World Vision International Disaster Risk Reduction & Community Resilience Overview

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Introduction

Over the past four years, WV has placed emphasis on understanding Disaster Risk Reduction (DRR) and Community Resilience (CR) from a conceptual and policy analysis perspective at the Global Centre level where significant research and analysis has taken place. In addition to this, CR/DRR functions have been developed in three of the four regions where innovative pilot programmes have been developed and implemented with National Offices in LACR, AR and APR funded by WV Australia. In addition to this, numerous other DRR projects have and continue to be implemented through bilateral funding from Support Offices both within ADPs and as stand alone initiatives in vulnerable communities.

Over the past year since May 2009, the function of CR/DRR has been given further prominence across World Vision through the appointment of a CR/DRR Director's position with the responsibility to provide strategic leadership for the integration of good DRR practice into WV globally. This function relates strategically with the three main Ministry Pillars (HEA, TD and Advocacy & Justice for Children) and is of equal relevance to our research and advocacy engagements externally as it is to our long term development practice and disaster management work at a community level.

As such, DRR should not just to be considered as another cross cutting theme but as a strategic function without which good development practice is unlikely to occur. The following pages outline key activities over the past year along with proposed strategic directions for the future.

Key Initiatives carried out over the year May 2009 – My 2010.

- Developed the web based platform for the DRR/CR Community of Practice for people across the organisation to interact and share information.

- Developed working groups and Executive Team for DRR Community of Practice.

- External engagement initiatives have been ongoing with key coalitions, namely: research with the Children in a Changing Climate coalition, DRR field practitioners guide with the Emergency Capacity Building (ECB) Project and interaction with Global Network for Civil Society Organisations in Disaster Reduction including strategic relations with UNISDR.

- Ongoing policy analysis on the linkages between Climate Change Adaptation and Disaster Risk Reduction and how this should shape WV strategies and actions. Including strategic engagement with CoP 15 Copenhagen Climate Change negotiations.

- Strategic partnership and workshop developed with University College London Hazards Research Department and Microensure to provide micro insurance products to the vulnerable poor.

- Ongoing work with IPE Team to enhance DRR practice in programme guidance and project models work.

- Strategic and technical support to LACRO region during Haiti crisis in Jan 2010 through the provision on technical guidance on DRR incorporation into relief and recovery strategy as well as policy analysis and positioning around reconstruction focus and funding.

- Support to APRO through collaboration and presentation at multi-emergencies learning workshop where DRR and CCA featured in future planning. In addition, speaking engagement in Taiwan to promote DRR and National coordination around disaster preparedness at international humanitarian conference.

- Review process developed and implemented for Regional Community Resilience Programme across three regions, including planning and execution of review workshop.

- Engagement with Partnership Strategy Network on DRR incorporation into organisational strategies, resource allocation mechanisms and planning processes.

- Strategic input into the rewriting of HEA strategic intent document to ensure focus on DRR and the promotion of Community Resilience.

Outline of Proposed Strategic Framework

Conceptually, the DRR Strategy is:

1. *Addressing* the 5 thematic priorities of the UNISDR Hyogo Framework for Action

2. *Focussed* on the achievement of child wellbeing outcomes,

3. *Operationalised* through the DRR/CR Community of Practice, and;

4. *Framed and Organised* around three "operational contexts":

    a. *The Community Programming Context* – i.e. enhanced programme quality and practice that promotes resilience at a community level

    b. *The WV Organisational Context* – i.e. enhanced organisational capacities (skills, systems, strategies, structures, etc) required to strengthen resilient development practice.

    c. *The External Policy and Market Context* – i.e. strategic partnerships and coalitions to influence policies and mobilise resources.

Preferred Futures & Strategic Objectives

Preferred Future 1 – Community level programming will be strengthened though cutting edge approaches and adaptive strategies that reduce disaster risk and build resilience such that development gains are retained for future generations.

Strategic Objectives

1.1 Strengthened and standardised community level programme risk assessment and design tools for development interventions incorporated into IPM Guidance for Integrated Programming.

1.2 Targeted initiatives in place to support and enhance local government and Civil Society Organisations capacities in collaborative DRR practice.

1.3 DRR standards and key questions developed for all sectoral project models.

1.4 Enhanced resilience to disaster risk for children in all WV Programmes including the application of minimum child resilience standards for all ADPs.

1.5 Standardised Community level disaster preparedness planning process developed and in operation.

Preferred Future 2 – Adaptive organisational capacities and systems are operationalised to provide professional and strategic development practice that is responsive to the rapidly changing external context.

Strategic Objectives

2.1 Strengthened empirical research, analysis, documentation and dissemination of emerging best community level practices in DRR.

2.2 A mobilised and active Community of Practice across the organization to encourage innovation, share learning and promote DRR best practice.

2.3 Enhanced early warning and disaster information management systems at Community, National and Regional levels to better predict and mitigate pending crises.

2.4 Enhanced risk identification and trends mapping to underpin Regional, National and Community level strategies for reducing disaster risk and promoting Community Resilience.

2.5 Strengthened skills and competencies within National Office operations staff in DRR best practice.

Preferred Future 3 – Strategic partnerships are in place that enhance DRR practice globally, influence and shape macro policies that protect people at risk and mobilise innovative resource streams for strengthened field level practice.

Strategic Objectives

3.1 Targeted donor support for DRR and Climate Change Adaptation (CCA) through effective communications, marketing and lobbying

3.2 Seek innovative commercial partnerships to enhance financial services to the vulnerable poor (e.g micro insurance)

3.3 Robust external representation with UN and Govts by subject matter experts in key humanitarian capitals to influence DRR policy and practice.

3.4 Collaborative and productive partnerships in place with external organizations and key coalitions that enhance DRR practice across the humanitarian and development industry.

Key operational / organisational approaches

Any global Ministry function faces the challenge of trying to develop and apply a common strategic approach / conceptual model with a multitude of differing contexts. By any standards this is a challenging task. The mechanism by which a global strategy is developed, owned and implemented is therefore a critical strategic issue in itself. As such, some key organisational principles and approaches are necessary to ensure effective socialisation and implementation / ownership of DRR practice. They are summarised as follows:

- Mobilise and build on existing DRR functional and technical capacity around the organization globally.

- Decentralise and strengthen operational and management and capacity development responsibilities to Regional DRR functions.

- Develop strong evidence based practice through emphasising empirical research, analysis and feedback into better practice through Community of Practice.

- Don't build a heavy globally centralized management structure.

- Develop the Community of Practice as the primary organisational model for shared innovation and learning as well as ownership and strategic integration.

- Focus on strategic integration with senior leadership of major Ministry Pillars (TD, P&A, HEA)

- Take an appreciative enquiry approach to strategy implementation where good practice is identified, shared, built upon and replicated.