



# ROUTES TO RESILIENCE

## INSIGHTS FROM BRACED FINAL YEAR

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Synthesis paper



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## Acronyms

<b>BRES</b>	Building Resilience by Changing Farming, Forestry and Early Warning Practices (BRACED project)
<b>BRICS</b>	Building Resilience in Chad and Sudan (BRACED project)
<b>CIARE</b>	Climate Information and Assets for Resilience in Ethiopia (BRACED project)
<b>CIS</b>	Climate Information Services
<b>CSA</b>	Climate Smart Agriculture
<b>CSO</b>	Civil Society Organisation
<b>DCF</b>	Decentralising Climate Funds (BRACED project)
<b>DFID</b>	Department for International Development (UK)
<b>DRR</b>	Disaster Risk Reduction
<b>FM</b>	Fund Manager
<b>HI</b>	High Intensity
<b>HYDT</b>	High Yielding Drought Tolerant
<b>IP</b>	Implementing Partner
<b>IRISS</b>	Improving Resilience to Climate Change in South Sudan (BRACED project)
<b>KM</b>	Knowledge Manager
<b>KPI</b>	Key Performance Indicators
<b>LAPA</b>	Local Adaptation Plans of Action
<b>LWW</b>	Live With Water (BRACED project)
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MAR</b>	Market Approaches to Resilience (BRACED project)
<b>MRR</b>	Monitoring and Results Reporting
<b>NGO</b>	Non-governmental Organisations
<b>NRM</b>	Natural Resource Management
<b>PHASE</b>	Providing Humanitarian Assistance in Sahel Emergencies
<b>RIC4REC</b>	Renforcement des Initiatives Communautaires pour la Résilience aux Extrêmes Climatiques (BRACED project)
<b>SDGs</b>	Sustainable Development Goals

<b>SECs</b>	School Environmental Clubs
<b>SILC</b>	Savings and Internal Lending Communities
<b>SUR1M</b>	Scaling up Resilience to Climate Extremes for over 1 Million People (BRACED project)
<b>SWAP</b>	Savings With A Purpose
<b>ToC</b>	Theory of Change
<b>VSLA</b>	Village Savings and Loan Associations

## Foreword

It is an honour and a pleasure to present this third BRACED Routes to Resilience report.

BRACED (Building Resilience and Adaptation to Climate Extremes and Disasters) is a unique programme, addressing climate and disaster risk in some of the most fragile contexts, through a large and diverse portfolio of local interventions delivered by more than 120 organisations in 15 consortia across 13 countries in East Africa, the Sahel and Asia. All of these projects were selected because of their potential to make a difference to up to five million vulnerable people.

Three years later, we are in a unique position to look back and learn what has been delivered. This Routes to Resilience analysis demonstrates *how* the projects have built the capacity to anticipate and absorb shocks and adapt to changing risks. 12 out of the 15 projects were already tested by shocks and stresses even during project implementation. But the report also analyses trade-offs between different capacities, and the risks of oversimplifying trajectories of change. For instance, it is a dangerous measure of adaptive capacity to simply ask if communities are using climate projections.

Looking forward, several projects are already building on these lessons with a project extension, recognising that there are important lessons for expanded programming by DFID and other donor agencies. But more importantly, the report demonstrates the need to connect these local delivery mechanisms to market mechanisms, and to local as well as national governments. There is huge potential to build on the learning from BRACED in international financing mechanisms such as the Green Climate Fund, and in national plans, such as the adaptation portion of Nationally Determined Contributions to the Paris Agreement.

As a BRACED Knowledge Manager, we will complement the findings from this Routes to Resilience analysis with additional research and learning activities. We will build a base for expanded investment in resilience, not just in these BRACED countries, but at a global scale, as the global community takes stock of their ambitions under the Paris Agreement. BRACED offers an inspiring example of *what's possible*, even in highly fragile and vulnerable contexts.

I want to thank the authors of this report, all the BRACED Implementing Partners who have contributed to this evidence base, as well as the BRACED Fund Manager and DFID, who not only supported the projects themselves, but also invested in the analysis you are about to read. I trust that it will inspire and guide future investments in resilience, even in the toughest places and for the most vulnerable people.

### **Maarten van Aalst**

Director, Red Cross Red Crescent Climate Centre, and co-chair of the BRACED Knowledge Manager



# EXECUTIVE SUMMARY

Image: USAID

After three years of implementation, this paper presents a synthesis of the Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) project final annual reports.

BRACED aims to build the resilience of up to five million vulnerable people against climate extremes and disasters. It does so through a three-year, £110 million UK government-funded grant, supporting more than 120 organisations in 15 consortia across 13 countries in East Africa, the Sahel and Asia.

The BRACED programme operates in some of the most fragile and challenging countries in the world. While the programme is not explicitly conflict or security focused, many of the projects are implemented in a context affected by conflict or instability. BRACED projects cover a wide range of issues, from securing, servicing and promoting trans-border livestock mobility across the Sahel, to sharing skills and technology to improve the uptake of climate information in Ethiopia, to supporting smallholder farmers in Nepal to take advantage of economic opportunities and investments in climate-smart technologies. The BRACED Knowledge Manager is contributing to a growing evidence base on 'what works and what does not to build resilience', in order to affect change across and beyond the BRACED focus countries.



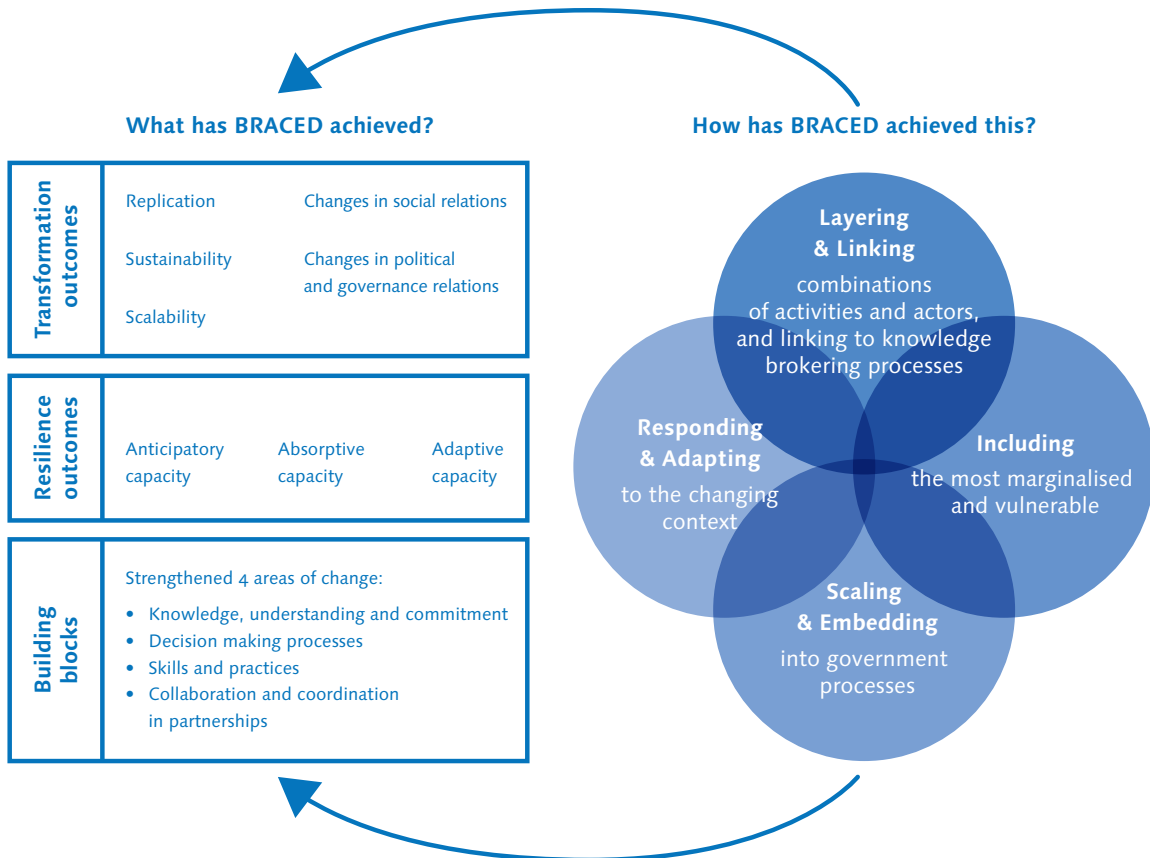
## This report presents practical implications of resilience as a concept, and how it can be assessed and measured to inform the design and commissioning of programmes

Using the evidence provided by Implementing Partners (IPs), this report examines the following questions: *What has BRACED achieved and what does this mean for future resilience programming?* The final year of BRACED has provided more substantive and insightful evidence of changes across the programme, allowing us to deepen our understanding of how and in what ways resilience outcomes manifest. The findings, lessons and recommendations of this report contribute to the growing body of evidence and learning about resilience programming. The report offers a contribution to further understand the practical implications of resilience as a concept, and how it can be assessed and measured to inform the design and commissioning of programmes.

### What has BRACED achieved?

BRACED was an ambitious programme, which aimed to build resilience locally in highly vulnerable and fragile contexts, yet at scale. Over the three years, BRACED has:

**Figure 1: What has BRACED achieved and how?**



Curved arrows indicate a cyclical relationship between the 'What has BRACED achieved?' section and the 'How has BRACED achieved this?' section.

### 1. Strengthened key areas of change:<sup>1</sup>

- Built **knowledge**, understanding and commitment to act differently; and strengthened **skills and practices** of key stakeholders to manage the risk of climate extremes and disasters (*with 10 out of 15 projects demonstrating a good level of success<sup>2</sup> where acquired knowledge led to improved understanding and commitment, and new skills led to new attitudes and practices*)
- Developed a wide range of **partnerships** to deliver interventions for resilience (*eight projects demonstrated excellent success<sup>3</sup> in partnerships delivering improved results*)
- Enhanced **decision-making processes** for inclusive resilience-building (*all projects achieved a good level of success by involving the most vulnerable groups in shaping the decision-making, yet only seven projects demonstrated discrete success in involving these groups in reviewing and refining the outcomes of decision-making processes*).

A synthesis of the evidence and key ingredients for success for each Area of Change can be found in [Section 3](#).

### 2. Enhanced resilience capacities

BRACED projects have, to varying degrees, enhanced absorptive, anticipatory and adaptive capacities of poor households and communities, focusing to varying degrees on different capacities in different contexts. All projects have demonstrated all three capacities but needed an extra year to see signs of adaptive capacity outcomes. The four processes<sup>4</sup> introduced in year two have been key to understanding resilience and interpreting results across the programme, while also generating a better understanding of *how* and *in what ways* BRACED projects are building resilience. The resilience outcomes are strongly linked to the development outcomes, including growth in income and assets (and reduced sale of assets in emergencies); improved savings and/or credit; diversified livelihoods and/or incomes; improved food security; and increased gender equality (at least at the household level).

<sup>1</sup> See Figure 2 for a full description.

<sup>2</sup> 'Good level of success' is defined as the most common achievement across projects is the 'like-to-see' level of change.

<sup>3</sup> 'Excellent success' is defined as the most common achievement across projects is the 'love-to-see' level of change.

<sup>4</sup> Processes include: 1. Layering and linking a set of processes and activities; 2. Including the most vulnerable and marginalised to address inequalities; 3. Responding and adapting to the changing context; 4. Scaling and embedding efforts into on-going government processes.

BRACED projects are also showing early evidence of improved resilience to shocks and stresses. 12 of the 15 BRACED projects<sup>5</sup> provided examples of how communities and households have coped with shocks and stresses.

Analysis and reflection of BRACED resilience outcomes and processes can be found in Section 4.

### 3. Increased the likelihood of transformation

There are emerging signs of transformational change that, although largely limited to the local level, are most clearly illustrated by catalytic impacts – expanding project activities beyond their geographical extent and direct sphere of the project's influence. Beyond this outcome, evidence has indicated it is too early to judge the sustainability and scalability to replicate project approaches beyond the local level within three years.

An analysis and reflection of BRACED transformational outcomes can be found in Section 5.

Overall, evidence suggests that the BRACED Theory of Change (ToC) holds but changes will need to be made on the current design. BRACED was an ambitious programme, which aimed to build resilience locally in highly vulnerable and volatile places, yet at scale in a three-year period. BRACED projects have contributed to resilience capacities and, to a lesser extent, have contributed to policy change at the local level. Yet, it is too early to test whether the capacities built are sufficient for long-term resilient change. It is also too early to judge the extent to which BRACED outcomes will be sustainable and contribute to its ultimate outcome of improving the well-being of the most vulnerable in spite of shocks and stresses.

Although results to date are encouraging, the delay in the design of BRACED component D (provision of national policy and capacity support) has limited the transformational impact of the overall programme. An extension of the programme, was launched in January 2018, before the end of year 3 of BRACED.<sup>6</sup> The aim of the extension is to foster further progress towards the sustainability of the programme's outcomes. During this period, the Knowledge Manger will work with projects on selected case studies to answer some outstanding questions. These have been identified in Section 6 of the main report.

<sup>5</sup> Anukulan, BRES, CIARE, IRISS, Livestock Mobility, LWW, MAR, PRESENCES, PROGRESS, RIC4REC, SUR1M and Zaman Lebidi.

<sup>6</sup> Nine BRACED projects successfully won funding to either continue implementation and/or to undertake additional policy influencing work.

# What does the evidence tell us about resilience?

## Key messages and implications for practice

The final year of BRACED has provided more substantive and insightful evidence of change across the programme, allowing us to deepen our understanding of how and in what ways resilience outcomes manifest. We have drawn from the findings of this report, and our learning from monitoring BRACED over the three-year period, a set of five key messages that reflect our interpretation of what this means for resilience-building efforts, together with implications for future practice. Implications for monitoring and evaluation are discussed for each of the key messages in Section 6.1 of the report.

### Key Message 1: Resilience building is not just determined by what you do but how you do it.

At the outcome level, the BRACED ToC defined resilience as a set of capacities that enabled individuals to improve their wellbeing in spite of climate extremes and disasters. Through exploring *how* and *why* outcomes were achieved, evidence shows four processes<sup>7</sup> that support resilience building and lead to resilience outcomes (see Section 4.2.4). By conceptualising resilience as a process as well as an outcome, programmes can demonstrate notable successes in many areas that provide important 'building blocks' towards resilience outcomes. So, perhaps the wider debate is about whether programme design and M&E efforts should focus on measuring resilience results, or whether it is the processes and developmental outcomes that emerge in the context of shocks and stressors that we should monitor and measure.

Projects should not necessarily expect to achieve resilience outcomes within a three-year time period (this depends on the context), but all projects can progress along resilience pathways (relative to their starting point) in the short-term. Furthermore, resilience building programmes need not focus on all three capacities equally. More thorough and on-going context assessments are required to better understand 'what' is needed and 'when' to build resilience in each context.

**Implications for design:** Project designs need to clearly show the pathway for identifying and assessing the logic, sequencing and integration of the right combinations of activities and actors, in addition to a clear understanding of the processes that will lead to change. At the programme level, the ToC needs to provide an overarching vision while retaining some level of specificity of the projects' underlying assumptions.

<sup>7</sup> Layering and linking activities and actors; responding and adapting to changing conditions; including the most vulnerable and marginalised; and scaling and embedding approaches.

**Key Message 2: Adaptive and flexible programming approaches are essential to deal with potential trade-offs and mitigate the risks of future maladaptation.**

Resilience projects and programmes should aim towards longer-term change while also being mindful of the consequences of interim variability. Shorter-term project activities should consider the potential long-term impacts to avoid future maladaptation. The use of climate information is crucial to building adaptive capacities that can sustain positive development outcomes by making informed choices to manage trade-offs and minimise potential development pathways that are not compatible with a changing climate. Adaptive management approaches are essential to maintain the relevance and appropriateness of project activities, and to ensure that communities are not *locked in* to one pathway that may become obsolete in the future. This however raises the question: *to what extent can large consortia projects and programmes be adaptive?* (See Section 4.2.2).

**Implications for design:** Projects and programmes need to look beyond the immediate project timeline to see what can be achieved over a longer time period; move beyond solely focusing on achieving the goal of accessing climate information; and improve understanding of what to do with this information once accessed. To maximise the potential of climate information (climate science and climate variability), projects also need to work with experts that truly understand the current and future climate within the project region to ensure that projects do not inadvertently lock communities in to negative (maladaptive) pathways.

**Key Message 3: Addressing climate variability is more important than providing long-term climate information.**

Evidence about rising climate risks is often an important and valid element of the rationale for investments in resilience, including in the specific BRACED projects. However, this does not mean that long-term climate information needs to be an essential element in the process of building resilience. By applying an approach whereby accurate and timely short-term weather information is consistently made available, and people are supported to take the right actions based on this information over a long-term time period, adaptation can be enabled. Working through national systems, to apply longer-term climate information in planning or agricultural development and decisions, can then have an impact on communities. This could more effectively link long-term climate information to the appropriate decisions and decision-makers.

**Implications for design:** Programmes should minimise the potential to overload communities or organisations with information that is unnecessarily complex and may not be relevant to their local context. Projects can more effectively draw on and connect science to decision-making processes. Uncertainties relating to long-term climate information can be tackled using decision criteria, such as flexibility and robustness, to ensure that resilient outcomes are delivered across different possible climate futures.

**Key Message 4: Building resilience requires equality – projects must move beyond participation of the most vulnerable towards addressing the root causes of exclusion.**

Multifaceted approaches that have actively confronted gender norms from the beginning of a project have shown broader shifts at the community level and in policy and planning processes (e.g. anchoring project activities within local institutions). In order to influence policy and planning at higher levels and improve scalability and sustainability of activities, resilience programmes need to engage more widely at those levels to ensure buy-in and future investment in project approaches. Future projects and programmes also need to identify and develop strategies to engage other socially marginalised groups. Ultimately, building resilience and promoting transformation demands a shift in power dynamics towards inclusive decision making beyond the household level, which will take more than three years to achieve.

**Implications for design:** Gender and power analyses can identify and develop strategies to engage socially marginalised groups, where climate change and disasters can exacerbate existing inequality (this should include gender but also disability, ethnicity etc.). Strategies and activities should tackle the root causes of social exclusion from the start and reflect realistic timeframes and budgets. Fostering social equality and inclusion begins with changing attitudes and building the capacities of project staff. Sufficient time is needed during the inception phase for staff and partners to ensure that project teams share a common understanding on goals and approaches.

**Key Message 5: Building resilience is not enough – change also needs to be sustainable and transformational.**

Building adaptive, anticipatory and absorptive capacity can be done in ways that are, or are not, transformational. This depends on whether approaches affect structural changes in social and political relations, are catalytic, impacting at scale and sustainable. Three years has enabled projects to lay the foundations for transformation at local level. This is especially relevant in the fragile context in which BRACED is operating. However, three years is not long enough to demonstrate the sustainability of resilience outcomes concretely.

To achieve sustainable change, social and political transformation is needed. To be truly transformational and sustainable, resilience projects need to engage at the appropriate national or regional level to affect change (see Section 5.1). Systemic change has, however, not yet been reported beyond the local level. This leaves us with the question: *how can policy be influenced from the bottom up?*

**Implications for design:** Programmes should have an explicit focus on transformational pathways from the start. At the design stage projects need to think about how to engage actors across levels, as well as engage with power dynamics and legal structures to transform attitudes and behaviours on a much higher scale. This could be achieved through more in-depth gender, power and/or political economy analyses, which is regularly revisited throughout the implementation period.

## Going forward

The findings and evidence generated in BRACED over a three-year period provide a solid foundation to move beyond the conceptual to the practicalities of designing, implementing and monitoring resilience building programmes. Moving away from questioning *'What is different about building resilience?'* or *'How long does it take to build resilience?'*, to a more refined set of questions that address practical implications for resilience programming, by asking *'What does this mean for future resilience programmes?'*

**The extent of what you can achieve depends on the context.** BRACED has shown that progress towards results is relative to the starting point; there are different trajectories of change. Projects operating in enabling contexts may see more 'results'. A more nuanced understanding of progress relative to the starting point is needed.

**There are certain things projects cannot achieve within three years.** While assessments of progress should be relative to the starting point, there are assumptions and questions that require longer time frames to be tested:

- **Sustainability and transformation:** characteristics of sustainability and transformation have been tentatively reported but can only be verified beyond the lifetime of the project. It is of utmost importance to ensure that there is time within the project to achieve impacts across scales and embed approaches that can allow for the future sustainability beyond the project lifetime.
- **Shocks and stresses testing capacities:** over a longer timeframe, BRACED intervention areas are likely to experience an increased number, or higher intensity, of shocks and stresses. Over this timeframe we would be able to look at the outcomes and trace backwards, to understand to what extent resilience-building efforts addressed various different aspects in their design and implementation.
- **Climate information:** a longer timeframe is needed to assess whether the climate service systems set up in BRACED lead to better decision making. Future resilience programmes should seek to gain a better understanding of what types of climate information are useful for different decisions that need to be made.

Future investments should build in and consider these questions from the start:

- How can flexible and adaptive approaches support resilience building?
- Do climate information services lead to better decisions that enhance anticipatory and adaptive capacity?
- How are different capacities drawn upon to tackle different types, magnitudes and recurrences of shocks and stresses?
- How can we track and manage the trade-offs between resilience capacities?

- What does it take to build resilience in ways that are most sustainable?
- What approaches can influence structural processes towards greater downward accountability, changing broader social norms, and/or sector-wide resilience?

**Phased delivery would help match design to context.** To overcome the challenges highlighted in this report, future resilience programmes could consider alternative approaches to project design and delivery. Phased delivery approaches with longer lead-in times to design projects allows for a deeper analysis of the context(s) in which the project is working; an extended inception phase to build relationships and trial new ways of working; and several phases of implementation without assuming that full results can be delivered in one project period. Such approaches would require iterative learning built into the design of subsequent phases (rather than pre-planning it all) and a longer-term commitment to fund selected projects to support a deeper and more sustainable resilience-building process.





# 1. INTRODUCTION AND BACKGROUND

Image: Asian  
Development Bank

## 1.1 The BRACED programme

After three years of implementation, this paper presents a synthesis of the Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) project final annual reports.

The three-year, £110 million DFID-funded BRACED<sup>8</sup> programme aims to build the resilience of up to five million vulnerable people against climate extremes and disasters. BRACED was launched in January 2015 and comprises over 120 organisations working in 15 consortia across 13 countries in East Africa, the Sahel and Asia. The 15 projects are led by BRACED Implementing Partners (IPs) who are connected through a Fund Manager (FM) and a Knowledge Manager (KM).<sup>9</sup> The FM is responsible for overseeing the delivery of BRACED projects. The KM leads monitoring, evaluation and research activities based on the projects at the programme level. The evidence and knowledge generated feeds into learning, uptake and communication activities in order to effect change across

<sup>8</sup> [www.braced.org](http://www.braced.org)

<sup>9</sup> BRACED knowledge manager (2016) Learning about resilience through the BRACED programme: an introduction to the role of the BRACED Knowledge Manager. BRACED knowledge manager information leaflet. London: ODI.

and beyond the BRACED focus countries (see Annex 1 for more information about the BRACED components). The BRACED Resilience Exchange summarises existing learning from across the programme about what works to strengthen resilience, supporting the process of ensuring that evidence is put into use in policy and programmes. An extension of the programme was launched in January 2018, before the end of year 3 of BRACED. All BRACED partners have therefore experienced various degrees of overlap in working on BRACED and the extension.<sup>10</sup> The aim of the extension is to foster further progress towards the sustainability of the programme's outcomes.

## 1.2 The Routes to Resilience Report

The BRACED Routes to Resilience Report programme synthesis draws on evidence from BRACED project-level final year reports. This is the third Routes to Resilience synthesis and analysis of BRACED projects' yearly monitoring and results reporting. The Routes to Resilience report is a key contribution to the BRACED KM's work. It is based on a BRACED programme Theory of Change (ToC) (see Annex 2) and supports the Monitoring and Evaluation (M&E) framework and system developed by the KM Monitoring and Results Reporting (MRR) team to understand how resilience is being built in BRACED. For further information on the BRACED ToC, M&E framework and system, see last year's report, 'Routes to resilience: lessons from monitoring BRACED, year 2', and the BRACED M&E Guidance Notes. To understand how the MRR work fits within a broader M&E system implemented by both the KM and FM, see Annex 3.

## 1.3 Purpose and intended users

This report examines the question '*How are BRACED projects building resilience to climate extremes and disasters?*' The report outlines key evidence and findings in response to this central question, bringing together and synthesising evidence from IPs' final year project annual reports at the programme level. It is anticipated that these will be further built upon by research, monitoring and evaluation of both IPs and the KM during the remainder of the programme.

**This report examines the question 'How are  
BRACED projects building resilience to climate  
extremes and disasters?'**

<sup>10</sup> Nine projects successfully won funding to either continue implementation and/or to undertake additional policy-influencing work.

What makes BRACED rich is the diversity of projects, contexts and approaches. Even though programme-level themes have emerged, these have been implemented differently in different contexts in practice – and this report aims to illustrate such diversity and difference of approach. The content of the report is substantial in order to sufficiently represent and analyse the data of 15 different projects, from a programme perspective, using the three different lenses of the BRACED M&E framework (Table 1).

This report is aimed at the following audiences:

- **BRACED Project Implementing Partners:** a qualitative assessment of final year results, evidence and learning across projects. This will enable further shared learning between the KM and IPs, as well as peer-to-peer learning on how change is happening in the extension period.
- **BRACED Knowledge Manager:** a foundational piece of evidence that informs the wider KM evidence generation process. The content was drawn upon, for instance, in the BRACED Resilience Exchange and will feed the research and analysis during the extension period.
- **BRACED donor DFID:** a qualitative assessment of final year results, evidence and learning across projects. It is anticipated that DFID will be most interested in how the BRACED programme is building resilience so far.
- **Others designing, implementing and funding resilience-building programmes:** a contribution to broader sectoral knowledge about designing and implementing resilience-building programmes. The findings, lessons and implications from this report build on the work of BRACED project IPs firmly grounded in practice.

## 1.4 Report structure

The report is structured as follows:

- **Section 2** presents the M&E framework that guides the data collection and analysis, as well as the methodology used to analyse and synthesise the data to draw findings up from project to programme level.
- **Section 3** presents a summary of progress in year 3, set out against the BRACED M&E framework. This assessment points to a set of key ingredients that have enabled projects to make progress in enabling and supporting change.
- **Section 4** presents a summary and analysis of outcome level achievements, measured using three interlinked capacities to absorb, anticipate and adapt to shocks and stresses (3As).

- **Section 5** presents an analysis and reflection of the findings of outcome level transformational change.
- **Section 6** pulls the previous sections together, drawing out five key messages from this body of evidence. Each key message is accompanied by a set of implications for future programme design. A final section moves beyond the data to contribute to reframing the debate around resilience-building in practice.

This report focuses on how change is happening across the BRACED programme rather than on the project or programme results per se. The synthesis does not aim to evaluate BRACED project-level interventions or pass judgement on IPs' progress or performance. The KM has also conducted a synthesis of BRACED projects final evaluations, providing more detailed assessment of project results.



## 2. METHODOLOGY

Image: Ollivier Girard, (CIFOR)

### 2.1 Making sense of project data

BRACED IP year 2 annual reports detail the progress and learning of the 15 projects against the BRACED M&E framework. The BRACED M&E framework tracks progress against complex change processes. In BRACED, monitoring and results reporting aims to go beyond asking 'Is the set of BRACED projects taking the actions they said they would take?' to ask 'How is BRACED progressing towards the expected change?' The difference between these two approaches is extremely important. In the more limited approach, monitoring and reporting may focus on a) tracking project activities and outputs and b) the use of resources. The broader approach also involves reporting on project:

- pathways that enable projects to move from outputs to outcomes
- context and how this has affected the project's resilience-building efforts
- outcomes in terms of resilience capacities and transformational change
- assumptions, and if and how they still remain valid.

Project IPs have provided systematic qualitative and explanatory reporting against each of these dimensions. This report combines a framework and thematic synthesis approach to identify themes across the BRACED projects and enable a programme-level analysis. Framework and thematic synthesis are an approach to systematic qualitative synthesis that is often used to identify, analyse and report patterns (or recurring themes) within primary qualitative data, to explain and answer particular questions. Table 1 summarises the framework used and the questions that formed the basis of the project to programme-level synthesis (based on the M&E framework).

**Table 1: Programme synthesis analytical framework**

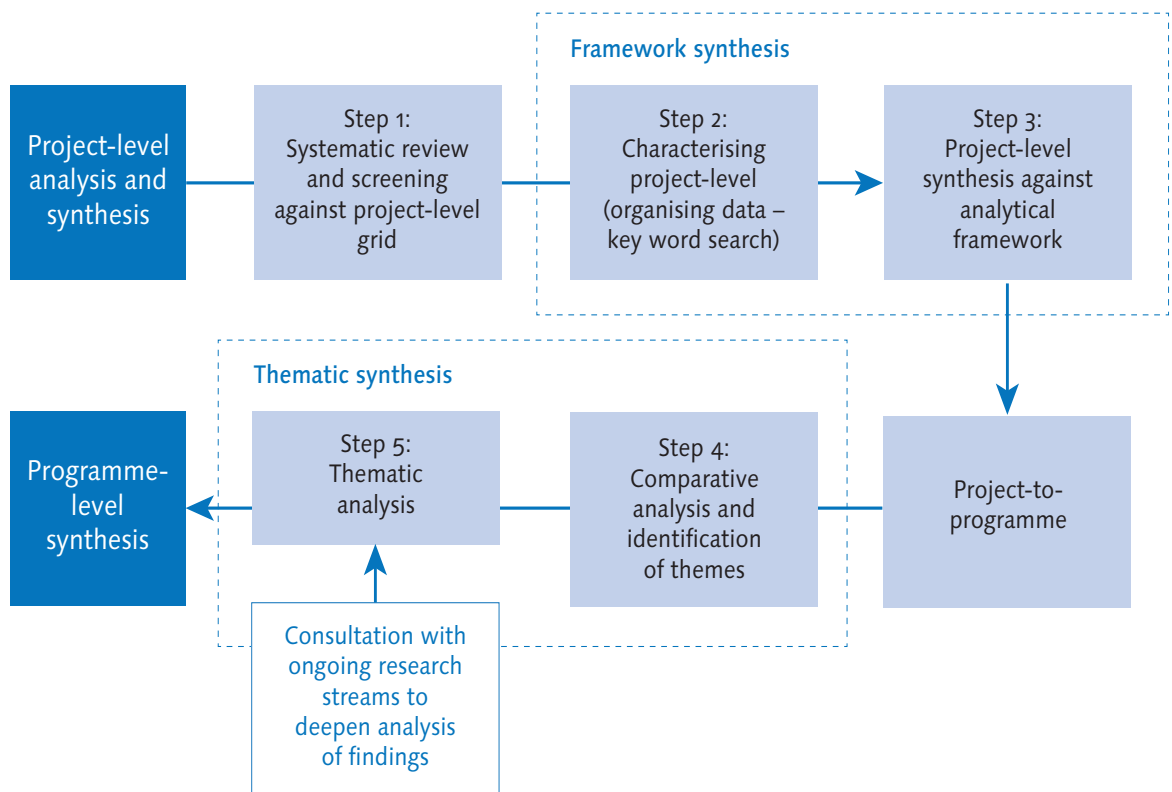
OVERARCHING QUESTION	THEME	SUB-QUESTIONS
How are BRACED components A&B building resilience to climate extremes and disasters?	Pathways to resilience	<p>How are BRACED projects improving knowledge, understanding and commitment of stakeholders?</p> <p>How are BRACED projects strengthening skills and practices of different stakeholders?</p> <p>To what extent is working in partnerships improving BRACED project interventions?</p> <p>How are BRACED projects influencing decision-making processes?</p>
	Contextualising change	<p>What impact have shocks and stresses had?</p> <p>To what extent is the context enabling or constraining change?</p>
	Understanding resilience outcomes	To what extent can we see change happening in terms of capacity to anticipate, adapt to, absorb climate shocks and stresses, and achieve transformation?

## 2.2 Moving from project data to a broader view

Based on experience in year 2, we followed the same approach to analysis and synthesis in year 3.<sup>11</sup> The final project to programme-level synthesis was undertaken by following five main steps, as illustrated in Figure 1.

<sup>11</sup> We coded IP reports directly in Word using the project screening grid questions and a colour coding system for ease of returning to the data; documented a clear set of instructions for the project-level analysis and synthesis process (Step 1); and, each member of the MRR team completed all tasks within Step 1, rather than dividing the analysis from the synthesis tasks across the team. We discussed last year's process and tweaked any questions that required clarification to ensure the standardisation of definitions, and clear understanding of the entire process across the team.

**Figure 2: Synthesis methodology**



**Project-level analysis and synthesis** (Steps 1–3, March–April 2018)

- First, based on our discussions of the process and necessary clarifications needed from year 2, we modified the project-screening grid (see Annex 5), which comprises a set of 25 questions that allow a close examination of each component of the BRACED M&E framework. These questions form the ‘a priori’ categories for structural coding.<sup>12</sup>
- We then systematically coded the set of project annual reports using the project screening grid. During this process, we identified some recurring key words for each question, which were specific terms used by projects. We used these terms to systematically search the reports, to ensure that we captured the main findings for each report. The team also coded any emergent or unexpected findings to ensure that all dimensions of the data were captured.
- At this stage we summarised the findings against each of the 25 questions in an Excel spreadsheet, and used this tool to organise the data into project-specific descriptive themes. This approach resulted in a clear understanding about each project's efforts and challenges to date.

<sup>12</sup> Saldaña, J. 2009. The coding manual for qualitative researchers. Sage Publications Ltd, 240pp. Gibson, W. J. & Brown, A. 2009. Working with qualitative data. SAGE Publications, London, UK, 222pp.

- We then synthesised each annual report at the project level against the analytical framework (Table 1). This produced a new interpretation that went beyond the results reported in the IPs report provided a coherence across projects. This process was guided by expert knowledge and interpretation of the MRR team based on our intimate knowledge of the programme.

**Project to programme-level synthesis and analysis** (Steps 4–5, May–June 2018)

- Once project-level data was synthesised against a common set of questions and framework, we proceeded with a programme-level thematic synthesis. We used comparative analysis, looking across the project-level syntheses to seek emergent patterns within the data relating to the core question of this report. This step allowed us to look across the 15 projects, not just at the activities being undertaken (for a mapping of activities see Annex 6), but to see varied approaches to implementing project-level activities. With more data on outcomes in year 3 and on the interim changes that have resulted from project-level activities, we were able to test and validate last year's findings about 'how' the changes are coming about in each context. The commonalities in the approaches taken re-emphasise the importance of the four key processes that are leading to change (see [Routes to Resilience: insights from BRACED Year 2](#)).
- We used content analysis to identify and map the recurring patterns in the data, which form 'empirical' themes at programme level (for a mapping of the themes see [Annex 7](#)). A rule of thumb was used where a minimum of three occurrences of an idea represents a pattern within the data (a theme).<sup>13</sup> Given that year 3 marks the end of BRACED, we focused our analysis on 'how BRACED projects are (or are not) building resilience'. First, we identified key ingredients for success, as well as common challenges faced in each of the pathways to change (Areas of Change). Secondly, we identified the outcomes from the data in year 3 (3A's + T). Finally, we mapped backwards from observed outcomes to decipher the processes that have led to results.
- To triangulate and deepen analysis and understanding of the findings, we conducted consultations with the Knowledge Manager research streams. This includes: Climate information and services, Gender and Social Inclusion, access to markets and climate finance. Finally, we validated findings with IPs, triangulated findings with the FM, and explored the findings and conclusions with DFID.

<sup>13</sup> Berg, B. L. 2009. *Qualitative Research Methods for the social sciences*. 7 edition. Allyn & Bacon, Boston, MA, USA, 418pp.



## 2.3 Limitations

The IPs' annual reports are the main source of data providing the evidence base for the programme-level analysis and, subsequently, this report. They are explicitly self-reported,<sup>14</sup> with recognition that the MRR is a facilitated process of co-generation of evidence and shared learning on resilience strengthening. The synthesis has attempted to overcome any shortcomings this may create by referring to MRR team knowledge of the projects as well as the BRACED Final Evaluation synthesis and other FM and KM data sources. Additionally, our analysis can draw only on what is included in the reports. We do not have evidence of what is not reported and whether these activities are leading to change (or not), and why.

The year 3 project annual reports reveal that there are more outcomes this year, and growing insights into how resilience is being built, which continues to move the reporting beyond outputs. While IPs reported against all aspects of the BRACED M&E framework, and often very comprehensively, there are a number of factors that have limited the analysis. Many of the original risks identified when planning the synthesis were avoided, while most of the ones that did arise were anticipated:

- BRACED projects cover a wide range of issues and operate in very different contexts, from promoting trans-border livestock mobility across the Sahel, to supporting smallholder farmers in Nepal to take advantage of investments in climate-smart technologies. As with year 1, **context specificity has proven a challenge for the programme-level analysis and synthesis and aggregation of large and diverse dataset**. This report has sought to address this challenge by following a similar approach to year 2, using thematic synthesis. This is an effective approach, which has enabled the identification of common patterns and themes across the set of projects. In addition, building on the learning from last year, we modified reporting templates to support improved reporting, and tweaked our coding and analysis processes (see Section 2.2).
- There was a further improvement and **increase in the number of IPs reporting against outcome-level results<sup>15</sup> for year 3** (all IPs have provided this data). This improvement is largely due to the fact that project-level M&E systems were not established to measure and report on outcome-level results on an annual basis in recognition of the time required to see tangible outcome results. IPs originally planned for baseline, mid-line and end-line data collection. IPs had therefore planned to collect this data at the end of year 3 of BRACED.

<sup>14</sup> The MRR team worked with the FM to improve the third Annual Report Supplement (ARS) and train the IPs in its completion (via an M&E workshop held in London in January 2018).

<sup>15</sup> End line data against resilience outcomes will be collected during final project evaluations. Data is expected to be publically available by June 2018.

- While a lot of data was received from each project, there is **limited detailed analysis of how change happens and how the context is enabling or constraining change**. Although this year, there is more information on contextual factors than reported in year 2. This report has sought to overcome this by consulting with BRACED Evaluation Teams as well as KM research colleagues in order to deepen the analysis based on their BRACED evaluation and research work (see [section 2.2](#)).
- In the final year of BRACED, there is a summative focus in the reporting. There is a **tendency to report positive changes** as projects are keen to demonstrate achievements, and this is reflected in the content of the Year 3 Annual Reporting Supplement (ARS) returns. This is particularly identified in reporting outcome level achievements (relating to resilience capacities and transformation), which has implications for the conclusions in this report relating to overall achievements. While these findings are able to be triangulated to some extent through provision of qualitative evidence of how changes have manifested at output level, outcome level reporting for the 3A's is typically reported as a series of indicators mapped to each of the capacities, with limited explanation of how and why these contribute to resilience. The way in which the information is presented makes it challenging to unpack causality, and triangulate evidence to support or reject the outcome claim.



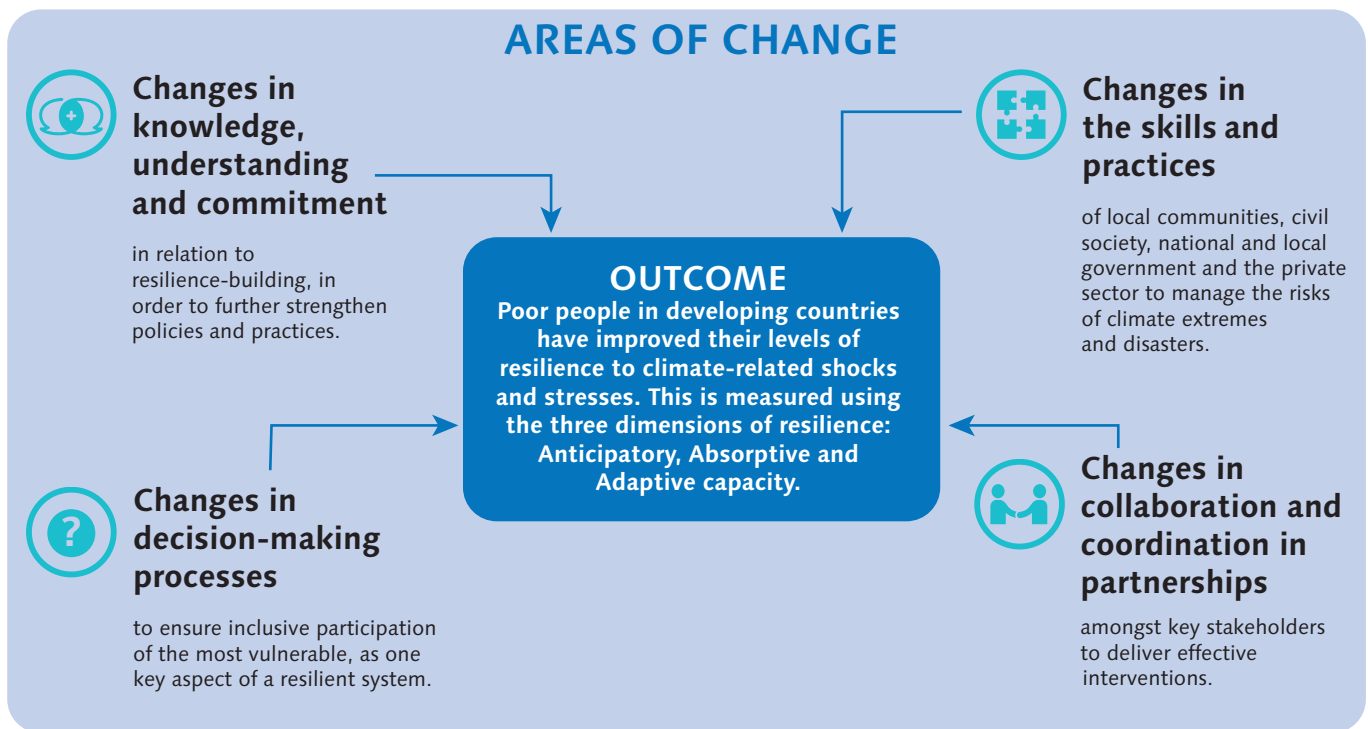
# 3. PATHWAYS TO RESILIENCE

Image: Neil Palmer  
(CIAT)

## **What has been achieved and what were the key ingredients for success?**

The BRACED programme ToC identifies four interrelated 'Areas of Change' through which change is anticipated to happen to achieve the BRACED programme's long-term objective. These four areas form an integral part of the BRACED programme-level M&E framework. As illustrated in Figure 2, they provide the framework that links project outputs to resilience outcomes and ultimately to impacts on human well-being.

Figure 3: BRACED Areas of Change



Additionally, analysis during year 2 revealed that there were a set of four inter-related enabling processes which cut across the Areas of Change and which deepen understanding of 'how' and in what ways BRACED projects are building resilience. These are:<sup>16</sup>

1. layering and linking a set of processes and activities
2. including the most vulnerable and marginalised to address inequalities
3. responding and adapting to the changing context
4. scaling and embedding efforts into on-going government processes.

Further analysis in year 3 makes it clear that these processes are key, both to understanding resilience and to interpreting results (outcomes) across the programme (see Section 4.2.3).

With more data in year 3, an analysis of progress against the four Areas of Change has led to the identification of a set of key ingredients for success that have enabled projects to make progress in enabling and supporting change. The following sections provide a summary of achievements reported in the final year set out against the BRACED M&E framework.

<sup>16</sup> For more information please see the report *Routes to Resilience: insights from BRACED year 2*

### 3.1. Improving knowledge, understanding and commitment towards climate and disaster resilience

The BRACED programme ToC hypothesises that awareness, knowledge, understanding and commitment to act underpin individuals' capacities and hence capacity-building processes (Area of Change 1). At this level, activities are geared towards influencing commitment to act and generating incentives to adopt and apply new practices. The main stakeholders in BRACED projects are local communities and organisations, and local governments.

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#### Key ingredients of success

- **Knowledge sources:** A variety of different types and sources of knowledge is critical to ensuring it is relevant, context specific and achieves buy-in and ownership at all levels in order to affect change.
- **Actors:** Engaging and working with the right actors (either those with technical knowledge or are locally trusted) is essential to support changes in behaviour and uptake of new practices.
- **Channels:** A range of communication channels were successful but a number of basic requirements, such as infrastructure, technologies and further training, can hinder progress and eventually sustainability, if not addressed in tandem.
- **Frequency:** Regular and sequenced support for communities, local governments and other key stakeholders through a range of channels helped improve levels of understanding, commitment and subsequent uptake of newly gained knowledge and skills, to ensure knowledge is embedded and applied in practice.

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As indicated in Table 2 below, over the course of three years, all projects have successfully improved knowledge and understanding on climate change with a wide range of stakeholders, which in turn have led to ownership and commitment to participate in project activities.

**Table 2 AOC1: Knowledge, understanding and commitment to act**

	EXPECT-TO-SEE	LIKE-TO-SEE	LOVE-TO-SEE
Progress Markers	Knowledge is acquired	Knowledge leads to improved understanding and changed attitudes	Understanding and attitudes lead to commitment to act differently
		10/15	5/15
Number of projects	–	Anukulan, Myanmar Alliance, MAR, CIARE, PRESENCES, Zaman Lebidi, RIC4REC, SUR1M, IRISS, LWW	BRES, Livestock Mobility, PROGRESS, DCF, BRICS

Projects that reported the love-to-see progress marker demonstrated that improving stakeholder knowledge on climate change was foundational for securing stakeholder buy-in, building partnerships, and ensuring the adoption of new skills and practices promoted by the project (e.g. livelihood diversification, adoption of climate smart agriculture and natural resource management, health and sanitation, inclusive decision-making, and integrating climate change into plans and policies).

For example, in Livestock Mobility, where political unrest has exacerbated conflicts between pastoralists and other groups, increased knowledge of pastoralist livelihoods has increased understanding and relationships between local stakeholders. Increased collaboration between local stakeholders has secured buy-in to project activities, led to the integration of pastoralist interests to local planning and policies, and overall reduced conflicts along livestock corridors.

The evidence indicates that there are four key ingredients for success in this Area of Change. Each of these key ingredients is discussed in detail below.



## Knowledge sources

**The evidence highlights that the source of knowledge is a key ingredient to ensuring it is relevant, context specific and achieves buy-in and ownership at all levels in order to affect change. In particular, projects demonstrated that a variety of different types and sources of knowledge play important roles in decision-making.** For example, DCF and PRESENCES found that linking scientific information with traditional knowledge and methods increased stakeholder and community buy-in to the project and subsequently led to better-informed decision making. (For more on accessing and using climate information, see Box 1 in Section 4.1.) It is important that such an approach considers the context and cultural nuances of the local communities being engaged beforehand. Projects also highlighted that it is important that local staff are sufficiently trained to interpret and support communities in applying scientific knowledge on a demand led basis, rather than relying on external support that is not readily available (Anukulan, CIARE). A 'training the trainers' approach proved effective to instil this way of working within BRACED projects.



## Actors

**Engaging and working with the right actors (either those with technical knowledge or locally trusted) is essential to support changes in behaviour and uptake of new practices. Between year 1 and 3, BRACED projects demonstrated that the role of IPs evolved from simply providing training and capacity building support, to a more enhanced role as knowledge brokers or intermediaries.** Projects have acted as a trusted partner and intermediary to local communities in forging knowledge partnerships with external agencies who have specialised technical knowledge (e.g. Met Agencies, agricultural/technical extension services). While this has most clearly been linked to where IPs established links between international/regional agencies to obtain climate and weather information, other examples highlighted how BRACED projects were able to act as intermediaries to set up community information platforms, forums or open dialogues in challenging/conflict areas. For example, CIARE established and/or revitalised early warning committees to serve as platform for knowledge exchange on a range of issues for the local community. Other projects trained local champions who went on to embed this knowledge further by sharing knowledge with non-project communities.



## Channels

**Projects achieved success through providing tailored information, advice and training inputs to communities through a range of different channels.<sup>17</sup>**

For example, awareness raising campaigns on key issues were designed to reach a wider audience, combined with targeted trainings using local champions (e.g. farmers, youth, women or technical services) to share new knowledge on agricultural practices (climate smart agriculture). Other approaches combined well-being and business management skills, and one-to-one mentoring programmes with knowledge sharing networks (e.g. listening groups, conflict dialogues).

**While evidence highlighted that a range of communication channels were successful, a number of basic requirements can hinder progress and eventual sustainability if not addressed in tandem.** This includes, the availability of infrastructure or data<sup>18</sup> ability of local communities to use new technologies (or need for additional training)<sup>19</sup> and the performance of technologies (for example signal strength or capacities to supply information to wider audiences).<sup>20</sup> For example, PROGRESS brokered the installation of radio booster equipment to Wajir Community Radio as a means to improve the otherwise poor communication infrastructure in the region. In doing so, the project was able to extend climate information services (CIS) coverage

<sup>17</sup> e.g. ZL, BRICS, CIARE, MAR and SUR1M.

<sup>18</sup> e.g. Anukulan and IRISS.

<sup>19</sup> e.g. PRESENCE and PROGRESS.

<sup>20</sup> e.g. PROGRESS and Zaman Lebidi.

to an estimated 200,000 additional listeners. Wajir Community Radio has reported that listeners have been calling in from as far as Ethiopia and Somalia. While some of these challenges could be addressed, others were beyond the communities' control and raises questions around how such initiatives would remain sustainable beyond the life of the project without continued reinvestment and maintenance.



## Frequency

Evidence from across the three years demonstrates that while the mode of knowledge dissemination is important, it is not enough to expect immediate results from just one training or capacity building activity. **Regular and sequenced support for communities, local governments and other key stakeholders, through a range of channels, improves levels of understanding, commitment and subsequent uptake of newly gained knowledge and skills, to ensure knowledge is embedded and applied in practice.** For example, DCF used a rapid implementation method that provided capacity building support together with well-timed follow on activities, which allowed opportunities for project participants to immediately test this process and identify gaps in understanding. This helped to overcome short delivery timelines while embedding knowledge with practice. This key ingredient also contributes to the broader understanding of how communities can apply new knowledge to prioritise and plan for both short and longer-term climate extremes linking to Area of Change 2.



## Challenges

**Despite substantial progress within this Area of Change, common development and socio-cultural challenges are likely to hinder the scaling up and future success of knowledge building activities without further support.** For example, many projects highlighted issues including: basic literacy among communities; socio-cultural barriers regarding gender roles and trust in scientific knowledge; weak basic infrastructure; and conflict, lack of resources and poor access to stakeholders due to instability in project areas. Projects have demonstrated that increasing knowledge has been important for challenging and shifting deeply embedded social norms. PROGRESS, for example, has successfully worked to shift gender dynamics through a combination of media campaigns, and open dialogues on traditional gender roles and gender-based challenges arising from climate shocks and stresses. IPs noted that regular engagement with stakeholders is essential to ensure that knowledge is consolidated and that communities take ownership of activities and community plans. The future sustainability of these initiatives is challenged when communities are unable to overcome these more pervasive challenges first. As highlighted in year 2, these challenges should form essential tenets of any project design to ensure that knowledge building/dissemination activities are built in to existing systems and infrastructure wherever feasible (i.e. are tailored to the context).



## 3.2 Strengthening skills and practices to manage climate and disaster risks

Building resilience is a complex process that involves more than building knowledge and awareness. The BRACED ToC hypothesises that changes in knowledge and awareness can lead to shifts in practice if people have the capacity to take action (Area of Change 2).

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### Key ingredients of success

- **'Seeing is believing':** Visibly demonstrating the benefits of adopting new skills and practices at the local level, combined with other capacity building activities and support mechanisms, can lead to positive shifts in practice and behaviours.
- **Trust in advice:** Greater uptake of new skills and practices is strengthened when trust is factored in to the capacity building process.
- **Focused activities and entry points:** Identifying strong entry points and implementing fewer activities well are important for securing 'quick wins', as well as scaling and embedding project successes.
- **Resources:** There is potential for replication and scaling of project activities at the local level (e.g. non-beneficiaries replicating beneficiary successes), particularly if there has been limited success in institutionalising through traditional government mechanisms.
- **Flexibility:** Projects that are adaptable to the local context, understand the local enabling environment and ensure gaps in skills and practices are identified, encourage a demand led approach to embed uptake and use beyond the project period, thus strengthening their capacity to respond and adapt.

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As indicated in Table 3 below, over the course of three years, all projects have succeeded to improve and build new skills that have led to significant changes in behaviour and practice.

**Table 3 AOC2: Skills and practices**

	EXPECT-TO-SEE	LIKE-TO-SEE	LOVE-TO-SEE
Progress Markers	Key skills are built	Skills lead to new practices	New practices lead to changes in behaviour
Number of projects	–	10/15 Anukulan, Myanmar Alliance, MAR, CIARE, PRESENCES, Zaman Lebidi, PROGRESS (Uganda), RIC4REC, BRES, LWW	5/15 Livestock Mobility, PROGRESS (Kenya), DCF, IRISS, SUR1M, BRICS

Projects that reported the love-to-see progress marker demonstrated that layering and linking diverse capacity building and community led training activities contributes to a shift in attitudes, behaviours and practices among stakeholders. For example, SUR1M demonstrated love-to-see change through their community-led approach to providing trainings and technical support to lead farmers (in total 2,664, of which 1,264 were women) on a variety of agricultural and financial skills.<sup>21</sup> In turn, the lead farmers trained a further 20,862 farmers within their community. Farmers went on to apply these new skills in producing crops and managing their own land, which contributed towards increased yields and improved soil fertility and productivity. As a result, farmers experienced a shorter lean season and demonstrated signs of practicing fewer negative coping mechanisms (e.g. sale of livestock and skipping mealtimes). SUR1M also reported anecdotal evidence that farmers outside the project intervention area were adopting similar Climate Smart Agriculture (CSA) and Natural Resource Management (NRM) approaches to those that the lead farmers were being trained in, after witnessing the successes within the project area.

The evidence from three years of BRACED indicates five key ingredients for success. Each of these is discussed in detail below.



### 'Seeing is believing'

**Visibly demonstrating the benefits of adopting new skills and practices at local level (such as practical demonstration sites, exposure visits or farmer field schools), combined with other capacity building activities (e.g. training, awareness campaigns and mentoring), can lead to positive shifts in practice and behaviours** (see Section 5.1 for more on transformation). This can be in terms of new attitudes, skills and knowledge that will persist beyond the project.<sup>22</sup> For example, lead farmers that learned and applied new skills or practices

<sup>21</sup> Covering Climate-Smart Agriculture, Natural Resource Management, and Integrated Pest Management, access to and multiplication of improved seeds, herd management, financial skills for SILC groups, malnutrition prevention and monitoring municipal vulnerability.

<sup>22</sup> BRICS, CIARE, IRISS, LWW, Myanmar Alliance and SUR1M.

(e.g. Integrated Pest Management, climate smart agriculture, use of eco tools and solar pumps) through demonstration sites shared their new knowledge and demonstrated successes with non-beneficiaries and were able to reach a wider audience. This has led to an increased demand for training from non-beneficiaries wanting to learn, as well as an increased demand for other training from existing beneficiaries.<sup>23</sup> BRICS has provided skills to communities on agroforestry using a *Training of Trainers* approach where 210 farmers have in turn taught 1,780 farmers. To further support the sustainability of this approach, this model has been embedded within environment committees established at village level. Anukulan invited local government officials to visit demonstration sites for solar pumps and they later applied what they had learned in other locations, which has contributed to embedding and scaling approaches into local government structures. While this approach is an important ingredient to instil change within communities and encourage uptake, it must be combined with a suite of other ingredients for success. In particular, combining the right activities and providing the right combination of resources (discussed below within this AoC and AoC 1) is important. These ingredients form the foundations of good project design that help to embed scalability and sustainability from the outset.



## Trust in advice

Trust in advice is a related dimension to 'seeing is believing' that has shown evidence as being critical. **Greater uptake of new skills and practices is strengthened when trust is factored into the capacity building process.** At local level, beneficiaries were more likely to act on advice and guidance when time had been invested early on to build trust. Equally, a lack of trust affected the success of some activities. For example, BRES highlighted that a lack of trust in advice given by Plant Doctors was one of the reasons for lower than expected uptake of the Plant Clinic approach, whereas IRISS provided anecdotal evidence that having a sense of trust in formal groups, like Village Savings and Loan Associations (VSLAs) encouraged members to share what they had learnt with others beyond the group within their local community.



## Focused activities and entry points

**Identifying strong entry points and implementing fewer activities well is important for securing 'quick wins' as well as scaling and embedding project successes.** Projects saw results where they targeted a focused set of activities with a clear entry point to address multidimensional, multi-actor and multi-sectoral issues. BRACED evidence shows that IPs have implemented, linked and layered diverse capacity-building activities as a means to support change in skills, practices and behaviours. Project approaches were able to identify gaps in skills and training and adapt to the local enabling environment to deliver community priorities. For PRESENCES, the project has worked

<sup>23</sup> e.g. Anukulan, BRICS, BRES and IRISS.

on addressing livelihoods along the full value chain by training beneficiaries in alternative agricultural production techniques, introducing new income-generating activities, and setting up and training community-based institutions (e.g. VSLAs and livelihood cooperatives). They created a self-sustaining livelihood system, targeted through appropriate entry points (e.g. VSLAs), in which the different livelihood activities feed into each other, such that outputs from one activity are inputs for another activity.

To support livelihood decision-making processes and the uptake of new skills, practices and technologies, other key actors (like meteorological agencies and radio stations) were trained to produce and disseminate downscaled climate information. Technical services personnel were also trained to support these activities through mentoring communities. PROGRESS attributed a significant shift from mere consumption, to resilience-based, spending on trainings provided by the IP in financial literacy and the 'Savings with a Purpose' (SWAP) approach. The IP reported that beneficiaries are using these skills and investing their savings and loans in meaningful economic opportunities (e.g. new income generating activities). There is also evidence from BRACED projects that indicates communities are leveraging their increased productivity and income to better cope with shocks and stresses (PRESENCES and RIC4REC).



## Resources

**Evidence indicates there is potential for replication and scaling of project activities at local level (e.g. non-beneficiaries replicating beneficiary successes), particularly if there has been limited success in institutionalising through traditional government mechanisms.** As part of a multifaceted approach to project design, BRACED evidence reinforces the need to ensure beneficiaries and project partners have access to the right resources (e.g. relevant infrastructure, equipment or seed funding) to cover the initial start-up costs for activities, which can lead to strengthened local knowledge and expertise. IPs provided equipment and livelihood inputs, and/or constructed livelihood infrastructure (e.g. cereal and fodder banks, boreholes and wells, product processing centres and warehouses, or greenhouses) to help further strengthen project-supported livelihoods in the context of shocks and stresses.

IPs also provided meteorological (e.g. rain gauges and automatic weather stations) and communication equipment (e.g. radio boosters, radios, mobile phones and tablets) to support the production, dissemination, and use of climate information. For example, CIARE combined knowledge (via trainings) with practical actions (provided with material and technical inputs such as seed money, livelihood infrastructure, tools and equipment, and access to financing mechanisms) that contributed towards change through acquisition of new skills that have led to new practices. Community members are now pursuing new income generating activities and accessing the credit and savings systems initiated under BRACED.



## Flexibility

**Projects that are adaptable to the local context, understand the local enabling environment and ensure gaps in skills and practices are identified encourage a demand led approach, to embed uptake and use beyond the project period – thus strengthening their capacity to respond and adapt** (see Section 4.1). For example, DCF trained adaptation committees to assist communities in developing investment proposals. They were then able to choose investment proposals based on climate information and community resilience needs, conduct resilience assessments, develop theories of change with differentiated outcomes, and monitor and evaluate investments – all without project assistance. These committees were institutionalised within local government and demonstrated longer term sustainability as they were funded beyond the project period. Ensuring that projects are aligned to government structures avoids the potential duplication of resources or activities, and reduces the time needed to familiarise with governance structures. For example, Anukulan focused on scaling and embedding activities into on-going government processes (i.e. the LAPA system). Subsequently, project activities and technologies were adopted by government officials and applied to other farms through the LAPA system in other locations.



## Challenges

Projects reported many common challenges<sup>24</sup> that if addressed appropriately, form the foundations of good project design (as mentioned above). While project beneficiaries' capacities have been built through uptake of new skills and practices, using these new capacities have required a series of other inputs (as demonstrated above). For example, RIC4REC provided start-up financial inputs to begin the micro-granting system, while CIARE and Zaman Lebidi have provided cash transfers to support VSLAs and livelihood cooperatives. To date there has been limited success in such inputs being institutionalised in local planning and budgeting. It is unclear if and how these capacities can be scaled out to non-beneficiary communities without local government commitment. The scale of the ambition and what it really takes to achieve results cannot be underestimated. The challenge for many BRACED projects lies in the tension between getting activities off the ground (with the necessary inputs and addressing the short-term needs of communities) and ensuring that activities are scaled and embedded in such a way that they become either locally self-sustaining (if possible within the context) or institutionally supported. Embedding such approaches into longer-term planning and budgeting processes is essential to ensure the expansion of benefits beyond the BRACED communities, and to build in mechanisms that can respond to the impacts of changing climatic patterns.

<sup>24</sup> These included local availability of quality/affordable resources in markets; financial cost of purchasing new equipment; lack of trust in advice being given by technical experts; and weak government structures (e.g. due to conflict or humanitarian crises) which impacts on sustainability of activities.

### 3.3 Building partnerships to deliver interventions for resilience

The BRACED programme ToC hypothesises that building effective partnerships is a central means to effectively achieve BRACED outputs and outcomes (Area of Change 3). Work in this area covers changes in the collaboration and coordination of partnerships established to deliver better project and programme results. Working through a diverse set of partnerships was a criterion for applying to BRACED in the first place. It is therefore a feature of the programme's design and, in turn, is driven by it.

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#### Summary of key ingredients

- **Building the 'right' combination of partners:** Diverse partnerships are key for advancing the dissemination and use of information (e.g. climate and weather information), maximising their geographic reach and delivering a combination of capacity building activities to strengthen skills and practices and build self-sustaining livelihood systems.
  - **Partnerships with government:** Partnerships with a range of government stakeholders have been important to gain buy-in, credibility and support (financial and technical resources), as well as contributing towards strengthening community-government engagements.
  - **Multiple partners:** By bringing together the right range of partners over the project duration, projects can increase their visibility and provide access to key personnel or other organisations for more efficient project implementation.
  - **Local partnerships:** Consortia partners or external partners at local level have been vital to facilitating implementation of project activities through brokering access to technical skills, organisational capacities/local knowledge, and provision of inputs and staff members.
  - **Trust building:** Investing time to build trust helps establish effective partnerships (new or old) across sectors, and scales and promotes stronger understanding of partnership dynamics to support local level changes.
-

As indicated in Table 4 below, over the course of three years, all projects have succeeded to establish, work with and deliver project results through a wide range of partnerships.

**Table 4 AOC3: Changes in collaboration and coordination in partnerships**

	EXPECT-TO-SEE	LIKE-TO-SEE	LOVE-TO-SEE
Progress markers	Shared principles and objectives	Joint planning and implementation	Partnership delivers improved results
Number of projects	1 RIC4REC	7/15 Myanmar Alliance, IRISS, CIARE, Zaman Lebidi, BRICS, SUR1M, DCF (national)	8/15 Anukulan, LWW, MAR, Livestock Mobility, PRESENCES, PROGRESS, BRES, DCF (sub-national)

Projects that reported the love-to-see progress marker demonstrated that partnerships have led to the integration of climate change and community resilience priorities into local planning. Projects have also created platforms for local governments and communities to partner and implement activities together. This in turn has resulted in stronger partnerships between local stakeholders. For example, PROGRESS achieved love-to-see change given that their diverse partnerships have delivered improved results. Their project brought together a variety of stakeholders – including universities, private sector, government authorities, government technical services, and other local consortiums. PROGRESS reported that the key to establishing these partnerships and creating change was a mutual commitment to a common objective and understanding to avoid duplication of inputs. PROGRESS' partnership with the Ada consortium built upon their work in the DFID funded Starck+ project in Kenya. Building from an existing foundation, PROGRESS was able to use the Ada consortium's learning, technical expertise and access to county government, to successfully develop an approach for accessing decentralised climate funds. This resulted in more wards qualifying for County Adaptation Funds and county governments committing additional finance towards resilience investments, identified and prioritised by project communities under PROGRESS.

The evidence indicates that there are five key ingredients for success in this Area of Change. Each of these key ingredients is discussed in detail below.



## Building the 'right' combination of partners

**Evidence indicates that diverse consortium partnerships have helped projects<sup>25</sup> to maximise their geographic reach and implement a combination of activities that are logically sequenced to support and build on one another – thus creating self-sustaining multi-dimensional livelihood systems.**

IPs reported that effective partnerships within consortia were vital to deliver essential project activities (e.g. disseminating weather and climate information, provision of resources, such as improved seeds, delivering specific trainings, such as DRR). Twelve of the 15 projects also reported that by working in consortium, the project gained from different knowledge, learning and experiences, and maximised project reach to deliver project activities more effectively.<sup>26</sup> Livestock Mobility highlighted that a diverse consortium with specialist skills and experiences (e.g. scientific research, livelihoods and community needs, advocacy and ICT) was key to ensuring the project could deliver across the multiple complexities and challenges associated with livestock mobility.



## Partnerships with government

**Evidence over the three years indicate that partnerships with a range of government stakeholders have been important to gain buy-in, credibility and support (financial and technical resources) and contributed to strengthened community–government engagements.** Partnerships with government actors have led to the integration of climate change and community resilience priorities into local planning in a number of projects.<sup>27</sup> Involving the government in BRACED project planning and implementation has resulted in stronger partnerships between local government and local communities (e.g. PROGRESS, DCF, and Livestock Mobility). PROGRESS and DCF found that as a result of government engagement, communities actively worked with local governments and technical services to design, select and prioritise resilience investments. These improved local relationships offer potential for the implementation of local plans and future project sustainability. However, the effort required to build such partnerships can be greater than initially anticipated. For example, managing changes in consortia partners, or changes in roles and remits of national partners (RIC4REC), led to difficulties in securing national-level participation and buy-in. DCF succeeded in forming partnerships with national-level government which proved vital for generating buy-in to the DCF approach and resulted in integrating the approach into national planning processes.

<sup>25</sup> CIARE, Livestock Mobility, MAR PRESENCES, PROGRESS, SUR1M, and Zaman Lebidi.

<sup>26</sup> Anukulan, BRES, CIARE, DCF, IRISS, Livestock Mobility, LWW, Myanmar Alliance, MAR, PRESENCES, SUR1M, Zaman Lebidi.

<sup>27</sup> DCF, Livestock Mobility, PRESENCES, PROGRESS, and RIC4REC.



**Partnerships at local and national level have led to increased buy-in from beneficiaries into project activities, and thus increased resilience outcomes** (this ties in with the third key ingredient, discussed below). LWW signed official partnerships with national government bodies (Ministry of Urban Revival, national meteorological agency and national solid waste agency) that facilitated coordination between the various stakeholders, including local governments, communities and external technical partners. They also contributed towards scaling and embedding project activities within government structures. The partnerships enabled official recognition of the project at national government level and contributed towards the legitimacy and exposure of the project.



## Multiple partners

**By bringing together the right range of partners over the project duration, projects can increase their visibility and provide access to key personnel or other organisations for more efficient project implementation.** Evidence from across the three years demonstrates that the types of partnerships and quantity of partners can be beneficial:

- Partnerships with other BRACED consortiums (e.g. CIARE with MAR and Zaman Lebidi with BRES) enabled joint learning and research, avoided duplication, and combined resources and capacities.
- External partnerships enabled projects to increase visibility and legitimacy, as well as leveraging new opportunities (e.g. for climate services) and build on partners' past project successes and learning. For example:
  - PROGRESS built a relationship with the DFID-funded Ada Consortium as a means to adopt and scale up Ada's approach to locally-funded DCF (originally piloted under the Starck+ project) and access the County Government.
  - Livestock Mobility collaborated with the World Bank funded PRAPs programme, which provided the project with a platform to advocate for and implement its approach to securing pastoral livelihoods in PRAPs project locations.

While this may point to general good project development, this forms an important ingredient to the overall approach of resilience building projects and programmes. Myanmar Alliance reports that having eight different partners in the consortium enabled the project to become widely known in Myanmar, particularly through high-profile partners, such as UN Habitat and BBC MA, who helped the project gain access to key government personnel as well as the national media. The consortia also provided a platform for multiple organisations to advocate consistent messages to a wide number of audiences at national forums and meetings. Individually these organisations would not have been able to cover such a wide variety of technical subjects.



## Locally trusted and experience organisations to broker access

**Consortia partners and external partners at the local level have been vital in facilitating implementation of project activities through brokering access to technical skills, organisational capacities and local knowledge, and provision of inputs and staff members** (e.g. where project activities were situated in hard to reach areas such as during times of crisis or conflict). For example, SUR1M facilitated links between different project partners whereby lead farmers were linked with networks of seed distributors, thus increasing access to improved seeds for livelihood diversification and increased incomes. The BRES consortium involved well-known and respected local NGOs and associations who acted as local implementing partners. These NGOs helped negotiate access to land for farmers' or women's groups and facilitated dialogue on gender equality at local level. Another important aspect of trust building that captures local level experience is to ensure a common understanding is built in regard to project objectives (PROGRESS).



## Trust building

**Evidence demonstrates that building trust plays a major role in the success of BRACED. By year 3, projects had invested the time needed to build trust to establish effective partnerships across sectors and scales, and promote stronger understanding of partnership dynamics to support local level changes** (see Area of Change 2 for local level). DCF invested time to build partnerships with and between local and regional governments, and technical services to promote the DCF approach. This led to these actors institutionalising tools and approaches (e.g. adaptation committees) and contributed towards the longer-term goal of scaling and embedding the project successes within local government structures. PROGRESS demonstrated the importance of maintaining a flexible and adaptive approach to developing partnerships. In order to obtain the political buy-in and endorsement for the project, PROGRESS provided capacity building and advisory services to the government that built trust and mutual respect over time through a 'give and take' engagement.

Building trust was also important to establish new partnerships that supported the process of providing more accurate and informed decision making for project beneficiaries (e.g. the use of accurate and timely climate information to encourage uptake of new climate smart agriculture practices). For example, CIARE partnered with the UK Met Office to provide downscaled climate and weather information, and with BBC Media Action to train local media outlets to disseminate quality and timely information, which supported farmers to access the right knowledge to make informed decisions.



## Challenges

IPs reported the issue of managing and maintaining partnerships posed some specific challenges. This included establishing large consortia for the first time, coming to a common understanding of project objectives, overcoming differences in organisational culture, and ensuring coordination between partners, all of which involved an additional management burden.

**Many IPs questioned the most appropriate way to form a consortium that offered diversity while not being too large and unmanageable.** For example, RIC4REC, found managing their consortium to be too resource and time intensive, ultimately taking away from project implementation. DCF chose not to have too many organisations in the consortium, or too many project countries, to increase project efficiency and effectiveness over the limited project period.

**Another issue raised by IPs was the high staff turnover in partner organisations and government departments, which reduced the potential for sustainability.** New staff had to be re-trained and re-sensitised to resilience approaches. While individual relationships are crucial for strengthening day-to-day project operations, the organisation itself plays an important role in partnership building in order to maintain the relationship beyond the individual and strengthen institutional knowledge of BRACED. Forming robust partnerships with and between consortia partners, as well as strategic partnerships<sup>28</sup> outside the immediate project implementation, is crucial in securing sustainability. This also minimises costs and duplication of resources by linking different programmes or integrating with existing local planning structures. In some instances projects formed a 'give and take relationship', whereby trust and respect was mutually built between partners (PROGRESS).

**Having sufficient time was also critical to build effective partnerships, in addition to having the necessary resources to support partnerships for continued engagement, effective communication and group cohesion (i.e. achieving a common goal).** In year 1, projects were establishing new ways of working, including overcoming cultural clashes between organisations and learning how to communicate. In year 2, projects were establishing boundaries and trust by testing how to work together first, in order to build trust and confidence in the partnerships and know that partners will deliver what has been agreed (year 3).

The challenges experienced in BRACED indicate that project design should carefully consider the relationship between consortia, time and cost, to fully understand and anticipate the dynamics involved in project delivery.

<sup>28</sup> IPs reported 'strategic partnerships' were found to align common goals (e.g. DCF), maximise project reach across geographic locations and total number of beneficiaries (e.g. BRES) and increase visibility and credibility of the project, such as with a ministry or donor (e.g. LWW and Livestock Mobility).

## 3.4 Improving decision making through inclusive resilience-building

The BRACED ToC hypothesises that ensuring decision-making processes are inclusive is a key aspect of a resilient system (Area of Change 4). It was envisaged that, by ensuring the participation of the most vulnerable and the legitimacy of progress and outcomes, projects would contribute to more equitable and inclusive outcomes.

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### Summary of key ingredients

- **Supporting women's income-generation:** Women's empowerment at household level has had an effect on the community decision-making processes through greater representation of women in committees or a greater voice of women in decision making.
- **Multifaceted to support inclusion:** Multifaceted approaches can combine the efforts across project activities relating to knowledge, skills and partnerships to achieve shifts in deep-rooted social and cultural norms, within and between groups, and strengthen inclusive decision making.
- **Encouraging female leadership roles** or participation in decision-making processes can lead to increased confidence and a greater voice among women. In some instances, projects have contributed towards systemic shifts in decision making and/or institutionalised project processes.
- **Linking with local governance to foster inclusion:** Systemic shifts in decision-making processes have been achieved with projects that have specifically targeted marginalised groups. Relationships have been built between these groups and local governments to give way to more inclusive decision-making processes.

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As indicated in Table 5 below, over the course of three years, projects are making progress towards increased inclusion and participation of vulnerable groups in decision-making processes, both at household and community level.

**Table 5 AOC4: Changes in decision-making processes to ensure inclusive participation**

	EXPECT-TO-SEE	LIKE-TO-SEE	LOVE-TO-SEE
Progress markers	Responsiveness. The most vulnerable groups are involved in defining the challenges they face	Responsiveness plus Participation. The most vulnerable groups are involved in shaping the decision-making process for addressing the challenges they face	Responsiveness, Participation plus Legitimacy. The most vulnerable groups are involved in reviewing and refining the outcomes of the decision-making process
Number of projects	ZL, CIARE	9/15	6/15
		PRESENCES, RIC4REC, Myanmar Alliance, LWW, SUR1M, Anukulan	PROGRESS (Kenya), DCF, Livestock Mobility, BRES, MAR
		BRICS, PROGRESS (Uganda)	IRISS

Many projects have reported an increased participation of women and other vulnerable groups in project activities. Other vulnerable groups have included disabled individuals (IRISS), Dalits and Janjatis (Anukulan), children and young people (BRICS, IRISS, LWW and Myanmar Alliance), and nomadic populations (BRICS, Livestock Mobility and PRESENCE). In some instances, projects have contributed towards systemic shifts in decision making and/or institutionalised project processes (PROGRESS, Livestock Mobility, DCF and RIC4REC). However, projects that reported the love-to-see progress marker demonstrated signs of systemic shifts in decision making and/or institutionalised project processes by specifically targeted marginalised groups and implementing community plans or assessments that specifically highlight their needs. For example, DCF love-to-see change has been achieved at local level where local communities actively worked with local authorities to plan, prioritise, and review resilience investments. Local communities were involved in every step of the decision-making process and their priorities and needs were placed at the forefront of investment selections. In addition, communities were able to submit investment proposals through community-based organisations with the support of the adaptation committees. Investments have been allocated to a range of community actors from different livelihood groups, including women. Out of the 123 investments selected by adaptation committees, 52% of the beneficiaries were women and 60% were youth.

The evidence indicates that there are four key ingredients for success in this Area of Change. Each key ingredient is discussed in detail below.



## Supporting women's income generation

**Evidence indicated that income generation activities were central to ensuring women gained access to an independent source of income. This could then lead to shifts in household decision making power and, to a smaller degree, at community level.<sup>29</sup>**

Thirteen out of 15 projects<sup>30</sup> focused on one of two key areas associated with income generation – supporting income generating activities (e.g. diversification of agricultural crops, improved seeds or non-farm incomes)<sup>31</sup> and gaining financial access (through established or new credit and savings groups such as VSLAs or SILC).<sup>32</sup> The majority of VSLAs/SILC members are women. For example, in IRISS, 85% of VSLA members are women, and in MAR and Myanmar Alliance, over 90% of VSLA members are women. Anecdotal evidence reported that financial independence, or being part of SILC/VSLAs, empowered women to have a greater voice and greater participation in decision-making processes at household and community level. For example, MAR reported that as a result of extra income through VSLAs, women are now more included in household decisions regarding their children's education, food items and selling or buying livestock. The IP reports that the project facilitated access to resources and encouraged women to make decisions on their resources, which resulted in improved economic empowerment of women and less dependency on their husbands. BRES reported that specifically targeting women with agricultural diversification activities (e.g. market gardening, high yield drought tolerant seed and poultry farming), combined with skills training, and awareness raising activities, provided an independent source of income that led to more inclusive decision making for women at household level.

**Women's empowerment at household level has also had an effect on community decision-making processes.** For example, as a result of income generating activities, combined with leadership skills taught by the project, BRES reports that women now feel confident to speak in public and are visible in community activities, such as management committees. However, it should be noted that it is unclear how widespread or sustainable these shifts are, or if they will amount to more significant shifts in women's involvement in decision making across scales. It remains unclear from reports whether and how these behavioural changes have made a difference for women's resilience to climate and weather extremes. Furthermore, shifts in social and economic power structures can result in disruptions within households and communities. In extreme cases, contributing to conflict or violence, or adding responsibilities for household subsistence and debt to the burdens carried by women,

<sup>29</sup> Anukulan, BRES, BRICS, CIARE, LWW, MAR, Myanmar Alliance, PRESENCE and RIC4REC.

<sup>30</sup> Except DCF and Livestock Mobility.

<sup>31</sup> Anukulan, BRES, BRICS, CIARE, LWW, PROGRESS, RIC4REC, SUR1M and Zaman Lebidi.

<sup>32</sup> IRISS, MAR, Myanmar Alliance and PRESENCES.

if financial service interventions are not accompanied by wider empowerment or social support at community level (as indicated by Mayoux, 2002).<sup>33</sup>



## Multifaceted approaches to support inclusion

**Multifaceted approaches can combine efforts across project activities to relate knowledge, skills and partnerships to achieve shifts in deep-rooted social and cultural norms within and between groups and strengthen inclusive decision making.** This approach goes further than just involving marginalised groups in activities, which all projects have shown evidence of doing over the three years of BRACED. Evidence indicates projects have made further progress in approaching inclusion as a pathway towards resilience.

For example, PROGRESS has achieved more systemic shifts in women's inclusion in decision making by implementing a gender strategy that confronts social and cultural norms. The strategy targeted and involved women in a combined approach of capacity-building and income-generating activities, while also creating women-based groups and networks. The project has shifted gender dynamics through youth and adult education campaigns, opened discussions and advocated for better gender policy at county level to ensure resources are allocated to priority areas identified by women. Women now have greater representation in resilience planning through the Ward Adaptation Planning Committees who are required to have at least a 30% female membership. These efforts have led to greater involvement of women in decision making at household level and in the local community, with signs of greater participation in local governance. This included political appointments, gender-responsive budgeting and county government departments hiring more women. It should be noted that a multifaceted approach also emphasised the importance of involving all key stakeholders in these project activities and that raising awareness of issues relating to women and other marginalised groups should involve men as much as women.<sup>34</sup>



## Encouraging leadership roles

**Evidence from across the three years of BRACED indicates that encouraging female leadership roles or participation in decision making processes can lead to increased confidence and a greater voice among women.** Over the course of BRACED, projects reported increased participation of women in decision-making processes, particularly at household level. Projects also targeted other vulnerable

<sup>33</sup> Mayoux, L, 2002. 'Microfinance and women's empowerment: Rethinking 'best practice'', Development Bulletin, no. 57, pp. 76–81.

<sup>34</sup> Gender is a specific research topic within BRACED. For more information on findings visit: Masson, V., Benoudji, C. Reyes-Sotelo, S., Bernard, G. (2018) Violence against women and girls and resilience: [www.odi.org/sites/odi.org.uk/files/resource-documents/12011.pdf](http://www.odi.org/sites/odi.org.uk/files/resource-documents/12011.pdf)

populations.<sup>35</sup> For example, Dalits and disadvantaged Janjatis in Anukulan were involved in advisory committees, such as agriculture or essential oil groups.

Projects also chose to specifically target women to receive focused capacity building activities to strengthen their leadership roles. BRES found that the provision of leadership skills to encourage women to take on roles in committees, combined with other income generating activities (e.g. poultry farming or rice cultivation), led to greater equality at household level and also to some degree within the community. Women are now asked for their opinion on household matters by their husbands such as expenses (e.g. school fees, healthcare, and contributions to marriages and funerals), which did not happen before. At community level the IP found many women now speak in public and are visible in community activities, for example as lead farmers or members of management committees. IRISS also focused on providing opportunities for women's leadership and training. Women were targeted not just as group members but also as lead farmers to ensure that women were part of the decision-making process. A beneficiary of the IRISS also reported that before BRACED '*it was not standard practice*' to place a woman in a leadership role in the project area. These achievements are a good first step in establishing the foundations of equality and empowerment within the household and to ensure that vulnerable community members, including young people, women and disabled, are heard in decision-making processes.



## Participatory approaches and platforms

**Evidence demonstrates that combining participatory approaches and a range of communication platforms can facilitate and encourage participation from marginalised groups.** All BRACED projects used a combination of participatory approaches (e.g. participatory learning and action tools) delivered via some type of platform (e.g. a committee, farmers group, women's network or credit and savings groups), to encourage improved decision making through inclusive resilience building. Platforms have played a role across all areas of change through knowledge generation (networks), community groups or farmer field schools, for the uptake of new skills and practices and providing financial access to marginalised groups. Participatory approaches have been used through these platforms to encourage ownership and greater inclusion of marginalised groups in decision making processes.

Projects<sup>36</sup> adopted the implementation of community plans or community assessments through dedicated committees to highlight the needs of specific communities and ensure the inclusiveness of decision-making processes. The presence of women and other vulnerable groups was ensured through quotas in these approaches. IRISS required a minimum of 30% of women in their Community Resilience Planning Committees, together with a variety

<sup>35</sup> Other vulnerable groups have included disabled individuals (IRISS), Dalits and Janjatis (Anukulan), children and young people (BRICS, IRISS, LWW and Myanmar Alliance) and nomadic populations (BRICS, Livestock Mobility and PRESENCE).

<sup>36</sup> Myanmar Alliance, IRISS, SUR1M, LWW, BRICS, BRES and Anukulan.



of community representatives (e.g. youth group leader and a representative from the disabled community).

Projects involved vulnerable groups through participatory approaches in the design of community plans to enable them to put their priorities forward. In PRESENCES, the use of participatory planning at grassroots level by community leaders provided communities with the confidence to prioritise their own resilience investments, which was enabled by training and capacity building via committees. However, local context is also important. PRESENCES found that Niger has historically not had a strong tradition of community involvement in decision making with local governments. The political environment in recent years has become more amenable to this, but it was noted that overcoming those barriers and instilling values of participation, inclusion and accountability in local government takes time. In this instance, the IP was heightened to this challenge and sought to overcome it through increased engagement with local governments and working closely with local government structures to build their capacities and advocate on climate issues. Furthermore, an enabling factor for PRESENCES was the increasing demand from local communities that local governments should take building resilience seriously.



## Linking with local governance to foster inclusion

**The evidence indicates systemic shifts in decision-making processes have been achieved by those projects<sup>37</sup> that have specifically targeted marginalised groups and built relationships between them and local governments to give way to more inclusive decision-making processes.**

These improved relationships have led to the institutionalisation of inclusive decision-making processes. In Livestock Mobility, local governments, farmer groups and pastoralist groups (groups often in conflict with each other) were brought together to sign social agreements regarding the use of livestock corridors, pastoral resources and creating inclusive committees to manage resources. To this end, 787 social agreements have been developed and signed, and 94 functional management committees, inclusive of key stakeholders, have been established in local communities. Their efforts have led to improved representation of pastoralist groups in regional decision-making processes through commitments from local governments to integrate pastoral issues and priorities into development plans and strategies. For example, a local organisation URFBV, has lobbied in the Ivory Coast against proposed legislative changes to ultimately stop livestock mobility across the border from Burkina Faso and Mali into the Ivory Coast. In RIC4REC, community priorities have been mainstreamed into local development plans. While this does seem promising for scaling and project sustainability, it is unclear how implementable these community priorities will be given the poor enabling environment in Mali and the limited domestic funding available to fulfil community priorities.

<sup>37</sup> DCF, Livestock Mobility, Myanmar Alliance, PRESENCE, PROGRESS, RIC4REC, SUR1M and Zaman Lebidi.

While RIC4REC's core focus was not on funding local resilience planning, such contextual factors are critical issues for sustainability. Furthermore, it is unlikely that community resilience priorities could be integrated in future plans without the capacity building support of a project like RIC4REC and other international climate finance.



## Challenges

**Socio-cultural barriers regarding the role of women in society were reported to restrict the participation of women in certain activities, such as knowledge generation and participating in community groups.** Although evidence has emerged to indicate women and other marginalised groups are now asking to engage in decision-making processes, men still dominate decision making platforms, especially in rural areas. IPs report that changes in gender relations take a long time but there are some signs that economically empowering women through access to livelihoods and increased income generation may be slowly changing household-level dynamics. In addition, some women reported that their husbands were suspicious of project activities and they initially did not trust the IPs. However, after witnessing positive changes in women's lives, such as increases in income, men were more supportive of projects' activities. IPs also found that they needed to engage male role models to support women's participation and gender awareness.



# 4. RESILIENCE OUTCOMES

Image: Ollivier Girard,  
(CIFOR)

## What has been achieved and what were the key areas of success?

This section presents a summary of the outcome level achievements at programme level. The BRACED ToC assumes that changes in knowledge, understanding and commitment, skills and practices, partnerships and decision making for inclusive resilience-building, will directly lead to the outcome that poor people have improved levels of resilience to climate related shocks and stresses. This outcome is measured using three interlinked capacities to absorb, anticipate and adapt to shocks and stresses (the 3As).

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### Summary of findings

- **BRACED initiatives are leading to enhancements in resilience capacities**, even within the three-year timeframe and across diverse contexts of conflict and fragility.
- **All three capacities have helped households and communities deal with actual climate extremes** and disasters during the project implementation period.

- **There are a range of trade-offs between capacities that emerge gradually as projects unfold.**
  - **The use of long-term climate projections is not a necessary pre-condition for building resilience:** understanding basic principles related to how the climate is changing (e.g. extreme events and uncertainty in the future climate) are sufficient.
  - **A set of four processes are key for achieving resilience outcomes:** if you build these into project design from the start then the three capacities can be achieved more effectively.
- 

The following sub-sections present an analysis of key findings from across the three years of BRACED, discusses key insights and emerging issues in achieving these outcomes, including potential trade-offs and synergies across the 3As, and explores the extent to which each of the processes are contributing to these outcomes.

## 4.1 Resilience capacities

All projects made progress on strengthening resilience capacities. There is plentiful evidence of how these capacities have helped households and communities deal with actual climate extremes and disasters during the project implementation period. This suggests that BRACED initiatives are leading to enhancements in resilience, even within the three-year timeframe and across diverse contexts of conflict and fragility. Table 6 lists the outcomes reported, and from the analysis of evidence, the projects that have contributed to these.

There is progress from previous years in improving the reporting of outcome-level data, where most projects are now providing richer detail. This shift is illustrated in the distinction between reporting on the process of dissemination of early warning information, to reporting on action taken as a result of those warnings. Zaman Lebidi notes that 21.5% of the target population reported taking effective action (close to 100% of those that received an early warning). CIARE reports activities taken after receipt of early warnings, including harvesting crops earlier and storing of hay for livestock feed during dry periods. Similarly, projects are reporting on use of climate smart techniques for agriculture and NRM, rather than only numbers of people receiving training. In this way BRACED projects are providing greater evidence of actions taken and uptake.

Reporting was more comprehensive across all three resilience capacities. Unlike previous years where reporting was focussed more on absorptive and anticipatory capacities, in year 3 all projects have reported enhancements in adaptive capacity. This suggests that as BRACED matures, the consortia are taking a longer-term view of their resilience building actions.

The information across this year's reports also gives greater clarity on the types of activities contributing to each capacity.

**Table 6: Capacity outcomes and contributing projects<sup>38</sup>**

3A'S CAPACITY	OUTCOME	PROJECTS CONTRIBUTING TO OUTCOMES	NUMBER OF PROJECTS
Absorptive capacity	Growth in income and assets (and reduced sale of assets in emergencies)	BRES, CIARE, DCF, IRISS, Livestock Mobility, LWW, MAR, SUR1M	8
	Use of improved savings and/or credit	IRISS, Livestock Mobility, MAR, Myanmar Alliance, PRESENCES, PROGRESS, SUR1M	7
	Improved food security	Anukulan, BRES, CIARE, PRESENCES, SUR1M, Zaman Lebidi	6
Anticipatory capacity	Development and dissemination of climate information (weather/ seasonal forecasts and long-term projections)	BRICS, CIARE, DCF, IRISS, Myanmar Alliance, PRESENCES, PROGRESS, RIC4REC, SUR1M	9
	Dissemination of early warning systems	Anukulan, BRES, BRICS, CIARE, MAR, Myanmar Alliance, SUR1M, Zaman Lebidi,	8
	Developing preparedness and contingency plans	LWW, Myanmar Alliance, PRESENCES, PROGRESS, SUR1M	5
Adaptive capacity	Incorporation of climate smart technologies and innovations to manage natural resources and farm systems	Anukulan, BRES, BRICS, DCF, IRISS, MAR, PROGRESS, RIC4REC, SUR1M	9
	Diversification of income streams	BRES, MAR, PRESENCES, PROGRESS, Zaman Lebidi	5
	Integration of climate concerns into local planning	Anukulan, DCF, IRISS, PRESENCES, PROGRESS, SUR1M	5
	Increased gender equality noted in the influence of women in household decision making	Anukulan, BRES, BRICS, CIARE, SUR1M, Zaman Lebidi	6

<sup>38</sup> All IPs reported achievements against the three capacities. This table presents a summary of main outcome areas across the portfolio. As such, specific outcomes reported by individual projects have not been summarised.

### 4.1.1 Absorptive capacity

The key aspects of absorptive capacity commonly included the **growth in income and assets, as well as the reduced sale of assets in emergencies**.<sup>39</sup> Incomes across the MAR programme increased an average of 25% in year 3 from the baseline. Participants in CIARE's savings and credit cooperatives reported that access to loans and business advice (plus climate information), enabled them to invest in animals which were then sold to enhance incomes. For example, BRES reported a 15% increase in the proportion of households in the target population with an 'adequate' asset base between the baseline (51.8%) and year 3 results (66.7%). Livestock Mobility household surveys identified greater mobility, and an 86% increase in pastoralists and large stock counted on corridors. In addition, greater absorptive capacity is indicated through the 3% decrease<sup>40</sup> from year 2 to year 3 in market sales of livestock during transhumance (i.e. sale of assets in emergency). In comparison to year 2, the 3% decrease in cattle sold is an indication of the improving situation and means there is less need to sell large stock. As a result (and because of high price for cattle on local markets compensating for the smaller number of cattle sold), there has been a negligible 5% decrease in market sales (55 million CFA in year 3 and 58 million in year 2), with negligible repercussion on global profits at the end of the transhumance (net profit of 29.2 million CFA in year 3 compared to 30.4 million in year 2). The profit enables transhumant households to anticipate and prepare for bad years, for example by using the available cash to purchase animal feed, animal drugs, or reserves of staple food.

**The use of improved savings and/or credit** was another indicator of absorptive capacity that was highlighted frequently.<sup>41</sup> For example, 71% of target population in the Myanmar Alliance under high and medium intensity reported that they have access to loan facilities, up from 65% at the baseline. Taking another example, SUR1M helped establish Savings and Internal Lending Communities in project areas and 94% of all members took credit in year 3 (up from 66% in year 2 and 22.1% in year 1).

**Increased Dietary and food security** is another critical component of absorptive capacity.<sup>42</sup> For example, the Anukulan consortium uses the Household Dietary Diversity Score (DDS) as an indicator of absorptive capacity and 76% of beneficiaries reported that they had 'sufficiently diverse diets' in year 3 compared with 50% at the baseline. Similarly, BRES reports an increase in DDS from 31.2% to 48.1%. The report also provides a qualitative explanation for this increase to note that the projects *awareness raising efforts* on nutrition are responsible for this increase. Also, PRESENCES report a steady increase in the number of months

<sup>39</sup> BRES, CIARE, DCF, IRISS, Livestock Mobility, LWW, MAR, and SUR1M.

<sup>40</sup> It remains unknown to what extent this is due to project intervention or to 3 'normal' annual variation.

<sup>41</sup> IRISS, Livestock Mobility, MAR, Myanmar Alliance, PRESENCES, PROGRESS and SUR1M.

<sup>42</sup> Anukulan, BRES, CIARE, PRESENCES, SUR1M and Zaman Lebidi.

of food security from 2.9 in 2015 to 4.7 at end line. SUR1M reports an increase from 19,812 to 43,353 in the number of people that met the daily minimum food security threshold of 2,100 kcal per person per day.

#### 4.1.2 Anticipatory capacity

Building anticipatory capacity was dominated by the **development and dissemination of climate information** (weather/seasonal forecasts and long-term projections).<sup>43</sup> For example, CIARE reports that 14.2% of target households received a warning for the most recent event, up from 7.1% at the baseline. This is complemented by narratives from five focus groups who identified radio messages as being helpful in preparing for extreme events. **Dissemination of early warnings** forms an important component of anticipatory capacity, with many projects also reporting on actions taken as a result of early warnings.<sup>44</sup> For example, the Myanmar Alliance reports that 17% of target population under high and medium intensity had used weather forecast and risk information to make decisions (an increase from 8% at baseline). BRES, goes a step further to identify the type of actions that beneficiaries take as a result of receiving information, which includes making changes to the agricultural calendar, selecting certain seed varieties, determining techniques for soil fertility regeneration and crop rotation and intercropping.

**Developing preparedness and contingency plans** was also a common approach to anticipation.<sup>45</sup> For example, the Myanmar Alliance project notes that 29.4% of target population under high and medium intensity reported that they have a specific household plan to cope when shocks come – up from 13% at baseline. This increase is attributed to support provided to build the knowledge and skills to develop these plans (see Section 3.1.2).

##### Box 1: Accessing and using climate information – key ingredients for success

Over the past three years, BRACED projects have made significant advancements towards improving both access and use of climate and weather information, going from non-existent or rudimentary access, to reaching some of the hardest to reach populations and informing livelihood decisions. Key to the successful increase in access to climate information has been BRACED projects' ability to forge partnerships with and create links between forecasting agencies (e.g. National Meteorological Service and regional forecasting centres) and modes of large-scale communication, such as radio stations, mobile telephone platforms, local level DRR or adaptation committees, and agricultural extension agents.

<sup>43</sup> BRICS, CIARE, DCF, IRIS, Myanmar Alliance, PRESENCES, PROGRESS, RIC4REC and SUR1M.

<sup>44</sup> Anukulan, BRES, BRICS, CIARE, MAR, Myanmar Alliance and Zaman Lebidi.

<sup>45</sup> LWW, Myanmar Alliance, PRESENCES, PROGRESS and SUR1M.

The use of climate and weather information has informed decisions about preventing losses during climate shocks and stresses as well as enhance livelihood activities to promote positive outcomes, such as better agricultural yields or securing more pasture for livestock. Projects have played an important part in knowledge brokering by strengthening the capacity of various actors within the climate services value chain to better play their roles. This has included enhancing National Meteorological Agencies' capacity to understand user requirements and respond to articulated demand, building the capacity of users to understand and apply multi-timescale information, and enhancing the capacity of communication agents to interpret and disseminate climate and weather information in ways that are appropriate for the needs of users.

Another key ingredient for success has been translating the information from a scientific forecast (e.g. 55% chance of above or below rainfall) into an advisory that includes a value judgement (e.g. this forecast warrants planting of drought resistant seeds). BRACED projects often brought together actors who were not previously working together on interpreting or using climate information in the past such as forecast producers, government agencies, local disaster management groups, and NGOs. These groups serve translated and disseminate the information. Many of the connections made during BRACED are expected to be sustained past the lifetime of the project, often through the role of the technical information provider.

### 4.1.3 Adaptive capacity

Adaptive capacity outcomes were reported in far greater detail in year 3, reflecting the maturity of the projects. The most reported aspect of adaptive capacity is the incorporation of **climate smart technologies and innovations** to manage natural resources and farm system.<sup>46</sup> For example, Anukulan reports an increase from 22% to 80% of households in the project using 'climate smart technologies' as a result of training (these include drip irrigation, Integrated Pest Management (IPM) products, improved seeds, animal urine and use of bio-fertilisers). It is not yet clear what the effects of increased use are, but these may become evident with time. Similarly, BRES reports that 55.2% of high intensity (HI) project beneficiaries used High Yielding Drought Tolerant (HYDT) seeds in their fields, compared to 35.5% of the population at baseline. Locally produced and certified HYDT seed varieties for crops like sorghum, maize, millet and cowpea, assist farmers in adapting to changing climatic conditions and allows them to maintain adequate levels of productivity that cannot be sustained with conventional or traditional seed varieties.

<sup>46</sup> Anukulan, BRES, BRICS, DCF, IRISS, MAR, PROGRESS, RIC4REC and SUR1M.



A commonly cited example of adaptation in a livelihoods context, the **diversification of income streams** was reported by five projects as reflective of increased adaptive capacity.<sup>47</sup> For example, BRES argue that all forms of income diversification represent a form of risk-spreading, which allow farmers to better live and cope with climate extremes. The project promotes various ways of agricultural income diversification, such as wetland rice cultivation, cassava production, market gardens, poultry production and the exploitation of non-timber forest products. Additionally, Zaman Lebidi reports that at baseline agriculture and livestock were notable sole income sources for 15.6% and 12.3% of households respectively, and by end line this had reduced to 12.9% and 4.8%.<sup>48</sup>

Adaptive capacity was also enhanced through the **integration of climate concerns into local planning**. For example, DCF has worked within local government planning processes to include climate change issues in the local (PDSEC) planning process and many of these plans have been revised during the life-time of the project and now include climate information. Similarly, PRESENCES has helped elaboration of community action plans (PACAs) that support adaptation and ensure scaling up by integrating local plans into Communal and Municipal development plans and budgets (PDCs). Also, PROGRESS-supported village Resilience Adaptation Committees are involved in developing Resilience Adaptation Plans (RAPs) in Uganda to deal with climate shocks and longer-term stresses including natural resource management interventions.

However, only three projects reported aspects of forecasts or early warning as part of adaptive capacity, and the incorporation of longer-term climate information remains limited<sup>49</sup> (see Box 1).

Evidence of adaptive capacity outcomes contains insights on the links between resilience capacities and gender equality. Five projects reported improved adaptive capacity in terms of increased control by women in decision-making and assets at household level<sup>50</sup> (see Box 2).

<sup>47</sup> BRES, MAR, PRESENCES, PROGRESS and Zaman Lebidi.

<sup>48</sup> It is not known why reliance on livestock decreased much more than reliance on agriculture. This would require further investigation.

<sup>49</sup> CIARE, PRESENCES and SUR1M.

<sup>50</sup> Anukulan, BRES, BRICS, CIARE and Zaman Lebidi.

**Box 2: Improved adaptive capacity through increased control by women over decision-making and assets at the household level**

Five projects reported improved adaptive capacity in terms of increased control by women in decision-making and assets at household level. BRICS highlights that through its maternal and child health education services, the project led to a 25% increase in the number of women who felt that they had a great deal of influence on decisions around child health. The project explains that this increased influence is positively co-related with reductions in severe cases of child malnutrition. The health and nutrition of children in turn influences the ability of households to adapt to climate change as more healthy children are naturally better able to withstand extreme events and engage in activities to adapt to, absorb and anticipate shocks and stresses. Similarly, the Anukulan initiative measures this using the Women's Empowerment in Agriculture Index (WEAI) – a composite of five indicators that include decisions about agricultural production, access to and decision-making power over productive resources, control over use of income, leadership in the community and use of time. On this Index, the consortium reports a 3.3% increase between the baseline and year 3.

Zaman Lebidi tracks 'women's role in budget decisions in the home' where the project reports a 10% increase in the indicator on joint or female decision making between the baseline and end line, and a 7% decline on 'man decides all'. The report tells us that from an analysis of qualitative information, women reported that the project activities targeted towards them (promotion of small animals and market gardening) built their income generation potential, confidence and respect from their husbands. Using these examples, a number of BRACED initiatives demonstrate increased control by women in decision making and assets at the household level that is linked with their increased resilience.

## 4.2 Analysis and reflection

### 4.2.1 Proof of resilience? Evidence of capacities being activated

The 3As capacity-based approach was designed to overcome the difficulties of requiring a shock to demonstrate proof of enhanced resilience, building on a long history linked to concepts of vulnerability, adaptation and social-ecological resilience.<sup>51</sup> However, understanding how BRACED is contributing to strengthening resilience cannot take place in isolation from the climatic context within which IPs operate.<sup>52</sup> Over the course of the three years however, a range of shocks have been experienced in BRACED locations. Table 7 lists the shocks and stresses experienced in year 3.<sup>53</sup>

There is good evidence not just of how capacities have been built by the projects but also how these have been activated in times of climate-related shocks and stresses. Twelve BRACED projects have provided empirical detail on how project interventions to enhance the 3As have supported households and communities in dealing with actual shocks and stresses that occurred during year 3.<sup>54</sup> This provides evidence that BRACED is building resilience to climate extremes and disasters.

**This evidence includes the greater absorption of crop losses from drought episodes through insurance, compensation and savings schemes.<sup>55</sup>**

For example, Anukulan built the capacity of farmers that allowed them to claim compensation of 5,000 Nepali Rupees per hectare of crop damage by hailstones or heavy rainfall with the completion of necessary paperwork at the District Agriculture Development Office. BRES reports that in 2017 there was relatively poor rainfall accentuated by numerous pockets of droughts. Despite this, a combination of HYDT seeds and Zaï conservation practices enabled beneficiaries to cope. In fact, the yield per hectare for millet, maize and cowpea was 20%, 36% and 31% respectively higher than the average yield of farmers in the project area.

<sup>51</sup> Burton, 1996; Gunderson, 2000; Adger et al., 2005; Norris et al., 2008; Béné et al., 2008.

<sup>52</sup> The KM is documenting in real time what works to strengthen resilience during extreme climate events through its Reality of Resilience initiative.

<sup>53</sup> For more information on the climate shocks and stresses experienced during the first two years of implementation please refer to the Routes to Resilience reports for year 1 and year 2.

<sup>54</sup> Anukulan, BRES, CIARE, IRISS, Livestock Mobility, LWW, MAR, PRESENCES, PROGRESS, RIC4REC, SUR1M and Zaman Lebidi.

<sup>55</sup> Anukulan, BRES and CIARE.

**Table 7: Year 3 BRACED climatic context**

TIMING	CLIMATE SHOCKS AND STRESSORS	REGION/ COUNTRY	NUMBER OF PEOPLE AFFECTED	PROJECT
May 2017	Floods (Cyclone Mora)	Myanmar	Unknown	Myanmar Alliance
May 2017	Floods	Burkina Faso	5,129	Changing farming practices (BRES), Livestock Mobility, Zaman Lebidi
June to September 2017	Floods	Mali	More than 11,000	Livestock Mobility, SUR1M, DCF, RIC4REC
June to October 2017	Floods	Niger	206,513 (including 56 deaths)	Livestock Mobility, PRESENCES, SUR1M
June to August 2017	Floods	Nepal	More than 1.7 million (including 160 deaths)	Anukulan
June to September 2017	Floods	Sudan	99,000	BRICS
July to September 2017	Floods	Myanmar	320,000	Myanmar Alliance
August, September 2017	Floods	Ethiopia	129,490	MAR, CIARE
September 2017	Floods	South Sudan	11,000	IRISS
March 2018	Floods	Kenya	211,000	PROGRESS
2017–2018	Drought	Mauritania	350,600	Livestock Mobility

**Early Warning Systems supported by the BRACED projects have been activated resulting in reduced loss of assets and lives.<sup>56</sup>** For example, Anukulan reports that the early warning systems established by the project on two sites worked as planned and were activated when the Banara river rose above two meters. The local government machinery and the Red Cross were informed and acted as planned, leading to rescue and lives being saved. Similarly, in 2017 as part of SUR1M, early warnings for drought were successfully issued, which led to agro-pastoralists buying early maturing seed varieties from seed distributors established by the project.

**The adaptive effects of rainwater harvesting and climate-resilient agriculture technologies, including higher-yield and drought-tolerant seed varieties, have been observed during drought episodes in both Asia and Africa.** During the PROGRESS initiative, in Wajir, Kenya, the 2016–17 drought was the second worst episode in the county this century. Even though the end line survey was

<sup>56</sup> Anukulan and SUR1M.

carried out at the end of this drought, the results show improvements in all the resilience capacities, as well as improvements in other drought sensitive indicators such as food security and dietary diversity. Although high livestock mortality occurred, there were no reported case of human mortality as a result of the drought – which was unusual and encouraging.<sup>57</sup> These results and observations would suggest that there has been an improvement in at least some of the resilience capacities.<sup>58</sup>

#### 4.2.2 Trade-offs and synergies across capacities

Synergies across the capacities are relatively common, such as access to financial services that help enhance both adaptive and absorptive capacity. Yet evidence also revealed a range of trade-offs between different resilience capacities. Critically, determining the balance of these trade-offs may be influenced by the pressures from donors to report on outcomes and impacts within project time-frames. Pressure to achieve outcomes may inadvertently lead to selection of the 'quickest wins', at the expense of longer-term gains. This is something that donors must be mindful of when designing and planning resilience programmes.

Pressure to achieve outcomes may  
inadvertently lead to selection of the 'quickest  
wins', at the expense of longer-term gains

The most widely reported trade-offs are between building absorptive capacity and longer-term adaptive capacity. For example, in Mali and Niger, Climate Smart Agriculture technologies that increase adaptive capacity can require years of investment, and can frustrate short-term production goals and absorptive capacity.<sup>59</sup> Equally, working to grow more productive trees on the land prevents the cutting down of trees to make charcoal in a drought year, while building up soil organic matter by incorporating crop residues can tie up nitrogen in the soil in the short-term and reduce yields for a few years.<sup>60</sup>

Anticipatory decisions are reported to include an element of hedging against future asset loss that may not be borne out by the severity of the shock. Selling livestock in anticipation of a bad year can maximise the price of the animal before the dry season sets in and prices fall, but the level of sale may result in an over-erosion of a herder's asset base.<sup>61</sup>

The reports show that distinctions between the three different types of capacity are not hard boundaries. This is illustrated by the synergies

<sup>57</sup> We do not have comparative data for mortality in other events.

<sup>58</sup> PROGRESS.

<sup>59</sup> SUR1M.

<sup>60</sup> SUR1M.

<sup>61</sup> Livestock Mobility.

between capacities. For example, community adaptation plans are reported as building both anticipatory and adaptive, while both insurance and infrastructure support either (or both of) anticipation and absorption of shocks.<sup>62</sup> Therefore, rather than the categorisation of specific actions into particular silos, adaptive, anticipatory and absorptive capacities provide a means to promote more comprehensive resilience building in a particular setting. This point is emphasised by the BRICS initiative that notes how resilience building initiatives '*...should not only emphasise anticipatory capacity building, but at the same time adaptation and absorption (i.e. integrated package of activities). Same the other way around, without effective climate information and services, a farmer may have access to CSA techniques, but not know when and where to apply them effectively*'.<sup>63</sup>

Nevertheless, resilience building programmes need not focus on all three capacities equally. It is possible that in some settings communities lack one capacity but not others. For instance, some communities may be receiving early warning information provided by government agencies (a key component of anticipatory capacity) but may not have prepared plans to help them act on them (a component of absorptive capacity). Therefore, what is needed to build resilience will vary from one context to another and this differential emphasis can be seen across the initiatives under the BRACED umbrella. Some projects such as the Myanmar Alliance lean towards absorptive capacity, while others such as SUR1M emphasise adaptive capacity more heavily.

Having said this, the evidence shows that in some instances, the long-term approach needed to build the adaptive capacity, can have trade-offs with the shorter-term 'response' driven approach needed by communities for building absorptive capacity. On the other hand, IPs also report the reverse – unless near-term needs are met, communities will not be able or interested to consider longer-term aspects. The BRACED final evaluation concludes that anticipatory and absorptive capacities alone are essential, but not sufficient for building resilience. Findings from BRACED final evaluation reports reveal that the outcomes reported against these two capacities are short-term in nature and do not go far enough in affecting sustainable, and resilient change. They are also not sufficient in achieving transformation – change at scale (see Section 5). This would suggest that '*supporting moves away from climate-sensitive livelihoods, or at the very least supplementing this with other activities that are not reliant on the vagaries of the climate, are what it takes to be truly adaptive and therefore resilient over the longer term*' (BRACED Final Evaluation Report).

<sup>62</sup> PRESENCES reports community action plans (PACAs) as a component of Adaptive Capacity but PROGRESS reports the development of plans by Resilience and Adaptation Committees as part of Anticipatory Capacity.

<sup>63</sup> BRICS.

**Box 3: Context matters – there are different trajectories for resilience building and progress is relative to the starting point**

Evidence from BRACED highlights that there are different trajectories of change, supporting the findings from year 2. Some IPs are working in contexts with rapidly evolving security risks, in chronic and humanitarian crises and/or in fragile contexts, with weak governance and low capacity. In these contexts, trajectories towards change are complex and unique, and protracted. Each context poses a unique set of challenges and opportunities for change. Needs in different contexts are not equal, and the approaches to strengthening capacities cannot be 'one size fits all'. Yet when assessing progress, it is important that achievement of outcomes accounts for the trajectory of change relative to the starting point, as projects operating in enabling contexts may see more 'results'.

Insights into trade-offs between capacities provide further justification for flexible programming approaches, as well as the need to constantly monitor emerging trade-offs and review and adjust resilience enhancing interventions as necessary (see Section 6.1, Key message 2). This is primarily because trade-offs emerge gradually as a programme unfolds. BRES illustrates this in careful monitoring of how their support helped market garden producer groups to grow onions. While selling onions in the open market can strengthen livelihoods and build an asset base to enhance adaptive capacity, it may also reduce the space available for other vegetables – this in turn may reduce dietary diversity and reduce absorptive capacity.

**4.2.3 Can resilience be built without long-term climate information?**

Long-term climate projections were not explicitly used in a majority of BRACED projects. While this may seem counterintuitive – *how can you adapt to climate change without using information about how the climate will change in the next 50 to 100 years?* – projects found that in most cases, working in rural areas on a local scale, this information was not critical as they could build resilience without it. The evidence from BRACED echoes the difficulties of using long-term climate information at the local scale experienced elsewhere, which includes factors such as: mismatch of scales (often only large spatial scales are available for long term climate information), uncertainty in the projections, and political and economic constraints over 'what can be done'.<sup>64</sup>

<sup>64</sup> Lorenz, S., Dessai, S., Forster, P.M. (2017). Adaptation planning and the use of climate change projections in local government in England and Germany. *Reg Environ Change* 17: 425. <https://doi.org/10.1007/s10113-016-1030-3>  
Smid, M. and Costa, A.C. (2017) Climate projections and downscaling techniques: a discussion for impact studies in urban systems, *International Journal of Urban Sciences*, DOI: [10.1080/12265934.2017.1409132](https://doi.org/10.1080/12265934.2017.1409132)

Instead of directly integrating long-term climate information, many projects take into account long-term projections implicitly by promoting activities that increased beneficiaries' ability to make robust choices that could potentially withstand both dry and wet climate extremes, as a way to build adaptive capacity. For example, projects chose income generating activities that would allow beneficiaries to make appropriate choices to manage short-term risks associated with the climate. This was in conjunction with climate services provision of information at the short-term and seasonal timescale, based on which people could make decisions. Projects also had a general understanding of the historical and recent climate in the region in which they were working – including incidence of droughts, floods, and other risks, and seasonality which they used to inform activities. They followed the general understanding of climate change resulting in an increase in frequency and intensity of extreme events and chose activities such as setting up early warning systems which can enhance adaptive capacity to these extremes.

Long-term projections are typically available at a large spatial scale which makes it difficult to use at a local level where projects work. Locally, few decisions are made at the 50 to 100-year timescale. Whereas, at the national or sub-national level this information may be more readily integrated into decision making (e.g. infrastructure decisions). There are examples of alternative approaches to working with national systems, where the use of longer-term climate information may be more applicable (see Section 6.1, Key message 3). Notably, the LWW BRACED project did integrate appropriate information on flood return-periods and climate change because they were working on building flood control infrastructure that would be in place for at least 50 years.

In general, long-term projections provide information on the *average* climate and typically do not reflect climate variability, i.e. the year-to-year changes in rainfall and temperature which impact people. The omission of climate variability means that they will not reflect the actual climate that people will experience in the future, and instead only reflect the change in average temperature which is less useful for decision making. For example, if a project only focuses on the long-term trend (e.g. drier conditions), they may not take into account natural fluctuations in rainfall, leaving project beneficiaries little option to adapt during an unusually wet period in the future. Thus, it makes sense that BRACED projects are not using long-term climate information in this way, in order to generally avoid maladaptation.

The use of particular, long-term climate projections is not a necessary pre-condition for building resilience. In contrast, understanding basic principles related to how the climate is changing, such as increasing extreme events and uncertainty in the future climate, are enough to guide adaptation options. Given the level of uncertainty in climate change projections, the influence of other factors such as climate variability, and the timescale of most decisions made at the local level – the approach to adaptation taken by BRACED partners was to increase people's ability to make appropriate choices. This was approached through increasing income generation, and by providing the relevant information and systems to deal with climate extremes (through strengthening early warning systems and climate information services) at the scale at which they make decisions.

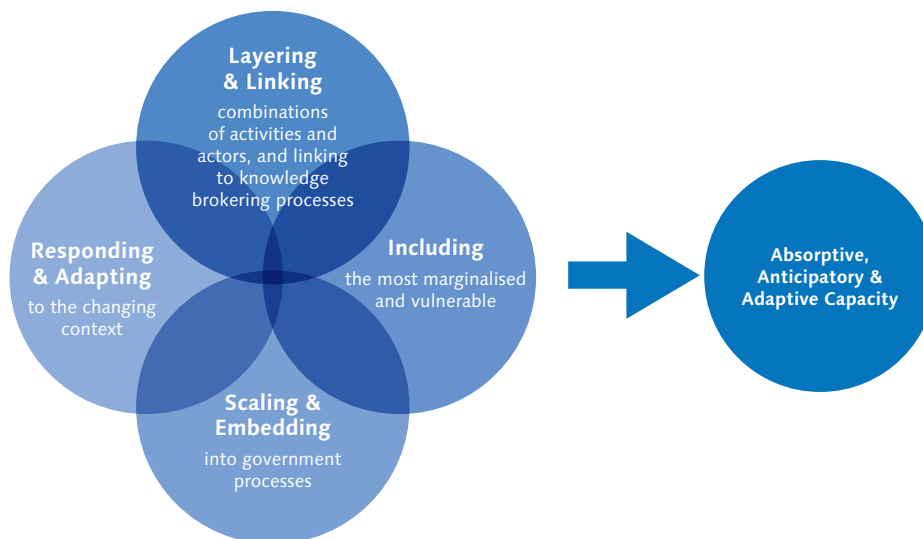


## The use of particular, long-term climate projections is not a necessary pre-condition for building resilience

### 4.2.4 Critical processes to achieve resilient outcomes

Evidence from year 2 (Routes to Resilience Year 2 report) enabled us to identify a set of four common processes (Figure 3) that reveal how, beyond the activities themselves, projects are applying a set of common processes that contribute to building resilience capacities and transformational change (see Routes to Resilience: Insights from BRACED Year 2). Annex 9 provides a summary of the four key processes for building resilience.

**Figure 4: Enabling processes for resilience outcomes**



With more evidence this year, we can take a step further in our analysis to identify which processes are more important or relevant for different resilience outcomes. In this way, rather than activities being undertaken as individual components, they are interlinked and designed to reinforce each other throughout project implementation. While evidence illustrates that *layering and linking* the right actors, actors and knowledge brokering processes is common across all the 3A capacities, the combination of processes differs for each one:

- Anticipatory capacity:** has been achieved through *scaling and embedding* participatory project approaches into local government policies and *layering and linking* actors and knowledge brokering processes to establish partnerships between different stakeholders (i.e. linking national meteorological agencies with media outlets or direct to communities to access, develop and disseminate relevant climate information). Contingency plans and early warning systems need stakeholder engagement to secure buy-in, understanding and commitment from across stakeholder groups. Anticipatory capacity heavily overlaps with improved access to climate information.

See Section 3 for examples on where projects have built their anticipatory capacity through knowledge brokering and partnerships to access and use climate information.

- **Absorptive capacity:** has been achieved through *layering and linking combinations of targeted activities with the right combinations of actors, brokering effective knowledge partnerships and responding and adapting to changing contexts*. Projects were able to improve production, income generation, and indirectly improve food security by layering and linking activities and partners that were sequenced over time. Projects also responded and adapted to the local context, particularly those in fragile or conflict contexts by applying alternative strategies (e.g. training and awareness-raising to overcome socio-cultural barriers to a new approach or livelihood activity, or improved understanding of how climate information can contribute to better crop yields and subsequently improve food security). See Section 3 for further examples on how projects have built their absorptive capacity through improved knowledge and understanding to apply new skills and practices for income diversification.
- **Adaptive capacity:** has been achieved through *layering and linking, scaling and embedding, and combining knowledge transfer with practical trainings. Inclusion of marginalised groups* (in particular women) was central to participatory approaches projects applied. These approaches built awareness and understanding about the dissemination and use of seasonal forecasts to inform agricultural diversification, livelihood diversification, business management and other life skills to enable communities to *respond and adapt*. Some projects *embedded* strategies and tools (e.g. gender equality strategies and tools), and brokered partnerships to embed approaches and plans into local governance structures. See Section 3 for examples of how projects have built their adaptive capacity through application of climate information, combined with climate smart planning and income diversification through knowledge strengthening, up skilling and forming new partnerships.

It is clear that each of the four processes are key for achieving resilience outcomes, which challenges the 3As framework and its focus on activities and outcomes. If you connect the right actors with design processes that build in strategies to scale and embed approaches through layering and linking activities and knowledge brokering process from the start, then the three capacities can be achieved more effectively. Evidence from BRACED demonstrates the need for resilience measurement to focus on 'how' resilience is built, i.e. through tracking processes, in addition to measuring resilience at the outcome level (see Section 6.1, Key message 1).



# 5. TRANSFORMATIONAL OUTCOMES

Image: Scott Wallace  
(World Bank)

## **What has been achieved and what were the key areas of success?**

This section presents analysis and reflection of the findings on transformational outcomes from across the three years of BRACED at programme level. The BRACED ToC hypothesises that people's capacity to anticipate, absorb and adapt to shocks can be built, enhanced and reshaped through transformational changes. Put differently, BRACED intends to move beyond supporting incremental changes in people's resilience and support a more radical shift in the distribution of vulnerability in BRACED project locations. To this end, the ToC posits that bottom-up and top-down approaches are necessary. The bottom-up element comprises of the 15 field-based projects (the focus of this report). The assumption is that through the provision of national policy and capacity support (component D of the programme), the project-level community-based approaches will achieve and deliver sustained outcomes and impact on people's resilience to climate extremes. Unfortunately, component D was not implemented under BRACED.

The following sub-sections present the key results for transformational outcomes, discuss key insights and emerging issues in achieving transformation and explore the extent to which each of the processes are contributing to transformational change. Where data is available, we explore processes from the pathways

through to outcomes and transformation, to outline the evidence to date on trajectories of change. This contributes to our understanding of how change is happening across the BRACED programme.

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### Summary of findings

- **BRACED projects are contributing to the likelihood of transformational change through local level structural shifts.** Yet there is insufficient evidence to date of these being mirrored by supportive shifts at a higher scale.
  - **Evidence of sustainability remains anecdotal at this stage** and the timeframe is too short to determine the extent to which changes will be sustainable.
  - **Transformational outcomes require two key processes: scaling and embedding approaches into government systems and policies (top-down), and including the most vulnerable and marginalised to achieve changes that are structural, catalytic, scalable and sustainable (bottom-up).**
- 

## 5.1 Salient results

All BRACED projects have reported signs of catalytic impact, the sustainability of actions and outcomes, and how they are affecting changes at scale. Additionally, projects also report against changes in societal structures and governance that both underpin resilience capacities and contribute to catalytic impacts, scale and sustainability. Final year reports highlight that main areas of success include:

- delivering change beyond the direct area of influence
- inducing replication of successful models and methods
- leveraging and shaping additional resources
- establishing institutions and processes for enhancing accountability
- influencing government systems
- embedding within community governance structures
- challenging power dynamics and improving social relations

The progress against these outcomes is shown in Table 8.

**Table 8: BRACED contribution to transformational outcomes**

OUTCOME	PROJECT NAMES	NUMBER OF PROJECTS	
Expansion of project activities beyond the direct geographical remit and the direct sphere of the programme's influence	Delivering change beyond the direct area of influence Inducing replication of successful models and methods	Anukulan, BRES, BRICS, IRISS, Myanmar Alliance, Livestock Mobility, LWW, PRESENCES, PROGRESS, SUR1M, Zaman Lebidi	11
Leveraging and shaping additional finance		Livestock Mobility, Myanmar Alliance, PROGRESS, SUR1M	4
Establishing institutions and processes for enhancing accountability		BRES, DCF, IRISS, Livestock Mobility, LWW, Myanmar Alliance, PROGRESS, RIC4REC, SUR1M, Zaman Lebidi	10
Influencing government systems		Anukulan, BRICS, CIARE, DCF, IRISS, Livestock Mobility, LWW, Myanmar Alliance, PRESENCES, PROGRESS, RIC4REC	11
Embedding within community governance structures		BRICS, CIARE, IRISS, Livestock Mobility, Myanmar Alliance	5
Challenging power dynamics and improving social relations		Anukulan, BRES, BRICS, DCF, IRISS, Livestock Mobility, LWW, Myanmar Alliance, PROGRESS, RIC4REC, SUR1M, Zaman Lebidi	12

Each of these outcomes is explored in detail below:

**Delivering change beyond the direct area of influence:** The likelihood of projects delivering transformation is illustrated through greater insights into catalytic impacts. This was reported mostly through the expansion of project activities beyond their direct geographical remit and the sphere of influence. For example, BRICS work to develop and deliver daily weather bulletins in collaboration with the Sudan Meteorological Authority and Geneina Radio Station to beneficiaries in project areas, and is being expanded by the authority to an audience of over 400,000 in non-project areas. Similarly, Anukulan has demonstrated catalytic effect by illustrating how resilience enhancing bio-engineering activities in partner Village Development Committees (VDCs) are being taken up by neighbouring VDCs outside the project.

**Inducing replication of successful models and methods:** PRESENCES helped revise Community Development Plans (PDCs) and integrate climate change, gender and security within them. This inspired other municipalities to revise their own PDCs along the same lines without direct support from BRACED. In other cases, methodologies have been adopted elsewhere, such as for the BRACED community risk assessment approach in Myanmar, which has been widely promoted across practitioners and platforms nationally, and is

acknowledged as a best practice method for bottom-up planning in a number of reports and case studies. Similarly, BRES reports that their success with ensuring uptake of drought tolerant seeds (as seen by a 20% increase in the use of HYDT seeds between the baseline and end line) has led to replication of the approach by FAO, CRS, ICRC, War Child and WFP.

**Leveraging and shaping additional finance:** four projects demonstrated catalytic effects through securing co-finance for resilience enhancing activities from sources other than BRACED.<sup>65</sup> For example, through the establishment of Ward Adaptation Planning Committees (WAPCs) and the training of these committees under PROGRESS, these Wards in Wajir County, Kenya, are able to access County Adaptation Funds (CAF). This represents 2% of the county budget – the equivalent of roughly GBP 6.6 million in resilience investments over the next decade.

**Establishing institutions and processes for enhancing accountability:** BRACED initiatives are demonstrating the likelihood of transformation by illustrating the ways in which they contribute to resilience-enhancing shifts in political and governance relations.<sup>66</sup> Much of this pertains to the establishment of institutions and processes for enhancing accountability. For example, PROGRESS illustrates how Resilience Adaptation Committees founded by the project have prepared Resilience Action Plans that were provided to sub-county and district officials to inform budget allocation processes. DCF also outlines how Adaptation Committees established by the project have brought local authorities, local public services together with communities to undertake adaptation planning. This has also resulted in improved relationships and a higher level of mutual trust among those actors. Another useful illustration of this is the 'nomadic forums' established as part of the BRICS initiative. These forums were aimed at bringing nomads together to discuss challenges faced by pastoralists. The forum in Nyala, South Darfur, is now officially recognised by the local authority which recommended the appointment of the Ministry of Animal Resources to lead the forum. This recognition will create a sustainable space for the discussion of resilience concerns of pastoralists within official government systems.

**Influencing government systems:** Eleven projects highlighted integration with and/or changing government systems that will persist even after the project wraps up.<sup>67</sup> For example, IRISS developed and demonstrated a methodology for School Environmental Clubs (SECs) that are aimed at promoting environmental awareness, supporting environmental protection, conducting outreach environmental activities and developing 'environmentally responsible citizens'. In November 2017, this work aligned with a ministerial order to include the SEC methodology in the official curriculum of all primary and secondary schools in South Sudan, leading to the sustainable mainstreaming of this approach into

<sup>65</sup> Livestock Mobility, Myanmar Alliance, PROGRESS and SUR1M.

<sup>66</sup> BRES, DCF, IRISS, Livestock Mobility, LWW, Myanmar Alliance, PROGRESS, RIC4REC, SUR1M and Zaman Lebidi.

<sup>67</sup> Anukulan, BRICS, CIARE, DCF, IRISS, Livestock Mobility, LWW, Myanmar Alliance, PRESENCES, PROGRESS and RIC4REC.

government policy. CIARE illustrates how it has improved the ongoing ability of the National Meteorological Agency to deliver downscaled climate forecasts by enabling them to take up a climate prediction tool propagated by the project. This in turn will ensure that the agency will be able to use this tool sustainably, long after the project is over.

Notable amongst this group of projects, PROGRESS has supported the development of the Wajir County Livestock Feed Policy that has been officially adopted by the Government. Improved livestock feed strategies implemented as a result of the livestock feed policy will enable the county government to better prepare for drought (e.g. through the distribution of emergency or subsidised livestock feed reserve). The consortium has also developed the Wajir County Gender and Resilience Strategy – the first county gender strategy in Kenya to be adopted by the government. Finally, PROGRESS has also delivered the County Climate Information Service (CIS) plan through research and technical support provided to the Government that will enable pastoralists to make more informed decisions to cope with drought. BRACED initiatives are thereby showing greater influence over governance in the policy contexts within which they are operating, including through community structures (see [Box 4](#)).

#### **Box 4: Embedding within community governance structures**

Demonstrating institutional continuity and embedding interventions within community structures is another governance aspect of sustainability reported by five projects.

For example, the Myanmar Alliance has built the capacity of various community based organisations that are playing a pivotal role in receiving and disseminating early warning information. They are taking a lead role in developing and executing smaller projects that are replicating BRACED practices (e.g. for building resilient infrastructure) and undertaking resilience and DRR planning with independent funding streams.

As part of CIARE, nurseries developed by the project have been handed over to the community for management. This will help build absorptive capacities over the long-term as trees from these nurseries will help bind the soil.

Also, Women's Product Cooperatives are now producing and marketing varied products (such as soap and stoves). With known demand for the products, it is likely these will enable new, non-rainfed income sources without further support. This apart, the rain water capture and storage structures built by the project are now being effectively managed by the community (with site maintenance and water rationing). This will lead to improved health of households and animals, and increased time available for women to participate in income generation and perform household tasks, and for children to attend schools.

**Challenging power dynamics and improving social relations:** Almost all projects illustrated their influence on structural changes in social relations and women's empowerment.<sup>68</sup> BRICS, for instance, has argued that pastoralist routes established by the project have improved social relations between herders and settled farmers. Pastoralists are able to now move unhindered to their grazing areas and watering points, whereas previously, routes were unmarked and cultivators would encroach onto the paths causing conflict between the groups.

Similarly, Livestock Mobility, has reported improved relations and reduced conflict between herders and village communities as a result of interventions under BRACED, leading to reduced conflict. Survey results show how herders attribute the project to the positive changes in risks and difficulties faced during the last period of transhumance. The consortium attributes this to an increased understanding by local communities and local authorities to the necessity of livestock mobility, the economic benefit gained by the presence of herders in the region, and their consequent mutual interests to keep the mobile herders coming to their villages. It shows a change in perception, in some areas, of herders as 'nomads', who are mobile due to their culture, to herders, moving in order to keep their livestock alive and feed their families. In this way, through a shift in attitudes, the initiative has helped transform the social relations between herders and local communities.

As highlighted in **Box 4**, women's empowerment has also been a central pillar of BRACED outcomes and can embed longer-term sustainable changes. For example, PROGRESS has supported the launch of the Wajir County Gender and Resilience Strategy (WCGS), the first county-wide gender strategy in Kenya. The project reports early evidence of this leading to an increase in the number of women running for elected office. Myanmar Alliance highlights shifts in attitudes and behaviour through balancing the distribution of decision-making powers between men and women, arguing that this should have long lasting effects beyond the project. Case studies show how project interventions help women demand equal pay and support women's engagement in resilience building initiatives.

<sup>68</sup> Anukulan, BRES, BRICS, DCF, IRISS, Livestock Mobility, LWW, Myanmar Alliance, PROGRESS, RIC4REC, SUR1M and Zaman Lebidi.



## 5.2 Analysis and reflection

The results presented in Section 5.1 delivers a set of key insights and emerging issues. Reporting on the likelihood of transformation provides early indications of sustainability of some of BRACED interventions. It demonstrates that transformation potential is not a capacity in and of itself, and that overall, BRACED interventions have had limited impact on national level policies. This is to be expected given the limited timescale – change of policies and legislation takes time. Further investigation is needed to better understand issues of scale. Linking the evidence from BRACED to national level dialogues is part of the rationale behind the BRACED extension period to make more in-roads into fostering sustainable change in policy and policy-making processes.

### 5.2.1 Demonstrating sustainability in the short-term

**This year's reports provide evidence that some interventions initiated by BRACED to enhance resilience capacities could deliver sustainable outcomes. Yet, the evidence is anecdotal at this stage and the timeframe too short to determine the extent to which changes are sustainable.** BRACED projects have adopted diverse routes to sustainability, with early indications of change. These include: shifts in political and governance systems (e.g. new planning regimes for enhancing resilience); shifts in social relations (e.g. effecting enhanced cooperation between herders and farmers); embedding interventions within community structures (e.g. women's cooperatives launched and signs of being self-sustaining); and embedding new policies and models for enhancing resilience within mainstream policy processes (i.e. being adopted and replicated by government). Tracking whether these shifts are sustained over time, as well as how they evolve after BRACED support ends, will truly test their sustainability. While ongoing support under the BRACED extension can further develop these aspects of transformation.

### 5.2.2 Engagement with national level policy

**Overall, there is evidence that BRACED projects are demonstrating the likelihood of transformation through local level structural shifts. Yet there is insufficient evidence to date of these being mirrored by supportive shifts at higher scales.** This raises questions about the sustainability of changes achieved under BRACED. Reflecting the intentional design of BRACED projects and echoing the monitoring findings of previous years, the evidence suggests that almost all projects are initiating potential transformational processes at local level. In most projects there remains limited outreach and engagement at national or regional level policy. Nevertheless, the final year of BRACED has seen much greater evidence of work to support sub-national policy processes that can build resilience. For example, PROGRESS has delivered substantial policy enhancements on gender and resilience at county level. Also, LWW has worked to mainstream resilience and contingency plans within local government.

Despite the community-based focus of BRACED consortia, there are some examples of consortia working with higher-level policies. BRICS is attempting to mainstream agroforestry within the National Environment Policy of Chad. The School Environment Clubs methodology developed by IRISS is being replicated across curricula in South Sudan. This said, these remain notable exceptions and linkages with policy processes at national, regional or international level are limited. Engagement at higher levels was intended to be addressed by component D<sup>69</sup> of BRACED, which is now underway in some countries.

### 5.2.3 Transformation is more than just another capacity

BRACED results suggest that the potential for transformation is not a capacity the same as the other 3As. This finding has implications for project design because **a sharper focus on transformational pathways to build resilience capacities at the initial stage, is more likely to ensure that change is structural, catalytic, at scale and sustainable.**

Building adaptive, anticipatory and absorptive capacity can be done in ways that are or are not transformational, depending on whether they affect structural changes, are catalytic, impacting at scale and sustainable. This has been explored by the consortia themselves, for example, agroforestry approaches propagated under BRICS have enhanced adaptive capacity in the project areas, but the consortium has argued that deploying the success of this model to influence the National Environment Policy is transformative because it helps scale this approach out to a much larger group of potential beneficiaries.

## Building adaptive, anticipatory and absorptive capacity can be done in ways that are or are not transformational

Similarly, IRISS has argued that its initiative to develop Schools Environmental Clubs (SECs) helps develop adaptive and anticipatory capacities, but they argue that this is likely to be transformational because the model has been ordered to be replicated across all government schools in the country.

As part of the CIARE consortium, tree and vegetable nurseries were developed to enhance absorptive and adaptive capacities. Yet this initiative demonstrates the likelihood of transformation because these nurseries have transitioned to being managed by the communities themselves, indicating that they may outlast BRACED and help build resilience over the long-term.

<sup>69</sup> Component D aims to build the capability and capacity of developing countries and regional organisations to prepare and plan for the expected increases in the frequency and severity of climate extremes and disasters.

### 5.2.4 Challenges in interpreting 'scale' as an aspect of transformation

While the BRACED ToC and reporting frameworks consider scale as a key component of transformation,<sup>70</sup> the consortia have interpreted this element differently. **The self-scoring of likelihood of transformation has been welcomed by consortia, however the different interpretations of scale in the context of transformation suggest there is scope for better understanding and clearer guidelines on how projects can lay claim to delivering impact at scale.**

Currently there is some ambiguity over whether scale pertains to the project benefiting populations not directly targeted by the project (thereby overlapping with 'catalytic impact'). For example, PROGRESS reported scale as non-project participants adopting permagarden techniques, having learned these from the farmers that had been trained by the project. Some projects talked about scale by simply providing numbers of people reached by the project. For example, via SMS forecasts reaching 60 local government areas and 1.2 million people (RIC4REC).

#### Box 5: Context matters: small gains can also be transformative

As concluded in the Y2 Routes to Resilience Report, depending on the context, small gains made can be transformative for populations. In fragile and conflict-affected states, progress is more localised but it may still be transformative. For example, changing gender roles at household level may enable greater opportunities for generating small but significant gains in household income. Assessments of project 'success' or 'underperformance', based on performance ratings or 'results' alone, are not appropriate. Each context poses a unique set of challenges and opportunities for change.

Still other initiatives talk about influencing positive change in 'proportions of people'. For example, BRES reports that innovative natural resource management practices promoted by the project resulted in the adoption of Zai small pit practices by 80.2% of the high intensity (HI) project beneficiaries, but also by 43.4% of the non-beneficiaries. Consortia such as the Myanmar Alliance, SUR1M and Zaman Lebidi, have increased their self-reported scores for the likelihood of transformation as the scale of their impacts has increased.

<sup>70</sup> Based on guidance in KPI 15 of the International Climate Fund as well as scholarly work on transformational adaptation (e.g. Kates et al., 2012 PNAS 109(19)).

### 5.2.5 Critical processes to achieve transformational outcomes

The four common processes identified in year two<sup>71</sup> (see Section 4.2.4) reveal how, beyond the activities themselves, projects can contribute to building resilience capacities and transformational change. With more evidence this year, we can take a step further in our analysis to identify which processes are more important or relevant for achieving transformational outcomes. Under BRACED, transformational outcomes are achieved when changes are replicated beyond the immediate project boundary, delivered at scale and sustainable, and bring long-term structural change through influencing national policy and ensuring social inclusion. The evidence reveals there are two key processes involved in achieving these outcomes:

- scaling and embedding approaches into government systems and policies
- including the most vulnerable and marginalised to support shifts in social norms and accountable governance.

During year 3, IPs reported scaling out their activities and approaches for greater impact beyond the project timeline. Project planning reflected a linear sequence from community work to 'scale up'. Pathways to achieve transformation through scaling and embedding approaches have involved catalysing other actors, particularly those in local government or through partnerships with private sector actors, to replicate project approaches or interventions, and through empowering women. As recognised in year 2, moving to transformational change in social relations requires structural changes. These may involve including women from marginalised groups in relevant projects (e.g. those excluded by caste or religion), changing intra-household dynamics to give women more control over household investment decisions, or requiring changes in the law to open up higher level decision making spaces previously closed to females. These structural changes, for example, will ensure women have the full capacity to make adaptive decisions. Projects are yet to demonstrate how the process of scaling and embedding approaches has achieved transformational change through changes in policy at the national level.

**Transformational outcomes are achieved when changes are replicated beyond the immediate project boundary, delivered at scale and sustainable, and bring long-term structural change through influencing national policy and ensuring social inclusion**

<sup>71</sup> Silva Villanueva, P., and Sword-Daniels, V. 2017. Routes to Resilience: insights from Year 2.

Transformative outcomes have remained a challenge for the BRACED portfolio. Transformation processes tend to be locally rooted and the linkages to scale at the outcome level remain unclear. The BRACED ToC assumed that in order to achieve transformation, projects must achieve change through bottom-up participatory approaches to engage local communities, while influencing top-down government structures. Furthermore, it was assumed this would be dependent on the mobilisation of the final component on institutional capacity (component D).<sup>72</sup>

**While the outcome will continue to be affected by the progress of higher level reform processes and political dynamics of context (especially for projects operating in conflict and security-affected environments), BRACED has in fact achieved small scale progress in the absence of Component D.**

Despite uneven progress across BRACED, some projects have demonstrated how pathways to institutionalisation have been catalysed through a tangible demonstration of benefits, creating demand for new approaches, or through partners' direct collaboration and involvement in participatory processes, which promotes local leadership and ownership, and increases the likelihood of uptake beyond the lifetime of the projects. This leads to the following questions '*What hasn't BRACED achieved because component D wasn't in place?*' and '*Is transformation largely an issue of scale?*' These questions require further reflection on M&E requirements of understanding whether transformation has been achieved (discussed in Section 6).

<sup>72</sup> There are limits to the degree to which projects can achieve this policy-level change without complementary engagement in reform processes.



# 6. WHAT DOES THE EVIDENCE TELL US ABOUT RESILIENCE?

Image: Albert  
González Farran,  
UNAMID

This report has presented the summative findings from the final annual reports of BRACED projects. BRACED was an ambitious programme, which aimed to build resilience locally in highly vulnerable and volatile places, yet at scale in a three-year period. The findings of this report reveal that BRACED projects have contributed to enhancements in absorptive, anticipatory and adaptive capacity and to a lesser extent, have contributed to policy change at local level. Yet, it is too early to test whether the capacities built are sufficient for long-term resilient change. It is also too early to judge the extent to which BRACED outcomes will be sustainable and contribute to its ultimate impacts – improving the well-being of the most vulnerable in spite of shocks and stresses.

Although results to date are encouraging, the delay in the design of BRACED component D (provision of national policy and capacity support) has limited the transformational impact of the overall programme. An extension of the programme, was launched in January 2018, before the end of year 3 of BRACED.<sup>73</sup> The aim of the extension is to foster further progress towards the sustainability of the programme's outcomes. During this period, the Knowledge Manger will work with projects on selected case studies to answer some outstanding questions. These have been identified in Sections 6.1 and 6.2 below.

<sup>73</sup> Not all projects proceeded to BRACED-X, with a total of nine projects successfully winning funding to either continue implementation and/or undertake additional policy influencing work.

**Findings suggest that the current BRACED Theory of Change holds, but changes need to be made to the current design to reflect the findings of this report.** Drawing from the findings of this report, as well from our learning through monitoring BRACED over the three-year period, the following section presents a set of five key messages. These reflect our interpretation of what this learning means for BRACED and other resilience-building efforts, together with implications for future practice. Our aim is that these five key messages, and implications for both design and monitoring, will advance thinking and practice in the extension period as well as in the wider field of climate and disaster resilience programmes, and accompanying monitoring and results reporting efforts at large. Taken together with our wider reflections in Section 6.2, which aim to provide an indication of future areas for exploration in resilience building efforts, these messages and implications are intended to provide the basis for a deeper evidence-based discussion about resilience-building practice, both within BRACED and beyond, as well as considerations for designing and commissioning resilience programmes.

## 6.1 Key messages and implications for practice

**Key Message 1: Resilience building is not just determined by *what* you do but *how* you do it.**

At the outcome level, BRACED defined resilience as a set of capacities that enable individuals to improve their well-being in spite of climate extremes and disasters. Through exploring how and why outcomes were achieved, evidence has shown (see also BRACED Final Evaluation Report) that if you layer and link the 'right' activities<sup>74</sup> with the 'right' actors<sup>75</sup> actively involved in decision making processes; tackle systemic change by scaling and embedding approaches within existing governance structures; ensure that multi-faceted approaches to inclusion of the most vulnerable are designed-in from the start; and respond and adapt to the changing conditions that align to local contexts, then resilience outcomes can be achieved. Put differently, resilience outcomes manifest themselves as the result of both a set of processes that factor in climatic risks, as well as development outcomes that contribute to improve resilience levels.

Our findings suggest the need to think beyond activities, and instead begin by considering the key processes that underpin resilient outcomes. Projects should not necessarily expect to achieve resilience outcomes within a three-year time period, this depends on the context, but all projects can progress along resilience pathways (relative to their starting point) in the short-term. By conceptualising resilience as a process as well as an outcome, programmes can demonstrate that BRACED projects have achieved notable successes in many areas that provide

<sup>74</sup> i.e. those appropriate to support the intended change.

<sup>75</sup> i.e. selected to link with necessary skills or expertise, relevant networks, to enable knowledge sharing and embed approaches, to enable access and/or facilitate buy-in and trust with actors.

important 'building blocks' towards resilience outcomes. So, perhaps the wider debate is about whether the focus should lie on measuring resilience results, or whether it is the processes and developmental outcomes that emerge in the context of shocks and stressors, that we should monitor and measure.

Finally, reporting on how resilience capacities built by the intervention were 'activated' during the project period to ameliorate the impact of shocks and stresses (as discussed in 4.2.1), has been somewhat ad-hoc and serendipitous. Even though most projects have formal mechanisms to track progress on theories of change and log-frames, flexible-monitoring mechanisms, that formally swing into action immediately after shocks, would enhance the quality and breadth of insight on the degree to which project interventions are successful.<sup>76</sup>

### Implications for design:

- Project designs and ToC need to clearly show the pathway for identifying and assessing the logic, sequencing and integration of the right combinations of activities and actors, in addition to a clear understanding of the processes that will lead to change.
- At programme level, the ToC needs to provide an overarching vision while retaining some level of specificity of the projects' underlying assumptions.

### Implications for M&E:

- Programmes should be monitored, reviewed and adjusted on a regular basis. ToC needs to be regularly revisited, discussed and updated, and, at least, within a year of start-up and facilitated by programme managers.
- Programmes need to move away from ticking boxes against resilience outcome indicators, or capacity frameworks, to tracking progress against the processes required to realise outcomes. *How and why change is happening* should therefore be the main focus of monitoring systems. This involves a more detailed level of qualitative monitoring that applies an evaluative lens on a regular basis and generates real time learning to support course correction. A reduced set of quantitative indicators would release time and resources for qualitative information that help explain change across the programme, without increasing overall costs.
- For evaluative monitoring systems to be truly effective, they cannot be detached from final evaluations. The 'M' and the 'E' should not be treated as two separate activities, nor should they be planned after the design stages of the programme. Rather they are interlinked, and should be designed and planned in tandem, right from the start.

<sup>76</sup> The BRACED Rapid Response Research provides an example such a mechanism that could be integrated across projects. For more information visit: [www.braced.org/resources/i/rapid-response-research/](http://www.braced.org/resources/i/rapid-response-research/)



**Key Message 2: Adaptive and flexible programming approaches are essential to deal with emergent trade-offs and mitigate the risks of future maladaptation.**

BRACED has demonstrated that resilience projects and programmes should aim towards longer-term change while also being mindful of the consequences of interim variability. The use of climate information is crucial to building adaptive capacities that can sustain positive development outcomes. It helps to make informed choices to manage trade-offs and minimise potential development pathways that are not compatible with a changing climate ('maladaptation') (see Section 4.2). While resilience, by definition, requires flexibility and adaptation, outcomes that are shorter-term in nature (often geared towards absorptive and anticipatory capacities) may not go far enough in reflecting resilient change in the long-term. Conversely, if projects were only to focus on long-term goals, they could also result in negative pathways and poor uptake if short-term priorities are not addressed.

Furthermore, resilience building programmes need not focus on all three capacities equally. BRACED findings provide critical insights about the relative balance of different resilience capacities that can be achieved over time, with a stronger emphasis on anticipatory and absorptive capacities in the initial stages. What is needed to build resilience will vary from one context to another, although change must be adaptive for it to be resilient. More thorough and on-going context assessments are required to better understand *what* is needed and *when* in each context. Finding ways to integrate longer-term adaptation within efforts to build anticipatory or absorptive outcomes may be a feasible pathway to mitigate trade-offs between achieving short and long-term goals, rather than treating adaptive capacity as a third isolated outcome.

Accepting that change and trade-offs are emergent, and inevitable, means accepting that certain activities will be modified or abandoned along the way. In this context, adaptive and flexible approaches are essential to ensure the relevance and appropriateness of project activities, and to ensure that communities are not *locked in* to one pathway that may become obsolete in the future. In this way, adaptive approaches can facilitate a focus on longer-term objectives. Project designs and theories of change should be used as a *compass* rather than a *map*, to be tested and amended over time. However, this raises the questions of: *to what extent can large consortia projects and programmes be adaptive?* This will require shifting institutions and decision-making logics to manage uncertainty and trade-offs, acknowledging that there can be a mismatch between how adaptive programmes want to be and how much they are able to be. A starting point might include the use of strategic scenarios and prioritising decisions that are flexible and robust across different possible futures when developing resilience-building actions. More flexible and adaptive programming approaches might help to stimulate and encourage this shift in decision making for planning and design.

**Implications for design:**

- Shorter-term project activities should consider the potential long-term impacts to avoid possible maladaptation in the future (and as part of a longer term goal that may be beyond the lifetime of the project).
- Projects and programmes need to look beyond the immediate project timeline to see what can be achieved over a longer time period.
- Projects need to move beyond solely focusing on achieving the goal of accessing climate information, towards improved understanding of what to do with this information once accessed.
- To genuinely understand climate science and climate variability, projects need to work with experts that truly understand the current and future climate within the project region. This can help ensure that projects do not inadvertently lock communities into negative (maladaptive) pathways.

**Implications for M&E:**

- Adaptive and learning-focused M&E systems require more nuanced and responsive performance measures, which can take into account the context-specific nature of project starting points and people's needs, as well as the variation in trajectories of change and expected outcome level results.
- Real time adaptive management requires projects and programmes to deal with uncertainty, perceived failure and changing plans. Budgets and designs have to be flexible enough to accommodate such course correction at project and programme level.
- Projects need to be encouraged to report real and tangible challenges, so then can move away from doing *more of the same* towards genuine reflection and learning for improvement.
- M&E practice requires a cultural shift from thinking about performance success as meeting pre-prescribed indicators or targets, to thinking in terms of maximising lesson learning and acting accordingly. For this to happen, decision-making points should be planned around M&E cycle.
- An ex-post evaluation will be important in order to pick up and track what is adaptive in the long-term and understand if and where it is locking in any issues that might be maladaptive in the future.

**Key Message 3: Addressing climate variability is more important than providing long-term climate information.**

Access to and use of long-term climate information is not a pre-requisite for targeting climate vulnerability, risk and building resilience. Evidence about rising climate risks is often an important and valid element of the rationale for investments in resilience, including specific BRACED projects. However, this does not mean that long-term climate information needs to be an essential element in the process of building resilience. This is especially true at local

level where decisions are usually not at the scale of 15–20 years or more. Climate scenarios typically lack the right resolution – the main interpretation of longer-term climate information is often just to anticipate growing challenges and higher uncertainties. The certainty of long-term information is not sufficient for the types of daily, decadal and seasonal decisions that are made at local level. Long-term climate information typically consists of expected changes to average temperature and precipitation, when the risks locally are more about changes to the character of rainfall (e.g. frequency and length of dry spells, timing of onset and cessation, and intensity) and temperature (e.g. extreme heat or cold spells, and night time temperatures). Therefore, projects should ensure that people are able to make choices based on short-term weather information. Approaches that provide regular accurate and timely short-term weather information, and supports people to take the right actions based on this information over a long-term time period, means adaptation can be enabled (See Section 4.1 and 4.2.4). In short, to build climate resilience, projects do not necessarily need to have longer-term climate information available, but they need to consider planning over the longer term.

BRACED has valid experience of what works at local level, but to date there is no comparative understanding of the national level perspective. Working through national systems to apply longer-term climate information in planning or agricultural development and decisions, can then have an impact on communities. This approach could more effectively link long-term climate information to the appropriate decisions and decision makers.

#### **Implications for design:**

- Resilience focused projects and programmes should minimise the potential to overload communities or organisations with information that is unnecessarily complex, or may not be relevant to their local context. Implementing partners should ensure they have a comprehensive understanding about the historical climate and context of shocks and stresses at the location where the project is operating, prior to implementation.
- Projects should strengthen knowledge translation by ensuring projects engage the right individuals who have sufficient technical background to understand both the uncertainty and scale of weather and climate information, and can more effectively draw on and connect the science to decision-making processes.
- Future efforts could tackle uncertainties related to long-term climate information by using decision criteria such as flexibility and robustness to ensure that resilient outcomes are delivered across different climate futures.

**Implications for M&E:**

- Project success should be measured on how combinations of different activities allows beneficiaries to make the right decisions, rather than on the types of information that stakeholders can access. In doing so, M&E systems should seek to understand whether beneficiaries now have the ability to make more informed decisions and, if they were given a short-term forecast, could they make risk-informed decisions based on that.

**Key Message 4: Building resilience requires equality – projects must move beyond participation of the most vulnerable towards addressing the root causes of exclusion.**

Inclusive approaches need to be layered and linked and designed-in as a pathway towards resilience. These pathways involve transforming the social processes that have contributed to vulnerability in the first place. Approaches that have confronted gender norms from the beginning of the project, through a variety of activities, have shown broader shifts at community level and in policy and planning processes (e.g. anchoring project activities within local institutions). See Section 3.4. What has been less clear is the extent to which IPs are engaging in social processes that contribute to empowering individuals, households, communities and institutions, not only to react and respond, but also to challenge the drivers of risk and promote alternative pathways to development. In order to influence policy and planning at higher levels and improve scalability and sustainability of activities, resilience programmes need to engage more widely at those levels to ensure buy-in and future investment in project approaches. However, expectations need to be realistic, as projects cannot be expected to affect large-scale change on their own.

In addition, beyond a focus on gender, future projects and programmes could do more to identify and develop strategies to engage other socially marginalised groups. For instance, BRACED reports do not contain any data about people with disabilities. Ultimately, building resilience and promoting transformation demands a shift in power dynamics towards inclusive decision making beyond household level, which will take more than three years to achieve.

**Implications for design:**

- Designs should start with gender and power analyses to identify and develop strategies to engage socially marginalised groups, where climate change and disasters can exacerbate existing inequality (which should include gender and also disability, ethnicity etc.).
- Project design needs to include a combination of activities and strategies to tackle the root causes of social exclusion from the start, and ensure the buy-in of multiple actors to progress along pathways towards inclusion. Designs need to reflect realistic timeframes about what can be achieved and at what scale within the existing levels of funding and resources.

- Fostering social equality and inclusion begins with changing attitudes and building the capacities of project staff, who will then contribute to implementing inclusive activities.<sup>77</sup> Time should be allocated during the inception phase for staff and partners to establish a shared understanding on goals and approaches among project teams.

#### **Implications for M&E:**

- M&E systems must integrate indicators and processes that strive to examine, question, and track change on the underlying conditions – the norms and power imbalances. It should be made explicit which groups are targeted (by gender and possibly also disability, ethnicity, etc.).
- To fully understand whether transformative change has occurred, an ex-post evaluation will reveal the extent of how far power dynamics have been shifted.

#### **Key Message 5: Building resilience is not enough – change also needs to be sustainable and transformational.**

Evidence to date demonstrates that building adaptive, anticipatory and absorptive capacity can be done in ways that are, or are not, transformational. This depends on whether they affect structural changes in social and political relations, are catalytic, impacting at scale and sustainable. Other resilience programmes<sup>78</sup> have shown that building resilience at scale requires large-scale programmes to invest at national level. However, BRACED has demonstrated that it is possible to build resilience without working across scales and still have small transformational impacts at local level. This is especially relevant in the fragile context in which BRACED is operating. Through local level resilience approaches, projects have achieved policy change, replicated approaches and targeted gender inequality through inclusion (see Section 5.1). Systemic change has however not yet been reported beyond local level. This leaves us with the question – *how can policy be influenced from the bottom up?*

To be truly transformational and sustainable, resilience projects need to engage at the appropriate national or regional level to affect change through top-down governance structures and budget systems, as well as through bottom up approaches within local level communities through context specific approaches. BRACED has established that while a three-year period has allowed projects to lay foundations for transformation (e.g. through scaling and embedding project approaches and including the vulnerable and marginalised), it is not long enough to demonstrate the sustainability of resilience outcomes concretely. Projects need to work across scales to be sustainable and achieve systemic change

<sup>77</sup> For more information on BRACED research on this topic visit: Le Masson, V. (May 2018) Should resilience-building projects (always) be socially acceptable? Challenging Assumptions Series, Overseas Development Institute. URL: [www.odi.org/sites/odi.org.uk/files/resource-documents/12207.pdf](http://www.odi.org/sites/odi.org.uk/files/resource-documents/12207.pdf)

<sup>78</sup> e.g. The Pilot Program for Climate Resilience, financed by the World Bank: [www.climateinvestmentfunds.org/topics/climate-resilience](http://www.climateinvestmentfunds.org/topics/climate-resilience)

across multiple levels. Transformational changes are likely to result from BRACED at local level. However, there is the potential for wider transformations in society, economy, politics and environment that could affect patterns of vulnerability, risk and resilience. For example, the emergence of widespread mobile phone use has transformed the ability of farmers to manage sale prices of agricultural produce. As seen in BRACED, mobiles have also facilitated the dissemination of climate information to inform farm decision making.<sup>79</sup> Understanding and deliberately managing the resilience implications of these transformations will be increasingly important for future development outcomes.

#### **Implications for design:**

- Resilience funding and programmes should have an explicit focus on transformational pathways to build resilience capacities to help ensure that the change being delivered is structural, catalytic, at scale and sustainable.
- To achieve sustainable change, social and political transformation is needed. At the design stage projects need to think about how to engage actors across levels, as well as engage with power dynamics and legal structures to transform attitudes and behaviours on a much higher scale. This could be achieved through more in-depth gender, power and/or political economy analyses, regularly revisited throughout the implementation period.

#### **Implications for M&E:**

- Tracking transformation requires data about changes in policy, its social impacts as well as changes in social norms, to be gathered from a range of stakeholders across scales to obtain multiple perspectives at a higher level, rather than a homogenous group at the same scale (community/household).
- Tracking transformation processes throughout project implementation is helpful but an ex-post evaluation will enable a comprehensive understanding of how structural changes, social norms and perceptions change beyond the project lifetime.

## **6.2 Going forward: What does this mean for future resilience programmes?**

The findings and evidence generated across the three years of BRACED provide a solid foundation to move beyond the conceptual to the practicalities and realities of designing, implementing and monitoring resilience building programmes. This moves away from questioning '*What is different about building resilience?*' or '*How long does it take to build resilience?*' to a more refined set of questions that address practical implications for resilience programming by asking '*What does this mean for future resilience programmes?*'

<sup>79</sup> RIC4REC.

### 6.2.1 The extent of what you can achieve depends on the context

**BRACED has shown that progress towards results is relative to the starting point; there are different trajectories of change.** This raises the question of expectations and criteria against which achievements are *measured*. Some IPs operated in contexts with rapidly evolving security risks, in chronic and humanitarian crises and/or in fragile contexts, with weak governance and low capacity. Crises are not static, and both climate and conflict-driven migration add to the rapidly changing contexts in which BRACED projects work. Contextual alignment and readiness for change are key influencing factors in change processes. Starting points are not equal. Resilience outcomes evolve and manifest over time. Yet the speed at which they manifest is context specific and will depend on the starting point and trajectory of change possible within each setting. In three years, projects operating in enabling contexts have seen more *results*. For projects working in challenging contexts affected by insecurity and conflict, the ability to even lay the building blocks for change within three years has been reduced by the absence of basic institutional or infrastructural systems. In the future, more nuanced understanding of progress relative to the starting point will be needed.

More nuanced understanding of progress  
relative to the starting point is needed

### 6.2.2 What can and cannot be achieved within three years?

**There are critical assumptions and questions that require longer time frames to be tested.** Despite all that can be achieved within a three-year period, there are certain things projects cannot achieve within this timeframe. While BRACED has provided learning and greater understanding about what it takes to build resilience, essentially these judgements are still based on a number of critical assumptions that need to be explored further, not only to fill a number of gaps in learning and understanding, but also to guide future resilience investments. These points (presented in the table below) indicate lessons from BRACED for other resilience building programmes that could not be tested within the BRACED timeframe of three years. Future investments should build in and consider these questions from the start:

1. **Sustainability and transformation:** characteristics of sustainability and transformation have been tentatively reported but can only be verified beyond the lifetime of the project. IPs final year reports have raised questions about the future sustainability of project approaches to ensure they can continue beyond the lifetime of a project. For example, will women continue to be included and elected in decision making fora? Will climate information continue to be used systematically and effectively beyond the lifetime of a project? It is of utmost importance to ensure there is sufficient time

within the project to achieve impacts across scales and embed approaches that can allow for the future sustainability beyond the project lifetime. For example, the continued inclusion of marginalised and vulnerable groups in decision making processes (beyond project lifetimes); sustained budget lines and resources to support communities in scaling out similar approaches; and working at higher levels with planning or regional processes to strengthen the translational and linking aspects of climate information, could further support sustainability.

2. **Shocks and stresses testing capacities:** over a longer timeframe, BRACED intervention areas are likely to experience an increased number, or higher intensity, of shocks and stresses. Over this timeframe we would be able to look at the outcomes and trace backwards, to understand to what extent resilience-building efforts addressed various different aspects in their design and implementation. This could help to better understand, for example: whether climate information really was helpful or not? Is building the 3As actually building resilience? Are building capacities enough in the face of a shock or stress? To what size, geographic extent (localised or regional) or even duration (short or long lasting) of shock or stress are beneficiaries resilient? How, and to what extent, do people recover from shocks and stresses in the long-term? This is crucial as real time monitoring for short periods (from a few months to a few years after an event) will only test coping (absorptive capacity), and will not truly test resilience.
3. **Climate Information:** a longer timeframe is needed to assess whether the climate services systems set up in BRACED leads to better decision making. Future resilience programmes should seek to gain a better understanding of what types of climate information are useful for different decisions that need to be made. By ensuring a longer timeframe to establish systematic and transparent dissemination and interpretation of the information, users will build trust in the forecast information and come to rely on it. Yet given the uncertainty of climate information, inaccurate forecasts could affect trust, or continued use. Through longer-term monitoring we would be better informed to answer questions on the role of climate and weather information in building resilience.

Testing each of these points will require addressing the following questions:



**Table 9: What questions could you seek to answer over a longer time period?**

ELEMENTS	WHAT CAN YOU ACHIEVE IN 3 YEARS?	WHAT QUESTIONS COULD YOU SEEK TO ANSWER OVER A LONGER PERIOD OF TIME?
Change pathways	Changes in knowledge, understanding and commitment to act; skills and practices; partnerships delivering improved results; early signs of more inclusive decision making at household and community level.	How can adaptive management approaches support resilience building?
Climate information	Access to climate information.	Do climate information services lead to better decisions that enhance anticipatory and adaptive capacity?
Resilience capacities	<p>Understand and strengthen locally relevant capacities.</p> <p>Use the layering and linking approach across the three capacities to ensure a more comprehensive approach.</p> <p>Understand and strengthen responses to shocks and stresses that may occur (i.e. anticipatory and absorptive capacities).</p>	<p>How are different capacities drawn upon to tackle different types, magnitudes and recurrences of shocks and stresses?</p> <p>How can we track and manage the trade-offs between different capacities?</p>
Transformation	<p>Identify resilience pathways that are transformational, indicative characteristics of sustainability, catalytic effects and impacts at scale.</p> <p>Early signs of changing societal norms at a local level (e.g. female inclusion, community cooperation and dialogue).</p>	<p>What does it take to build resilience in ways that are most sustainable?</p> <p>What approaches can influence structural processes towards greater downward accountability, changing broader social norms, and/or sector-wide resilience?</p> <p>What are the different pathways through which resilience building initiatives can achieve scale from the bottom-up?</p>

BRACED has seen resilience outcomes despite the short timeframes and challenges by working from the bottom-up. Additionally, BRACED has also seen signs of transformational changes at a local level. Yet the extent to which these changes will be sustained beyond the lifetime of the programme is not known. This leads to the question – *should future programmes consider extending implementation periods to achieve resilience that is sustainable and transformational?* BRACED has highlighted that in most projects three years is not sufficient to demonstrate any more than the *potential* for sustainability and *likelihood* of transformational change. However, well-designed projects that build on the lessons from BRACED could demonstrate that three years is sufficient for laying the foundations for these changes by testing the assumptions highlighted in this report (i.e. focus on the key processes). In BRACED, more time would be required to verify and track whether and how sustainable and transformational changes emerge (and at what level/scale).

### 6.2.3 What does this mean for future resilience programmes – what should be built in to project design from the start?

**Phased delivery would help match design to context.** To overcome the challenges highlighted in this report, in particular the trade-offs of achieving both short and long-term objectives, as well as the sustainability and transformational impact of resilience building interventions, future resilience programmes could consider alternative approaches to project design and delivery. This could involve the idea of phased delivery that has been trialled through other agencies (e.g. Kiribati Adaptation programme and Research Councils UK).<sup>80</sup> Phased delivery means longer lead-in times to design projects including a deeper analysis of the context(s) in which the project will be working; an extended inception phase that allows time to build relationships and trial new ways of working; followed by several phases of implementation without assuming that full results can be delivered in one project period. A phased delivery approach also requires iterative learning built into the design of subsequent phases (rather than pre-planning it all) and a longer-term commitment to fund selected projects to support a deeper and more sustainable resilience-building process.

#### Future resilience programmes could consider alternative approaches to project design and delivery, including phased delivery

For M&E practice, phased delivery designs would require an agreed overarching Theory of Change with a clear long-term vision, as well as a small set of interim quantitative outcome indicators against which progress could be tracked. This would allow consistency of reporting across a portfolio while providing enough flexibility to allow changes at the activity and output level. The objective of the evaluative monitoring would be to test assumptions and shifts in the ToC, as well as to understand mechanisms and processes that underlie progress towards outcomes through a set of qualitative frameworks. Decision-making points should be planned as evidence unfolds and lessons are generated. Management meetings should reflect and discuss changes to the ToC and its indicators, and projects modified and supported through flexible funding. The M&E would then adapt to follow new lines of enquiry.

The findings, lessons and recommendations of this report contribute to the growing body of evidence and learning about *what* works in what contexts and *why*, in terms of resilience strengthening. The report offers a contribution to further understand the practical implications of resilience as a concept and how it can be assessed and measured to inform the design and commissioning of programmes.

<sup>80</sup> See: [www.climate.gov.ki/category/action/adaptation/kiribati-adaptation-program/](http://www.climate.gov.ki/category/action/adaptation/kiribati-adaptation-program/)

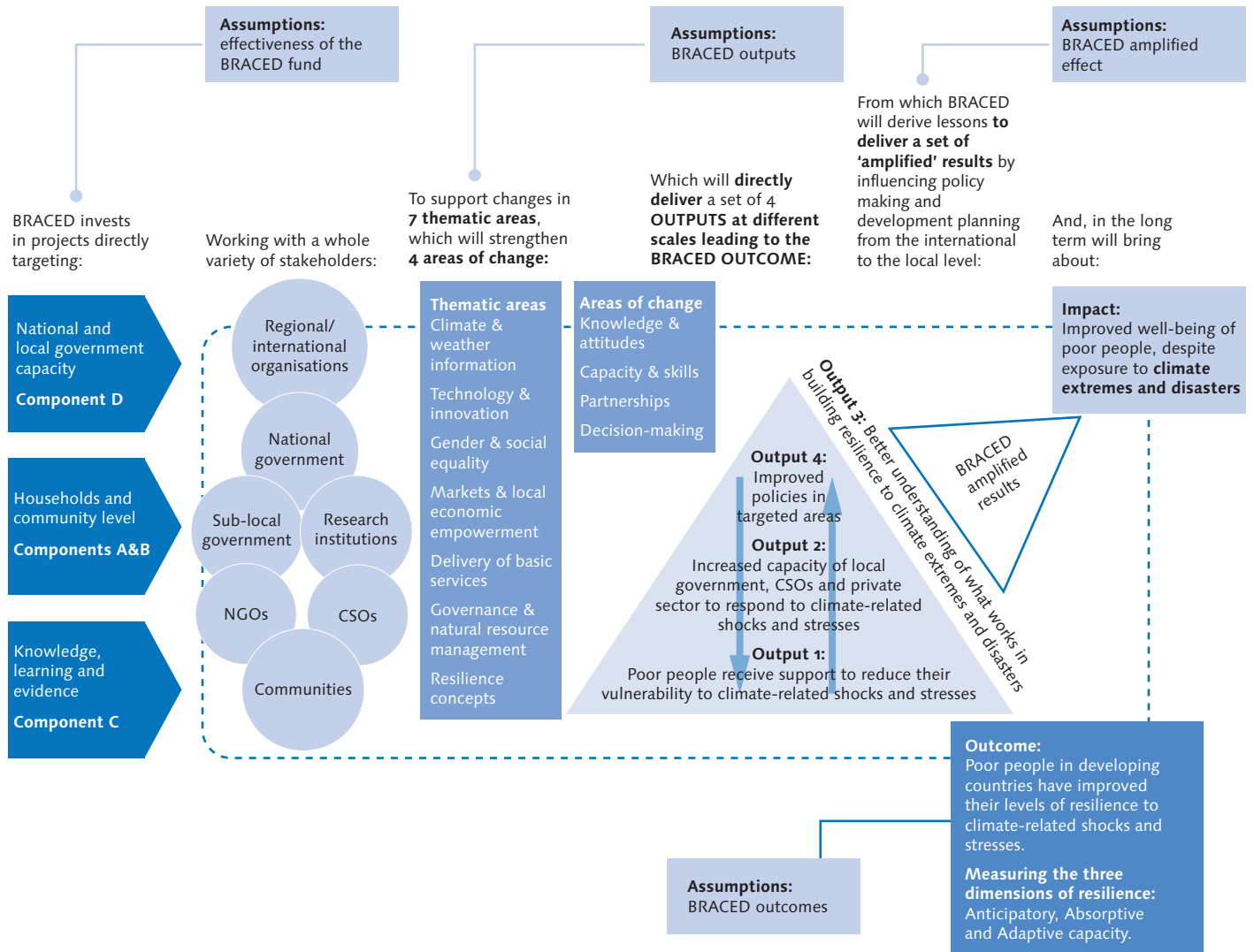
## Annex 1: Components of the BRACED programme

The BRACED programme comprises four components:

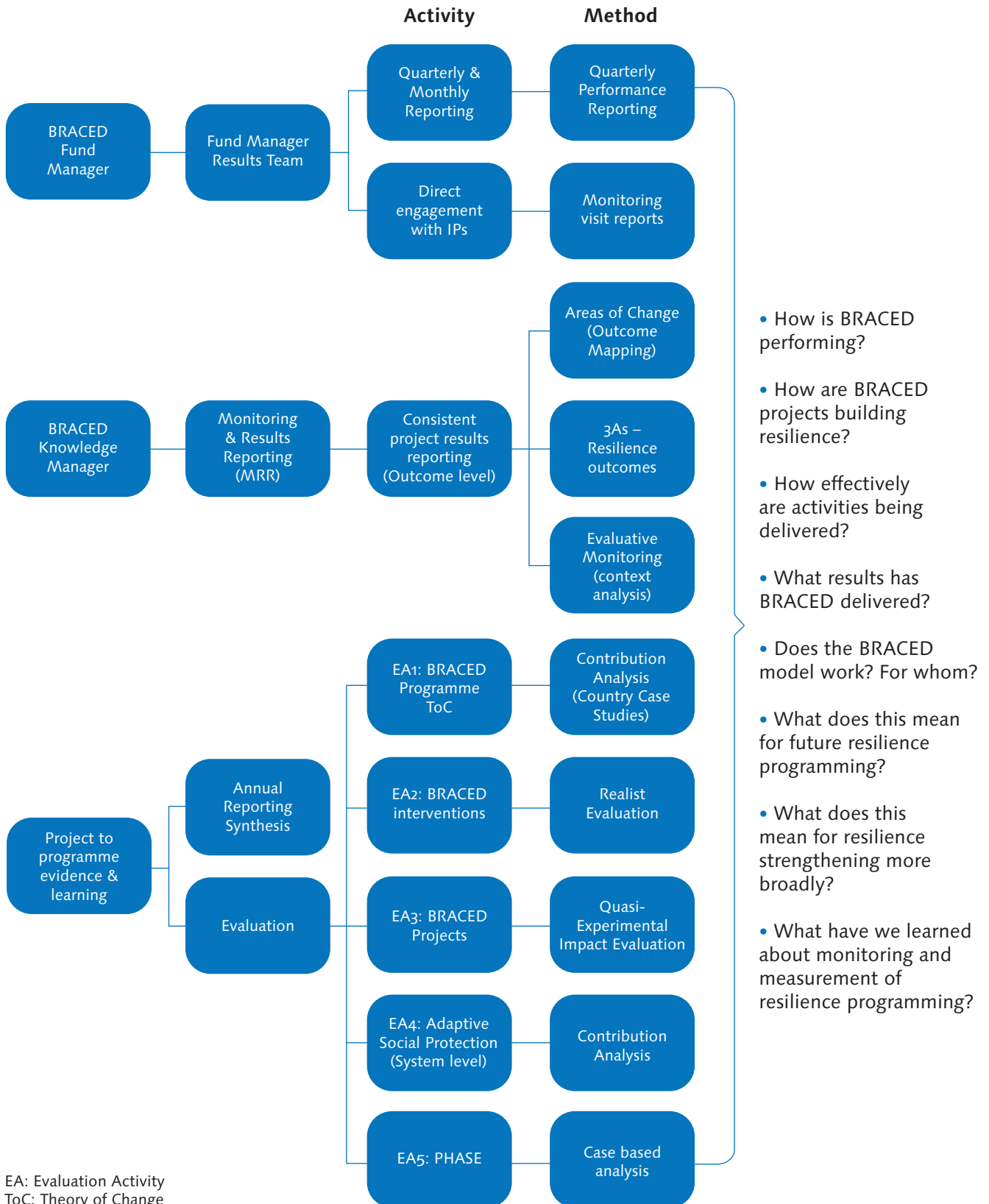
- **Components A and B** are field-based resilience-building projects in the Sahel and East Africa/Asia respectively. These 15 three-year projects are being run concurrently, usually in one or two of the 13 BRACED countries.<sup>81</sup> Each BRACED project is unique in its design, target stakeholders, activities and operating context, and is delivered by a BRACED Implementing Partner (IP). Implementing Partners are typically multi-organisation consortia who have come together to design and deliver a resilience-building project under BRACED. Annex 4 provides a list of the Implementing Partners and their projects. A Fund Manager (FM) manages the performance of the 15 projects.
- **Component C** aims to develop a better understanding of what works in building resilience to climate extremes and disasters. To this end, DFID is also supporting a Knowledge Manager (KM). The BRACED KM is a consortium of monitoring and evaluation (M&E), research, learning, communications and regional organisations. Working alongside the 15 project IPs, the KM is building a knowledge and evidence base of what works to strengthen resilience. The KM networks internally and externally to get that knowledge and evidence into use within and beyond BRACED countries.
- **Component D** aims to build the capability and capacity of developing countries and regional organisations to prepare and plan for the expected increases in the frequency and severity of climate extremes and disasters. This component was not commissioned under BRACED, but aspects of this work to create greater linkages with regional and national levels have been taken forward in the extension period.

<sup>81</sup> The BRACED countries of operation are: Chad, Burkina Faso, Mali, Mauritania, Niger, Senegal, Sudan (component A) and Ethiopia, Kenya, Uganda, South Sudan, Myanmar, Nepal (component B).

# Annex 2: BRACED Theory of Change



## Annex 3: BRACED M&E 'infrastructure'



## Annex 4: The BRACED projects

Each BRACED project is using different intervention strategies and being implemented in different climatic and operating contexts. Table 9 below provides a brief synopsis of the location and focus of each of the 15 projects considered in this report, and the name/abbreviation by which they are referred to throughout the report.<sup>82</sup>

PROJECT NAME	PROJECT ABBREVIATION	PROJECT LOCATION	PROJECT FOCUS
<b>Anukulan</b>	Anukulan	Nepal	Driving small farmer investment in climate-smart technologies
<b>Building Resilience in Chad and Sudan</b>	BRICS	Chad, Sudan	Strategies and technologies to build resilience against droughts and floods, including climate-smart agriculture, improved irrigation and early warning systems
<b>Climate Information and Assets for Resilience in Ethiopia</b>	CIARE	Ethiopia	Improving access to reliable climate information and increasing local communities' capacity to respond to climate threats
<b>Decentralising Climate Funds</b>	DCF	Mali, Senegal	Decentralising climate funds in Mali and Senegal
<b>Improving Resilience to Climate Change in South Sudan</b>	IRISS	South Sudan	Strategies and technologies to build resilience against droughts and floods
<b>Livestock Mobility</b>	Livestock Mobility	Burkina Faso, Mali, Mauritania, Niger, Senegal	Strengthening the resilience of pastoralists and agro-pastoralists, through trans-border livestock mobility
<b>Live With Water</b>	LWW	Senegal	Capturing urban floodwaters for water stock and micro-gardening
<b>Market Approaches to Resilience</b>	MAR	Ethiopia	Financial models and economic opportunities adaptable to climate extremes
<b>Myanmar Alliance</b>	Myanmar Alliance	Myanmar	Improving access to climate risk information and community disaster preparedness and approaches
<b>Projet de la Résilience face aux Chocs Environnementaux et Sociaux au Niger</b>	PRESENCES	Niger	Natural resource management and governance, climate-resilient livelihoods and improved climate information
<b>PROGRESS</b>	PROGRESS	Kenya, Uganda	Building resilient governance, markets and social systems
<b>Renforcement des Initiatives Communautaires pour la Résilience aux Extrêmes Climatiques</b>	RIC4REC	Mali	Strengthening communities' initiatives for resilience to climate extremes
<b>Scaling up Resilience to Climate Extremes for over 1 Million People</b>	SUR1M	Niger, Mali	Intelligent agriculture, saving circles and radio messaging for resilience in the Niger River basin
<b>Building Resilience by Changing Farming, Forestry and Early Warning Practices</b>	BRES	Burkina Faso	Changing farming practices to prepare for heavy rain and high temperatures
<b>Zaman Lebidi</b>	Zaman Lebidi	Burkina Faso	Improving access to reliable climate information and increasing local communities' capacity to respond to climate threats

<sup>82</sup> For more information about BRACED projects visit: [www.braced.org](http://www.braced.org)

## Annex 5: Project screening grid

BRACED M&E FRAMEWORK	HOW ARE BRACED COMPONENTS A AND B BUILDING RESILIENCE TO CLIMATE EXTREMES?
<b>Pathways to resilience</b>	<p><b>Categorising changes along the four Areas of Change</b></p> <p>Who are the main actors (boundary partners)?</p> <p>What activities have been undertaken and where?</p> <p>What are the main achievements/changes?</p> <p>What level of change has been seen? Is this in-line with the expected level of progress?</p> <p>What are the main challenges? How is the project addressing those challenges?</p> <p>What are the main ingredients for success in supporting change processes?</p> <p>Are there any unexpected results? What didn't work in the way that was expected?</p> <p>Are there any links between the achievements/changes and outcomes (capacities)?</p> <p>What is the level of evidence shown on how project activities have contributed to change?</p>
<b>Contextual factors affecting change</b>	<p><b>Contextualising resilience</b></p> <p>What are the main constrainers of the project related to (internal or external to the project)? How are these contextual factors constraining change from the project?</p> <p>What are the main enablers of the project related to (internal or external to the project)? How are these contextual factors enabling change from the project?</p> <p>What are the key lessons learnt in relation to change processes (how to build resilience or design projects to build resilience)?</p> <p>What is the level of evidence?</p>
<b>Shocks and stresses</b>	<p><b>Shocks and stresses</b></p> <p>What shocks and stresses have occurred during Year 2?</p> <p>What impact have shocks and stresses had on project progress?</p>
<b>Understanding resilience outcomes</b>	<p><b>Categorising outcome-level changes</b></p> <p>Who are the direct/indirect stakeholders and how have they benefitted?</p> <p>What are the main capacities being built?</p> <p>What works best to build each capacity?</p> <p>Do any project activities/initiatives help enhance more than one capacity at a time?</p> <p>Are there any trade-offs in initiatives to enhance adaptive, anticipatory and absorptive capacity, where enhancing one capacity may result in the erosion of another?</p> <p>What evidence is there that building adaptive, anticipatory and absorptive capacities has reduced the impact of shocks and stresses?</p> <p>How do transformational changes relate to anticipatory, absorptive or adaptive capacities?</p> <p>What is the level of evidence?</p>
<b>Theory of Change</b>	<p><b>Theory of Change reflections</b></p> <p>Has the project revised its theory of change?</p>

## Annex 6: Mapping of project activities

PROJECT	Assessment and planning	Establishment of community committees	Agricultural practices/technologies	Nutrition and health	Infrastructure	Gender and social inclusion	Drm + early warning (ew)	Forecasting and weather information	Natural resource management (nrm)	Financial services	Business development/ entrepreneurship	Community funds/grants	Policy advocacy
Live Stock Mobility	•	•			•	•	•	•	•	•			•
Anukulan	•	•	•	•	•	•	•	•	•		•	•	•
BRICS	•	•	•	•	•	•	•	•	•				•
CIARE	•	•	•		•	•	•	•		•	•		•
DCF	•	•	•		•	•	•	•	•				•
IRISS	•	•	•	•	•		•	•	•	•	•		•
LWW	•	•	•				•	•	•				•
MAR	•	•	•	•			•	•	•	•	•		•
Myanmar Alliance	•	•	•		•	•	•	•	•	•	•	•	•
PRESENCES	•	•	•		•	•	•	•		•			•
PROGRESS	•	•	•	•	•	•	•	•	•	•	•	•	•
RIC4REC	•	•	•		•	•	•	•	•	•	•	•	•
SUR1M	•	•	•	•		•	•	•	•	•	•	•	•
BRES	•	•	•	•			•	•	•		•		•
Zaman Lebidi	•	•	•	•	•		•	•	•				•



## Annex 7: Thematic mapping: Areas of Change

A comparative analysis of the project-level synthesis was conducted against the core question of this report. Content analysis led to the mapping of key ingredients for success as well as common challenges faced in each of the pathways to change (Areas of Change) at the programme level, guided by the expert knowledge and interpretation of the MRR team (based on their intimate knowledge of the programme). A rule of thumb was used where a minimum of three occurrences of an idea represents a pattern within the data (a theme).

### Area of Change 1: Improving knowledge, understanding and commitment towards climate and disaster resilience

PROJECT	ACTORS		KNOWLEDGE SOURCES		CHANNELS	FREQUENCY
	Engaging local leaders for buy-in & commitment	Training project champions who will share new knowledge	Connecting across/ between different knowledge actors	Strengthening technical knowledge of local staff	Use a range of knowledge sources	Multiple communication modes to disseminate knowledge
Anukulan	•	•		•	•	
BRES		•				
BRICS		•			•	•
CIARE	•				•	•
DCF	•			•	•	•
IRISS	•	•		•		•
Livestock Mobility					•	•
LWW	•					
MAR					•	
Myanmar Alliance	•					
PRESENCES	•			•	•	
PROGRESS	•		•			
RIC4REC		•	•			
SUR1M	•	•	•		•	•
Zaman Lebidi			•		•	•

**Area of Change 2: Strengthening skills and practices to manage climate and disaster risks**

PROJECT	SEEING IS BELIEVING	TRUST BUILDING	FOCUSED ACTIVITIES AND ENTRY POINTS	RESOURCES	FLEXIBILITY
	Demonstrations sites, farmer field schools, exposure visits are important for transferring skills and practices	Building trust leads to wider number of beneficiaries wanting to learn	Fewer number of activities done well	Targeted entry points to access right project beneficiaries	Combining technical, financial, infrastructure inputs with capacity/ knowledge inputs
	Identify gaps through demand led planning	Understanding and working with local enabling environment			
Anukulan	•				
BRES	•	•			
BRICS	•		•		
CIARE	•			•	
DCF				•	•
IRISS	•	•		•	•
Livestock Mobility			•	•	
LWW	•		•	•	
MAR	•		•		
Myanmar Alliance	•				•
PRESENCES			•	•	•
PROGRESS	•		•	•	•
RIC4REC	•			•	
SUR1M	•		•		
Zaman Lebidi	•			•	

Area of change 3: Building partnerships to deliver interventions for resilience

PROJECT	THE 'RIGHT' PARTNERS	MULTIPLE PARTNERS	PARTNERSHIPS WITH GOVERNMENT	LOCAL PARTNERSHIPS
	Combining the right mix and skills across partners	Multiple consortia partners/ external partners = increase visibility, access key personnel/other organisations	Working with government depts/ technical services = buy-in, support & strengthen engagements	Working with municipal authorities to provide legal basis for operating
Anukulan	•	•	•	• (NGOs)
BRES			•	•
BRICS	•	• (HAC)	•	•
CIARE	•		•	•
DCF		• (platform)	•	•
IRISS	•	•	•	
Livestock Mobility	•	•	•	
LWW	•		•	
MAR	•		•	
Myanmar Alliance	•	•	•	
PRESENCES	•			•
PROGRESS			•	
RIC4REC				
SUR1M	•	•	•	•
Zaman Lebidi	•		•	



## Annex 8: Thematic mapping: processes

### Layering and linking

PROJECT	KNOWLEDGE TRANSFER AND CAPACITY BUILDING			COMBINATIONS OF ACTIVITIES		
	Layer 1: Awareness raising and training	Layer 2: Knowledge brokering and support mechanisms	Layer 3: Inputs and enabling environment	Planning and connecting	Financial services and access to markets	Early warnings and agricultural practices
Anukulan	•		•	•		
BRICS	•	•				
CIARE		•			•	•
DCF	•		•	•		•
IRISS		•		•	•	•
Livestock Mobility		•				•
LWW	•			•		
MAR	•		•	•	•	
Myanmar Alliance	•		•	•	•	
PRESENCES		•		•	•	•
PROGRESS		•		•	•	•
RIC4REC		•		•		•
SUR1M		•		•	•	•
BRES		•		•		•
Zaman Lebidi		•		•		•

Gender and including

PROJECT	REPRESENTATION		TARGETING		INFORMING		INCLUDING (TACKLING ROOT CAUSES)			
	Inclusion or quotas for women's representation	Quotas for other marginalised groups	Trainings or activities for women	Groups and activities and training for children, boys and girls	Awareness raising or training about gender stereotypes/equality	Informing policy or supporting decision making	Directly targeting gendered practices and using gender-sensitive approaches	Access to culturally-appropriate financial services	Land rights and more equal access to land	Participatory platforms including pastoralists
Anukulan	•	•				• (staff)				
BRICS	•		• (life skills)			• (staff)				•
CIARE	•		•							
DCF	•					• (staff)				•
IRISS	•		•	•	•					
Livestock Mobility	•		•				•			•
LWW	•			•						
MAR	•		•					•		
Myanmar Alliance	•		•	•	•					
PRESENCES	•									x
PROGRESS	•			•	• (and male-only)	•	•	•	•	
RIC4REC	•		•			• (staff)				
SUR1M	•					•			•	
BRES	•		•			•	•		•	
Zaman Lebidi	•		• (and male-only)							

Responding and adapting

PROJECT	ADJUSTING IMPLEMENTATION AS A RESULT OF SHOCKS AND STRESSES	ACTIVITIES OR GROUPS SUPPORTING COMMUNITIES TO COPE WITH SHOCKS AND STRESSES	ADAPTING IN FRAGILE AND CONFLICT AFFECTED STATES	LEARNING BY DOING	COLLABORATION WITH OTHER INITIATIVES AND PROJECTS
Anukulan		•			
BRICS	•	•	•		
CIARE				•	• MAR
DCF	• PHASE			•	• RIC4REC
IRISS	•		•	•	•
Livestock Mobility	• PHASE		•		•
LWW					
MAR	•	•			• CIARE
Myanmar Alliance					
PRESENCES	• PHASE	•			
PROGRESS	•			•	•
RIC4REC	•	•	•	•	• DCF
SUR1M	• PHASE	•		•	
BRES				•	• ZL
Zaman Lebidi	• PHASE	•			• BRES

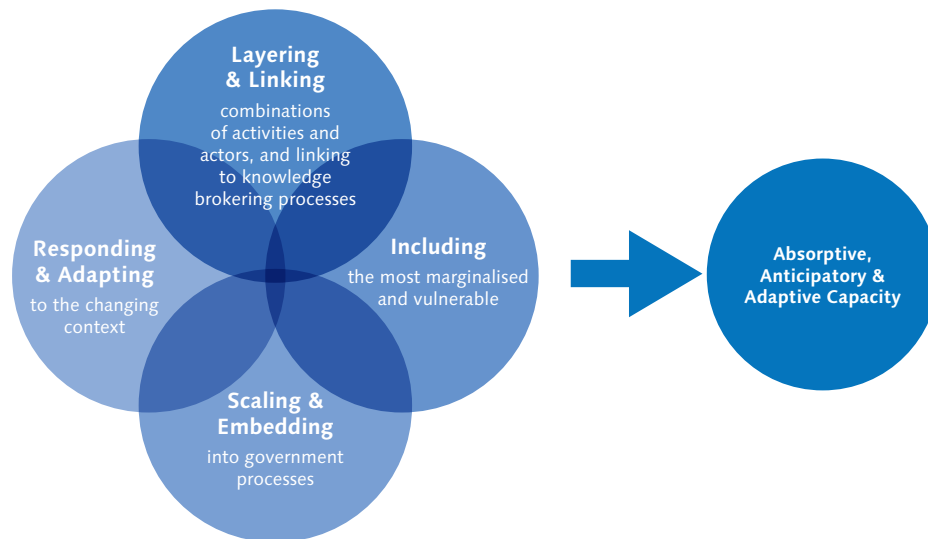
Scaling and embedding

PROJECT	INPUTS TO NATIONAL POLICIES	INFLUENCING INSTITUTIONS TO REPLICATE APPROACHES INDEPENDENTLY	INCENTIVISING LOCAL COMMUNITIES AND GOVERNMENTS TO REPLICATE APPROACH IN NON-PROJECT AREAS	WORKING WITH LOCAL CHAMPIONS TO GENERATE DEMAND			SUPPORTING COMMUNITIES TO HAVE GREATER VOICE IN PLANNING OR BUDGETING	INTEGRATING COMMUNITY RESILIENCE PRIORITIES INTO PLANNING AND BUDGETING	CREATING NEW INSTITUTIONAL SPACES FOR STAKEHOLDERS	WORKING ACROSS SCALES
				REPLICATION BY LOCAL TOWNSHIPS	INFLUENCE OF CHAMPIONS	CHILDREN AS AGENTS OF CHANGE				
Anukulan		•	•				•	•	•	
BRICS	•							•	•	
CIARE			•					•	•	
DCF	•							•	•	
IRISS		•	•	•		•				
Livestock Mobility		•	•				•	•	•	
LWW					•	•	•	•	•	
MAR	•	•	•				•	•	•	
Myanmar Alliance	•			•		•	•	•	•	
PRESENCES			•				•	•	•	
PROGRESS	•	•	•		•	•	•	•	•	
RIC4REC		•	•	•		•	•	•	•	
SUR1M			•				•	•	•	
BRES			•					•	•	
Zaman Lebidi			•				•	•	•	



## Annex 9: Key processes for resilience-building

Evidence from year 2 (Routes to Resilience Year 2 report) enabled us to identify a set of four common processes that reveal how, beyond the activities themselves, projects are applying a set of common processes that contribute to building resilience capacities and transformational change. Below, we provide a summary of the four key processes for building resilience.



1. The **'Layering and Linking'** process highlights the need to have logical sequencing of packages of interventions, coherent combinations of activities that build-on or are linked to one another, delivered through appropriate partners and facilitated through mentoring and ongoing support for communities to link knowledge to action.
2. **'Including'** demonstrates the need to go beyond participation of marginalised groups, to employ multi-faceted and multi-scale approaches designed from the start of implementation to build the awareness and understanding of multiple actors, as well as the skills and resources to enable change towards shifting deeply embedded discriminatory norms.
3. **'Responding and Adapting'** highlights the need to flexibly adapt to emergent change as contexts evolve during the lifetime of a project, but also to engage in critical reflection and to challenge project assumptions during the course of implementation based on a growing understanding of context-specific change processes.
4. **'Scaling and Embedding'** highlights the process of embedding project approaches through participatory platforms and inputs to local policy development and planning processes as well as promoting multi-stakeholder engagement and building strong relationships with communities. Ongoing engagement acts to support local leadership and ownership and promote uptake beyond the lifetime of a project.

BRACED aims to build the resilience of up to 5 million vulnerable people against climate extremes and disasters. It does so through a three year, UK Government funded programme, which supports 120 organisations, working in 15 consortiums, across 13 countries in East Africa, the Sahel and Southeast Asia. Uniquely, BRACED also has a Knowledge Manager consortium.

The Knowledge Manager consortium is led by the Overseas Development Institute and includes the Red Cross Red Crescent Climate Centre, the Asian Disaster Preparedness Centre, ENDA Energie, Itad and Thomson Reuters Foundation.

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The BRACED Knowledge Manager generates evidence and learning on resilience and adaptation in partnership with the BRACED projects and the wider resilience community. It gathers robust evidence of what works to strengthen resilience to climate extremes and disasters, and initiates and supports processes to ensure that evidence is put into use in policy and programmes. The Knowledge Manager also fosters partnerships to amplify the impact of new evidence and learning, in order to significantly improve levels of resilience in poor and vulnerable countries and communities around the world.

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