

Applying resilience thinking in BRACED – how resilience is interpreted in consortia projects and processes



Learning paper #8

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Men finishing the harvest manually and with the help of a cart in Passoré, Burkina Faso, 2017. Ph : Camilla Audia

Introduction

Strengthening the resilience of rural households to climate extremes and disasters has been the focus of the Christian Aid-led DFID-funded BRACED programme in Ethiopia (CIARE) and Burkina Faso (Zaman Lebidi). Faced with droughts and flooding of increasing frequency and intensity due to the effects of climate variability and global environmental changes, the projects in both countries have adopted a consortium approach to address multiple elements of vulnerability, with diverse partners working to strengthen climate information services, risk communication, behavioural change, skills and technology, governance issues and access to livelihood assets. In both projects, researchers at King's College London (KCL) lead on learning and resilience research.

This learning paper examines how the concept of resilience has impacted on the way the project has been conceived in terms of organisational structure, learning and research and in turn, on how working in consortia and a focus on organisational learning has supported or challenged the task of building resilience.

Based on interviews carried out with Zaman Lebidi and CIARE partners over the last year, and from the discussions and outputs of the Cross BRACED workshop held in Burkina Faso in September 2017, we build on the findings outlined in KCL learning paper #3 'Learning to support co-production: Approaches for practical collaboration

and learning between at risk groups, humanitarian and development practitioners, policymakers, scientists and academics'.

In this learning paper, we focus on linking research findings to the theory underpinning organisational practices for resilience building. We explore to what extent the BRACED experience in Burkina Faso and Ethiopia has applied the theory in project implementation and with what results. Further to this, we highlight some of the organisational challenges identified by both consortia during the Cross BRACED workshop and draw on the ideas developed amongst partners to address these challenges in ongoing and future resilience programmes.

Building resilience in CIARE and Zaman Lebidi (ZL)

At its basic level, 'resilience' means the ability of a system (an individual, a household, a village, a population, etc.) to continue to function and thrive given external shocks (Martin-Breen and Anderies 2011). It originates from the field of ecology to describe the quality of an ecological system to 'bounce back' or reorganise while

Box 1: A framework for resilience (Béné, 2012)

Béné's 'AAT' framework captures the ability of a system to bounce back from a shock but also to adapt and transform because of it. It defines resilience based on the concepts of absorptive capacity (coping strategies by which actors carry the burden of impacts of shocks on their livelihoods and basic needs), adaptability (as the capacity to adjust to moderate potential damages, take advantage of opportunities or manage the consequences) and transformability (as the ability to create a new system when previously existing structures make the current system untenable) (Béné et al. 2012).

Box 2: Christian AID resilience framework (2016)

In parallel to and interlinked with a lively academic debate around the concept of resilience, its definition and how to measure it, NGOs and other development focused organisations have developed several frameworks for understanding resilience and making it operational. Christian Aid recently redesigned their approach to resilience (see Figure 1). The aim of this framework is to support a 'holistic, adaptive and integrated approach' (Christian Aid 2016, 2) putting empowerment of vulnerable people to manage risks and improve their wellbeing at the centre and as the ultimate goal.

undergoing change, so as to still retain essentially the same function, structure and identity in the face of a threat or disturbance (B. Walker et al. 2004; Berkes 2017). Resilience thinking also brings social systems (such as such as households, communities and institutions) into consideration, where both social and ecological systems are viewed as interdependent and intrinsically linked components within the biosphere. This acknowledges that changes in ecological systems will impact social systems and vice versa (Krause 2017) This intertwining of humans in nature can clearly be seen through people's interaction with resources, such as resource-based knowledge, management and use.

In the two Christian AID-led BRACED projects carried out in Ethiopia (CIARE) and Burkina Faso (ZL), resilience can be seen to be expressed through the capacity of rural households to manage shocks and disasters such as flooding and droughts and extreme weather. This capacity depends upon a complex interweaving of various elements of people's lives, such as their livelihood options, their ability to feed and clothe their families, their faith and beliefs, their health, their exposure to risks and their access to resources. All of these components are also tied to and determined by a household's interaction with various social networks, organisations, policy and governance structures.

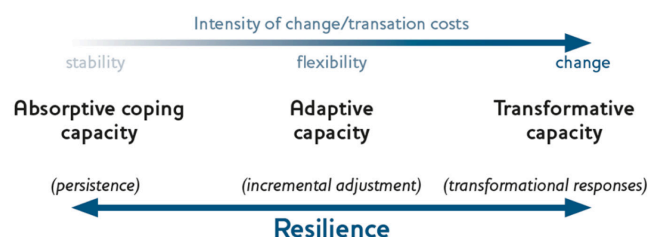
The debate on how to support resilience in practice is open and lively amongst practitioners and academics alike (see for example, Box 2 and Figure 1 on Christian Aid's evolving resilience frameworks). Translating concepts into tangible programmes, projects or activities is key to ensuring the realisation of resilience-building aims, goals and deliverables. Operationalising resilience-building impacts on organisations' accountability to the people at risk whose resilience they are seeking to strengthen, as well as partners and donors. Supporting practitioners to gain a better understanding of what resilience means in practice was one of the aims of KCL's research and learning mandate across the two consortia (Christian Aid, Learning Paper #1). KCL worked closely with Christian Aid in the project development and inception phase to identify and develop an approach to the project, as well as for research and learning, that sought to combine an academic understanding of resilience (see Béné's three-dimensional framework for measuring resilience, Box 1), with Christian Aid's Thriving Resilient Livelihoods framework (Christian Aid 2012) as presented in Figure 1.

at the household level shape and are shaped by the interplay of partners' resilience programming and governmental interventions. This research required exploring the mechanisms through which different actors interpret resilience and put it into practice (Learning Paper #2), as exemplified by Christian Aid's evolving resilience framework as noted above (see Figure 1 and Box 2).

To gain an understanding of the different roles, responsibilities, relationships, flows of communication and tools that were used in both consortia to facilitate resilience building, KCL carried out interviews with consortia member staff based at project sites and in country office headquarters, either in person or via Skype. The anonymised interview data was then coded according to emerging themes and divided into barriers or enablers to facilitate resilience-building activities for consortia actors. Findings from KCL's research are summarised below. These have been grouped according to emerging themes and linked to the following concepts within the resilience literature: diversity, adaptive management, learning, self-organisation, feedback loops and scale (see Box 3).

Multiplicity of actors in a consortium and diversity of skills for resilience building

To address the complexity of factors that lead to the resilience of rural households to shocks and disasters, BRACED uses a consortia model, bringing together multiple actors, working at different scales (local, regional, national and global) with expertise in diverse areas. It involves NGOs working in water infrastructure and health, organisations with expertise in farming and soil techniques and those with expertise in challenging social



Source: Béné et al. 2012

Research methods and emerging themes

KCL's research focused on how strategies for livelihoods



Figure 1 Thriving Resilient Livelihoods framework. Christian AID, 2012.

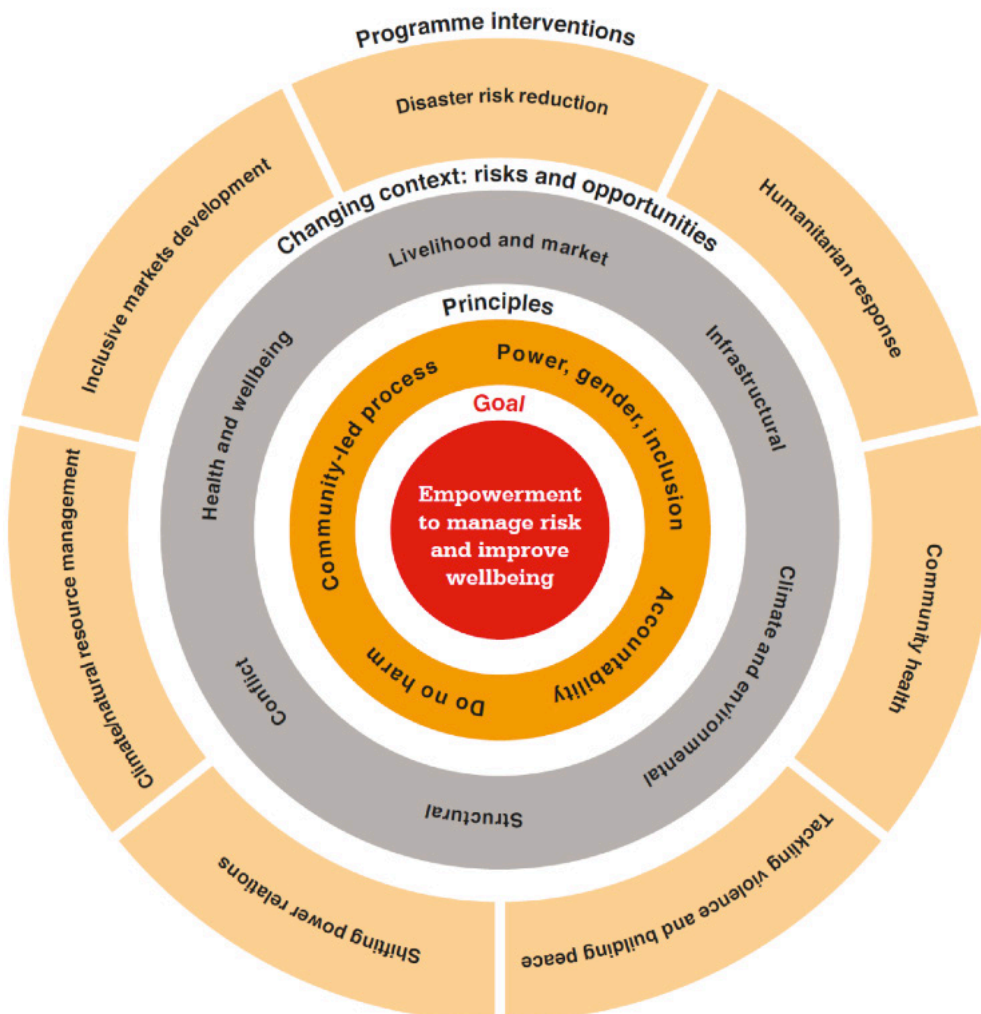


Figure 2 Christian AID Resilience Framework, 2016

norms such as gender inequality, which can weaken resilience. The consortia also include government meteorological agencies who provide information on weather and climate, and communications agencies who communicate this information to enable people to make informed decisions about what crops they sow and how to protect their assets from droughts and flooding. Finally, the consortium engages with academics to develop learning and knowledge as the project develops, provide training in cross-consortium issues related to resilience (such as gender and climate services) and discuss emerging findings in workshops and learning events throughout.

This multiplicity of actors can therefore be seen to support the concept of diversity necessary to build resilience (see Box 1). As described in Box 3, the connections between these diverse actors are also crucial. In our research KCL has therefore been asking the organisations in each consortium about the way they communicate, interact and develop relationships with other consortium members.

Many of the partners involved in both the CIARE and Zaman Lebidi projects expressed how working in consortia with multiple and diverse organisations was a major strength of the projects. Each organisation involved was seen to bring unique contributions leading to new capacity and more efficient and holistic programming. In this way, the consortia model allowed for the creation of a solid base of competencies, created through intersecting expertise across different organisations. For example, in the CIARE consortium, Action For Development (AFD) brings water knowledge, Women's Support Association (WSA) has expertise in women's self-help group, SOS Sahel specialises in natural resource management and food security and Hundee in pastoral livelihoods and range land management. Hundee explained how they had gained significant knowledge and skills in water point development from AFD engineers due to working in the same project field sites. In turn they were able to impart expertise and practical support on managing women's self-help groups through informal discussion and carrying out activities together? at the community level. This was seen to significantly improve implementation practices and, ultimately, result in more impactful ways of strengthening resilience among people at risk. Similarly, BBC Media Action, CIARE's communication partner, saw other consortia partners as useful contacts and gate-keepers to community groups and local data. This proved to be particularly useful for sourcing materials for radio broadcasts and promoting their reach.

In Burkina Faso, the Zaman Lebidi partners expressed the same enthusiasm for a cross fertilisation of ideas and learning between diverse partners. For example, ACF's expertise in 'Listening Posts' (a method for localised monitoring of children's health and nutritional status as a key indicator of resilience) and Oxfam's Household Economic Analysis created opportunities for other partners to learn these methodologies together through field-based demonstrations. Such activities also served to create a team spirit, with partners experiencing an evolution towards a common goal together.

Partners identified key mechanisms and practices that supported working with diverse actors in a consortium. These tended to be those processes that brought people together face to face, such as regular meeting of partners (technical committees met regularly in both Burkina Faso and Ethiopia and a steering group was a quarterly practice in Burkina Faso and ad hoc in Ethiopia), learning workshops convened by KCL and at the village level through the BRAPA - the participatory vulnerability and capacity assessment that took place at the beginning of the project. These created space and time for gathering information and sharing learning, building relationships and trust.

However, whilst partners were clearly supportive of the consortia approach for resilience building, they also

identified challenges and issues that arose as a result. One key issue was the time needed to build relationships: working with such diverse organisational cultures and skillsets required sufficient space and time to arrive at a common understanding of each other's different cultures, aims and ways of working, alongside the overarching goals and methods of the consortia. Due to the size of the consortia, viewed as too big and 'cumbersome' by some, consultation was seen to be a very lengthy process. Some partners felt that they could have been more effective if they had had a chance to share more, or in more depth. In Ethiopia, some partners felt that more value needed to be placed on the steering committee, which did not meet as regularly as the technical committee, leaving a gap in collaborative strategic decision-making.

The role of learning and adaptive management

At an organisational level, adaptive management links to the ability of implementing partners to respond to feedback, lessons or realities on the ground in a timely manner (see Box 3). In the CIARE and Zaman Lebidi projects, key mechanisms to enable this to happen included the participatory needs assessments (BRAPAs), the project's monitoring and evaluation systems and the academic research and learning activities carried out by KCL. The BRAPAs were greatly appreciated by some partners and were seen to be instrumental in guiding the project development in accordance with critical areas of need. Adoption of this methodology into other projects reported by several partners provides evidence of learning taking effect. However, in other contexts it was felt that sufficient analysis of the BRAPAs did not take place, despite these being the basis for the whole project design. This was due to time constraints, which were cited on multiple occasions as being directly in conflict with adaptive management and learning.

The three-year timeframe of the project was seen to be vastly inadequate for resilience building, with insufficient time initially given to developing the project concept and building relationships, which had a knock-on effect on the whole project. BRACED activities are very seasonal, linked as they are to farming household livelihood activities. Delays meant that household did not always receive the inputs or information they needed at the right time, but time pressure built in by inflexibility in the programme timeframe meant that partners felt obliged to deliver regardless, rather than wait for the next season.

Time pressures and the impact of rigorous donor compliance processes were also seen to get in the way of time spent on learning. The fact that compliance processes changed frequently added further confusion, resulting in a high percentage of time spent on reporting, rather than on reflection, learning and subsequent programme adaptation

Having an academic partner with a learning remit had a positive effect in sanctioning time and resources for learning. For some partner staff, workshops held in both countries sometimes provided the only spaces where they were able to network across the consortia. However, some felt that due to work demands they were not adequately involved in deciding on workshop themes, leading to a lack of understanding. The same was said for the learning papers produced by KCL: whilst the value of these was seen, it was with a longer-term view for other projects, since digesting these whilst the project was underway was not always possible. KCL attempted to address this by holding meetings with partners where learning paper findings were presented, and feedback elicited. In addition, at the request of partners, some of

Box 3 Emerging themes from KCL research explained in relation to resilience concepts

Diversity

Diversity relates to the number of elements that comprise a particular system, be they people, species, livelihood strategies, institutions or sources of food, as well as the links between these elements. A diversity of potential responses to challenges leads to a greater flexibility. For example, when a household has multiple livelihood strategies. The resilience of a system comes not only from the different components that make up that diversity, but also from the connections between them. Applying such thinking has therefore compelled different groups of practice to work together across organisational silos (Leviné et al. 2012). It has also seen the creation of 'communication bridges and platforms' between different disciplines (Béné et al. 2012, 12). These meaningful linkages and new connections can be seen to foster innovation and bring about new responses (Andrews and Pritchett 2012).

Self-Organisation and Adaptive management

Resilience thinking maintains that the more local a structure is, the more likely it is that parts of a system can effectively self-organise and adapt in the event of a shock, reducing vulnerability to any disruptions of wider networks (Levin et al. 1998; Folke 2006). A localised system implies the absence of a global controller (Arthur, Durlauf, and Lane 1997), which would inhibit a local system from self-organising.

In order to be adaptive, decisions need to be timely and supported by a local scale of management; this means that organisations can anticipate or respond to experiences in the implementation of their programme activities and adjust their programme accordingly. At an organisational level, adaptive management links to the ability of implementing partners to delegate and relinquish control over resources and be responsive to feedback, lessons or realities on the ground in a timely manner.

Learning and feedback loops

Adaptive management relies on experimentation and learning, making it possible to respond to changing conditions, especially in situations in which uncertainty is high (Berkes 2017). Learning, or the ability to reflect and draw from previous experiences and assimilate new information, is considered to be a crucial part of resilience. Without the ability to learn, there can be no deliberate changes in current or future practices. Learning and adaptive management link strongly to the idea of self-regulation or organisation (above) and feedback loops.

Feedback loops describe how the consequences of change in one part of the system are felt and responded to in other parts. Tight feedback loops (resulting from more localised systems) result in the consequences of change being felt quickly and strongly in other parts of the system. As feedbacks lengthen, there is an increased chance of crossing a threshold without this being detected in a timely fashion (Brian Walker, Salt, and Reid 2012). In a more localised system, the results of our actions are more obvious.

Scale

Scale is a key aspect of resilience thinking since what happens at one scale in a social-ecological system can influence or drive what is happening at other scales (B. H. Walker et al. 2006). Therefore, in order to build resilience at the household level, it is essential to understand and address a household's (and individual's) dependencies, interconnectivity and influence on the community and at regional, national and even international scales. In turn, the influence of these other scales on the household must also be taken into account.

the learning papers were translated into Amharic to make them more accessible to Ethiopian partners (all learning papers were produced in English and French). However, it was felt that new ways of communicating research and learning needed to be explored.

To start addressing the issue of being based remotely and to strengthen linkages between learning institutions, KCL engaged with students in both Burkina Faso and Ethiopia. In Ethiopia, a PhD student's research supported the project by adding complementary quantitative data to the overall research and learning. In Burkina Faso, three Master students worked with the implementing partners to capture their methods, knowledge and learning and develop legacy papers. Firstly, this allowed relationships

to be established between operational partners and local academic institutions, secondly, it greatly helped KCL by providing a research presence in country, working closely with partners and made research more tangible and accessible. Thirdly, it allowed feedback from the field to KCL staff that was used to realign research priorities. Last but not least, it was an opportunity for King's staff to build academic relationships and build capacity around resilience in country. It needs to be said, however, that it was not possible to establish a longer-term collaboration because of bureaucratic difficulties and the inflexible institutional policies of the organisations, despite strong interest and willingness from both KCL and the universities in Addis Ababa and Ouagadougou.

Self-organisation and feedback loops in BRACED

While the BRACED consortia approach sought to foster a more systems-based approach to resilience building, concepts crucial to systems and resilience thinking, such as self-organisation and tight feedback loops, were felt to be lacking (see Box 3). Whilst country level Programme Management Units (PMU) were established, interviewees expressed how a strong hierarchy continued to exist in BRACED. This was experienced in a number of ways, one of which was the lack of clear terms of reference for the PMU, another was the perceived lack of transparency in the way information on funding decisions and deadline extensions were communicated, reinforcing the idea that decisions were made at the top with little or no consultation.

Another key issue was the time it took for programming changes to be approved by the fund manager and donor (based in the UK). Such hierarchies greatly inhibited adaptive management and led to frustration amongst partners. Interviewees felt that had the consortium been less dependent on the wider, distant donor structure, then decisions about reallocating funds could have been made in a timely fashion resulting in a programme that responded better to emerging needs on the ground. Partners also expressed the need for more localised monitoring and evaluation and knowledge management roles. There has been a recognition of the need for more flexible management and systems, which the fund manager has expressed through their Learning Papers (FM Learning Papers 2016/17; 2 Working Flexibly). In this paper, the fund manager emphasises the need for trust to be built through investing time in relationship building, echoing the views of partners interviewed in our research.

Working at different scales

Reflecting this key component of systems and resilience thinking, the CIARE and Zaman Lebidi programmes involved many different actors across different scales – from the household, community and village levels, to the national and international. In-country organisations such as the National Meteorological and Hydrological Services (NMHS), Météo Burkina, and national NGOs worked alongside organisations with an international reach, such as the international NGOs, the UK Met Office and King's College London. Working in this way has had clear benefits for resilience outcomes. It was felt that international organisations provided political influence, resources and advocacy opportunities whilst locally-based organisations provided access to gate keepers, local experience and contextual knowledge, and above all, credibility with local communities, vital to ensure that the project is relevant.

Working across these scales was problematic at times. It was felt keenly by BRACED partners that the remote locations of some of the consortia partners added an additional burden in the already cumbersome structure. For example, where the security situation in Burkina Faso prevented the UK Met office from travelling to work with Météo Burkina, this impacted on relationship building. Met office staff in both countries attempted to get around this through frequent phone calls and, at one point, attempted to bring staff from Burkina to the UK. However, in interviews they stressed the limitations of remote relationships compared to the trust built through face-to-face contact and the shorter feedback loop this would have generated. In contrast, KCL observed that the time spent based in Burkina Faso, even just by sitting in the office of consortia partners, provided insights into the dynamics

and challenges of the project and helped to foster relationships that, once based back in London were far easier to maintain, due to a sense of familiarity and trust.

CROSS-BRACED workshop approach

The findings of KCL research (as outlined above) were shared and validated with both consortia at a workshop designed and facilitated by KCL to encourage cross-consortia exchanges and held in Ouagadougou in September 2017 (see below).

The aim of the workshop was to provide a space for sharing knowledge and learning on resilience building as a consortium in theory and practice, with representation from across three of the DFID-funded BRACED consortia: CIARE in Ethiopia, Welthungerhilfe – Self Help Africa led BRES project¹ and Christian AID led Zaman Lebidi in Burkina Faso. The workshop aimed to:

- Share learning, knowledge and experience on how resilience-building works in theory and practice
- Investigate how the consortia approach has supported resilience building and whether there were tangible benefits from this approach for those people whose lives and livelihoods are directly impacted by climate risks? And for consortia members? Donors?
- Discuss what mechanisms enabled or undermined learning in resilience building - how these mechanisms worked in BRACED and how they could be strengthened and improved in future programmes.

To achieve these objectives, the workshop was facilitated in such a way as to lead participants through a process of firstly defining the concept of resilience and the role of research and learning in supporting development practice, then examining in more detail which project activities helped build resilience and reflecting on what would need to change in future to better achieve the project aims. Interactive sessions enabled participants to identify barriers and enablers in resilience building, as well as innovative solutions to common challenges.

Some of the practical solutions that participants put forward are summarised below, many of which reflect the views voiced in the individual interviews carried out in KCL's research.

Diversity and connectivity

- Establish links and bridges of exchange between the various stakeholders to facilitate dialogue, sharing and sustainability.
- Combine different activities in the same household for a more comprehensive impact on resilience.
- Integrate indigenous knowledge with new agricultural techniques.
- Create a platform for national metrological agency branch offices to facilitate communication with NGOs.



Woman winding millet in Passoré, Burkina Faso, 2017. Ph : Camilla Audia

Self-organisation/adaptive management

- To enable greater flexibility and responsiveness in programming, ensure contingency funds are made available to all consortia in order to respond to emerging shocks.
- Adopt an adaptive management approach, driven by local demand, responsive to the local context and with local management of the budget (i.e. steering committee), allowing autonomy in the methods used and changes along the way to maximize impact.
- Support the decentralisation of national met offices.
- Place more emphasis on support rather than compliance.
- Have more flexible timeframes - 3 years is very short for a flexible/adaptive approach.

Learning and feedback

- Support research that can bring together and capitalise on the achievements of various partners and support learning between them.
- Create opportunities for community feedback on project reports.
- Include communities in planning meetings.
- Ensure systematic consideration of contextual vulnerabilities such as environmental or political shocks, as well as an emphasis on seasonality in the choice of start and end of programs.
- Plan for greater harmonization of financial rules at the consortium level, for example for per diems.

Scale

- Establish links and bridges of exchange between the various stakeholders working at different scales to facilitate dialogue, sharing and sustainability.
- Use formal/informal exchanges and spaces for learning at different scales.

Conclusion and next steps

The findings from KCL's organisational research have shown that intentional and significant steps were taken to integrate resilience and systems thinking into the architecture and implementation of the CIARE and Zaman Lebidi BRACED projects. The consortia model encompassed diversity and connectivity of skills and knowledge, a multiplicity of partners working at different scales, management structures and processes which aimed at promoting more locally driven governance and the emphasis on learning demonstrated through regular reflexive activities such as meetings and workshops.

However, insights from those interviewed, along with feedback from the Cross-BRACED inter-consortia workshop show that a substantial shift is still required if programme structures and ways of working are really to operationalise the characteristics of a resilient system. As this paper has outlined, building resilience at the household or village level can only work effectively if the same resilience principles and approaches are applied at all levels and scales, including within organisational culture and practices.

Key areas where change is needed are in those mechanisms that enable adaptive governance and self-regulation, such as local management of funds, localised monitoring and evaluation and knowledge management, longer project time-frames and less onerous donor compliance processes. Addressing these issues requires political will on behalf of donors together with a desire to review accountability across the wider humanitarian and development sector, as well as the commitment, capacity and knowledge to instigate these changes in organisational cultures. Political will to adopt a more community-led response can also be seen in the wider localisation agenda (exemplified within the Grand Bargain Agenda for Humanity²) and donor investments in projects such as Linking Preparedness, Response and Resilience³ and Local 2 Global Protection⁴.

The understanding and lessons from three years of BRACED means that there now also exists a huge body of learning and skilled practitioners well placed to advocate for further change and build on the gains already made. To capture this experience and acknowledge the importance of engaging diverse actors in resilience building, BRACED researchers at KCL hosted an event in December 2017 examining the role of co-production in resilience building. The event brought together practitioners and researchers engaged in a variety of resilience-building projects to discuss how different consortia projects have been set up to achieve outcomes that strengthen resilience and meet partners' differing impact requirements and reflect on the changing demands that new ways of working place on partners. It also provided the opportunity to explore new ways to build better relationships and ways of collaborating.

Participants suggested that one of the greatest opportunities to enhance resilience outcomes could be through the articulation of a common strategic vision. This could entail joined-up mechanisms to support co-production across contexts, activities and institutions to maximise

capacity building, influence and impact. Drawing on practical experience, they together outlined a number of underpinning principles and ways of working that enable co-production to support resilience-building. These are elaborated in KCL's Learning Paper #7 (Underpinning principles and ways of working that enable co-production) and summarised in a short animation (<https://youtu.be/BaV8ZBATfnQ>).

Resilience to climate-related risks and transformational change are still high on donors' agendas, with initiatives employing a range of consortia approaches. While working in partnerships is a common practice, a review of how the establishment and functioning of consortia structures compare with academic learning on resilience characteristics is still not very well documented by academic and grey literatures. As mentioned in this paper, the BRACED fund manager has been publishing learning papers on Working in Consortia based on the BRACED experience. The BRACED knowledge manager also demonstrated the importance of learning from the consortia model, by initiating cross-consortia webinars, short live discussions ('Lunch and Learn') and through the guidelines

that are currently being drafted on the subject. Learning and sharing across BRACED projects was also facilitated by annual learning events, initiated by the KM. The final learning event, held in Kathmandu in February 2018 at the end of Year 3 of the programme, focused on consortia collaboration, bringing in KM from related, DFID-supported resilience building programmes, such as FCFA – Future Climate for Africa, with interactive sessions questioning initial assumptions on how to set up consortia and encouraging participants to give written feedback to the donor expressing difficulties as well as successes of their multi-partner projects.

The continuation of BRACED across a number of projects and countries, along with the development and implementation of a number of other resilience building programmes (such as the Global Challenges Research Fund, Weather and Climate Information Services for Africa and Science for Humanitarian Emergencies and Resilience (SHEAR) programmes), present opportunities to test and experiment, and collate emerging learning on how the characteristics of resilience can be put into practice, looking at challenges and ways to address them.

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1. "Changing farming practices to prepare for heavy rain and high temperatures" project is one of the two BRACED projects in Burkina Faso. Led by Welthungerhilfe (WHH) and Self Help Africa (SHA), the project aimed at building the economic, ecological and organisational resilience of 620,000 rural people in Burkina Faso and strengthen their ability to cope with the effects of increased rainfall variability and higher temperatures. This will be achieved by diversifying agricultural production and increasing incomes (through improved, sustainable access to drought-tolerant seeds, soil fertility improvement and enterprise development), together with strengthened government extension services to reduce crop losses and early-warning weather systems. The project ran from 2015 to 2018 and a

small extension will see it run until 2019.

- 2 <https://www.agendaforhumanity.org/initiatives/3861>
- 3 <https://startnetwork.org/start-engage/linking-preparedness-response-and-resilience-emergency-contexts>
- 4 <https://www.local2global.info/>



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