



Minimum Standards for Embedding Disaster Resilience in DFID Country Offices

This note is part of a series of guidance notes on disaster resilience prepared by CHASE¹ for DFID Country Offices and partners.

Introduction

The DFID Business Plan for 2012-2015 commits DFID to embed disaster resilience in at least eight DFID Country Offices by March 2013 and all DFID Country Offices by 2015². This document sets out the minimum standards a country office should reach to meet the Business Plan commitment.

Work on disaster resilience or disaster risk reduction is not new. But the aim of building disaster resilience across the portfolio will be new for many DFID country offices. Embedding disaster resilience means ensuring investment decisions are informed by disaster risks and that programmes are designed or adapted to be resilient to one-off, regular or on-going disasters.

Disasters vary in nature and size – from natural disasters such as droughts or floods to man-made conflict-driven disasters. Building disaster resilience is an important way of protecting poverty gains and saving lives in the face of shocks and stresses. It is also good value for money. A UK-funded study found that in Kenya - over a 20 year period - every \$1 spent on disaster resilience would result in \$2.9 gained in the form of reduced humanitarian spend, avoided losses and development benefits.

Minimum standards of disaster resilience

The steps outlined here are designed to help Country Offices think through what it means to become disaster resilient, drawing on best practice. Most steps can be done quite quickly, drawing on existing assessments, strategies and business cases. The steps are designed to be integrated with Country Office Operational Plans.

The seven steps are:

1. Designate an Office Champion for disaster resilience.
2. Carry out a multi-hazard risk assessment.
3. Develop a country/regional disaster resilience strategy.
4. Disaster-proof new business cases.
5. Develop new programmes and adapt existing programmes to support disaster resilience.
6. Develop an emergency humanitarian response plan.
7. Contribute to bi-annual reporting to ministers on disaster resilience.

¹ DFID's Conflict, Humanitarian and Security Department

² This includes DFID's regional engagement in the Caribbean and Sahel.

CHASE can provide on-the-ground advisory support and catalytic funding, particularly for the analytical and programme work outlined in steps 2 - 6.

Step 1: Office champion for disaster resilience

The Head of the DFID Country Office should designate a lead and establish a cross-disciplinary team to drive forward development of the disaster resilience strategy and monitor impact and results.

Step 2: A Multi-hazard risk assessment

Disaster resilience begins with a firm understanding of the:

- **Shocks and stresses.** The degree and nature of disaster risks that a country or region faces, now and in the future. This would include risks of natural and man-made disasters;
- **Vulnerability** of populations, institutions, infrastructure and economies, taking account of internal variation, impacts on women and girls and conflict risks;
- **Leadership, capacities and investment** of the host government and other key actors – both humanitarian and development – to cope with disasters;
- **Probable economic, political and social impacts of disasters** and their implications for DFID's investments and for long-term growth and development.

A multi-hazard risk assessment should look at the issues above, drawing on existing analysis commissioned for each office's Operational Plan, internal reviews of integrating climate change (Strategic Programme Reviews) and existing humanitarian and development programmes. Information will also be available from the partner government, UN, World Bank, private sector, NGOs and other donors.

Step 3: A country/regional disaster resilience strategy

A disaster resilience strategy sets out the steps to embed disaster resilience within the office, drawing on the multi-hazard risk assessment. Ideally, the strategy would be developed jointly with other parts of the UK Government. Conflict sensitivity of interventions should be looked at in fragile and conflict states. The strategy should cover:

- **The range of opportunities and obstacles to disaster resilience.** Opportunities (or obstacles) for the UK and others to embed disaster resilience within i) existing programmes; ii) new programmes; iii) investing in targeted disaster resilience programmes, and the costs and benefits of these;
- **What will be done, by when, with what results.** The process to embed disaster resilience, including "quick wins", longer term work and expected results;
- **Resources required.** Staffing, finance and advisory support required to implement the strategy.

The strategy could also cover opportunities for lobbying the government or partners to enhance their engagement/leadership on disaster resilience. Once developed, the strategy can be tied into the operational planning process each year.

Step 4: Disaster-proof new business cases

The disaster risk assessment will influence new business cases, all of which should be considered for “disaster-proofing.” Business case risk assessments should assess disaster risk and how the impacts of a disaster will be managed through the design of the programme. The consideration of disaster risk in the design of new business cases can start straight away; it need not be held up while the strategy is developed.

Step 5: Develop new programmes and adapt existing programmes to support disaster resilience

Offices will take forward the strategy in different ways depending on the context and their starting point. In the first year, most Country Offices will start to adapt programmes to be more disaster resilient. Offices are also encouraged to develop new disaster resilience programmes.

The table at the end of this note gives examples of UK programmes that have either been adapted for disaster resilience or developed to target disaster resilience.

Sectoral guidance notes will be included in the broader Disaster Resilience how-to-note to be released in autumn 2012. These will include additional and more detailed case studies.

Step 6: Developing emergency response plans

DFID Country Offices that are particularly prone to disasters should have emergency response plans in place to facilitate a rapid humanitarian response. This should assess the state of preparedness and contingency planning of the host government, UN, World Bank, Red Cross/Crescent societies, local and international businesses, NGOs and other donors.

Step 7: Bi-annual Reporting

CHASE will update ministers and No 10 on the disaster resilience commitment twice per year. CHASE will co-ordinate brief updates from Country Offices on their disaster resilience work to feed into this reporting.

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Examples of DFID Programmes Developed or Adapted for Disaster Resilience

	Sector	Programme example
Adapted programmes	Disaster-proofing investments in education programmes	Integrating disaster resilience in the education sector in Bangladesh. Cyclone Sidr fully or partly destroyed just under 6,000 schools. In the aftermath, rebuilding was undertaken in such a way that schools could double as cyclone shelters. Climate change and disaster risk reduction were also integrated into the school curricula.
	Making social protection mechanisms more flexible so they can scale up in response to shocks or stresses	Productive Safety Net Programme in Ethiopia. This programme supports 7.8 million people and has helped break the need for emergency food programmes by providing people with regular and predictable cash and food transfers. A new risk financing mechanism allows the programme to expand in times of shock, by increasing the period of time in which a person receives support or by adding new people. By helping to protect people from having to sell their assets, it allows people to recover much more rapidly when shocks occur.
	Strengthening links between development and humanitarian programming	Building resilient livelihoods in northern Kenya. In order to be more effective in building resilience in this arid area, DFID is placing much more emphasis on building much closer links between the delivery of social services, disaster risk reduction, social protection and emergency response, and creating the conditions for economic growth. This more integrated package of support consists of a Hunger Safety Net, Arid lands Support, Addressing Acute Malnutrition, Education and Market Access for the Poor Programmes.
	Building host government capacity for emergency preparedness	Support to Earthquake Readiness in Nepal is a new DFID programme, which is helping to improve national and international preparedness for an emergency response in the event of a major earthquake. The programme also helps to protect vital health services (including infrastructure) in the event of shocks and to strengthen community resilience.
Disaster resilience programmes	Use of insurance and contingency credit , immediately after a disaster to speed recovery	Caribbean Catastrophic Risk Insurance Facility (CCRIF) is the world's first regional facility that uses parametric insurance to give sixteen governments quick, short-term liquidity to mount response and early recovery in the event of major earthquakes or hurricanes. It is capitalised by participating countries and donor partners (DFID contributed £7.5 million), and taps into the international reinsurance market. Since 2007, the CCRIF has made eight payments totalling \$32 million.
	Piloting community-based disaster resilience programmes	Enhancing Community Resilience in Malawi is a joint donor programme with Ireland and Norway, supporting 1.2 million people to cope and recover better from extreme weather. It includes community-based adaptation programmes (e.g. savings and loan schemes, crop diversification and irrigation), improved information on disaster risk reduction and climate change, more effective early warning systems and strengthened capacity of national local government in disaster risk reduction and climate change adaptation.