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BETTER POLICIES FOR BETTER LIVES

OECD resilience systems analysis: Turning strategy into action

Over the last few years, the concept of "resilience" has achieved significant attention on the international stage. Why? Because there is a growing recognition that different types of risks – violence and conflict, climate change, disasters, global shocks, and other risk factors such as urbanisation and ageing populations – are inter-connected. Working in silos no longer makes sense - if we are to deal with these risks properly, donors, development actors and states will need to work more closely together.

HOW CAN "RESILIENCE" HELP?

Resilience offers an excellent rallying point to connect the different policy communities working on different types of risks. Resilience as a common goal has the potential to bring together humanitarians, stabilisation and development actors; actors working on disaster risk reduction, conflict prevention and climate change; and others working on social, economic and institutional development. These actors will be able to join forces to understand how risks can be identified and addressed, and to strengthen the resilience of those people and systems (the "layers") who need it most – individuals, communities, and developing states and their institutions.

And yet, it has proven difficult to systematically translate the numerous international commitments to resilience, and the on-going political will to work better together, into better working practices on the ground.

RESILIENCE AS THE BASIS OF GOOD DEVELOPMENT STRATEGIES

Good development strategies must be based on an in-depth understanding of the country context, a comprehensive knowledge of the risks and vulnerabilities that drive under-development and crises, and clearly focused objectives that are aligned with both national development plans and development co-operation partners' respective comparative advantage.

However, translating strategy into clear, implementable programme plans that deliver on stated strategic aims can be challenging. In part, this is because programme planning tends to be undertaken in sectoral 'silos' that do not adequately address people and societies' overall well-being, nor do they often recognise the impact of a broad range of risks and stresses or the inter-connections and dependencies between programme investments. Furthermore, it can be challenging to identify the ways in which programme plans interact across different 'layers' of society – from household, community, sub-national and national levels.

The limitations of current programming approaches are becoming ever more acute. With the recognition that more needs to be done to address the broad range of risks and stresses that undermine development and fuel crises, new approaches are needed that strengthen people and systems' resilience and address societies' overall well-being. The OECD's resilience systems analysis framework has been developed to help translate strategy into more effective cross-sectoral, multidimensional programme plans, based on a shared understanding of the impacts of risks and stresses and agencies' respective comparative advantage – whether government, bilateral development co-operation partners, or other international, national and local agencies.

WHAT IS THE ADDED VALUE OF RESILIENCE SYSTEMS ANALYSIS?

A resilience systems analysis will provide:

- a shared view of the complex and inter-linked risk landscape, taking account of uncertainty and change, by exploring how long-term trends impact upon human rights, climate change and environment, gender equality, and conflict and fragility

- an understanding of the broader system that people need for their all-round well-being and how the risk landscape affects the key components of the well-being system, which components are resilient, which are not, and why that builds on existing capacities

- a shared understanding of power dynamics, and how the use or misuse of power helps or hinders people's access to the assets they need to cope with shocks

- a shared vision of what needs to be done to develop and implement concrete programme plans to strengthen resilience in the system, and how to integrate these aspects into policies, strategies and development efforts at every layer of society.

WHAT AND WHO IS INVOLVED IN UNDERTAKING A RESILIENCE SYSTEMS ANALYSIS?

The *resilience systems analysis* can be used to translate strategy and effectively inform programme implementation plans. The framework has been designed to be as light, fast and easy as possible, involving two to four days for the programme development team, with a further phase of pre-analysis.

The process should be led by an analyst responsible for ensuring the quality of strategic planning and programme management who is also responsible for the pre-analysis phase of the process. The programme development team should include a range of external experts and internal stakeholders:

- external contextual and thematic experts

- development and humanitarian staff responsible for strategic planning and programming relevant to the particular country context(s)

- programme cycle analysts and contact points as well as policy/thematic leads

- 'decision makers' including programme implementation and management contact points.

There are five main steps to a *resilience system analysis:*

1	RISKS	Identification of key risks
2	CAPACITIES	Determining key capacities and assets and how they react to risks
3	GAPS	Identifying existing support to strengthen resilience, gaps and strategic priorities
4	POWER	Analysis of stakeholders and power influencing access to assets
5	RESILIENCE SYSTEM	Finalising a 'systems' approach – strategic and programmatic priorities per 'layer'

WHERE HAS THE RESILIENCE SYSTEMS ANALYSIS BEEN USED?

The OECD has spearheaded the integration of resilience approaches into policy and programming approaches, providing intensive support to OECD Development Assistance Committee Members and their partners, including the United Nations System, over the past several years. This has included the use of the resilience systems analysis framework to help to strengthen the resilience of individuals, households, communities and states in the Democratic Republic of the Congo, Lebanon, Somalia, Sudan, South Sudan, Kenya and Ethiopia. The OECD will continue to support the use of this framework, with an increasing focus on its integration into organisations' systems and processes.

MORE INFORMATION

More information on the OECD's resilience systems analysis tool is available at: *www.oecd.org/dac/risk-resilience.htm.* Results from a small selection of pilot phase analyses are also available on-line. Please contact the OECD directly for outcomes from further analyses that have been conducted with OECD members and their partners. Queries can be directed to Hugh Macleman *hugh.macleman@oecd.org.*