

Center for Resilience

OUR VISION

Chronic poverty and recurrent shocks are driving many of the same communities into crisis year after year, resulting in human suffering—loss of life, livelihoods, and aspirations—and staggering economic loss.

The 2011 drought in the Horn of Africa—the region’s worst in 60 years—serves as a devastating example. In Somalia, approximately 250,000 people, including an estimated 125,000 children under the age of five, died as a result of the famine. In addition to the terrible loss of life, the drought also decimated previous development gains. In Kenya, unfettered drought resulted in nearly \$12 billion in losses to the livestock and other sectors between 2009 and 2012.

USAID has been at the forefront of a movement to build resilience globally. In partnership with host governments, regional institutions, and other humanitarian and development actors, USAID is helping the global community pivot from being reactive in the wake of disaster to proactively building the capacity of people, households, communities, countries and systems to mitigate, adapt to and recovery from shocks and stresses in a manner than reduces chronic vulnerability and facilitates inclusive growth. Experience has shown us that each dollar spent on resilience yields nearly three dollars in development benefits and reduced humanitarian spending.

WHO WE ARE

To support the continuation and deepening of USAID’s engagement and commitment around resilience, USAID is institutionalizing resilience in the agency. In late 2014, the USAID Administrator approved the creation of the senior-level Resilience Leadership Council, the Center for Resilience (housed within the Bureau for Resilience and Food Security), the position of the resilience coordinator, and a Resilience Technical Working Group located within stakeholder regional bureaus and missions. The resilience team continues to actualize these structures and identify key staff who will support USAID’s resilience efforts moving forward.

The USAID Center for Resilience

The Center for Resilience (C4R) guides the strategic vision and provides thought leadership to the Agency’s efforts to build resilience to recurrent crises. The Center provides strategic and thought leadership on resilience within the Bureau for Resilience and Food Security.

Resilience Leadership Council

The Resilience Leadership Council (RLC) supports Mission-led efforts to bridge humanitarian and development programs through a collaborative and multi-sector approach. Currently, the Bureaus for Resilience and Food Security (RFS) and Humanitarian Assistance (BHA) co-chair the RLC, and the Center for Resilience in RFS houses the Secretariat for the Council.

The purpose of the Leadership Council is to provide cross-bureau coordination at senior levels (AA and DAA) for multi-sector topic areas that require significant human and financial resources in more than one Washington operating unit. The RLC is intended to be a flexible and empowered coordination platform to both define the rationale, tenets, and scope of cross-cutting development focus areas and guide their execution. In addition, the RLC will elevate high-priority, cross-cutting focus areas to facilitate strategic and programmatic technical and resource coordination. The RLC facilitates prioritizing resources in resilience focus countries.

Resilience Technical Working Group

The Resilience Technical Working Group (RTWG) is composed of representatives with equities related to the Resilience Leadership Council (RLC). The RTWG serves as the Secretariat for the RLC, facilitating the flow of prioritized information to the RLC for policy and budgetary decision-making processes associated with the Resilience Focus Country portfolio.

WHAT WE PROVIDE

MISSION SUPPORT

We work with partners in selected countries in the Horn of Africa, the Sahel, LAC and Asia to build resilience where recurrent shocks and stresses can make development gains difficult to achieve and even harder to sustain. While many of USAID's programs have some elements of resilience built in to their objectives and activities, USAID's focused resilience efforts aim to have a measurable impact on populations in targeted geographies.

The Center for Resilience works closely with the Mission resilience coordinator and other staff to understand and respond to Mission demands. We work closely with our colleagues in RFS through Country Support Teams and in other bureaus to ensure coordination, clear messaging from Washington, and to bring in additional support as needed. Here's an illustrative list of services offered virtually or as part of a TDY:

- Online resilience trainings on USAID University/ResilienceLinks

- Customized resilience training and conversations with Mission leadership, technical offices and partners to discuss USAID's resilience approach
- Discussions with other donors and host governments to present USAID's resilience approach and gain buy-in for better coordination of international aid
- Help with Layering, Sequencing and Integrating programming, and being focused and selective geographically
- Operationalizing the principles of collective impact and enabling collaboration between partners
- Support for resilience design, guidance, and drafting, and reviewing
- CDCS
- PADs
- Activity design
- PDs/SOWs/SOOs
- Suggestions on making programs more shock-responsive

Current resilience focus countries include:

- | | |
|----------------|------------------------------------|
| ● Niger | ● Uganda |
| ● Mali | ● South Sudan |
| ● Burkina Faso | ● Democratic Republic of the Congo |
| ● Nigeria | ● Zimbabwe |
| ● Ethiopia | ● Malawi |
| ● Kenya | ● Haiti |
| ● Somalia | ● Mozambique |

LEADERSHIP

Resilience Leadership Council

Chair: Beth Dunford (RFS AA)

Deputy Chair: Trey Hicks (BHA AA)

Peter Malink (AFR SDAA)

Ann Marie Yastishock (Asia DAA)

Steve Olive (LAC SDAA)

Irene Koek (GH/A-AA)

Julie Cram (DDI DAA)

Robert Jenkins (CPS DAA)

Resilience Technical Working Group

Christine Gottschalk (RFS)
Anjali Shivshanker (DDI)
Brian Bacon (BHA)
Cara Christie (BHA)
Nefra Faltas (GH)
Alex Todd (GH)
Rainer Asse (AFR)
Daniel Houston (BHA)
Agnieszka Sykes (GH)
Carlos Hasbun (LAC)
Nina Weisenhorn (DDI)
Jean-Jacques Frere (Asia)
Micaela Arthur (Asia)
Kevin Mulligan (RFS)
Julia Chalphin (BRM)

Center for Resilience staff

Management: Christine Gottschalk, Acting Director
General Inquiries/Country support for West Africa/Shock-Responsive Development: Andre Mershon
Country support for East Africa: Jami Montgomery
Knowledge Management/Training: Courtney Meyer
Resilience M&E and Strategic Analytics: Lynn Michalopoulos
Resilience and Water/NRM/Environment: Jami Montgomery
Resilience and Conflict/Fragility: Jessica (Jessie) Anderson
Resilience and Water and Resilience and CivMil: Kevin Mulligan
Insurance and Risk, and Social Protection: Lara Evans
Risk and Resilience Policy: Shawn Wozniak

PARTNERSHIPS

Recognizing that building resilient communities needs to be a collective effort, we invest a significant amount of time and resources into fostering relationships with governments, regional bodies, local institutions, the private sector, and a range of international and development partners. Here are a few examples of how USAID's strategic collaborations with governments

are helping to transform lives and systems in the long term by reducing chronic vulnerability and facilitating inclusive growth.

KENYA: ENDING DROUGHT EMERGENCIES

The damaging impact of drought in Kenya is likely to worsen with climate change, destroying lives and livelihoods and undermining national development. However, these outcomes could be at least partially mitigated if adequate and appropriate measures are taken in advance, particularly in strengthening capacity to withstand periods of drought. The Government of Kenya has committed \$1.6 billion to ending drought emergencies by 2022.

Donors and partners are aligning around six pillars of the Ending Drought Emergencies (EDE) framework: peace and security, climate-proofed infrastructure, human capital investments, sustainable livelihoods, drought risk management and institutional development and knowledge management. USAID's [Partnership for Resilience and Economic Growth](#) (PREG) in the semi-arid and arid lands region of Kenya is nested within the initiative to bring together humanitarian and development partners to work with the Kenya National Drought Management Authority and county governments to build resilience among vulnerable pastoralist communities, create economic opportunities, and reduce humanitarian assistance needs to recurrent shocks.

SAHEL AND WEST AFRICA: GLOBAL ALLIANCE FOR RESILIENCE (AGIR)

The recurrent food and nutrition crises that affect millions of vulnerable people led Sahelian and West African stakeholders and their international partners to form a global alliance. Launched within the Réseau de prévention des crises alimentaires ([Food Crisis Prevention Network](#)) in 2012, [AGIR](#) focuses on the most vulnerable populations with the goal of eradicating hunger and malnutrition by building resilience to crises and shocks. Through this regional roadmap and with USAID support, AGIR channels individual resilience efforts towards a common results framework. Each country conducted an inclusive dialogue process to formulate its own national resilience priorities focused on strengthening social protection and governance for food and nutritional security for the most vulnerable communities and households.

In two of these countries, Burkina Faso and Niger, a USAID portfolio called [Resilience in the Sahel Enhanced](#) (RISE) aligns with and provides additional support to these countries' priorities by layering and sequencing life-saving humanitarian assistance while reducing vulnerability to shocks and stresses. RISE II (2018–2022) broadens USAID's collaboration with the Governments of Niger and Burkina Faso and aims to create better access to and management of water and other natural resources, promote business development and opportunities to engage in growing markets, improve health and nutrition outcomes, strengthen community and

national health systems, strengthen effective governance at all levels, and empower women and youth to be a force for positive change in their communities.

RISE II takes into account important and cross-cutting challenges, especially the increase in violent extremism and instability in the region. The portfolio contains internal and external coordination mechanisms to facilitate discussion between development and humanitarian actors to coordinate responses to evolving challenges, such as the massive increase of internally displaced people in Burkina Faso in the last year. RISE II integrates a holistic approach to risk mitigation and response, strengthening local capacities to prepare for, respond to and recover from shocks and constraints. For example, activities are required to develop contingency plans to prepare in advance for shocks and many contain crisis modifier provisions that allow extra resources to be made available rapidly as conditions change. This innovative model, designed to complement USAID's humanitarian assistance and improve effectiveness and efficiency of all USAID efforts, is also informing resilience efforts beyond the Sahel.

MALAWI: NATIONAL RESILIENCE STRATEGY

In 2015/16, Malawi's agriculture season experienced a late onset of rains, prolonged dry spells, and incidence of floods across regions of the country. A severe drought made worse by El Niño exacted a heavy toll. The Malawi Vulnerability Assessment Committee indicated a total of 6.7 million people were severely affected, an estimated 40 percent of the country's population. The delivery of Malawi's largest humanitarian response in 2016/17 prompted the government of Malawi and its development partners to shift policies and approaches.

The [National Resilience Strategy](#) (NRS) aims to break the cycle of food insecurity in Malawi by bridging development and humanitarian interventions and prioritizing more predictable livelihood support packages that target vulnerable households, including by strengthening formal social safety nets. This will enable a shift in thinking from responding to shocks after they happen to preventing their occurrence.

The NRS guides key programs and investments to work better together to tackle chronic food insecurity and poverty by actively reducing chronic vulnerability and risks, while also strengthening opportunities for households to embark on pathways out of poverty. In support of these efforts, USAID launched a Development Food Security Activity called *Titukulane* (Let's develop together) that is layered with food security and market systems strengthening activities, along with a strong focus on watershed and natural resource management, to sustainably and equitably improve food and nutrition security. *Titukulane* also embeds an advisor to support the Government of Malawi's management and implementation of the NRS.

SOUTH SUDAN: PARTNERSHIP FOR RECOVERY AND RESILIENCE (PfRR)

In 2018 it was forecast that 7.1 million people in South Sudan—more than 60 percent of its population—would need assistance and protection. Even with an end to the civil war and political transition in process, humanitarian needs for food, water, sanitation and hygiene and education and health support are overwhelming.

In many parts of the country, communities are calling for change—resisting conflict and focusing on recovery. To support this groundswell, a different partnership model is called for—one which relies directly on communities and civil society to both demand and drive gains in governance, health, education, food and nutrition security and economic well-being. This model calls for increased partnership and accountability between donors, UN agencies, and nongovernmental organizations at both national and local levels to ensure that support reaches the communities and households that require it.

To address these issues, the Partnership for Recovery and Resilience (PfRR) in South Sudan unites donors, UN agencies, and non-governmental organizations at both national and local levels to ensure that support reaches the communities and households that require it. PfRR targets seven geographic areas of South Sudan and builds on community-identified strengths and priorities, while tapping into the remarkable survival abilities of local populations. PfRR steers collective impact across humanitarian, development and peace actors by establishing collective outcomes around resilience, joint work planning, and backbone support structures at the Juba and field level to support local communities, foster coordination, and create feedback loops between donors, INGOs, and partnership communities.

Resilience Documents (sidebar)

- Video: [Why resilience?](#)
- Training: [resilience 101](#)
- [Building Resilience to Recurrent Crisis: Policy and Program Guidance](#)
- [Resilience Evidence Forum Report](#)
- Training: [Measuring Resilience](#)
- Training: [Resilience and Livelihoods Diversification](#)
- Training: [Resilience and Sustainable Poverty Escapes](#)

RESOURCES

To learn about resilience and how its approaches could benefit your work:

1. Watch our introductory video: [Why resilience?](#) (see also: [longer version](#))

2. Take our introductory [online training](#) to understand how to incorporate resilience approaches into your work. (See also: [onboarding PowerPoint](#).)
3. Read USAID's [Policy and Guidance on Building Resilience to Recurrent Crisis](#) (2012)
4. Read our 2017 [Resilience Evidence Forum Report](#)
5. Take our online trainings on USAID university or [ResilienceLinks](#):
 - a. Resilience and Sustainable Poverty Escapes
 - b. Resilience and Livelihoods Diversification
 - c. Measuring Resilience

Learn more and stay updated:

- [Sign up for the Center for Resilience newsletter](#).
- Find sector-specific information on:
 - [ProgramNet](#)
 - [ResilienceLinks](#)
- Review the Center for Resilience's [frequently asked questions](#).
- Peruse the [RFS COVID-19 Resources Page](#) for evidence and guidance about the Agency's pandemic response.

FEATURE YOUR WORK ON RESILIENCELINKS

USAID is committed to helping build the resilience of vulnerable communities in areas subject to recurrent crises, increasing their ability to manage through crises without compromising their future well-being. To help showcase the value of resilience approaches for humanitarian and development professionals, we developed ResilienceLinks to share key evidence and insight.

Submission ideas ideally highlight:

- **Innovation:** Showcase the ingenuity and thought leadership of our staff and implementing partners.
- **Impact:** What difference have resilience approaches made? How have well-being outcomes improved?
- **Influence:** Who champions resilience and collaborates with you on the journey to self-reliance?

They will often relate to one or more of the following sources of resilience:

- Diversifying livelihoods to reduce risks
- Social protection: safety nets smooth household consumption
- Social capital and networks leaning on others
- Financial services and inclusion build assets to draw on in times of need
- Human capital: Investments in nutrition, health and education ensure people have the skills and acumen

- Aspirations: perceptions influence ability to recover
- Protecting ecosystems and managing natural resources
- Access to markets: asset accumulation and livelihood diversification

[Submit your story or webinar idea.](#)

RESOURCES FOR RESILIENCE COORDINATORS

Understanding how resilience contributes to reducing the need for humanitarian assistance

- [Economics of Resilience to Drought: Executive Summary](#)
- [Resilience and Sustained Escapes from Poverty: Highlights from Research in Bangladesh, Ethiopia and Uganda](#)
- [Resilience at USAID 2016 Progress Report](#)

Planning and managing resilience interventions:

- [Reflections on the Use and Impact of Risk and Resilience Assessments: STRESS methodology](#)
- [Shock Responsive Programming and Adaptive Mechanisms](#)
- [Sustaining Poverty Escapes in Nepal: Policy Implications Brief](#)
- [GFSS Technical Guidance: Diversifying Livelihoods, Resilience, and Pathways Out of Poverty](#)
- [GFSS Technical Guidance Objective 2: Strengthened Resilience Among People and Systems](#)
- [HA/DA Coherence Programming Considerations](#) (internal version)
- Collective action fact sheet (forthcoming)

Analyze data and trends and gain strategic insights:

- [Guidance Note Series: An Overview](#) of resilience measurement
- [Resilience Evaluation, Analysis and Learning \(REAL\) Award](#): A USAID award focused on monitoring, evaluation, strategic analysis, and capacity building support related to resilience

Explore examples of resilience approaches:

- [Collaborating, Learning and Adapting to Build Resilience in Fragile States](#)
- [Partnership for Resilience and Economic Growth \(PREG\) Collaboration to Deepen Land and Pasture Rehabilitation Results](#) in Kenya
- [Partnership for Recovery and Resilience Framework in South Sudan](#): Partner driven approach supports livelihoods
- [Resilience in the Sahel Enhanced 2 Results Framework](#): Building resilience capacities in Burkina Faso and Niger
- [Strategic Advisory Group for Emergencies](#) (SAGE) in Ethiopia process is a Mission-led pilot to more effectively and efficiently manage pivots within development activities in response to shocks and other emergencies.

Sources of resilience:

- Social protection and risk management:
 - [Talking points for disaster risk financing and risk management](#)
 - [RFS risk management and disaster risk financing portfolio](#)
 - [Introduction to social protection](#)
 - Webinar: [disaster risk finance for better response to COVID-19 and other risks](#) (World Bank)
 - [Graduation Approach](#) (Economic Inclusion)

LEARN FROM FELLOW RESILIENCE COORDINATORS

We've developed a [forum](#) to enable real-time learning and reflections on implementing resilience programming around the world. This forum allows the Center for Resilience in Washington and Mission-based resilience coordinators to communicate, document lessons learned, give and seek advice, make connections across regions, and share insights into their work.

We want to document both the key results of our work as well as the process we took to achieve them. These topics can include:

- How are resilience coordinators integrating resilience mindsets among their Mission colleagues?
- What kinds of collaboration (across sectors, countries, and regions) have potential?
- What are C4R staff in Washington learning that would be beneficial to coordinators?

In answering these questions, we are keeping a running log of our tacit knowledge which is typically hard to capture. This forum preserves it for future team members to review. Below are some ideas for posts and helpful tips to make this forum useful.

Potential topics for posts:

- What have we learned that would affect how we implement the Center's mission moving forward?
- What did I learn on my recent TDY?
- What do I need help with?
- What do other resilience coordinators have experience with that I want to hear about?
- What do I know that could be useful to other resilience coordinators?
- What hasn't gone well? What approaches should we rethink collectively?

Helpful tips:

- Keep it informal and conversational. Remember, this is internal to the Center and resilience coordinators.
- Make the title clear if you are sharing insights, asking questions, or providing news.
- Be honest. Tell us why you think something worked or didn't work and what we can all take away from those lessons.
- Be brief. Suggested word count: 300–500 words for forums and blogs.

- Include photos and links where appropriate
- End with a prompt or question for discussion.
- Respond to colleagues' posts to maintain a vibrant discussion.

ARTICLES

[These are older so only two have current links. I'll add one on ResilienceLinks for now while we figure out if continued maintenance is worthwhile once we get that blog function up.]

CONNECT WITH US

[this is a form people can use to email us; Justin and I can see it]