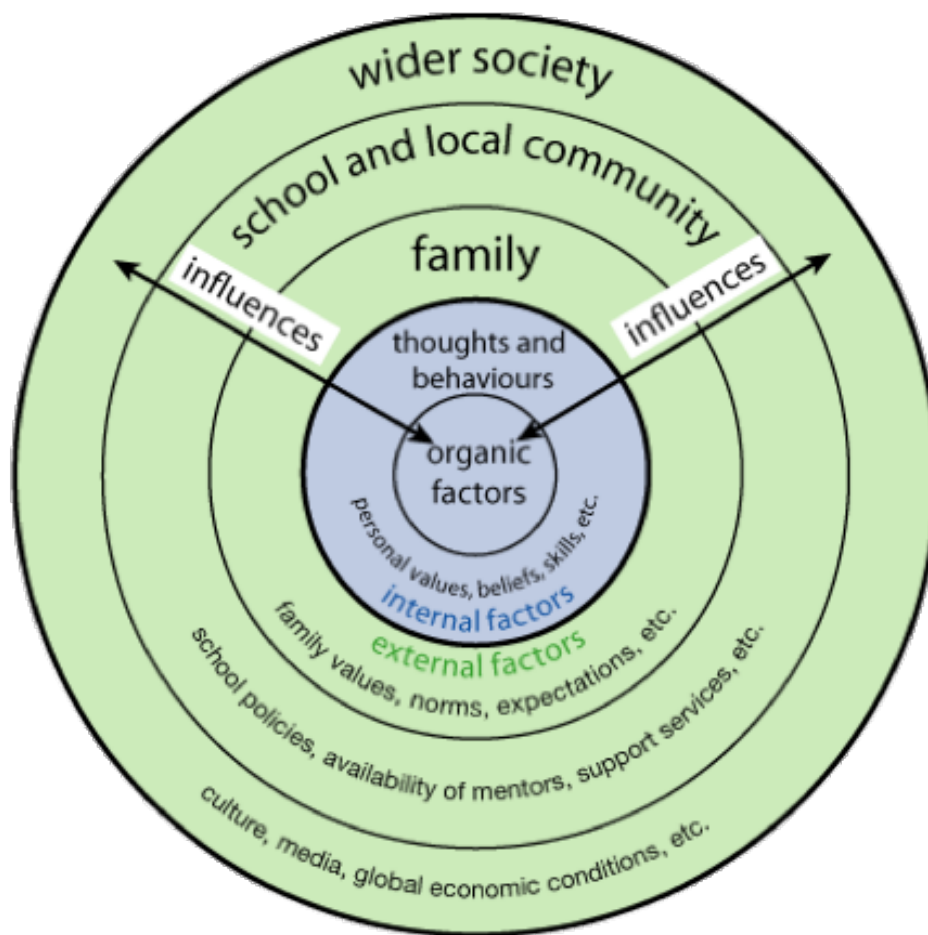


Figure 2. The ecological model and factors affecting resiliency

I.3 What are the benefits or impacts expected with this Methodology?

DRR key issue for Rio + 20 (Earth Summit)

Disaster risk reduction was identified as one of the seven key issues for Rio+20 UN Conference on Sustainable Development in 2012.

A Resilient Future: UNISDR Statement on the Zero Draft of the Outcome Document Rio+20: “The Future We Want“. This paper presents UNISDR observations and suggestions for the zero draft based on lessons learned in implementation of the Hyogo Framework of Action 2005-2015 (HFA): Building the Resilience of Nations and Communities to Disasters.³

“Disaster risk is increasing globally. More people and assets are located at areas of high risk. Economic losses from disasters are increasing. In some countries the risk of losing wealth in disasters is now outstripping the rate at which the wealth itself is being created.”

Failure to incorporate Disaster Risk Reduction measures into strategies for achieving the MDGs will ultimately lead to its failure and instability will ensue, as illustrated by the following graphs.

During 2015, a convergence of two key milestones will occur: a) a Post 2015 UN Development Agenda and b) a new UN global DRR frame—both of which will remain in effect for the next 10 years.

If a lack of consideration for DRR prevented us from achieving the MDGs in the lead up to 2015, the same will occur to the extent that we do not incorporate DRR into the emerging Sustainable Development Goals (SDGs).

3 Source: <http://www.unisdr.org/we/inform/publications/24941>

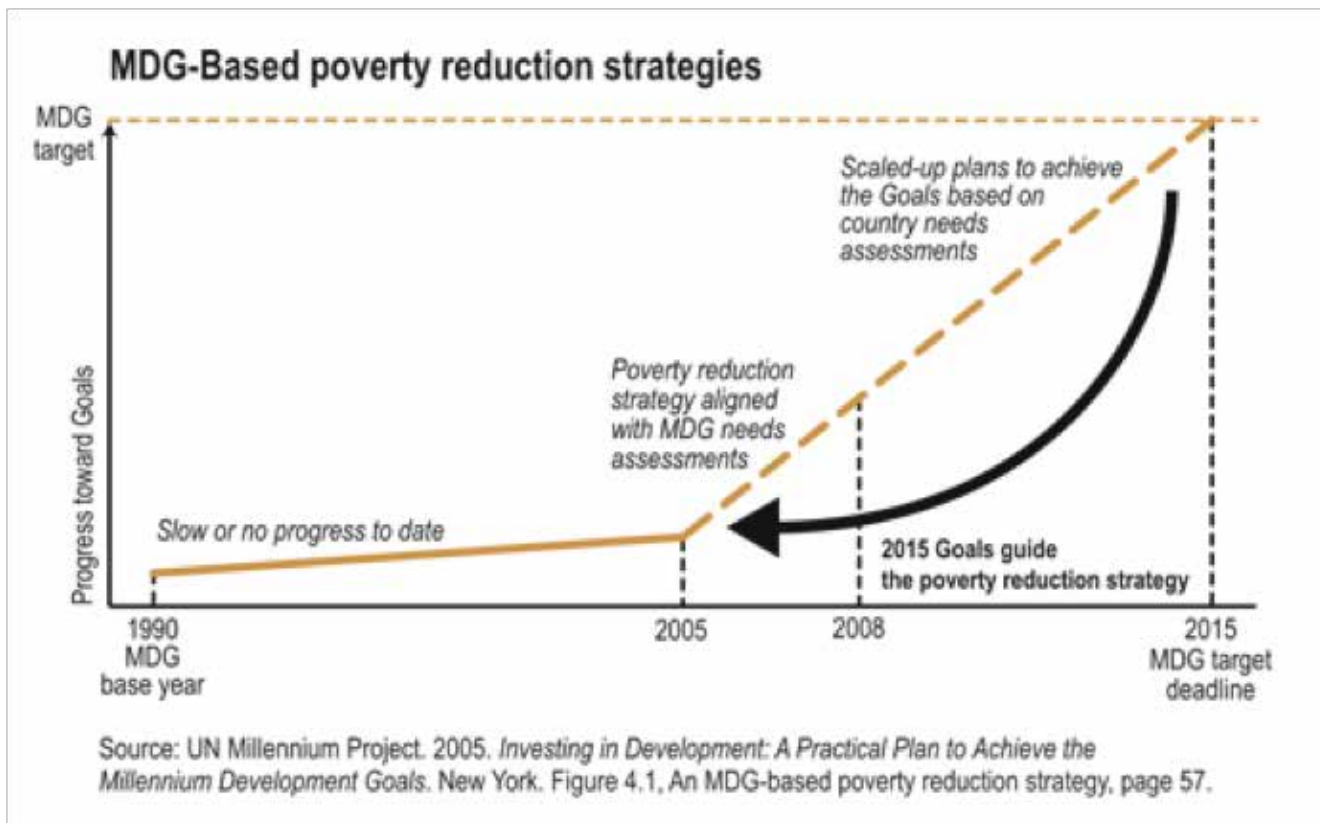


Figure 3(a) Source: UNISDR

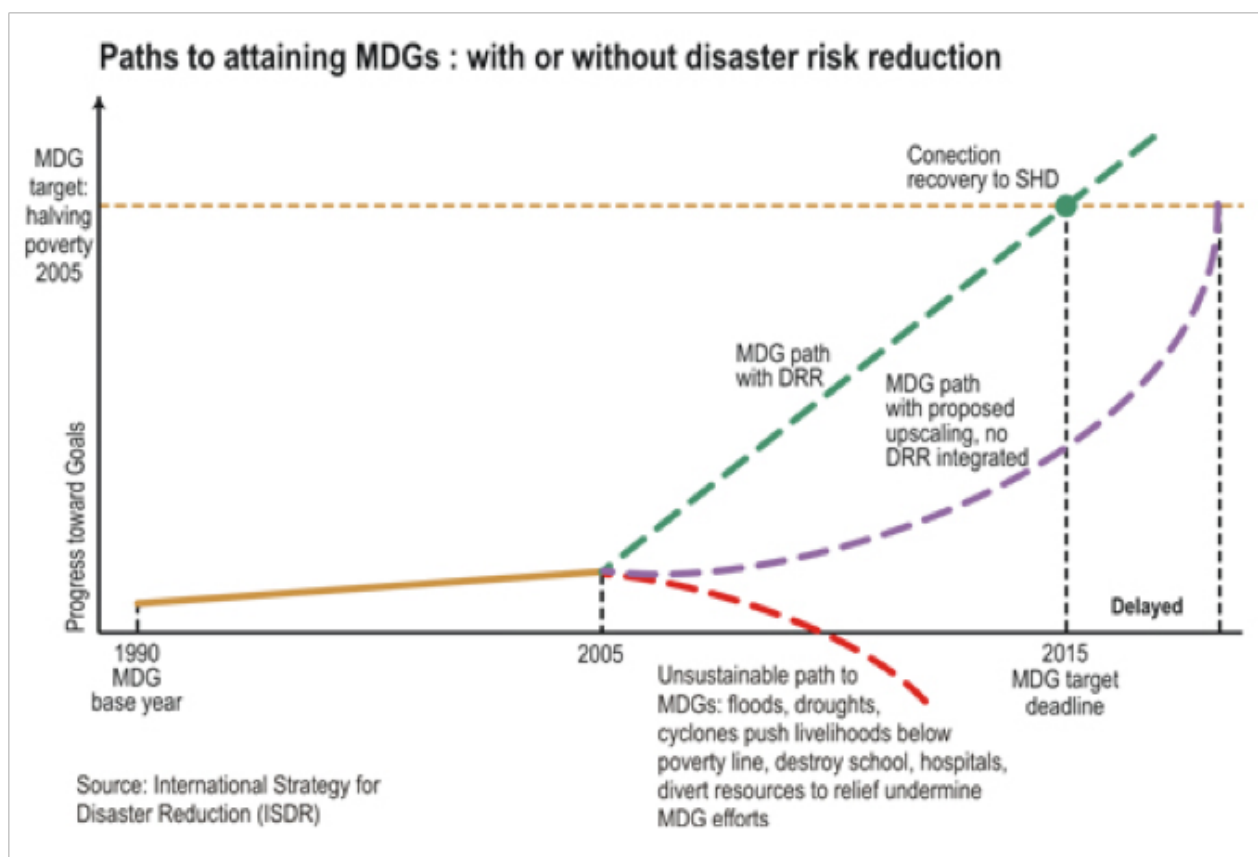


Figure 3(b) Source: UNISDR

I.4 How does this Methodology contribute to WV's Ministerial Frame, the Child Wellbeing Outcomes, and the LAC regional cause?

The WV Ministry Frame positions the child wellbeing outcomes for all of the sectors and ministry lines. It has its foundations in the founding documents and integrates all of the ministry areas of WV. It reflects an ecological focus on child wellbeing, which is dependent upon relations with others, as well as the social, political, spiritual, physical and environmental contexts in which girls and boys live. The ministry frame provides clarity and understanding that WV has on poverty, inequality, vulnerability, and the response. The principles and approach described under the ministry frame describe vital elements that must be met to achieve the goal of the ministry. These reflect the commitment of WV with child rights, the responsibilities of adults and the ways in which WV staff must work with others using an integrated approach. The work of WV is Christian, child-centered and community-based.

The following 3 sections of this document clearly demonstrate how the Resilient Practices Methodology supports the WV Ministry Frame: Section 1.1 (describes the issues/problems that the methodology aims at addressing), Section 1.2 (focused on the CAY Ecological Model), and Section 1.5 (describes how the methodology supports the Parenting with Tenderness framework). Finally, the 3 C's of WV are intricately weaved—not only in the RPM, but more importantly in all of the field work that the CRP LACO implemented during the more than 7 years of its implementation (2007 to 2014). In sum, there is a strong evidence base that supports how RPM fully supports and is compatible with the WV Ministry Frame.

I.4.2. CWOs to which this methodology contributes

- Educated for life

A Strategic Guide for Formal Education and DRR (Module 9) has been developed to accompany the other 9 modules that are more focused on the Educational Community or non-formal, informal education. A survey based on Views from the Frontlines (VFL) for Formal Education and DRR has also been developed to gather an evidence base to measure impact at the school and community level

- Cared for, protected and participating

The Ecological Model is embedded into the Resilience Wheel Model (Protection) considering the internal and external risk factors. CAY actively participate in strengthening each of the 5 HFA priorities and crosscutting issues, along with their community asset base. Cared for in that the methodology seeks to create an enabling environment for CAY of the community to become less vulnerable and more resilient as described by the ecological model, “in which the child’s functioning and behavior is viewed within the context of a network or web of bi-directional relationships.” As rightly stated by the International Resilience Project, “while genetic factors play a role in resiliency, ultimately much more important is the quality of inter-personal relationships and the availability of networks of support.” Over the life of an ADP, the aim of the methodology is that participating communities can eventually become self-reliant and self-sufficient. The methodology contributes to ADPs being protected, in that it seeks to minimize exposure of the community—particularly the CAY—to leading vulnerabilities and hazards. Finally, the methodology promotes community participation, empowerment and ownership in their development processes.

I.4.3 How the methodology will contribute towards the achievement of the LAC regional cause?

The Resilient Practices Methodology (RPM) contributes towards the achievement of “Children protected, promoters of a society that is more just and secure” in the following ways.

Consistent with “best practices” in resiliency programming, RPM focuses on identifying factors that protect against risks, as well as aiming to develop known protective factors. The focus on development of protective factors is what distinguishes resiliency-oriented programs from other programs which simply aim to assist those “at risk”.

In addition, RPM contributes to a more just and secure society since it is squarely based on the principles of the United Nations Convention on the Rights of the Child (1989) which seeks to ensure children’s rights related to Provision, Protection and Participation are guaranteed.

The Resilient Practices Methodology believes the best way to face and overcome multiple risk factors is by counteracting them with multiple protective factors—consistent with the resiliency approach. These protective factors build up “capacities” to offset vulnerabilities and natural or man-made hazards that the community is exposed to, as illustrated in the figure below.

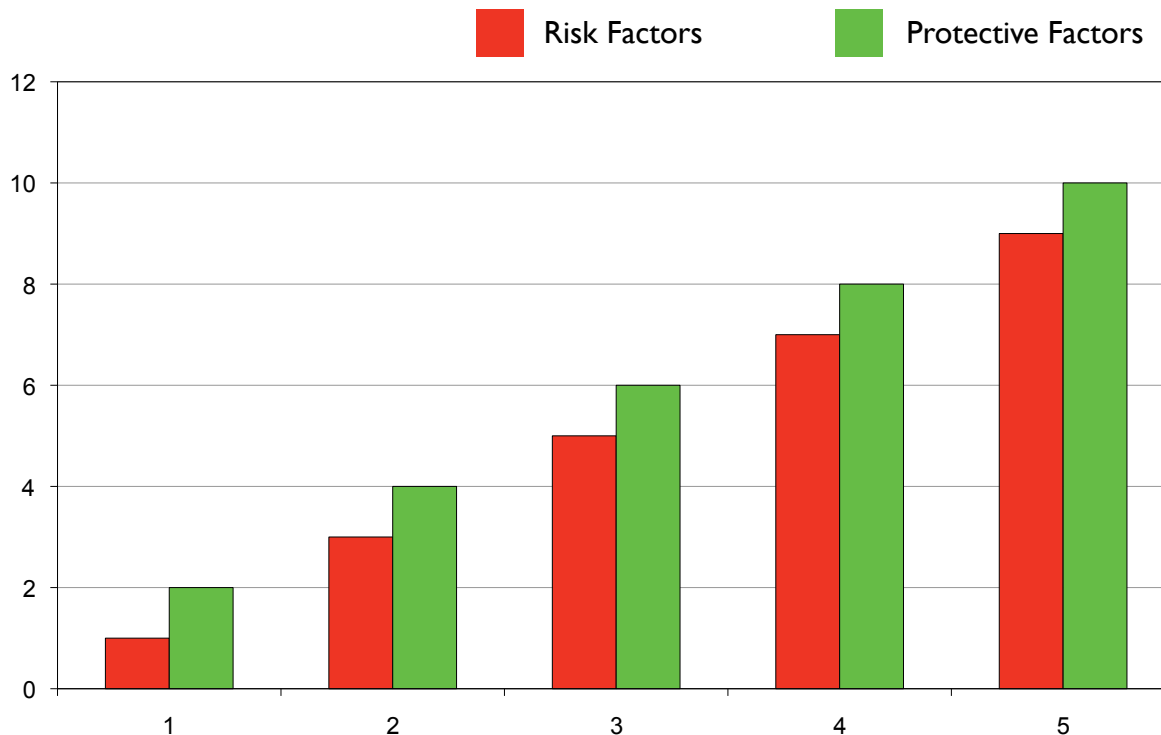


Figure 4. Multiple Risk and Protective Factors⁵

4 The International Resilience Methodology, Grotberg, E. Adaptation by CRP LACRO

5 Fuente: Ibid. Adaptación de PRC LACRO

I.5 I.4. How does this methodology provide for the Parenting with Tenderness framework?

There are three key elements to the concept of Parenting with Tenderness that promotes the humanization of people of all ages. Resilient practices are compatible and consistent with these core elements:

Network of tender and stimulating relationships that stands in the appreciation and dignity of the lives of children and youth, which involves:

- Unwavering commitment between mentors and mentored, resulting from the bonds of love and trust between family and social caregivers and children and young people throughout life.
- Social, family and community relationship networks - that generate dynamics and emotionally safe and stimulating environments for the fulfillment of the potential development of each person, and sensitive to different life stages.

This first element describes the Ecological Model, which is an essential part of the Resilient Practices, in which CAY must be seen in the context of a bi-directional network of mutual support and love between him or her and their caregivers, parents, family, peers and teachers in school, the community and throughout society. See section 2.1.4 of this document for details.

Accompanying the process of realizing human and social identity and existential purpose of children and youth, which involves:

- The active, expectant, stimulating and militant development of children and young people who forge their autonomy and responsibility realizing their existential purpose and significance to the common good.
- The meaning of life orients children and young people in making vital decisions (educational, recreational, political, professional, relational, etc.) that allow the realization of their existential, individual and collective purpose.

This second component points to the four characteristics or attributes of resilience, which are:

Social competence. Resilient children tend to be responsive, socially adept, capable of initiating and sustaining close relationships with adults and peers, and able to show appropriate empathy. They have good communication and conflict resolution skills, and possess a healthy sense of humor.

Problem-solving skills. The resilient child is typically able to think creatively and flexibly about problems, to make plans and take action on them. They are able to ask adults for help when needed, and show resourcefulness in dealing with problems.

Autonomy. Resilient children show a healthy degree of independence, are able to think and act autonomously from adults, and are able to reflect critically on their environment. They have a well-developed sense of their own identity and believe in their own ability to effect changes in their environment.

Optimism. Optimism encompasses the sense of having a bright future, a tendency to see challenging situations in positive terms, and a belief in one's ability to deal with whatever life brings. (Benard, 1995)⁶

Conditions conducive to the realization of the rights guaranteed by the State, civil society and family - Social Upbringing with Tenderness, implying:

- Emotionally safe spaces where trust and respect prevails in loving and meaningful interactions.
- Organization of children and communities for advocacy and social and pastoral oversight for the implementation of the rights of children and youth.
- Christian and social mobilization to promote justice in solidarity with children and youth.

For the third element, this points to the UN Convention on the Rights of the Child, which is also a synonym and an essential condition of Resilient Practices,

The United Nations Convention on the Rights of the Child (1989) is the most important international human rights instrument outlining the rights of children. It is considered the cornerstone of children's rights globally and is the most widely ratified human rights treaty, thereby underscoring the international acceptance of its principles.

The Convention stretches across the many domains of a child's life, covering civil and political as well as economic, social and cultural rights. The Convention's substantive rights can be grouped under the so called 'Three Ps', that is, rights related to Provision, Protection and Participation.

⁵ http://www.embracethefuture.org.au/resiliency/index.htm?http://www.embracethefuture.org.au/resiliency/what_is_resiliency.htm

Considerations on the Context



2.1 In what contexts is more likely that the Methodology will succeed?

2.1.1 Rural-Urban Continuum.

The Resilient Practices Methodology considers both the rural and urban contexts and can be rolled out successfully in either. The Resilient Practices Modules are designed to be used in rural and urban contexts, although Module 7 titled “Urban Resilience in Situations of Chronic Violence” is designed for use in urban risk contexts.

2.1.2 Contexts I through VI.

According to the IPM (now DPA), community resilience issues have been considered to be relevant in Contexts I through V. Context I is defined as high physical needs in a highly unstable environment and Context VI is defined as a highly stable environment with low physical needs.

2.1.3 Christian vs. Non-Christian Contexts.

In a Christian context, spiritual resilience can be associated with the greatest commandment as described in Matthew 22:37 “Love the Lord your God with all your heart and with all your soul and with all your mind. In non-Christian contexts, emphasis on Spiritual Capital is placed on the “Golden Rule” (based on the second greatest commandment) which is to “love your neighbor as yourself” (Matthew 22:39). Whether it is “love your neighbor as yourself” or “do no harm”—both are religious and ethical principles accepted universally by the international humanitarian community and major religions. The following religions subscribe to the Golden Rule: Buddhism, Baha’i Faith, Christianity, Confucianism, Hinduism, Islam, Jainism, Judaism and Taoism.

2.5. In what contexts this methodology should not be considered?

Context VI is defined as a highly stable environment with low physical needs. According to this criterion, Context VI environments are not deemed to be a high priority for the Resilient Practices Methodology.

2.6. What questions should the field staff ask to adapt this methodology and are there particular contextual factors related to the methodology they should consider?

2.3.1. Contextual Factors

The Resilient Practices Methodology is keen on addressing the multiple risk factors our ADP communities face. Resilient Practices seeks to address the issue of risk reduction across the disaster-development continuum. Therefore, it is crucial to understand the multiple sources of risk. As seen by the table below, seven traditional sources of risk are predominant⁶: natural, health, social, economic, political, environmental, and spiritual. These risks have effects, whether at the individual/household, community, national or regional level.⁷

⁶ Ian Davis’s (of Cranfield University) lecture at the 2007 WV MED Summer School on Economic Resilience. The RPM has added a 7th issue – Spiritual.

⁷ For purposes of Resilient Practices Methodology, risk extends to the following thematic areas: Human-Cultural, Environmental-Health, Economic-Financial, Social-Political, Physical-Structural, Technological-Scientific, and Spiritual-psychological.

	Risks affecting an individual or household (micro)	Risks affecting groups of households or communities (meso)	Risks affecting Regions or Nations (macro)
Natural	Lightning strike House subsistence	Rainfall Landslides Tornados Avalanche	Earthquake Volcano Flood Forest fire Drought High winds
Health	Illness Injury Disability Old age Death	Epidemic	Pandemic (bird flu, biological WMD)
Social	Crime Domestic violence Road accident	Terrorism Gang activities Major Transportation Accident (air crash)	Civil War/Strife War Social Upheaval
Economic	Loss of family income	Changes in: Loss of family income, Food prices, economic recession or collapse, Hyper-inflation, Technology Shock	Changes in: Food prices, Growth collapse of economy, Hyper-inflation, Balance of Payments/ Financial/ Currency Crisis, Technology Shock, Terms of Trade Shock, Transition Costs of Economic Reforms
Political	Disappearances Rape Torture Human rights abuses	Riots Social Disorder Political Manipulation of Violence	Political default on social programs Coup d' etat Oppression of specific social groups causing refugees, etc.
Environmental	Household fire	Pollution Industrial Accident Deforestation Nuclear Disaster	Industrial accident (international) Human-induced Climate Change/Global Warming
Spiritual	Religious persecution.	Freedom to practice one's religion or attend a house of worship	Islamic radicalism Religiously inspired terrorist acts

Figure 3: Multiple Sources of Shocks and Stressors (Source: Prof. Ian Davis)⁸

8 Ibid

Based on the above table, we can see that there are multiple sources for shocks and stressors that can be conversely linked with the seven “assets” or “drivers of change” that will take us towards resilience as represented by the Resilience Wheel spokes:

- Economic: inflation, macro-economic trends
- Institutional/political: sudden policy changes, mass redundancies
- Social: death of key wage earner
- Health: Epidemics, malnutrition, HIV/AIDS
- Natural or Built Environment: Fires, heat stress, road accidents
- Conflict: Civil strife, warfare
- Natural or Human Made Disasters: Climate Change/Global Warming; Seasonality, drought, crop failure, deaths and injuries.

2.3.2. Level/s at which the methodology should operate (micro/meso, etc.)

The level at which Resilient Practices Methodology for SLA operates is at both the micro- and macro-levels. This is consistent with the SLA which looks at lives and livelihoods from both a micro- and macro-perspective.

2.3.2.1 Micro-level. At the micro-level, Resilient Practices Methodology for SLA considers the local context as it pertains to people’s lives and livelihoods across the 14 / 7 assets.

2.3.2.2 Macro-level. At the macro-level, SLA considers the “larger than local” environment, i.e., the sub-national and national contexts as it pertains to people’s lives and livelihoods across the 14 / 7 assets.

In both cases, structural policies and the systems that have an impact on them are considered as illustrated by Figure 5 below.

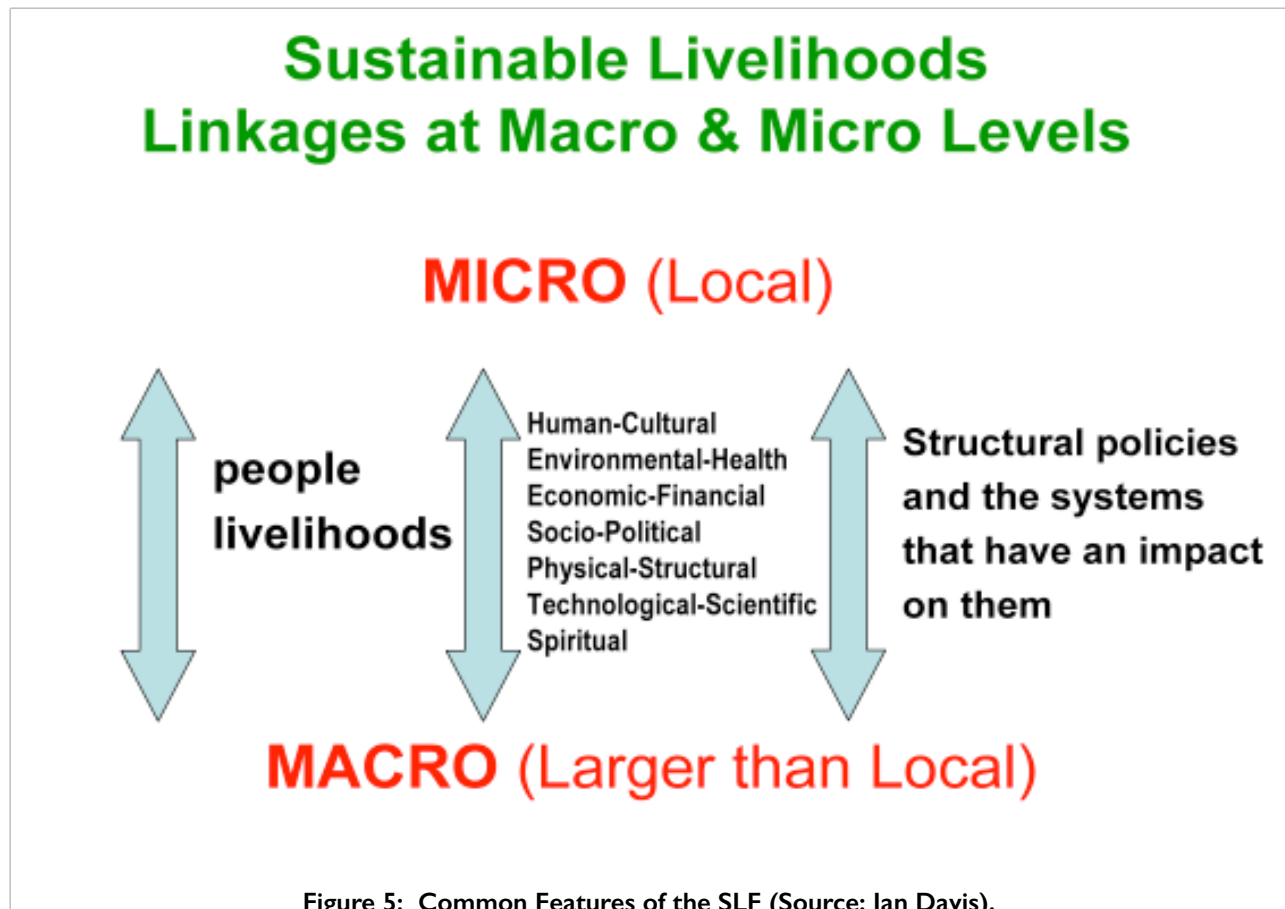


Figure 5: Common Features of the SLF (Source: Ian Davis).

Who are the key groups and beneficiaries for this methodology-type?



3.

3.1 Key Group(s) Intended target groups/beneficiaries (by age, vulnerability level/type, etc.)

The Resilient Practices Methodology targets the vulnerable members associated with these three groups/beneficiaries, targeting the transition years between the 4 age groups (consistent with resiliency best practices):

3.1.1 Girls and boys (children). Children ranging in age from 6 to 11/12--targeting the transition years of 10 to 11 year olds.

3.1.2 Adolescents. Adolescents range in age from 12/13 to 18--targeting the transition years of 17 and 18 year olds.

3.1.3 Youth. Youth range in age from 18 to 22--targeting all within this age group.

3.1.4 Adults. This group considers those aged from 22 and beyond.

3.2 Life cycle stage(s) with which the methodology-type contributes

3.2.1 Adolescents. Adolescents range in age from 12/13 to 18--targeting the transition years of 16 and 17 year olds.

3.2.2 Youth. Youth range in age from 18 to 22--targeting all within this age group.

3.3 How will the methodology include/impact the most vulnerable?

3.3.1. Vulnerability Factors

The Resilient Practices Model considers that to the extent that the below referenced livelihood assets are weak, they contribute towards the vulnerability of CAY, their families, communities and society at large to disasters and crises of natural, social or socio-natural origin.

- Human-Cultural
- Environmental-Health
- Economic-Financial
- Socio-Political
- Physical-Structural
- Technological-Scientific
- Spiritual-psychological

3.3.2. Potential Barriers for complete and equitable participation

The Community Owned Vulnerability and Capacity Assessment (COVACA) has provided foundational elements for the Resilient Practices Methodology. The COVACA process has three mutually supportive goals:

- 1) To undertake a realistic assessment of vulnerabilities and capacities leading to better decision making;
- 2) To identify activities that communities can implement within their own resources to protect themselves from selected key threats; and
- 3) Through this process, to empower the community to take responsibility for their own protection and for implementing the identified activities.

The COVACA achieves these goals by providing a forum within which communities can share their individual experiences and knowledge, a format that helps them compile organize this knowledge and guides them to the identification of risk reduction activities, and empowers them through this process to implement the activities.

To the extent that these 3 goals are being impaired in community development processes, they become barriers for complete and equitable participation.

How does the Methodology work?



4.1 Overview of the approach/methodology

There are 3 key approaches to reduce risks, build resilience, and help individuals and communities bounce back from disasters and crises: prospective risk management, corrective risk management, and response.

- **Prospective Risk Management.** This approach has to do with land use planning, organization and investment; development; sectorial and financial planning that looks towards the future to avoid the creation or re-emergence of new risks. It is the most cost effective in terms of saving lives and avoiding loss of livelihoods. It is based on doing development well in the first place by fully incorporating risk reduction principles and practices into development programming.
- **Corrective Risk Management.** This approach has to do with an emphasis on existing hazards - mitigating human losses through preparedness, response, early alert systems, and mitigating economic losses [through both structural and non-structural measures]* such as mitigation works, insurance, environmental protection, soil rehabilitation in agriculture, etc. It is the next most cost effective (compared to prospective risk management) in terms of saving lives and avoiding loss of livelihoods. This approach is based more on the core principles and practices of DRR
- **Disaster/Crisis Response.** This approach should be considered a last resort –as it represents the most costly in terms of loss and lives and livelihoods. It should only be employed when Prospective and Corrective Risk Management efforts fail.

The Resilient Practices Methodology has accompanying capacity development tools—10 modules in Disaster and Violence Risk Reduction, Sustainable Livelihoods, and Climate Adaptation⁹

Resilient Practices Critical Point Analysis. The “crowning jewel” of the Resilient Practices risk assessment process is called the Critical Point Analysis. An epidemiological methodology¹¹ is used to arrive at the “critical point” (a.k.a. “trigger point” or “tipping point”) that identifies the root cause of leading vulnerability factors impacting the well-being of CAY and the community.

Through its application, the RPM can identify what the negative and positive “critical points” are in the ADP

communities. The Positive and Negative Critical Points are defined as follows:

Negative Critical Point –What is the principal root cause of the problem that is causing the community experience one or multiple factors of risk (i.e., vulnerabilities and/or exposure to hazards)?

Positive Critical Point –What is/are the principal positive adaptive coping strategy(ies) to counteract the negative critical point and help the community to “bounce back” from adversity? How will the community address the primary root cause(s) of the problem by way of multiple protective factors to overcome the multiple risk factors?

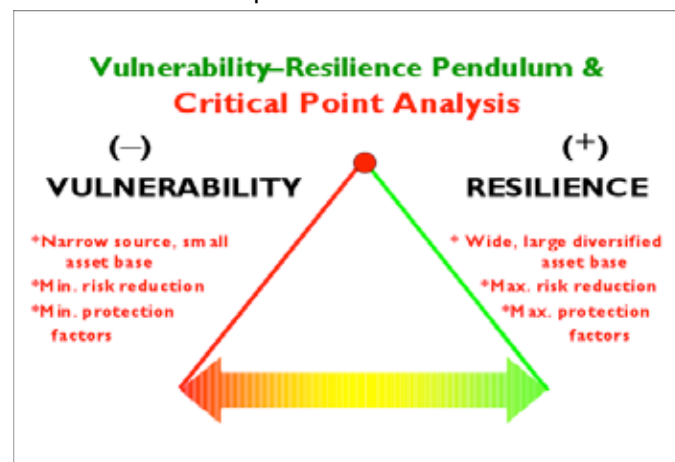


Figure 3: Vulnerability-Resilience Pendulum and Critical Point Analysis^{11 12}

9 Module 1: Girls and boys aged 6 to 11, Module 2: Adolescents (12 to 17), Module 3: Youth (18 to 21), Module 4: Women and Men (22 and older), Module 5: Local government (in partnership with them), Module 6: National Level (staff), Module 7: Urban resilience in situations of chronic violence, Module 8: Crosscutting Issues (gender, child protection, disabilities, environment, health), Module 9: Formal Education and DRR, and Module 10: Field manual. www.resilienciacomunitaria.org.

10 The epidemiological methodology has three characteristics, based on Malcolm Gladwell's book *The Tipping Point: the principle of contagiousness, small causes can have big effects, and change sometimes happens not gradually but also of in an accelerated manner*.

11 The original source of the “Vulnerability-Resilience Pendulum” concept is from Professor Ian Davis, Cranfield University, UK. CRP LACRO has added the negative and positive “Critical Points” to the Pendulum diagram, as well as the risk reduction and protection factors components to the capitals.

12 Ibid

Using the ADP's problem tree analysis as a basis, and considering the 14 / 7 livelihood assets, this exercise engages the community members into assessing the primary root causes of vulnerability and hazards in the community leading to harmful effect(s) –i.e., the negative critical point. Conversely, the community collectively arrives at what they determine to be the positive critical point: i.e., what is the key factor that leads the community to the root cause of the solution that will put them on the “fast track” to accelerate their ability to most effectively transform their community from a state of vulnerability to a state of resilience. By adopting the Critical Point Analysis, communities can:

- Minimize vulnerabilities – i.e., inadequate assets, risk factors and protective factors, constituting “insufficient” assets or capitals, and
- Maximize resilience – i.e., a wider, more diverse and larger asset-base, lower risk factors and higher protective factors, which constitutes “sufficient capitals” or assets.

By minimizing vulnerabilities and maximizing resilience, we can create a more enabling environment for achieving sustainable development. The Critical Point Analysis is designed to be used in concert with the DPA Critical Path and appears as one of the tools to be used in the DPA's Integrated Guidance Document.

4.9. What potential partners can /should be involved?

Potential Partner	Priority of Partnership (Essential, Desirable)	Role of Partner
4.1 Public Sector. This consists of partners at the federal, state and local or municipal government levels.	Essential	The public sector role is to provide various government services. Those relevant to this Methodology are policing, public education, healthcare and those working for the government itself, such as elected officials and local authorities. In the case of local authorities, this methodology can partner with them to develop capacities in Resilient Practices (See Module 5).
4.2 Private Sector. These partnerships can be found in civil society, such as NGOs, private voluntary organizations and the like.	Essential	The role of the private sector relevant to this methodology is business sector, which is intended to earn a profit for the owners of the enterprise, and the voluntary sector, which includes charitable organizations. This methodology can partner with private sector organizations to develop capacities in Resilient Practices (Modules 4 through 10 apply).
4.3 Religious Sector. Partnerships of this nature are primarily with local churches but can also be Christian NGOs and other religious organizations.	Essential	The role of the religious sector relevant to this methodology are to work with church volunteers and leaders to develop capacities in Resilient Practices in the CAY and adult age ranges (All modules apply, but in particular Module 8b on Christian Commitments and Volunteerism).

Considerations on the capacity of partners

Partnership Capacity Context	Guidance regarding ways of working to implement the Methodology-type in these contexts
None or very few organizations (mobilize)	The methodology is designed to be implemented in highly vulnerable contexts.
Weak organizations (capacity building)	The methodology is designed to be implemented in the context of medium vulnerability based on the criteria of the modules' contents.
Strong organizations, but no focus on children or are not connected (catalyze)	The methodology is designed to be implemented in the context of average resilience based on the criteria of the contents of the modules.
Partnerships established with focus on children (join)	The methodology is designed to be implemented in highly resilient contexts based on the criteria of the contents of the modules.

4.4 How does the methodology promote the empowerment of partners and participants?

Empowerment is synonymous with community ownership. The Resilient Practices Methodology has adopted the 3 essential empowerment elements from the Community Owned Vulnerability and Capacity Assessment (COVACA) approach for empowering communities. According to COVACA, empowerment is analogous to a community owning its own development processes, as well as its own actions and responsibility flowing from the process. Also, empowerment is intrinsically linked to the ability for a “community [to have] ownership of the tool [associated with assessing a community’s vulnerabilities and capacities during] its application”. This is the overriding principle of COVACA and is a pre-requisite for the desired cultural shift towards self-determination and self-sufficiency. In the same way, the Resilient Practices Methodology is keen on empowering the community by providing an enabling environment for them to own the tool and its application.

According to COVACA, three key inherent empowering elements are:

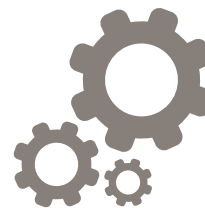
Valuing existing community knowledge. While significant information is available from secondary sources, the purpose of Community Owned VACA is to tap the vast quantity of undocumented local knowledge – not utilized primarily because of the lack of a format with which to systematically collect it (IFRC 1996). Because community members themselves facilitate the COVACA process, they are not ‘taught’ by external parties and their shared existing knowledge is instead valued.

Level of community participation. The broader the level of participation and community contributions, the greater the level of ownership over the identified activities, and the more likely those activities will be implemented. Furthermore, the COVACA participation is community driven, and not ‘participation’ in an external process.

Ownership of information. Beyond the initial development and introduction to communities, it is not intended for the COVACA process to be an externally run exercise. The information derived through the COVACA process will belong to the community, with other stakeholders (including World Vision) needing to request the information from the community.



DME of the Methodology



5.

5.1 What are the goal and the outcomes to be sustained as a result of this Methodology?

Goal. Supporting the sustained wellbeing of Children, Adolescent, Youth (CAY), their families and communities by mainstreaming and scaling up Resilient Practices as an integral part of development and humanitarian programming in Latin America and the Caribbean Region.

Outcome 1. Community, national, regional and global level programming will be strengthened through approaches and adaptive strategies that effectively reduce disaster and violence risk and the impacts of climate change, and build resilient communities such that development gains are retained and grown sustainably for future generations.

Outcome 2. Adaptive organizational capacities and systems are operationalized to provide professional and strategic development practice that is responsive to the continually changing external context.

Outcome 3. Strategic Partnerships are in place that enhances the resiliency of development practice globally, influence and shape macro policies that protect people so that they are not at risk and mobilize innovative resource streams to shape an effective and enabling environment for sustainability of development gains

5.2 Logical framework sample for this methodology

Hierarchy of Objectives	Means of Verification	Indicator	Assumptions	
<p>Outcome 1: Community, national, regional and global level programming are strengthened through approaches and adaptive strategies that effectively reduce disaster risk and the impacts of climate change, and build resilient communities such that development gains are retained and grown sustainably for future generations</p>	<p>Output 1 Methodology and tools developed for resilience building development interventions and incorporated into WV policy, systems and practices including DPA Guidance for Integrated Programming.</p>	<p>Resilient Practices Methodology developed Availability in NO and ADP offices, NO and ADP plans and reports</p>	<p>Relevant models for RPM are developed and available for ADP staff RDP Project Modules available in NO and ADP offices and in use in all interested and participating ADP's Adoption and integration of approaches and methods in the NOs and ADPs; Staff knowledge of contents</p>	<p>Commitment of GC to RPM components in new DPA guides, active promotion of the new guide, development of relevant ADAPT and Methodologies for NO and ADP planning and programming.</p>
	<p>Community vulnerability monitoring mechanisms developed and applied that measure ongoing effectiveness and appropriateness of development interventions</p>	<p>VFL data sets Baseline, MTR and final evaluation report. Interviews with key informants and focal groups</p>	<p>Active regular monitoring by VFL; representativeness, quality and completeness of VFL data</p>	<p>NO and ADP management recognise the relevance of VFL . NO and ADP staff have time available to collect and use the data.</p>

<p>Outcome 2. Adaptive organisational capacities and systems are operationalised to provide professional and strategic development practice that is responsive to the continually changing external context.</p>	<p>Strengthened skills and competencies at all levels in building resilience, DRR and climate change adaptation</p>	<p># of training resource materials adapted developed and printed. Modules adapted for use with and by children and their communities. # of CAY and adults who have participated in workshops. % of CAY and adults with improved VFL results # of CAY and adults trained and participated in child focused Resilient Practice exercises. # of CAY and adults who have developed Community Resilience plans.</p>	<p>National and local ADP DRR/CCA workshops in LACRO conducted. Senior staff and local ADP staff in each country who participated in workshop in RDP have a raised awareness and capacities and are applying this knowledge into their practices. Total number of direct participants who participated and received training in RPM in the project were as follows: Brazil: 3,875; Bolivia: 4,686; Nicaragua: 4,503. Dominican Republic 1,328. Peru 3,012, Panama 700, Haiti 204, Costa Rica 150, Guatemala 125, Honduras 125, Chile 102 Total: 18,330 CAY and adults reached by CRP LACRO during Phases 1 and 2 (2007-2014)</p>	<p>Adequate budget or invitation to travel to key conferences</p>
<p>Outcome 3: Strategic Partnerships are in place that enhances the resiliency of development practice globally, influence and shape macro policies that protect people so that they are not at risk and mobilise innovative resource streams to shape an effective and enabling environment for sustainability of development gains.</p>				<p>Funds available for partnering Willingness of the regional and national office to provide an enabling environment and resources for this to happen. There are enough relevant organizations to partner with.</p>
	<p>Collaborative and productive partnerships in place with external organizations and key coalitions that enhance resilience focused development practice across the humanitarian and development industry</p>		<p>Children's Charter is shared at a regional, national and local level and action plans to support it are in place Participation in Global, Regional and National DRR Platforms, the UNFCCC and other relevant humanitarian and development networks</p>	<p>Existence and willingness of partners to engage with RPM</p>
	<p>Advocating for and with children, strengthening their participation in the RPM process and promoting their role as agents of change.</p>		<p>CORELAC (Plan, Save, WV, RET, UNICEF and UNISDR) participating children and youth Co-Create a Declaration on Resilience for LAC. Also, 2 out of 3 experiences that were shared at the High Level Panel on Child-Focused DRR at the UNISDR Regional Platform for DRR in Guayaquil May 2014 were from the CRP LACRO. Introduce, raise awareness and inform about Children's Charter and VFL through the RPM Workshops and seek to influence external environment to implement it at the local, national, regional levels</p>	<p>Sufficient buy in from ADP and NO to ensure that VFL and Children's Charter in DRR can be rolled out effectively. ADP and NO staff are receptive and see the value added of implementing VFL and Children's Charter in DRR</p>

5.3 Recommended monitoring methods

Measuring impact through evidence-based approaches: Views from the Frontlines (VFL)

- VFL is a global survey designed by the Global Network of Civil Society Organizations on DRR to collect perspectives from the local level as to how DRR based on the Hyogo Framework of Action (HFA) is progressing.
- 20,000 people in 69 countries responded to the Views from the Frontline 2011 survey. Up to 80,000 participated in 2013 version. Participating countries in most of the major regions of the world child participation life skills development empowerment

VFL – What it does

- The VFL is a participatory survey that seeks to understand the extent to which key disaster reduction indicators are changing based on HFA's 5 Priorities of Action. It seeks evidence of change at: Local-level government bodies, Civil Society Organizations, and Community levels.

Going beyond natural and technological hazards: HFA as a structure for social hazards

- A workshop was conducted in Costa Rica in 2010 with the UN University of Peace graduate students, as well as a series of consultations with faculty members.
- By consensus, the students and faculty reached a key conclusion: if the word “disaster” could be taken out of HFA Priority of Action 5: “Preparedness and Response”, it was found that HFA was indeed a “compatible” Framework for guiding local actions to address social hazards.

What VFL does NOT do and a call for measuring social hazards and conflict sensitivity

- CRP LACRO partnered with the UN University of Peace to develop social hazards and conflict indicators to complement VFL (beyond measuring natural and socio-natural hazards)
- Furthermore, the Methodology in concert with the UN University of Peace has developed a social hazards/conflict module to support peacebuilding and conflict resolution at the local level

5.4 Critical Assumptions and Risk Management

Logframe Ref.	Critical Assumptions	Relevance (high, medium)	Management Response
Goal.	Creation of an enabling institutional environment through active commitment and interest of GC, Regional and NO leadership, There are no significant cost increases or fluctuations in foreign exchange rates that reduce local currency budgets. Additional funding to cover program deficit becomes available or budget cuts can be made while maintaining integrity of the program	High	Results from Views from the Frontlines Survey during Baseline Assessment, Mid-Term Evaluation and Final Evaluation. Evidence that trained ADP facilitators, community leaders and local government officials use knowledge and skills in programming and implementation and develop capacities in the ADP communities. NO policy documents, plans, reports and ADP plans and reports Documentation in Semi-Annual Reports.
Outcome I.	New DPA guide introduced in all NO by GC, sufficient methodologies relevant for the ADP context in LACRO are developed	High	RO and NO policy documents, ADP plans and reports, CRP program documentation
Output I.I.	Sufficient support from GC for RDP Relevant ADAPT (sectoral models) and sufficient methodologies for programming Adequate support from Senior Management in the LAC Region.	High	NO and ADP Plans

Output 1.2.	Commitment of GC to RPM components in new DPA guides, active promotion of the new guide, development of relevant ADAPT and methodologies for NO and ADP planning and programming.	Alto	ON y Planes de PDA
Output 1.3.	NO and ADP management recognise the relevance of VFL. NO and ADP staff have time available to collect and use the data.	High	Statistical accounting of: # ADP facilitators/managers trained # authorities and local organizations trained # community leaders trained (evidence of DRR/CR assessments, implementation of CR plans) # of participating CAY # of participating women
Output 2.1.	Adequate budget or invitation to travel to key conferences	High	Conference papers or programs and reports, lessons learned documentation, interviews with sector professionals Available documentation on social hazards indicators. Documentation on conference report as found on DRR and CC websites.
Output 2.2.	The availability and funding for a good CoP facilitator and website manager Competing CoPs that may make it challenging to keep the RDP CoP active or possibility to be hosted on an already existing DRR related regional website.	Medium	Information is stored on CoP records. Interviews with CoP participants
Output 2.3.	Identification of an institution that is available and willing to realize the GIS system within the available budget. Willingness and attention that senior leadership gives to RDM for planning and monitoring. Interviews with key informants and focal groups Documentation in Semi-Annual Reports.	Medium	NO and ADP Plans Viewing end product Documentation in Semi-Annual Reports.
Output 2.4.	Strategic and leadership support exists to mainstream RDP. Senior staff can make themselves available for the workshops There are no significant cost increases or fluctuations in foreign exchange rates. Acquire additional funding streams to ensure maximum scalability through WVA and where possible other sources of funding. Mention of RDP in the national annual reports and other NO reports over the course of the 3 years.	High	Changes programming and implementation practices as witnessed in progress and monitoring reports Workshop reports Verification through interviews Attendee sheets of those who participated in the RDP workshops, disaggregated by gender.

Outcome 3.	<p>Funds available for partnering.</p> <p>Willingness of the regional and national office to provide an enabling environment and resources for this to happen.</p> <p>There are enough relevant organizations to partner with.</p>	High	<p>Activity reports, MoUs</p> <p>Statistical accounting disaggregated by gender of:</p> <p>Number of individuals in LAC Region who are participating in internal & external networks at regional & national level</p> <p>Documentation in Semi-Annual Reports.</p>
Output 3.1.	Existence and willingness of partners to engage in RPM	High	Action Plans, Follow up activities, videos produced, materials generated.
Output 3.2.	<p>Sufficient buy in from ADP and NO to ensure that VFL and CC can be rolled out effectively.</p> <p>ADP and NO staff are receptive and see the value added of implementing VFL and CC</p>	High	<p>Communities and ADPs that have a good understanding and act upon CC and VFL</p> <p>National level staff have a good understanding and act upon CC and VFL</p>
Output 3.3.	Competing demands with academic schedules	Medium	Evidence through documentation produced to enhance the Resilient Practice modules

5.5 Sustainability

The Resilient Practices Methodology aims to ensure that a community resilience building process is integrated at many levels of existing efforts within the methodology's beneficiary communities, ADPs and NOs, as elaborated below.

5.5.1 Service delivery /management

The actions unpinning this methodology directly engage the community in assessing and envisioning how to build community resilience in their community. Furthermore, development facilitators working in each ADP will specifically aim to ensure that a strong community-based process of resilience building begins with this methodology.

5.5.2 Personal action / behavior change

With the clear recognition that this methodology may be of a short- to mid-term nature, high emphasis is placed on creating long-term capacity for resilience assessments, planning and building within the existing civil structures within communities. Throughout the life in which the methodology is applied, the local development facilitator will monitor the ability of resilience communities to self-organize and lead their own community-based resilience building efforts. The development facilitator working in each ADP will comment on this progress month by month and will report on the specific "coaching" needed to ensure a successful community-driven process. Proxy indicators will be developed with each local development facilitator to monitor this process. The initial results on sustainability for the methodology will be measured during the mid-term and final evaluations.

5.5.3 Policy change and implementation

Through incorporating local government representatives in risk assessments, planning and community resilience building, community processes will have significant potential to change the civil environment within which vulnerable beneficiary communities aim to address the hazards facing them.

Furthermore, resilience programming needs to seek to determine feasible ways for ADPs and NOs to incorporate resilience building in their existing models. This is seen as an opportunity for the Resilient Practices Methodology to learn how resilience can be used for a sustainable proposal for other ADPs.

5.5.4 Innovation

During its pilot project phase, the CRP LACRO tested new approaches for strengthening community resilience. The methodology has been shared with many levels of the partnership. Towards this end, the continual aim of Resilient Practices is to contribute to methodologies that can build resilience implemented in varied settings.

5.5.5 Programmatic and Strategic Considerations on Regional Role.

To maintain the strength of resilience programming in the LAC region, a strong presence needs to be sustained by ensuring a regional focal point in Resilience/DRR remains in the LAC Regional Executive Office in Panama. LACRO can exert a significant influence on humanitarian and development issues in the LAC region through this person's engagement with the key UN and INGO agencies. The Regional Resilience/ DRR Advisor primary role is to: continue mainstreaming and scaling up Resilient Practices in the LAC Region. Among other things, virtual ToTs will be conducted in Resilient Practices to ensure NOs and at-risk ADPs acquire necessary capacities and competencies. In the NOs reached by the Program, ongoing monitoring will be conducted to ensure Resilient Practices continues to be embedded in ADP (and non-ADP) programming.

Every effort will be made to assure that Resilient Practices becomes an integral part of the ADP design or redesign for all NO ADPs that are in this phase of the LEAP project life cycle. The Resilient Practice Modules developed during the life of the CRP LACRO will be employed to their utmost capacity and applied according to the specific risk contexts at the NO and ADP levels. A key activity will be to update all modules during FY15 so they become Hyogo Framework 2 "HFA 2 Ready" for the UN Global Post-2015 DRR/ Resilience Frame. This will ensure the tools will remain state-of-the-art—based on a global industry standard that will remain in effect for another 10 years.

5.5.6 Transition and Sustainability of Resilient Practices

A significant and sustained investment has been made to build the resilience engine since the inception of the global program in 2007. Now we are at a major and critically important crossroads: it will only take a small investment to keep the resilience engine running and operating.

If World Vision in the LAC Region is to safeguard all of its development investments, we need to guarantee Resilient Practices are embedded in our ADP programming across the LAC region. Investing \$1 in resilience and DRR is equivalent to \$7 in disaster response.¹³ As such, we are in essence ensuring our development programming can have an insurance policy by changing the mindset of NO leadership and ADP managers—making Resilient Practices an integral part of our national strategies, operations and programs. Thus, it is a sine qua non that we continue to support resilience programming.

¹³ UNDP video illustrating return on investment in DRR <https://www.youtube.com/watch?v=HhD85cQejTg>

Protection and Equity Considerations



6.

6.1 How can you promote child protection in the implementation of this methodology?

The issue of Child Protection during the implementation of Resilient Practices methodology is covered through the Resilient Practices' Crosscutting Issues Module (8a).

6.2 How does the Methodology promote equitable access to and control of resources, opportunities and benefits from a gender perspective and also from other perspectives, such as disability, ethnicity, faith, etc.?

The issue of Gender, Persons with Disabilities and Christian Commitments during the implementation of Resilient Practices Methodology is covered through the Resilient Practices' Crosscutting Issues Module (8a and 8b).



Management of the Methodology



7.

7.1 NO support required for the implementation and success of the Methodology

All relevant technical assistance required to address the different phases in the life cycle of the methodology are addressed in each of the Resilient Practice Modules.

7.2 Technical skills required

The Resilient Practices Methodology is designed to be used by the existing personnel and systems at the NO and ADP levels. No technical knowledge changes or requirements are needed on the part of the NO or ADP staff to begin applying the Resilient Practices Methodology.

7.3 Guidelines for staffing

The Resilient Practices Methodology is designed to be adopted by any level of personnel beginning with ADP staff and community members all the way up to the NO senior management. The capacities required by ADP and NO staff during the life cycle of the methodology have been contemplated so that the Resilient Practices Modules can be widely and readily applied at both the local and national levels. Furthermore, the Resilient Practices Methodology is designed to be rolled out by the participating NO and ADPs in collaboration with national and local partners.

7.4 Guidelines on resources required, costs and chronogram for the implementation of the methodology

The only applicable costs to successfully roll out the Resilient Practices Methodology is the willingness and availability of time for conducting capacity development workshops. For the most part, any supplies required are consistent with that used by most World Vision ADP and NO workshops—i.e., colored markers, poster paper, flip charts, sticky notes, and the like. In addition, one of the key dynamics employs the use of a bicycle wheel sustained on a rod with 14 ropes or bungee cords to illustrate the asset-based components of the resilience wheel metaphorical of a resilient community.

The recommended chronogram for a Resilient Practices Methodology should be consistent with, and operate in parallel with, the conduct and duration of the ADP assessment, design or redesign phase.

Finally, only additional costs to be considered are for the mobilization of ADP staff to conduct the trainings and reproduction of the modules, with an estimated cost of US\$2 per module (black and white copies).

Tools Required



8.

8.1 Implementation guide

Module 10 is the Operations Manual or Field (Implementation) Guide in Resilient Practices.

8.2 Resources and manuals for facilitation

Supporting risk reduction and resilience building at the local and national level through the development of capacities and competencies by applying the Resilient Practices Modules using the 5 Priorities of Action in Disaster and Violence Risk Reduction and the Crosscutting themes of the UN Disaster Risk Reduction Frame (Hyogo Framework of Action) as the structure:

1. Girls and boys
2. Adolescents
3. Youth
4. Women and Men
5. Local government (in partnership with them)
6. National Level (staff)
7. Urban Resilience in Situations of Chronic Violence
8. (a) Crosscutting Issues (gender, child protection, people with disabilities, health/ HIV/AIDS)
8. (b) Crosscutting Issues 2: Christian commitments and Volunteerism,
9. Formal Education and DRR Guide
10. Field guide in RPM (Operational Manual)

Links and Integration



9.

9.1 Sponsorship in Programming

9.1.1 How can Sponsorship help?

As we know, sponsorship is not just communication, but it seeks to transform. Sponsors seek help CAY of the communities, so they can be better and achieve a full life. Something very essential in this service is the interest and emotional support provided by these good-hearted people (sponsors to CAY), support which is important during the process for building resilience.

When we as humans go through difficult times, the fact of facing and overcoming these moments, depends heavily on the external support we can get to improve our self-esteem, and to make us feel we are not alone and that we are important, that someone cares for your problem or situation. This, combined with the motivation of the sponsor of learning more about his/her sponsored child, their personal experiences, their living situation etc., can be an extremely powerful tool for contributing through sponsorship to a more efficient, compromising and transforming resilience of our CAY.¹⁴

9.1.2 How to support resilience programming from sponsorship?

There are many ways to contribute to this process through sponsorship, which should not be understood simply as a communication between the sponsor and the child, but as something deeper that can generate change and transformation for both, children as well as the donor, in an effort to provide meaningful emotional support, to transform lives.

That's why taking into account these 3 steps of resilience (before, during and after an adverse event), we might combine certain activities with the sponsorship processes, allowing the construction and improvement of community assets and life skills that serve as multiple protective factors, outweighing risk factors.¹⁶

9.1.3 Organizing activities

The proposal is to include the Resilient Practices in the sponsorship processes such as SLs ILs, Christmas cards, Monitoring, GVCs etc., including C4D through audiovisual material, showing this process and CAY learning experience. Certain activities can be improved, giving them a specific topic and use teaching materials with explanation and procedure to be carried out by facilitators.

9.1.4 Our response to the need

Our intent is to develop a Sponsorship and Resilience Manual to support the integration of Resilient Practices in CAY Sponsorship participation activities.

CAY play an important role to encourage and guide other children to have a starring role in their community, for integrated risk management and resilience, in order to confront and overcome adverse events.¹⁶

9.2. Advocacy: Participation, protection and mobilization

The Sustainable Livelihoods Approach (SLA) component in Resilient Practices that best corresponds with Advocacy is the Socio-Political asset-base in the Resilience Wheel. A practical example on how Resilient Practices has achieved a significant impact can be found with the co-creation of a Declaration on Resilience led by Children and Youth from World Vision, Save the Children, Plan International, UNICEF and UNISDR. This Declaration will be taken to Sendai, Japan March 2015 in a document approved by the top ranking DRR official who reports directly to Ban Ki Moon, the UN Secretary General. As such, it is positioned to influence not only the post-2015 Disaster Risk Reduction Frame but also the Post 2015 Development Agenda which forms a part of it—a huge achievement and clear indicator of quality programming and the impact Resilient Practices has had in the external policy and advocacy environment.

¹⁴ Source: Lourdes Humerez – Regional Sponsorship Specialist

¹⁵ Ibid

¹⁶ Ibid

9.3. Humanitarian and Emergency Affairs (HEA)

HEA LACRO supports four strategic elements in the work it carries out in the LAC region, one of which is Resilient Practices: Preparedness for response at all levels, Youth mobilization and participation with the GR3 model, Violence as a humanitarian issue, and Resilient Practices.



Resilient Practices Modules

To Access the Resilient Practices Modules in English, Spanish and Portuguese, go to this link in dropbox.

<https://www.dropbox.com/sh/2m9gph9pif98tqh/AAAGefVcao4-gNkJLiWlwYIa?dl=0>

Note: The Field Manual provides a summary description for each of the Resilient Practices modules.

Key documents:

- Resilient Practices measurement of the degree of vulnerability or resilience for each of the 40 Development Assets Profile (DAP) elements.
- Risk and Resilience Assessment results from the Online Platform for Children and Youth for Resilience in the LAC Region for the age groups of adolescents and youth.
- PPT Presentation on Resilient Practices Methodology given at the CAY Participation and Empowerment Meeting, August 12-14, 2014 in Federal Way, Washington, USA.

Ir a: <https://www.dropbox.com/sh/bj0srqzvy5l6se0/AADiHXO5q8PWVwlyxIKb5x-la?dl=0>

Budget

Description	FY15	FY16
Salary/Benefits of Regional DRR Advisor	US\$35,000	US\$35,000
Admin./training/travel support costs	US\$9,000	US\$9,000
Part-time Technical Assistant support	US\$6,000	US\$6,000
Total	US\$50,000	US\$50,000

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