

COOKBOOK ON INSTITUTIONALISING SUSTAINABLE CBDRM

LOCAL CHEFS FROM AROUND THE WORLD SHARE
THEIR RECIPES FOR SUCCESSFUL CBDRM DISHES

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INTRODUCTION

The Global Network of Civil Society Organisations for Disaster Reduction (GNDR) is a network of over 850 organisations committed to working together to improve the lives of people affected by disasters worldwide. Recently, we started a series of cookbooks, containing key ingredients and recipes on how to engage in disaster risk reduction (DRR) effectively.

When it comes to community-based disaster risk management (CBDRM), you don't need to be an award-winning chef to put together a great recipe. Many actors at community level have critical knowledge, experience and capacities with regards to building resilience, and have developed innovative approaches to reducing the everyday risks they face. However, these community-based approaches are rarely scaled out nor systematically embedded within national policies and practice.

GNDR and its partners have started a USAID-OFDA supported programme that looks at sustainability and institutionalisation of CBDRM activities: the project aims at ensuring that CBDRM is sustainable and institutionalised by identifying the enabling environment (political, financial and social) required, building the capacity of actors to work together to put in place these building blocks, and increasing the political commitment for scaling out CBDRM.

By institutionalising sustainable CBDRM in country systems, the project will help governments achieve the priorities set out in their implementation plans and contribute towards ensuring that the Sendai Framework for Disaster Risk Reduction and Agenda 2030 successfully build resilience at the community level.

The project is implemented in partnership with 9 organisations at regional and national level:

- **Africa:** Réseau MARP, from Burkina Faso (national); Jeunes Volontaires pour l'Environnement (JVE), from Niger (national); Environment Development Action in the Third World (ENDA-TM), from Senegal (regional).
- **Asia:** SEEDS India (national); Center for Disaster Preparedness (CDP), from the Philippines (national); Asian Disaster Preparedness Center (ADPC), from Thailand (regional).
- **Latin America and Caribbean (LAC):** Servicio Social de Iglesias Dominicanas (SSID), from the Dominican Republic (national); Caritas Chile (national); RET International, from Panama (regional).

The overall objectives of this 3-years project are:

1. Increased understanding of common success factors for the scale out of sustainable CBDRM.
2. Increased capacity of governments, CSOs and other actors to work together to co-create the enabling environment factors for CBDRM.
3. Increased political commitments and accountability for the scale out of sustainable CBDRM.

What's in this Cookbook?

This cookbook supports the activities under Objective 1, and showcases the results of research on how to implement sustainable and institutionalised CBDRM activities. It presents a set of common ingredients found in successful examples across the globe, as well as recipes that highlight that even if you are not a Michelin starred chef, you can have the perfect recipe for building resilience at community level in a sustainable and institutionalised manner.

TERMINOLOGY

COMMUNITY-BASED DISASTER RISK MANAGEMENT:

process in which “communities at risk are actively engaged in the identification, analysis, treatment, monitoring and evaluation of disaster risks in order to reduce their vulnerabilities and enhance their capacities” (Khan & Jan, 2015).

SUSTAINABILITY:

The ability to be maintained at a certain rate or level or period of time.

Characteristics: Permanence, Effectiveness, Ownership, Adaptiveness, Inclusion

This definition was jointly developed by all project partners in an inception meeting in order to frame the project.

INSTITUTIONALISATION:

The action of establishing something as a norm in an organisation or culture.

Characteristics: Policy Environment, Structures & Mechanisms, Capacities, Culture, Funding, Accountability

This definition was jointly developed by all project partners in an inception meeting in order to frame the project.

THE KEY INGREDIENTS





How did we come up with these ingredients?

To increase our understanding of common success factors for the institutionalisation of sustainable CBDRM, 9 project partners in Asia, Africa and LAC went on a mission scouting for cooking talents. Project partners collected a total of 264 case studies of sustainable CBDRM across the 3 regions. These were evaluated for sustainability using an evaluation framework developed collaboratively by the project team. Representatives from the organisations that submitted the top scoring 25 case studies in each region attended regional workshops to identify the factors that contribute to sustainable and institutionalised CBDRM. The workshops were an occasion to share experiences and practices, and to identify the common underlying factors of success: results from 3 regional workshops (in Asia, Africa and LAC) were then brought together and analysed.

The following list is the result of a series of discussions with and inputs from local actors in Africa, LAC and Asia, who have come together to share their experiences and identify common success factors in CBDRM actions.

The chefs featured in this cookbook were part of this process, and their recipes will be presented to showcase some examples of how these ingredients can be mixed together and used in practice.





SUSTAINABILITY

The following success factors are actions that project implementers should take when designing, planning and implementing a CBDRM activity. They are to be considered cross-cutting and overarching approaches to ensuring sustainability in CBDRM initiatives: as each context is different, they cannot be prescriptive and should be adapted to fit into the specific context.

These success factors are grouped under five main categories, reflecting the main characteristics of sustainability jointly determined by partners at the start of the project. Some elements support the achievement of multiple characteristics of sustainability, but were placed under the category to which they are more directly linked.



Permanence

This characteristic refers to the fact that CBDRM activities occur through the mobilisation of the community and continue after significant external support has ended.

1. Include a set of actions aimed at strengthening local frameworks for CBDRM (e.g. hold a workshop on analysis of national and local DRM policies)
2. Frame the CBDRM initiative as part of risk-informed development plans, by, for example, aligning activities and targets with other local initiatives including development plans
3. Strengthen the community's abilities to mobilise and manage financial resources
4. Instil behaviour change to counteract negative actions and to promote a community of active agents of resilience

Ingredients listed under this characteristic have been used in CBDRM recipes in various forms: from participatory budgeting at community level, to integration of village risk management plans into local development policies. Increased understanding of the existing policies and plans at national and local level results in increased ability to liaise with local authorities in planning and budgeting for CBDRM activities. CBDRM activities often produce information that is beneficial for strengthening local DRM frameworks to the realities on the ground, thus making these frameworks more effective. Community's engagement results in behaviour change that promotes greater resilience: giving a role to vulnerable groups (such as children and youth) supports their involvement in the social life of the community and promotes their engagement as actors of change.



Effectiveness

This characteristic refers to the need for CBDRM activities to successfully build local capacities to cope with disasters.

1. Develop participatory risk maps of the community that detail local realities from the perspective of the local people
2. Consider cultural factors in analysing risks and the underlying causes, and be mindful of potential cultural barriers for the project activities
3. Foster collaboration between CSOs, government, communities by creating spaces for open dialogue
4. Perform a stakeholder analysis to understand existing groups, consult all stakeholders from the design stage, especially vulnerable groups

The use of these ingredients in the CBDRM recipes analysed demonstrates that effectiveness is based on a solid understanding of the actors involved and the risk context in which they operate. Participatory mapping of risks, capacities, territories, resources, etc. is among the most common ingredients in recipes from all the 3 regions. Collaboration is another strong ingredient for effectiveness: spaces for dialogue where civil society, government, private sector and others can bring their expertise to the table, have the double effect of increasing understanding of the context and of identifying the most effective actions to address the highest priority risks.



Ownership

This characteristic refers to the importance of ensuring community's buy-in through coordination processes, government support and use of local knowledge.

1. Ensure continuous and passionate leadership at local level in all phases
2. Map and utilise local capacities (including resources, materials, knowledge)
3. Encourage self-organisation e.g. establishment of local governance and thematic committees

Communities' involvement as "partners" rather than "beneficiaries" is a widely used ingredient: communities can offer local resources and material, in addition to experiences and skills in dealing with disaster risks that they know very well. The case studies show that when communities are involved from the start and are given a leading role in prioritising the activities to implement, their commitment to the CBDRM project often lasts longer than the duration of the project itself. The use of local resources and funds becomes essential to then allow communities to keep the CBDRM activities going after external support stops.



Adaptiveness

This characteristic refers to the need to ensure that project activities are flexible to respond to changes in the conditions where the project takes place (this could refer to hazard patterns, emergence or new important actors, political or economic changes, etc).

1. Designate role of monitoring and reporting lessons learnt from the process and have a structure that ensures feeding of lessons learnt into future planning
2. Strengthen communities' capacities to adapt a project to changing conditions
3. Encourage integration of innovative thinking into traditional practices, so as to couple local experiences with new ideas

Disaster risks and underlying conditions are not static and can change within a project time frame. Ensuring that activities can adapt is essential for the sustainability of the CBDRM project. Adaptiveness ingredients have been used in various recipes in the form of the creation of dedicated M&E teams that are in charge of improving the project over time, monthly or bi-monthly reviews conducted by the project team and the community to analyse whether activities are effective, or regular reviews linked to seasonal or political changes.



Inclusion

This characteristic refers to the importance of engaging with all societal groups, to ensure that all perspectives (including those of minorities or marginalised groups) are taken into consideration.

1. Identify marginalised groups before the project starts so they can participate from the onset
2. Identify clear roles of all actors and ensure community representatives have a decision making role
3. Create safe spaces for social groups to raise their voices and concerns
4. Lobby local leaders for their plans and budgets to be inclusive

Ingredients of inclusion are among the foundation elements of many of the case studies analysed in this research. In many cases it translates into careful consideration of the enabling factors that allow marginalised groups to participate in the activities (e.g. holding a separate women's consultation, engaging directly with teachers and pupils at school, consider physical barriers that would preclude participation of people with certain types of disabilities). Inclusion also translates into adopting a different mind-set, one that considers marginalised groups as resource groups that provide knowledge, experiences and human resources to the CBDRM activities.



INSTITUTIONALISATION

The following success factors are a list of actions to be taken by a variety of actors (from project implementers, to local authorities, to national government). As some of these elements cannot be achieved within the time frame of a project, government's involvement is essential: actions that can be achieved in a shorter time frame should be included within CBDRM projects (these are marked with an ●).

The success factors in this section are grouped under six main categories representing characteristics of institutionalisation. As mentioned for sustainability, certain ingredients could be listed under more than one category, but they are placed under the one they are mostly linked to.



Policy Environment

This characteristic refers to the need for CBDRM to be included in government policies and plans at both national and local level.

1. Promote synergies (including joint targets) between different policies including those for sustainable development, poverty reduction, CCA, food security, etc.
2. Decentralise DRM frameworks by promoting local DRM strategies that are owned by the local government and informed by local actors
3. Embed CBDRM projects in local government work plans and reporting
4. Conduct a sunset review of national DRM policies to evaluate them at the end of the term (●)

The recipes analysed referred to the need for decentralisation in DRM frameworks, to reflect the localisation of risks and impacts, but also the need for a holistic approach towards resilience building. Ingredients that contributed to establishing a conducive policy environment related to the presence of a space for local voices to influence decision-making and to be taken up to the national and international level: tapping on the strength of international network for example, adapting the Sendai Framework's target to the local realities, or creating coordination units at village or neighbourhood level that can become part of a chain of communications between local and national.



Structures and mechanisms

This characteristic refers to the importance of having government-recognised committees and structures in place down to the local level responsible for CBDRM activities.

1. Allow for members of CBDRM committees at community level to report up to national platforms (●)
2. Recognise informal structures (e.g. community leader groups) as channels for effective engagement
3. Define roles and responsibilities of national and local structures in CBDRM and develop TORs for community DRM committees to define their roles in these structures (●)

The creation and recognition of local structures, such as committees or task forces, are an essential ingredient for institutionalisation. Most of the recipes highlighted how the use of this ingredient has helped the communities in gaining access to decision-makers and being able to influence DRM policies. When community mechanisms are formed and linked to existing local or national structures, the flow of information benefits: this allows for local priorities and needs to be heard and taken into consideration, thus contributing to the development of stronger local or national DRR systems.



Capacities

This characteristic highlights the importance of including elements of technical support to strengthen CBDRM capacities of different actors.

1. Encourage sharing of capacities and best practices between communities (●)
2. Increase access and use of communication tools by community members (●)
3. Use capacities within CSO networks to fill individual organisation capacity gaps (●)
4. Hold trainings for community leaders on the process of managing DRM projects (including capacities to access international/external sources of funding for CBDRM) (●)

Capacity strengthening ingredients are all ingredients that can be sourced within the project implementers and that can be achieved in a relatively shorter time-frame. The case studies generally mention strengthening of technical knowledge by various community groups (e.g. early warning systems, preparedness and response measures), in addition to strengthening of capacities by the community to take responsibility of the activities and taking the lead in managing the project itself. Sharing of experiences with neighbouring villages via meetings, WhatsApp groups or other social media was also referred to as a key ingredient in the institutionalisation process.



Culture

This characteristic refers to the recognition of the benefits of CBDRM by communities and governments, as well as to the creation of a common sense of responsibility towards resilience building.

1. Sensitize local political leaders to the priorities of communities through visits and impacting perception data (●)
2. Promote and share evidence of the role of communities in DRM and good practices at national and regional events (●)
3. Promote a culture of including marginalised groups in disaster risk governance by establishing mechanisms where marginalised groups are adequately included

Cultural changes, although harder to achieve, have longer lasting impact: it comes as no surprise that several recipes have used culture ingredients in their dishes. Increased family cohesion, mutual support among marginalised groups and government authorities, changes in the perception of women's role and capabilities, are just some of the ways these ingredients have been used. Communities' realisation of their role and the power of their voice when they come together has also been an effective way to influence policies and actions. Government's real understanding of what communities have to offer (knowledge of risks and underlying causes, experiences in tackling with disaster impacts, understanding of the needs and priorities of marginalised groups) often leads to the development of a culture of inclusion of communities as partners in the decision-making process: this is particularly effective when community consultation results in the authorities realising that there are risks the community is exposed to that they had never even considered.



Funding

This characteristic refers to the need for financial support to be stable and adequate at organisational and government level for CBDRM initiatives.

1. Allocate specific budget for CBDRM activities in local and national plans
2. Use existing community structures for resource mobilisation so as to increase trust
3. Establish multiple funding mechanisms with different time frames and actors for CBDRM funds
4. Advocate for larger proportion of emergency funds to go to preparedness and risk reduction (●)

The danger of CBDRM projects that are supported by external actors is that when the project time frame is over, and this support is withdrawn, activities stop, even if they were beneficial to a community's resilience. Key ingredients for institutionalisation include working with the national government to ensure that CBDRM is adequately supported, whether through government channels or through informal structures (such as community committees or task groups), and defining a clear guidance on how non-DRR funds can be assigned to CBDRM activities: for example, CBDRM projects could benefit from funds be allocated for climate change adaptation programmes or development plans, when the DRM activities are clearly linked to the government's priorities in these other sectors.



Accountability

This characteristic refers to the need to promote monitoring and evaluation of CBDRM initiatives by various actors, including community members.

1. Conduct participatory auditing of CBDRM projects
2. Create transparent systems for allocating budget for CBDRM activities
3. Create local bodies (watchdogs) to monitor government policies, planning and budgeting around CBDRM (●)

Joining forces in designing and implementing a project translates also in collaborative monitoring and evaluation of the activities planned: participatory systems to assess progress and to assign responsibilities have been identified as key ingredients that support accountability in CBDRM projects. Trust is essential to ensure a smooth collaboration between communities and local authorities, and some ways to increase trust are related to improved transparency in policy development and budget allocations, as well as increased participation in assessing the effectiveness of government policies around DRM.

RECIPES OF SUSTAINABLE AND INSTITUTIONALISED CBDRM



RECIPES OF SUSTAINABLE AND INSTITUTIONALISED CBDRM

The recipes in this cookbook are presented to showcase how the sustainability and institutionalisation ingredients are used in CBDRM activities around the world. The chefs featured in this cookbook bring their experiences from Somalia, Ethiopia, Niger, Burkina Faso, Philippines, India, Nicaragua, Paraguay, Chile and Argentina: they were selected to showcase how CBDRM can be done successfully in different context and different regions.

A brief overall analysis shows that government support and contexts where DRM is a higher priority in the political agenda create a conducive institutional environment that encourages the development of CBDRM activities: the recipes all include some level of government support, mostly local, and there seems to be a recognition that decentralisation of DRM plans and delegation of responsibility to local actors have an impact on the sustainability and institutionalisation of CBDRM.

Communities' self-organisation and the development of income-generating activities appear to be particularly relevant in countries where DRM is not among the highest priorities of a national government's agenda, such as in Somalia, Niger or Burkina Faso. In such cases, where communities recognise the importance of DRM at local level but there is no heavy endorsement at national level, there seems to be a recognition of the fact that communities themselves need to more actively take the lead: when institutional support is weak, self-organisation and use of local resources is key for a CBDRM project to continue over time.

Synergies with other frameworks have been mentioned in many case studies, but these seem to translate in practice more than at policy level: while not many case studies mention alignment of targets and indicators among different frameworks at national level, there is a clear recognition that DRR activities can be designed in a way to address multiple issues at the same time.

For example, developing DRR skills for children and youth aims at increasing their capacities, increasing their involvement at community level, and providing an opportunity for them to improve their leadership skills. This reflects the evidence that risks take a multidimensional feature at local level and that different risks could result from similar underlying causes (as GNDR's *Frontline* programme outlined in its [findings](#)).

Participatory risk mapping to better understand the realities at local level is a recurrent success factor that can be found in recipes from various countries in different regions and in different contexts: local communities have the most in-depth knowledge of their reality and there is a general recognition that a thorough analysis of the local context is essential to ensure the project's sustainability. This ensures that community groups (including marginalised groups such as women, youth, elderly and persons with disabilities) are involved in any CBDRM project from the very start, thus increasing their sense of ownership.

This short analysis is based on the 75 identified best practices case studies (the sample presented in this cookbook is drawn from that list), and on discussions with local CBDRM actors at regional meetings. GNDR and its partners welcome any feedback and additional inputs from local and national CBDRM practitioners. Contact us at cbdrm@gndr.org for more information.

THE RECIPES



DISASTER RESILIENCE IN HIIRAAN REGION

The Bulay Development Organisation (BUDO) shares a recipe for strengthening resilience amidst natural hazards, conflict, and weak economic development.

KEY INGREDIENTS



SUSTAINABILITY



Permanence

- Instil behaviour change to counteract negative actions and to promote a community of active agents of resilience



Ownership

- Map and utilise local capacities (including resources, material, knowledge)



Inclusion

- Create safe spaces for social groups to raise their voices and concerns



INSTITUTIONALISATION



Structures and Mechanisms

- Recognise informal structures (e.g. community leaders groups) as channels for effective engagement



Culture

- Promote and share evidence of the role of communities in DRM and good practices at national and regional events

The base of this dish is essential and requires careful attention in preparing it. Traditional knowledge is among the main ingredients, which necessitates community involvement and participation of all societal groups from the start. Once the base is ready, collaboration with local governments must be added, as well as linkages with national and local plans for development and conflict resolution.

This recipe was tested in Beledweyne district, in the Hiiraan region of south-central Somalia, north of Mogadishu. Communities in the district live mainly along the Shabelle river, and experience both floods and droughts, in addition to being subject to a long-standing conflict which has been impacting the region for more than 20 years. Drought and floods put a burden on already weak communities: the limited availability of water and pastures often gives rise to conflicts between groups whose livelihood is linked to pastoral and agricultural activities.

BUDO involved the communities in a project that aimed at identifying alternative sources of water, in an effort to tackle multiple issues at the same time: reducing the impact of droughts and the resurgence of conflict for competing resources.

To do this, BUDO engaged in conversations with community groups, especially older people, who brought their traditional knowledge on water resources availability that had been lost in younger generations. The elderly population was able to support the identification of water corridors, called *helo* in the local language: outlining the location of these water corridors was essential to identify additional sources of water to be tapped on in times of scarcity. By drawing on the traditional knowledge, in addition to surveys with households and farmers, communities were able to have a clear spatial definition of these corridors that are now used for animal and human needs.

BUDO undertook several awareness raising events, to improve communities' understanding of the issue of water availability and how to best utilize the *helo* identified (e.g. avoid completely closing a water corridor for one group's use, as it would leave other groups without water access). Farmers and pastoralists also worked with BUDO to identify areas where to build water channels and pumps to distribute water from the river to reach all communities.

One of the elements that highlighted the value of the activity was the creation of a space for community members to get together and resolve issues that would otherwise give rise to conflict: farmers and pastoral communities both compete for the same scarce resource (water), and this has often led to situations of violence between the groups. Through this water resources management exercise, BUDO set up community-led committees which served also as peace committees, where disputes around water access could be informally set.

TURNING ADVERSITY INTO OPPORTUNITY

CORDAID Ethiopia are masters in reverse cooking, where disasters are turned into opportunities for improving a community's resilience.

KEY INGREDIENTS



SUSTAINABILITY



Permanence

- Strengthen the community's abilities to mobilise and manage financial resources



Effectiveness

- Map and utilise local capacities (including resources, material, knowledge)



INSTITUTIONALISATION



Policy environment

- Decentralise DRM frameworks by promoting local DRM strategies that are owned by the local government and informed by local actors



Structures and mechanisms

- Recognise informal structures (e.g. community leader groups) as channels for effective engagement



Funding

- Allocate specific budget for CBDRM activities in local and national plans
- Use existing community structures for resource mobilisation so as to increase trust



Accountability

- Create local bodies (watchdogs) to monitor government policies, planning and budgeting around CBDRM

This recipe uses the method of reverse cooking, where the impact of a disaster is turned into an opportunity for improving agricultural practices and increased community awareness and participation in DRM activities.

To successfully make this dish, it is important to consider some key ingredients, without which this reverse cooking exercise will not give the expected results. These include community and multi-stakeholders' involvement in participatory disaster risk assessment (PDRA), development of action and contingency plans, community self-funding (contributions), Participatory Monitoring, Evaluation and Learning. Income-generating mechanisms, as well as recognition of the role of informal structures and their contributions, are also vital.

Despite the fact that the community of Diredawa in Eastern Ethiopia receives less than average rainfall, it has been experiencing heavy floods from the river nearby: this is a result of sudden and heavy rains upstream, which resulted in loss of livelihood and lives also downstream. During the flood emergency response activities, CordAid, together with a local community-based organisation (JECCDO), engaged the communities in conducting a hazard, vulnerability and capacity risk assessment, which supported the development of action plans to leverage this flooding and turn it into an opportunity: channels and barriers were created to divert the excess water into agriculture fields and thus use the water for irrigation purposes to increase the area's moisture. By engaging the communities in the risk assessments, it was possible to combine the local knowledge of past disaster events with the present needs, and experiences of different groups (including people with disabilities, youth and women) were identified. This inclusive participatory approach ensured the implementation of mitigation and prevention activities that attracted the attention of the local government to receive further support and recognition. Furthermore, local government's involvement and support resulted in the recognition of the community structure by the authorities and inclusion of risk reduction activities in the local government's annual plans and budget.

JECCDO and the community continued managing the CBDRM activities through this recognised community structure, which has eventually resulted in it becoming a registered local NGO with the possibility to access to financial support to continue the activities after CordAid support was over. The community's engagement went further to include the establishment of a savings and credits association managed mainly by groups of women in support of vulnerable groups. Planting fruit trees was an additional income generating activity, which also supported environmental rehabilitation efforts: trees also support flood impact mitigation, as they slow the water flow in the hilly and sloppy grounds surrounding Diredawa town.

The creation of community-based early warning systems helped to a greater extent to alert the downstream communities to get immediate information on a potential flood that may harm them. The use of mobile phones is one of the fastest means that people have to receive alerts from the highlands.

The community and the local government have also started undertaking periodical joint field monitoring of the activities, to gauge the progress and reflect on potential improvements: this contributed to establishing a strong collaboration between government and non-government organisations. The presence of DRM policies and structures at various levels (national to local) has played a vital role in ensuring this initiative's success, although further intervention and support is needed.

PROTECTION AND RESTORATION OF THE FERI FERI HILL

ADPE Bonferey, our local chefs from Niger, have been pioneering this recipe to restore their hill's environment in a participatory manner.

KEY INGREDIENTS



SUSTAINABILITY



Permanence

- Frame the CBDRM initiative as part of risk-informed development plans, by for example aligning activities and targets with other local initiatives including development plans



Ownership

- Encourage self-organisation e.g. establishment of local governance and thematic committees



Adaptiveness

- Encourage integration of innovative thinking into traditional practices, so as to couple local experiences with new ideas



INSTITUTIONALISATION



Culture

- Sensitize political leaders to the priorities of communities through visits and impacting perception data

When you live in a hill that used to be green and now is completely yellow, you ask yourselves some questions and start thinking about what could turn this hill green again.

This is what the community living in the Feri Feri hill, in the region of Tillabéri, in Niger, has done: by discussions and consultation with the local authorities, the local leaders, the elderly, and technical experts, they designed an environmental restoration plan, which would serve also as DRR plan. Indeed, a yellow hill means no trees to stop the speed at which rainfall water runs down into the main town at the foothill of Feri Feri; green hills means not only better environment, but also reduced impact of flooding.

The ADPE Bonferey group, created for this purpose about two decades ago and made of a variety of stakeholders including community members and local authorities, has led the project since its start: environmental restoration activities (such as tree planting) were coupled with income generating activities, mainly linked to the production of straw to be used for cattle feeding. All activities are planned to ensure active participation of women and other marginalised groups.

Communities are all involved in making the Feri Feri hill a greener place: whether or not an individual is part of the Bonferey group, he/she can benefit of the group's activities, and pay back a small percentage. Securing the support from local authorities was crucial, as the government was instrumental in ensuring that the land acquisition process would run smoothly. In addition, all activities run by Bonferey are in line with the local development plan and support its implementation.

Ensuring the buy-in from the community, by showcasing the value of the activities and the potential individual benefits that each could gain, has been essential for the project sustainability: communities' determination and engagement result from a common understanding of the importance of these activities in the long term, but also from a recognition of the short-term benefits of the environmental restoration activities.



Africa

BURKINA FASO

ENVIRONMENTAL PROTECTION THROUGH PROMOTION AND VALORISATION OF SHEA AND OTHER RARE PLANTS

Reseau MARP, a local organisation from Burkina Faso, presents an interesting and quite rich recipe that involves producing and selling shea butter, the “gold of Faso”.

KEY INGREDIENTS



SUSTAINABILITY



Permanence

- Foster collaboration between CSOs, government, communities by creating spaces for open dialog



Effectiveness

- Map and utilise local capacities (including resources, material, knowledge)



INSTITUTIONALISATION



Policy environment

- Promote synergies between different policies including those for sustainable development, poverty reduction, CCA, food security, etc.
- Embed CBDRM projects in local government work plans and reporting



Capacities

- Encourage sharing of capacities and best practices between communities



Culture

- Promote a culture of including marginalised groups in disaster risk governance by establishing mechanisms where marginalised groups are adequately included

Despite what may seem, the “gold of Faso” is actually something you can really cook with, in addition to selling it to generate income: this is how local women in the Reo county of Burkina Faso refer to the collection of shea kernels and the production of shea butter.

Reseau MARP, a national NGO, partnered with a women grassroots organisation (UGF/CDN) to strengthen the local production of shea butter in this part of the country. Women were at the forefront of the project, and led the activities which were aiming not only at generating income and thus reducing poverty, but also at protecting the environment and safeguarding endangered plant species.

Since its start, women have been trained in planting and caring for shea trees (but also baobab and moringa plants), and have involved all the community in the production of shea butter from the kernels. Activities are all run and led by the local organisation, which now has personnel trained in data collection and monitoring and evaluation.

Activities for environmental protection had been identified as they also served the purpose of combating climate change effects and reducing the risk of disasters such as drought, desertification and occasionally flooding.

As activities were managed and implemented by community members, all income generated by the project went to improving the economic situation of local women: this was acknowledged by the municipality of Kyon (where the activity is taking place) who is now backing the project and pushing for its continuous implementation, as it “makes the city emerge” (as the Mayor said).



CBDRM JOURNEY OF SAN ILDEFONSO AND DILAGUIDI BARANGAYS IN AURORA PROVINCE

The local organisation Alay Bayan-Luson, Inc. (ABI) shares its experience on how community engagement can be best leveraged for disaster preparedness.

KEY INGREDIENTS



SUSTAINABILITY



Permanence

- Instil behaviour change to counteract negative actions and to promote a community of active agents of resilience plans



Effectiveness

- Foster collaboration between CSOs, government, communities by creating spaces for open dialogue



Ownership

- Map and utilise local capacities
- Encourage self-organisation e.g. establishment of local governance and thematic committees



Inclusion

- Identify marginalised groups before the project starts so they can participate from the onset



INSTITUTIONALISATION



Structures and mechanisms

- Recognise informal structures (e.g. community leader groups) as channels for effective engagement
- Define roles and responsibilities of national and local structures in CBDRM and develop TORs for community DRM committees to define their roles in these structures

This recipe treats community participation in DRM activities quite differently, by engaging with the local population as full partners rather than beneficiaries.

The communities of Casiguran and Dilasag, in Aurora province (located in Central Luzon region, north of Manila) face several disaster risks, related to typhoons, storm surges, tsunamis, but also unsustainable development and tourism. Although natural hazards are quite well understood, the communities are less aware about the potential impacts of development and tourism. The local organisation Alay Bayan-Luson, Inc. (ABI) engaged with the community to undertake trainings and other activities to raise awareness about the risks.

ABI decided to partner directly with community representatives, engaging women, youth, indigenous people, and local authorities. A Disaster Preparedness Organisation (DPO) was set up, which was responsible for the planning, implementation, monitoring and evaluation of the activities. This structure, replicated in several villages, is responsible for conducting community training on preparedness and response, organising

volunteer task groups for evacuation and relief distribution, and development of early warning systems aimed at reaching the most vulnerable and marginalised groups. All community members have a role to play, whether they are women, indigenous people, children or people with disabilities.

Engaging with DPO (and thus the community) as a partner ensured not only the endorsement of the organisation by the local government, which is supporting its activities still now after ABI's involvement ended, but it also ensured a change in culture of community members themselves: indeed, they have developed a much stronger culture of helping each other, as a result of seeing the benefits of working together in a coordinated and organised manner.

The presence of DPOs in several villages has contributed to their endorsement as a recognised structure by the local government and the barangay (village) authorities.



Photo credit: Alay Bayan-Luson, Inc

LIVING WITH THE RIVER (TRANS-BORDER APPROACH TOWARDS FLOODS RISK MANAGEMENT)

PGVS works with communities at the borders between India and Nepal, to prepare delicious fusion recipes for trans-boundary local early warning systems.

KEY INGREDIENTS



SUSTAINABILITY



Effectiveness

- Develop participatory risk maps of the community that detail local realities from the perspective of the local people
- Foster collaboration between CSOs, government, communities by creating spaces for open dialogue
- Perform a stakeholder analysis to understand existing groups, consult all stakeholders from the design stage, especially vulnerable groups



INSTITUTIONALISATION



Policy environment

- Decentralise DRM frameworks by promoting local DRM strategies that are owned by the local government and informed by local actors



Structures and mechanisms

- Allow for members of CBDRM committees at community level to report up to national platforms



Key to the success of this dish is the use of locally-sourced ingredients for its preparation: local knowledge, local resources, local material... everything that goes into this dish should be local.

And what makes this dish unique is that with all these local ingredients we will be preparing a trans-boundary early warning system, which involves communities upstream and downstream of a river that crosses two different countries.

Communities in the eastern part of Uttar Pradesh have been suffering from the impact of floods for generations: three rivers run through the area, and all of them originate in Nepal. As a result, when upstream rainfall increases the water level of the rivers, this information does not reach the downstream communities in India.

PGVS, a local NGO, developed a structured system of informal upstream-downstream communication for flood early warning and preparedness: villages along the river have organised themselves into local disaster management committees (DMC), composed of task forces with different responsibilities (from reading the river water levels, to disseminating the alerts, to evacuating and performing search and rescue activities).

PGVS acts as overall coordination, but communities are fully responsible for the activities in their villages. The DMCs develop risk and vulnerability maps of the village, with the participation of all vulnerable groups, and, based on their knowledge and experience, define water level thresholds that trigger different levels of alert. This local knowledge is complemented by inputs from technical experts that support in understanding the correlation between upstream water levels, downstream levels and timescale.

There is a clear vertical structure, that links the DMCs to the District Disaster Management Authority up to the authorities at State level and in Nepal: this was the result of an existing robust regulatory framework which provided a space for this vertical linkage to be created, once local authorities understood the value of such system.

Drills and trainings are done regularly, especially in the run up to the rainy season, and all the village is involved: children and women are part of specific task forces and contribute to the drills. Everyone volunteers in the task forces and contribute his or her skills to the benefit of the community.

A focus on people and vulnerable groups, strong connections with the government, and the use of informal communication channels (mainly SMS and WhatsApp groups) have ensured that the activities continue to this date, even though financial support for the project has ended more than a year ago. The DMCs are now embedded in the villages' structure and their reliance on local knowledge and local material for almost everything (from risk maps, to alert flags, to floating devices) makes them self-sustainable.

Latin America and Caribbean ARGENTINA

PARTICIPATORY ACTIONS FOR RISK REDUCTION IN CEIBOS COMMUNITY

Habitat for Humanity shares their recipe for successful DRR through technical skills development and participation.

KEY INGREDIENTS



SUSTAINABILITY



Permanence

- Instil behaviour change to counteract negative actions and to promote a community of active agents of resilience



Effectiveness

- Develop participatory risk maps of the community that detail local realities from the perspective of the local people



INSTITUTIONALISATION



Capacities

- Encourage sharing of capacities and best practices between communities
- Hold trainings for community leaders on the process of managing DRM projects (including capacities to access international/external sources of funding for CBDRM)



Culture

- Sensitize local political leaders to the priorities of communities through visits and impacting perception data
- Promote a culture of including marginalised groups in disaster risk governance by establishing mechanisms where marginalised groups are adequately included budgeting around CBDRM

Training is the essential element that forms this dish, which coupled with multi-stakeholder collaboration and engagement with all of society, results in a perfect combination of flood reduction measures at households' level.

This dish comes from the Argentinian district of La Matanza, not far from the country's capital Buenos Aires. Here, Habitat for Humanity supported the community of Los Ceibos in increasing their resilience to floods and storms that batter the area quite often.

After a participatory mapping exercise, which aimed at understanding the social context as well as the physical context in which the community lived, families of the most risk-prone areas got together to develop an action plan that outlined the priority actions to take.

Road and electricity systems improvements were the two top priorities, which Habitat for Humanity supported implementing. Commissioning a company to do the job needed would have been quicker and easier but it would not have assured the long-term sustainability of the project. What was decided instead, was that community members would be trained on basic housing

improvements related to electricity, and on road maintenance: trainings were organised for households, for community leaders on flood risk awareness, for builders and electricity workers on resilient electric systems, and for volunteers.

The local authorities were brought on board by showing the results of the participatory mapping exercise which highlighted the areas where action was most needed, exercise which at the same time ensured full ownership and participation of the community, thanks to their early engagement in risk mapping and action planning.

This resulted not only in an improvement in the long-term sustainability of the project, but it also shaped the community culture and the spirit of solidarity: more and more families became interested and wanted to be involved in the activities, even those households who lived in non-risky areas.



Photo credit: Habitat para la Humanidad Argentina

Latin America and Caribbean

NICARAGUA

LOCAL RISK PLANNING FOR RESILIENCE

When local and scientific knowledge on DRR and climate change are mixed together by expert hands, the results are delicious: that's the case of this recipe of Centro Humboldt.

KEY INGREDIENTS



SUSTAINABILITY



Permanence

- Include a set of actions aimed at strengthening local frameworks for CBDRM (e.g. hold a workshop on analysis of national and local DRM policies)
- Strengthen the community's abilities to mobilise and manage financial resources



Adaptiveness

- Designate role of monitoring and reporting lessons learnt from the process and have a structure that ensures feeding of lessons learnt into future planning
- Encourage integration of innovative thinking into traditional practices, so as to couple local experiences with new ideas



Inclusion

- Create safe spaces for social groups to raise their voices and concerns



INSTITUTIONALISATION



Policy environment

- Embed CBDRM projects in local government work plans and reporting



Culture

- Promote and share evidence of the role of communities in DRM and good practices at national and regional events



Funding

- Allocate specific budget for CBDRM activities in local and national plans
- Use existing community structures for resource mobilisation so as to increase trust

The Nicaragua-based organisation Centro Humboldt designed a carefully-thought recipe for community engagement in the development and implementation of the local plan for climate change adaptation and DRR

Key ingredients of this recipe include a strong link with the local development and DRR frameworks and budgets, the community ownership of managing and mobilising resources and the creation of community-led monitoring, reporting and evaluation mechanisms.

Centro Humboldt and its partners successfully developed a system for the creation of climate change adaptation plans that could be flexible and replicable in various communities. One of the initial steps was to get the Community Committee for Disaster Prevention and Response (COCOPRED) to set up a multi-stakeholder Monitoring Committee which was put in charge of the entire process, and that acted as a mechanism for monitoring, evaluation and reporting on the activities undertaken by the community and the local government.

A self-mapping exercise was the first step taken by the community where participatory vulnerability and capacity assessments based on local knowledge was coupled with an analysis of climate information and satellite images to have a better understanding of the changes that happened in the community throughout time and what caused them.

Thanks to the engagement with the Municipality's technical team, the resulting Local Adaptation Plan was presented to the Municipal Council who recognised the relevance of the plan and was convinced to include some of the activities in the Annual Municipal Investment Plan.

COCOPRED took a leading role in coordinating all the process and ensured involvement of all community groups (including women and youth). Youth were especially given a role in one of the activities, and their self-organisation under this recognised structure led to the recognition of the youth group as an important actor who since then has been invited to participate to DRR advocacy forums at national and regional level.

Once the plan was established, a Community Adaptation Panel was set up, a space where communities and local government jointly supported the implementation of the plan, by managing and mobilising the resources needed. Because of its multi-stakeholder nature, the Panel could reach out to a variety of entities for support, including national government, private sector and cooperation agencies.

The Monitoring Committee at first, and then the Community Adaptation Panel, were instrumental to open spaces for advocacy and lobbying by the communities themselves, who are now engaging in direct dialogue with their local decision-makers.

Latin America and Caribbean

PARAGUAY

GIVE A FACE TO THE NUMBERS

Construyendo Sociedad shares its success recipe for CBDRM, where inclusion plays a key role in the definition of this dish.

KEY INGREDIENTS



SUSTAINABILITY



Permanence

- Frame the CBDRM initiative as part of risk-informed development plans, by, for example, aligning activities and targets with other local initiatives including development plans



Effectiveness

- Perform a stakeholder analysis to understand existing groups, consult all stakeholders from the design stage, especially vulnerable groups



Ownership

- Map and utilise local capacities (including resources, materials, knowledge)



Adaptiveness

- Designate role of monitoring and reporting lessons learnt from the process and have a structure that ensures feeding of lessons learnt into future planning



Inclusion

- Identify marginalised groups before the project starts so they can participate from onset
- Lobby local leaders for their plans and budgets to be inclusive



INSTITUTIONALISATION



Policy environment

- Promote synergies (including joint targets) between different policies including those for sustainable development, poverty reduction, CCA, food security, etc.



Capacities

- Increase access and use of communication tools by community members



Accountability

- Create transparent systems for allocating budget for CBDRM activities
- Create local bodies (watchdogs) to monitor government policies, planning and budgeting around CBDRM

This recipe from the Paraguayan capital Asuncion is based mainly on the ingredients of inclusion and participation, to contrast marginalisation issues that are still present within the country.

This recipe from the Paraguayan capital Asuncion is based mainly on the ingredients of inclusion and participation, to contrast marginalisation issues that are still present within the country. It was highlighted that one of the key problems was the scarcity and low quality of social data used to develop policies.

The NGO Construyendo Sociedad collaborated with the local government and the national university to develop an innovative methodology for data collection that involves all citizens, with the assumption that everybody who has a smartphone can contribute to the data collection. The project was tested in the municipality of Asuncion and as a result provided the local government with a more realistic map of the social situation in the municipality.

The decision to reach out to the community for the data collection was instrumental to ensure that all actions planned by the local government afterwards were based on a thorough understanding of the social context and the community's most vulnerable and marginalised groups. Citizens, community leaders and community-based organisations were working from the

start to support the local government in the identification of priority groups through this data collection tool.

Moreover, the advantage of having near-real time data, which can be updated weekly (according to the methodology developed) allows for government-led projects to adjust and adapt to changing conditions. It also led to the realisation that the same set of data could be used to inform decision-making in various sectors, from health to emergency response to economic development: this crowd-sourced information has now become a cross-cutting dataset used by different teams in the Municipality.

It has also been used as a tool for social messages and evidence-based advocacy to increase the visibility of previously invisible communities.

Thanks to its early involvement and interest, the municipality has now absorbed the project, which has been turned into a social information management tool serving a series of department and institutions working in different areas of local development.



Photo credit: Habitat para la Humanidad Argentina

Latin America and Caribbean

CHILE

TRAINING YOUTH IN EMERGENCY RESPONSE

A recipe from World Vision in Chile on engaging communities and youth in emergency trainings, from being trained to deciding the main focus of the training modules.

KEY INGREDIENTS



SUSTAINABILITY



Permanence

- Instil behaviour change to counteract negative actions and to promote a community of active agents of resilience



Effectiveness

- Foster collaboration between CSOs, government, communities by creating spaces for open dialogue



Ownership

- Ensure continuous and passionate leadership at local level in all phases
- Map and utilise local capacities (including resources, materials, knowledge)
- Encourage self-organisation e.g. establishment of local governance and thematic committees



INSTITUTIONALISATION



Policy environment

- Decentralise DRM frameworks by promoting local DRM strategies that are owned by the local government and informed by local actors
- Embed CBDRM projects in local government work plans and reporting



Culture

- Promote and share evidence of the role of communities in DRM and good practices at national and regional events

This recipe comes from the highlands of central Chile, where communities are no stranger to disasters. While communities are often the first one to respond to a disaster, they do not have the training necessary to provide effective support to the response and early recovery to those affected.

In particular, youth can play an important role in disaster response but are often left out of preparedness plans and arrangements.

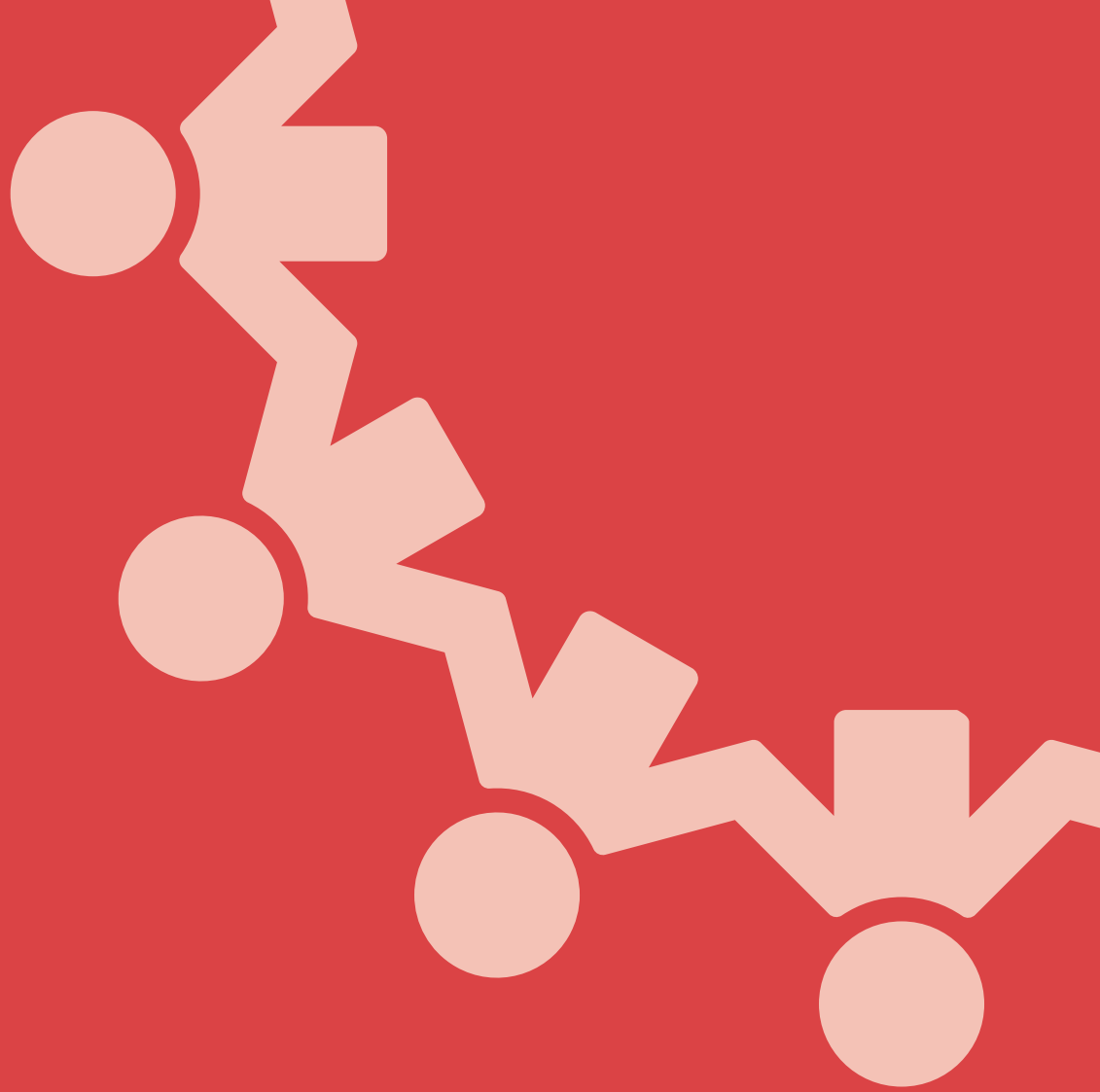
World Vision has led the development and delivery of emergency response trainings focused on youth as first respondents, but that bring together all community groups (fire fighters, local governments responsible for disaster management, local community groups such as church associations, scout groups and others). These are 2-day intense trainings which include a series of drills and simulations to understand how to practically respond in an emergency.

Essential to the effectiveness of the training is a consultation with local communities in the development phase: the training content and simulations are adapted based on the priorities of each community where the activity takes place. Community groups are identified and consulted beforehand, and they provide insights on risks and vulnerabilities: they also input traditional knowledge and practices that is then embedded in the training curriculum.

Local government units are invited to support the training not only by participating but also by helping to provide the space for the activity and to set up the drills and simulations. Involvement of local authorities has led to a strengthening of relations between government and non-government actors, who recognise the value of collaborating and supporting each other: the National Office of Emergency of the Interior Ministry (ONEMI) has recognised this activity as a contribution towards its work on strengthening community preparedness for emergency response and it has started contributing to the development of the agendas for these trainings, linking them to its own work in training community emergency response teams.

An important outcome of the trainings is the realisation by youth and community groups of their role as primary actors in developing local resilience: the trainings have contributed to risk awareness and community preparedness in a way that increases community's ownership of the activities and their ability to respond effectively in case of need.







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