

Integration – Practical Steps.

People affected by multiple shocks and stresses usually experience them as linked, and don't accept an artificial distinction between them (see Box 1: Afghanistan). Resilience programming should accept that risks are interlinked and try to help communities respond to multiple risks at the same time.

A holistic programme needs to be grounded in **community institutions** that are ready to manage the full range of shocks and stresses. Existing institutions may have shortcomings that first need to be overcome, e.g. they may exclude the most vulnerable, or resist experimentation, or be hampered by highly distorted power relationships. Tearfund's church and community mobilisation approaches like *Umaja* can create a strong grassroots base for integrated resilience planning in a community. So can a Self-Help Group approach (see Box 2: Ethiopia).

When a community institution is ready to take responsibility for resilience, we recommend the following:

- a. *Brainstorm* a list of shocks and stresses. Which events and trends have done the most damage to people's lives and livelihoods? A **timeline** or **mapping** exercise may be helpful here – but make sure the timeline extends into the future, rather than stopping at the present, and discuss what current trends imply about future risks.
- b. *Prioritise* shocks and stresses through a **ranking exercise**. Given the direction of likely future change, which are the most significant shocks and stresses for the community to address?
- c. Find *integrated solutions*. Take the top-ranked 3-5 shocks and stresses and

Box 1: Afghanistan. Tearfund's operational team in Afghanistan carried out disaster risk reduction projects with internally displaced people (IDPs) in Kandahar. In the initial hazard assessment, the community emphasised that their top priority risks were all linked to *conflict*. When Tearfund explained that the project was only for *natural* hazards, the IDPs eventually proposed a piped water scheme to bring water from a borehole to their household compounds. They justified it to Tearfund in terms of natural hazards: making their water supply more resilient to drought, flood, and epidemics. However, they really wanted it because it would reduce conflict related risks: their risk of eviction by the state and their exposure to violence at public water points.

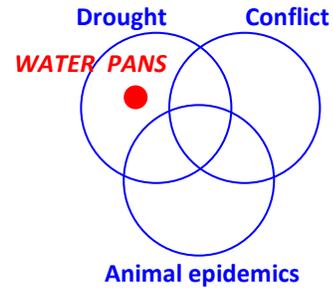
If those priorities had been included in the design, the project might have been more effective in achieving them. As it was, when the project faced delays, the design was temporarily changed to channel the water to new public water points rather than houses. This still reduced natural hazard vulnerability -- but slightly worsened the IDPs' actual top-priority risk!

Box 2: Ethiopia. Since 2002, Tearfund's church partners in Ethiopia have been facilitating the growth of Self-Help Groups (SHGs). An SHG brings vulnerable people together in weekly meetings for joint learning and action (including but not limited to savings and lending). The experience of saving together and carrying out joint activities builds trust and confidence among SHG members, empowering them to improve their livelihoods, change their behaviour, and support each other in a crisis. Tearfund partners now work with over 10,000 SHGs in Ethiopia, with 175,000 active members and 1 million beneficiaries.

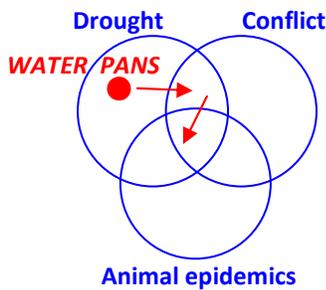
SHGs offer a strong, flexible platform to bring about holistic change on any topic prioritised by the group members. So far, many SHGs have focused on income generation or water & sanitation, but Tearfund is developing resources to help SHGs think through their vulnerability to shocks and stresses. SHGs already serve as a safety net for their members, providing emergency labour, loans, or other help in time of need. In a drought year, communities with SHGs have far less need for external aid.

think about them as overlapping circles (a **Venn diagram**). What solutions can we find that fall into all the circles, i.e. the middle of the Venn diagram?

For example, a Tearfund partner in Kenya found that the top priority shocks facing pastoralists were drought, conflict, and animal epidemics. They agreed that many familiar NGO solutions fit into only one circle. For example, in response to **drought**, a popular solution was to dig **water pans** to catch rainwater – but far from increasing resilience to the other risks, water pans often increased *vulnerability* to both conflict (by communities fighting over the new water sources) and animal epidemics (by increased crowding)!



Finding integrated solutions will usually involve a combination of:



(a) *adapting existing activities* so they address multiple risks. We can use the Venn diagram to think about this. What changes would be required to move an activity from a single circle into all three (see the diagram to the left)? In the example from Kenya, the partner realised that if the water pans were located strategically so that all pastoralist groups had increased access to water and agreed on water-sharing, the pans would help both drought and conflict. And if the water pans were also designed with a trap structure to reduce animal crowding, they would increase resilience to all three priority shocks.

(b) *coming up with new solutions* that address all the major risks holistically. We can use the Venn diagram for this by moving all the circles into one overlapping circle and brainstorming things that fit in the middle. In the Kenya example, empowering pastoralists to get the most out of existing government services (via advocacy, awareness raising, and use of mobile technology) might increase resilience to all three shocks at once. So would integrated community *contingency planning* (see the diagram to the right).

