

Summary

Road Map to Community Resilience: Operationalizing the Framework for Community Resilience – Brief summary





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1. Introduction

For the International Federation of Red Cross and Red Crescent Societies (IFRC) the concept of community resilience captures the totality of what the IFRC is working to achieve. Many National Societies have been engaged in strengthening community resilience for several decades, even though these efforts may not have been characterized as such. Over the years, IFRC's understanding of community resilience has grown to recognize the evolving and dynamic nature of communities and the underlying vulnerabilities that challenge them.

IFRC developed the revised Framework for Community Resilience in 2014. Its objective is to establish a foundation on which all IFRC action to strengthen community resilience can be created, developed or sustained.

National Societies asked IFRC to support them in implementing the framework by developing an operational guide for community resilience. Through extensive consultation with National Societies and regional offices, IFRC developed the **Road Map to community resilience** to provide National Societies with step-by-step guidance on how to operationalize the framework.

This brochure will introduce the main concepts and stages of this guide, as an introduction and sensitization to this approach.

2. Overview

- **Target audience:** National Society staff and volunteers, IFRC, and operational partners that want to help communities become safer and stronger.
- **Relation to other documents:** This brochure is a summary of the Road Map to community resilience and is one element in a package of three IFRC documents on resilience that serve broader sets of users.

Framework for Community Resilience

Purpose:

To establish commitment and guiding principles

Road Map to Community Resilience

Purpose:

To provide practical guidance to operationalize the framework

Communication Guidance to National Societies on Community Resilience

Purpose:

To help communicate and advocate

- **Contents:**

It consists of the following sections:

- **Orientation** explains what is different about resilience and why it is relevant for communities in all contexts, National Society and IFRC staff and volunteers.
- **Stage 1 – *Engaging and connecting*** - explains how to engage all sectors of your National Society in resilience-building, how to engage with communities, and how to connect communities to other actors. It also provides advice on which communities to work with, and how to help them establish internal roles and responsibilities for the following stages.
- **Stage 2 – *Understanding risk and resilience*** – explains how to guide communities through the process of assessing the risk they face, and measuring their resilience.
- **Stage 3 – *Taking action for resilience*** – explains how to guide communities to develop and implement their resilience-building action plan.
- **Stage 4 – *Learning*** – explains how to guide communities to track their progress, learn from mistakes and adapt their plans accordingly.

3. Key approach, services and stages for community resilience

3.1 Rethinking our approach and services

Strengthening community resilience requires the Red Cross and Red Crescent to rethink our approach. To enable communities to strengthen or gain their resilient characteristics, we need to work in a different, smarter way, one led by the following landmarks:



Our approach to resilience is about transformational change - strengthening communities across entire systems. To this end, we need to adapt our ways of working with communities and consider new perspectives on Red Cross and Red Crescent services, using the concepts of **accompany, enable and connect** communities.



Accompany

Means joining in action and influence. To foster resilience, the National Society joins, not leads, actions owned by the community. Accompanying is not a passive role. Rather, it is actively stepping aside and bringing the community into the center, to take control of their future. When we accompany we also nurture, empower, encourage, support, catalyze, orientate, accommodate, and provide a role model.



Enable

Providing the means for action: human and other resources. Our approach is to enable communities to apply their knowledge, experience, and capacities to solve problems. When we enable, we also train, teach, instruct and facilitate. National Societies should continuously seek opportunities that enhance understanding and skills in the community.

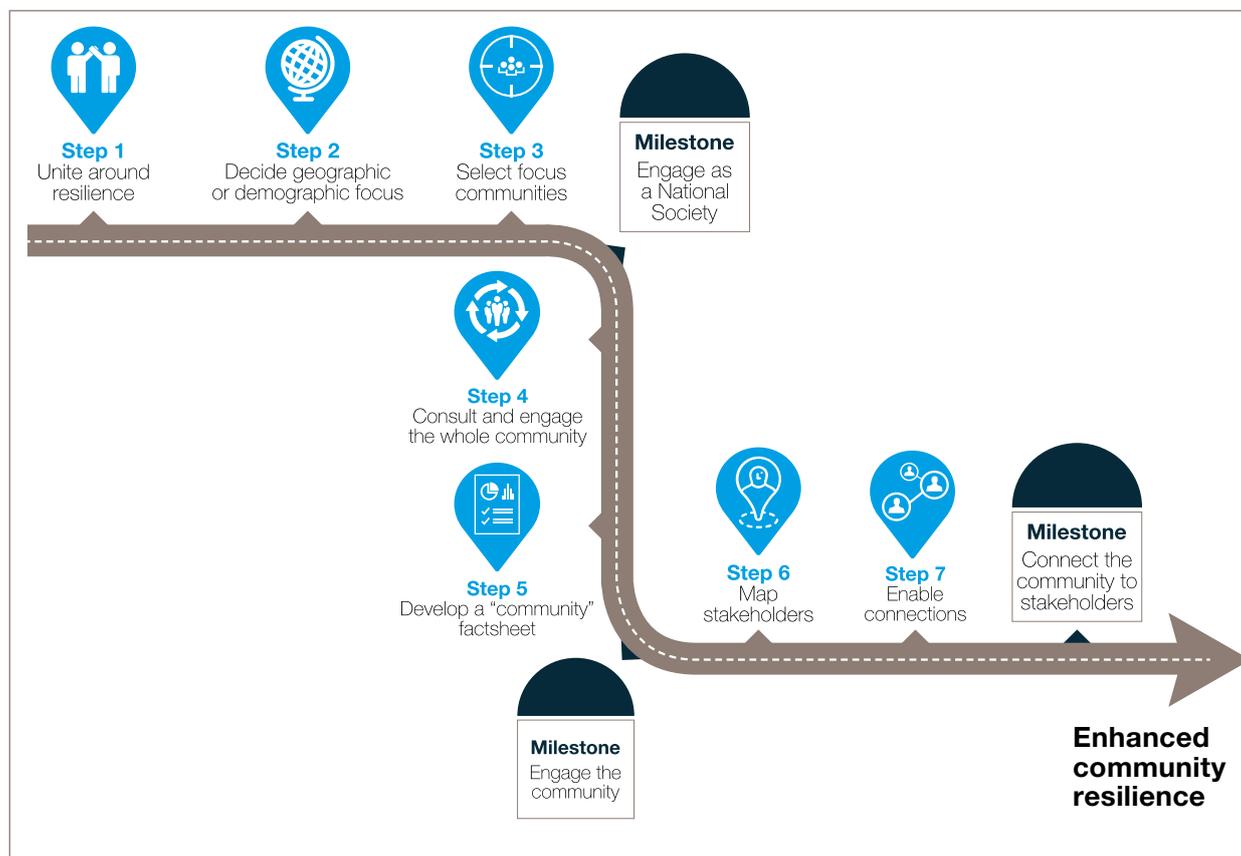


Connect

Means linking to the elements beyond their borders. Resilience requires many stakeholders of different levels, sectors and disciplines to work together. While National Societies can and do play a role in building social capital within a community, it also convenes, bridges, unites, introduces and links.

3.2 Stages for community resilience

Stage 1. Engage and connect



Three major milestones guide this stage of the journey to community resilience, each one with well-defined steps, to start the resilience process.

Milestone 1: Engage as National Society

To engage your National Society (milestone 1), you first need to **unite it around resilience** (step 1), through team training or briefings and being sure that everybody understands that strengthening resilience is an integrating, multi-sectorial, multi-level process. You will also contextualize the Road Map to your particular country and region.

Step 2 is about **determining geographic or demographic focus**.

Then you will decide on which **community you will work with** (step 3), basing your decision on a certain number of suggested criteria.

Milestone 2: Engage the community

To engage the community, ensuring that everybody has a chance to participate in the process, you need to explain them the concept of resilience, the importance of a **broad community engagement** and the need of a small group of leaders (representing the community) to manage the process (step 4).

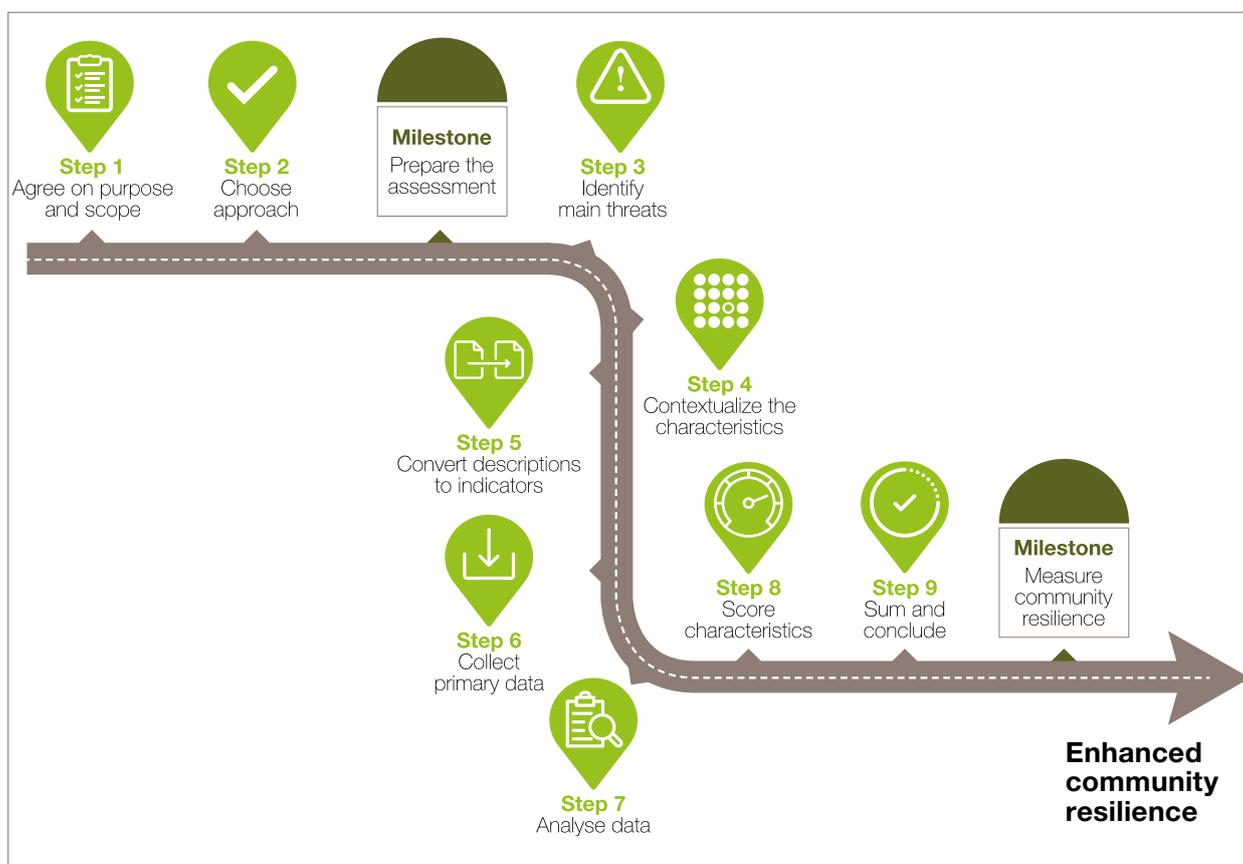
The next step will be to motivate the community to collect basic facts readily available and **develop a community factsheet** (step 5).

Milestone 3: Connect the community to stakeholders

Resilience depends on the connections between people and the social networks, organizations, institutions and businesses around them. Your National Society should *accompany* and *support* the community to *connect* it with the relevant stakeholders.

In **Step 6** you will support the community for *mapping the stakeholders*. Then your National Society will accompany them *enabling connections* (**step 7**), by preparing meetings, presentations and coaching their leaders in basic presentation, negotiation and advocacy skills.

Stage 2. Understanding risk and resilience



Two milestones have been defined for this stage, which are operationalized by implementing nine steps. This stage helps communities better *understand their risk and resilience*.

Milestone 1: Prepare to assess

Share with the community the *purpose and scope* of the resilience process (**Step 1**), specially by accompanying them to understand resilience across time, social groups and space/levels (defining the difference of resilience characteristics in the past, present, future, with different groups, in different places and levels...).

Step 2 consist on deciding which *assessment approach* to implement with the community: starting whenever it is possible with an integrated approach (such as a Vulnerability and Capacity Assessment).

Milestone 2: Measure community resilience

In **step 3**, you will brainstorm the **main threats** with the community, then decide which tools to use to explore them. Finally, the community will rank and prioritize the five main threats.

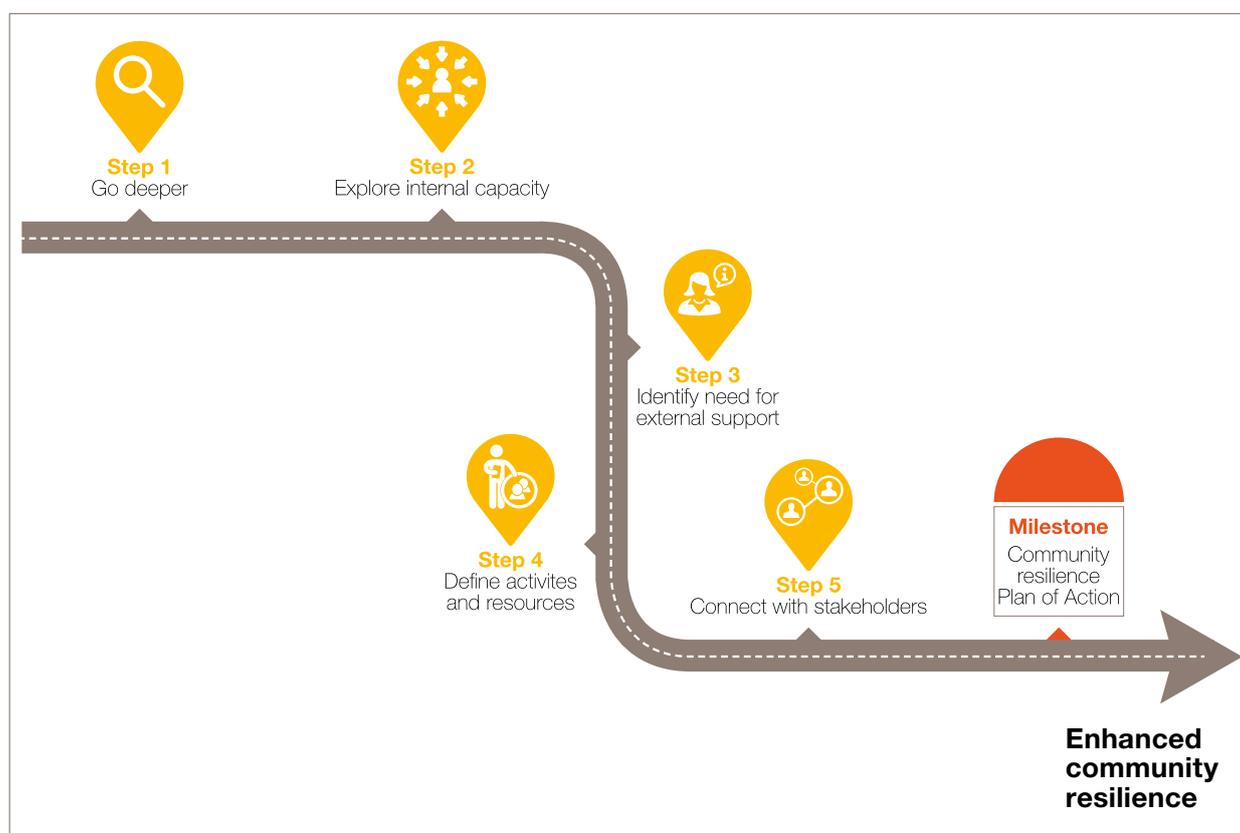
When this is done, the community will **contextualize the resilience characteristics** in **step 4** and the five main threats, by describing them in their own words, and transform them in **indicators** through a specific methodology (**step 5**).

To conclude, the community will **collect baseline data** (**step 6**) for the selected indicators, through observation, focus group discussions, key informant interviews, or surveys and then will **analyze the data** collected (**step 7**).

Step 8 will allow the community to **score each resilience characteristic**, by attributing a number (for example from 1 to 5, 1 being low, 5 high) to a group of indicators related to one specific characteristic and adding a conclusive statement per characteristic.

Finally, in **step 9**, the community will **add up** the different **scores per characteristic** to have a global indication on resilience for this community. The closer to 50, the more resilient a community is.

Stage 3. Taking action to strengthen resilience



The milestone for this stage is enabling the **community to have their community resilience plan of action**. The role of the National Society is to enable that process, connect them with relevant stakeholders, and accompany them as they make progress through five major steps.

Milestone 1: A community resilience plan of action

For each characteristic that scored below “4”, the community needs to decide if it wants to address its risk and vulnerabilities and, if so, how? It may also analyze that more information is needed before making decisions.

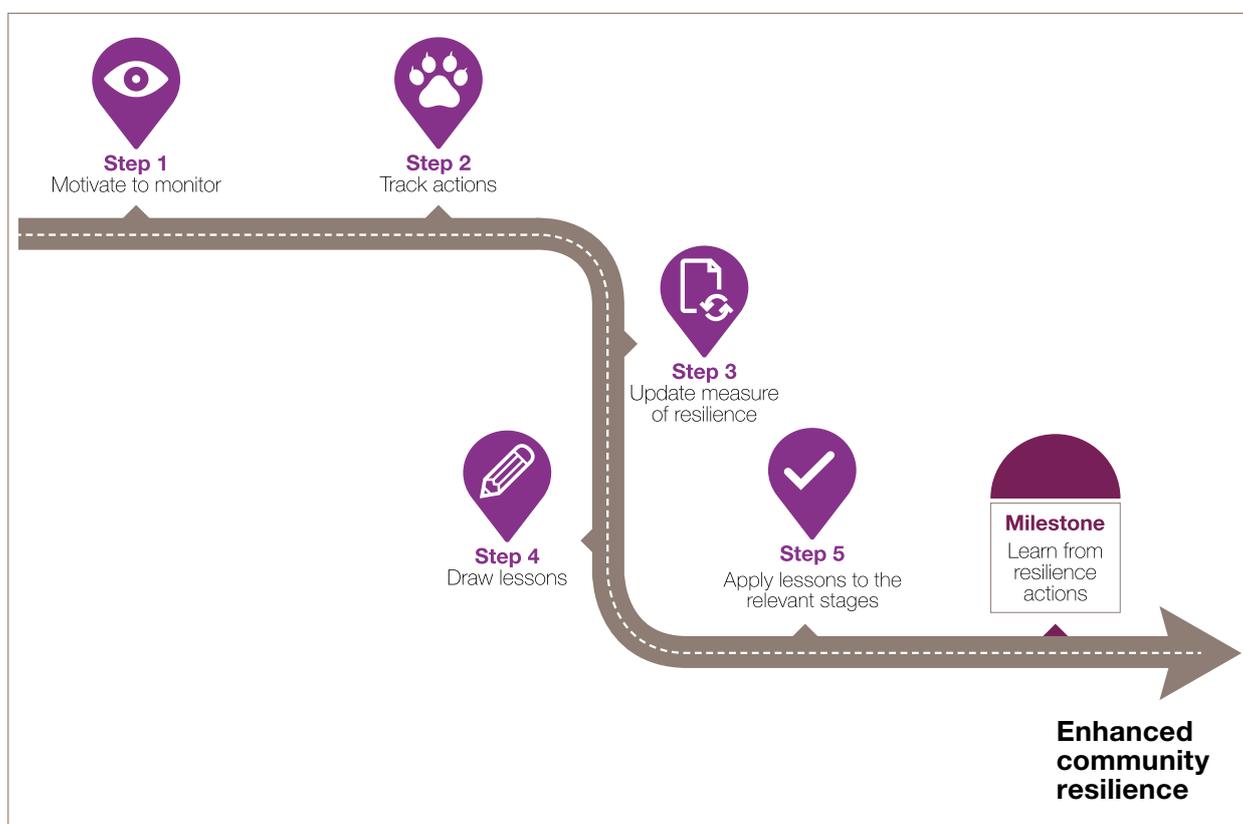
At this point, the community and the National Society will decide if more **in-depth information** is needed (**step 1**). The National Society can provide sectorial / in-depth assessment or connect the community to other stakeholders. If no in-depth assessment is needed, you will directly **explore the internal capacity** of the community (**step 2**), by analyzing with them how they can address each one of the characteristic of resilience (which scores are under 4). Discussions will be held with different community groups. The results of the analysis will then be summarized in the form of objectives.

Then, the community will go through the same process to identify their **need for external support** (**step 3**): brainstorming in groups this need and identifying objectives.

In **step 4**, they will **identify the activities and resources** per objective to finally have the resilience plan of action. At this point, the National Society and the communities should consider carefully the potential adverse situation and adjust the plan accordingly.

Finally, **step 5** will allow the community to **connect to other stakeholders** to develop their resilience plan: the National Society will accompany them in this process of connecting, in preparing meetings, presentations, enabling the community to have some advocacy and coordination skills and helping them to reach partnerships agreements.

Stage 4. Learning for resilience



The last stage of the resilience process is about Learning from resilience actions. The following steps will allow the community and the stakeholders to track changes, learn from the process and adapt their resilience plan accordingly.

Milestone 1: Learn from resilience action

Step 1: Motivate to monitor, is about explaining the community the need for monitoring, what it is, and involving all stakeholders in this process.

This step being accomplished, **step 2** will **track actions** by asking some questions as: “Have we done what we expected to do by this stage?”, “If not, why not?”, “How can obstacles to progress be removed?”, “What needs to be done to get back on track?”. Then the community will adapt the actions in a participative manner according to the results of the learning process.

In **step 3**, the community will **update the measure of resilience**, repeating the assessment process, adapting if new threats have emerged, and recording the results.

Step 4 is about **drawing lessons**, answering the question “why has this happened?” and determining the role and performance of the National Society in the process.

The National Society will then accompany the community to **apply lessons (step 5)**: adapting the resilience plan according to the lessons learned, re-planning actions and sharing the results with other stakeholders and communities.



Strengthening community resilience is a journey owned and led by communities themselves. The Red Cross and Red Crescent role in this journey is to accompany and enable them, as they tackle their challenges, and connect them to necessary resources along the way. The Road Map to Community Resilience illumines the way to resilient communities.



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Further information is available from:

**International Federation of Red Cross
and Red Crescent Societies**

P.O. Box 303
1211 Geneva 19 Switzerland
Email: secretariat@ifrc.org

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