

PLANNING TOOL

Participatory scenario
planning for community
resilience



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Cover image: Neptalí and his father, Ángel, calculate production figures for their cabbage plantation in Honduras. “We sowed a little bit of everything: vegetables, corn, plantain and coffee. “All is for family consumption and not for the sale,” explains Ángel. © 2013 Bianca Solorzano/World Vision

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Our child safeguarding policy prevents us from showing the faces of any girls affected by early marriage. All images used were taken with permission from similar contexts and are not linked to the specific stories in this report. All quotes from research respondents displayed in this report were given anonymously and are attributable by gender, age and location only.

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Acronyms

DPA	Development Programme Approach
IPCC	Intergovernmental Panel on Climate Change
NGO	non-government organisations
HVCA	Holistic Vulnerability and Capacity Assessment
ADP	Area Development Programme
UKCIP	United Kingdom Climate Impacts Programme
DFID	Department for International Development
SWOT	Strengths, Weaknesses, Opportunities, and Threats
FEWSNET	Famine Early Warning Systems Network
MDG	Millennium Development Goals

I. Introduction and overview of scenario planning

World Vision is supporting communities to deal with a range of uncertainties that affect their and their children's wellbeing. This resource explains what participatory scenario planning is and suggests the benefits for development programming. It offers detailed guidance on how to run participatory scenario planning and provides an example of World Vision's experience of its development programmes in Copan Ruinas and Choluteca, Honduras. This resource also demonstrates how scenario planning can be linked into World Vision's current Development Programme Approach (DPA) and signposts to further examples of use of scenario planning for development. Lastly, it provides links to further data sources which can support participatory scenario planning.

I.1 What is scenario planning in a development context?

Scenario planning is a process that enables communities to explore potential future changes, their associated impacts and develop a locally relevant action plan. The process allows them to effectively manage both the opportunities and risks of change thereby increasing their resilience. It is not a tool to predict or forecast the future but it gives a community a shared understanding of the possible future risk factors, vulnerabilities and potential impacts enabling them to forward plan.

A number of plausible scenarios are developed within a multi-stakeholder workshop using local and scientific information and evidence. The impacts of the developed scenarios are assessed and the community's vulnerability analysed highlighting impacts on specific socio-economic groups, geographical areas and livelihoods. As these discussions combine a wide range of data the interaction of different factors is taken into account; impacts are not addressed in isolation.

The output of discussions is a coordinated action plan agreed by all stakeholders and relevant to local priorities and contexts. The actions agreed are non prescriptive as it is developed by its users, takes a 'bottom up' approach and include a range of hard or soft measures.

This process aims to overcome 'predictive' mindsets and engage stakeholders in analysing wide ranging possible futures. Communities are empowered, through an increased understanding of their situation, to implement the action plan which can alleviate possible impacts of risks, both current and in the medium to long term. Through this greater understanding of future risks a community's adaptive capacity can be improved. Initial research suggests that improving adaptive capacity also improves the resilience of systems, which in turn can help ensure the long term sustainability of development work.

Adaptive capacity is understood by World Vision, as 'the ability of individuals and communities to anticipate, deal with and respond to change – both changing climate and development pressures – while maintaining (or improving) their wellbeing' Levine et. al, 2011.

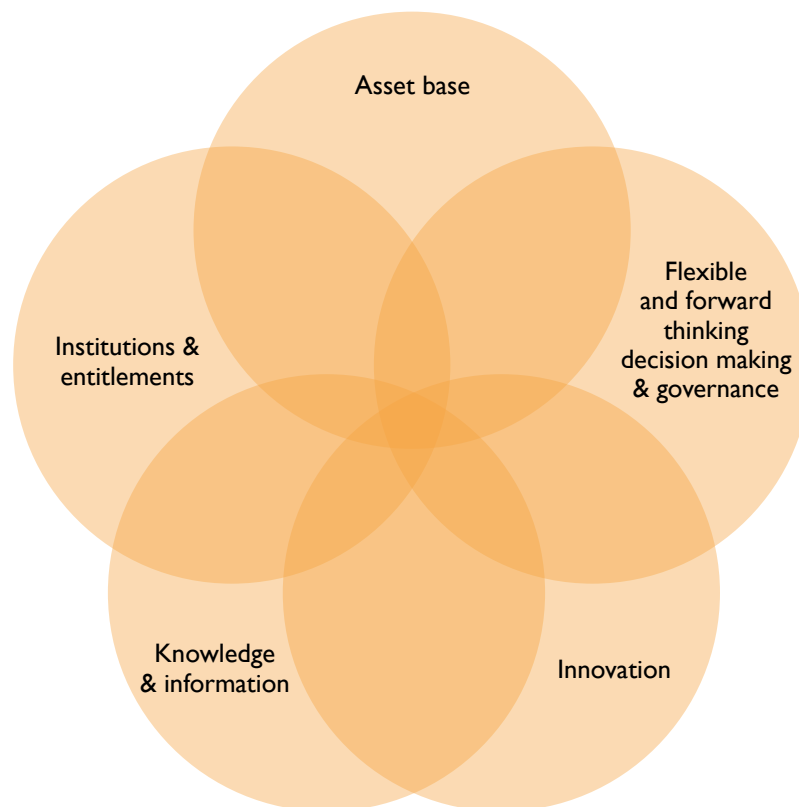
1.2 Why participatory scenario planning is useful

There is a need to increase our resilience to uncertainty on a more proactive basis. The Intergovernmental Panel on Climate Change (IPCC) states, with medium confidence, that intense and longer droughts are being experienced in some parts of the world in addition to an intensification of extreme rainfall on a global scale. It is very likely that both the length of warm spells and heat waves will increase (IPCC, 2012). This increase in unpredictable events can lead to greater vulnerability within communities who struggle to manage current shocks which in turn prevents long-term sustainable development.

Scenario planning based on sound evidence and multiple stakeholder involvement (including community members, local governments and non-government organisations (NGOs) can enable communities to be prepared by assessing the impacts of possible future events. This reduces the potential for mal-adaptation and the use of erosive coping strategies by promoting proactive long term planning. It ensures input from demographic and livelihood sectors highlighting specific areas of vulnerability as well as ensures that actions agreed do not disadvantaged or exclude any specific sector.

Further, scenario planning brings together the community and local institutions to work alongside each other. Many of the agreed actions can address broad needs and tackle drivers of risk, and have a wider beneficial impact on the community.

FIGURE 1: Local Adaptive Capacity Framework - African Climate Change Resilience Alliance (source: Levin et al, 2012).



Scenario planning supports the five key areas of the Local Adaptive Capacity Framework (Figure 1) by:

- assessing the local area, including its asset base, its vulnerabilities and harnessing the opportunities
- involving the community and all relevant stakeholders ensuring representation and participation and a voice for all
- utilising both scientific and local knowledge and information; partnering with data providers to access relevant tailored information; and providing a learning environment for the stakeholders
- developing a community's ability to innovate through an improved understanding of local risks and impacts with an open discussion on locally specific solutions and ideas to be incorporated into the flexible action plan
- the involving of multiple stakeholders creates an enabling environment where the community can input into local government policy. In addition, the process can bolster the community's support from external agencies through their involvement and highlight issues which need to be resolved outside of the community's own structures. The involvement of local government ensures links into local plans, and potentially to the planning processes at national and regional level. See Section 3 for an example of scenario planning in action in World Vision Honduras.

As scenario planning involves technical specialists as part of the process, the community's understanding of information is increased. This is a two way process with the specialists gaining a greater understanding of the information needs of the community, which enables them to provide appropriate information on an ongoing basis. As scenario planning is an iterative process a baseline of knowledge and information of the changes within the local area is built up by the community, increasing their ability to adapt to the ongoing change.

The benefits of scenario planning within the private sector are becoming increasingly well known with numerous companies assessing their future business options and risks in this way. Shell's use of scenario planning is one of the best known examples in the private sector.

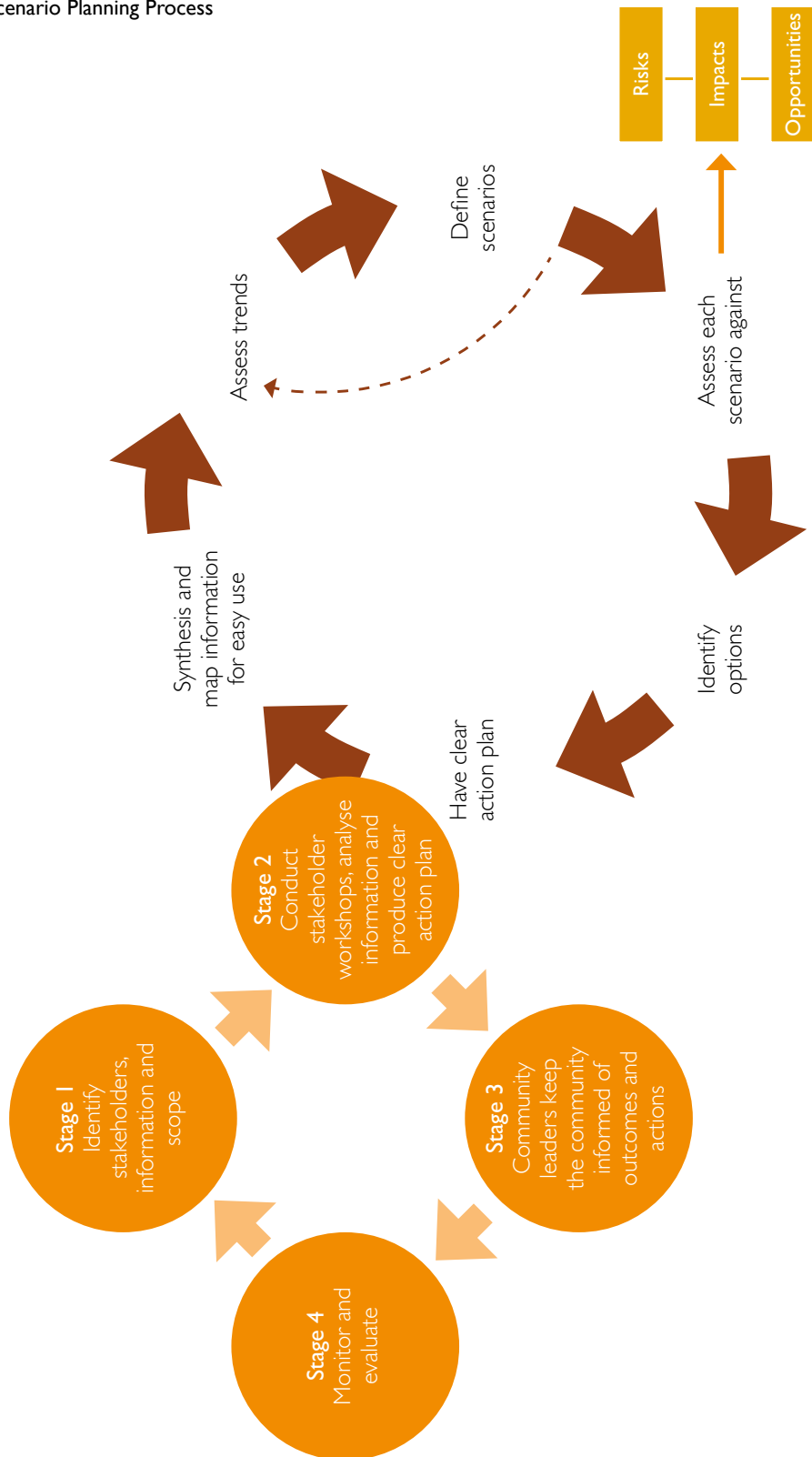
From a risk reduction perspective, there is evidence of the high value of investment in preventative actions. Looking at risk reduction issues for the United Kingdom, in 2009 in, the Foresight Horizon Scanning Centre, Government Office for Science, developed Guidance note for scenario planning for strategic medium to long-term planning (Foresight, 2009). Within the development sector, there has been little analysis of the cost benefits of scenario planning. This in part is down to the intangible nature of some of the outcomes and the benefit of other actions being gradual and therefore difficult to measure.

2. Scenario planning guidance

The guidance below sets out guidelines for carrying out effective scenario planning. This links to the World Vision Development Programming Approach (DPA) (World Vision International 2010-2013) described in Section 4. The scenario planning process below can be carried out to varying degrees of detail as resources and time allow.

The purpose of scenario planning needs to be clear from the outset and agreed by all stakeholders. This could be a simple question, such as: What opportunities and risks does this community face over the next five years?

FIGURE 2: Scenario Planning Process





Stage 1: Identify stakeholders, data and scope

Identify relevant stakeholders

- community members and leaders
- community managers, NGOs and local organisations
- sectoral expertise e.g. meteorology, livelihoods, water and sanitation
- local and district level government.

Identify data

Holistic Vulnerability and Capacity Assessments (HVCAs) will provide the information needed across livelihoods, governance, hazards and trends (including weather trends). The information gathered needs to be synthesised and presented in a way that participants find easy to use.

Examples of where to find additional information are included in the Appendices and References.

Set timeframe and scope

A usual timeframe would be five to ten years. The timeframe should link to other planning cycles in the community and government, to seasonal production or other timeframes that are locally relevant. The scope of the scenario planning needs to agree on the geographical area the process will cover, the time needed for its completion, the information to be used and the outputs.



Stage 2: Conduct stakeholder workshops

These can be run as a single or several workshops. The process is flexible and should be tailored to the needs of the stakeholders.

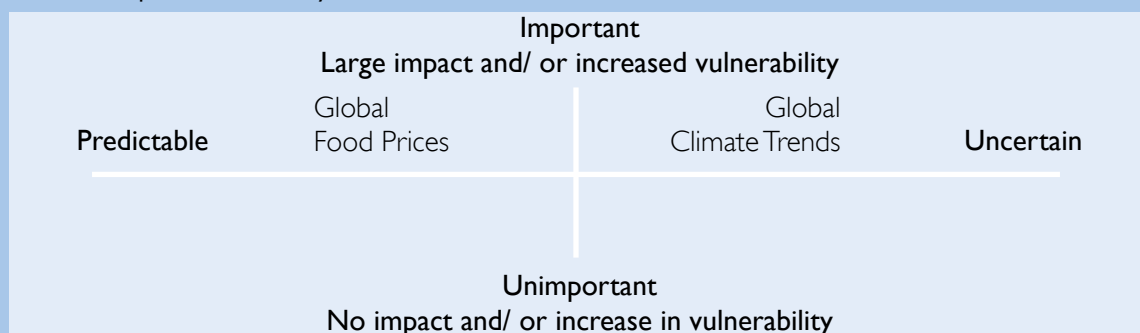
Combine and map information and basic trends

- Present and discuss information synthesised from holistic vulnerability and capacity assessments.
- Identify trends that drive vulnerabilities and impact capacities. This information can be pulled out from the HVCA– e.g. changing weather patterns, increased market prices, population increase, increased urbanisation, increased gang violence, decrease in soil productivity, increased land grabbing, increased alcoholism.
- Use visual maps of the area to note the impact of each trend in terms of how and why it will affect the community, linking with the community's local knowledge and observations of the effect of past impacts e.g. climate change, conflict, land distribution, disease and so on.
- Discuss with the stakeholders the confidence they have, or might not have, in trends gathered.

Assess trends and define uncertainties

- Use tools similar to Figure 3 (see example below) to bring together stakeholders' assessment on each trend in terms of its certainty and impact on the community - including positive and negative impacts.

FIGURE 3 Important/uncertainty axis



Define several scenarios (usually 3-5) from the key risks and uncertainties giving the community scenarios (visions) of the future.

- Create plausible scenarios by selecting key uncertainties which are important and unpredictable, as in Figure 3. The important, predictable and uncertain elements should be included in the scenarios with the focus being on the uncertain elements. Rule out any impossible trends, those that have no impact and those that do not increase a community's vulnerability at this point.
- The scenarios can either be contrasting, each focusing on a key uncertainty or focus on one or two main factors and create additional scenarios from these main points (see example in Table 1 below).
- Give each scenario a **distinctive name** which captures its key characteristics.
- Create **visual diagrams** showing the links between scenarios and the key trends.
- Annotate **maps** of the area showing the impacts, risks and opportunities for each scenarios.
- Produce a **narrative** for each scenario.

Assess each scenario for risks, impacts and opportunities

- Use Table 1 as a guide for this element and the next two actions.
- Ensure the effects of each scenario on all sectors are included.
- Identify if any further information is needed.
- Identify options taking account lessons learnt and any sectors currently negatively impacted.

Devise action plan for each scenario

These need to be clear, context specific with named owners of each action and include both short and long term actions.

- Allocate each action a lead, the resources and where these will come from. Link with community systems and government policies already in place to carry out the actions. The workshop aims to encourage participants to suggest individual and group actions which are supported by the community and can be developed with local and district government.
- Discuss other potential plans and response options. For example, identify other groups or organisations that need to be involved in the process, form new or reinvigorate current partnerships, engage in advocacy to bring other groups on board.
- Discuss blockages that will prevent the actions being undertaken or successful.
- Ensure flexibility in the planning.



Stage 3 Keep the community informed

- Community leaders communicate scenario actions with community through existing communication channels.
- Successful scenario planning needs to communicate its actions to the community in order to build trust in the process and empower members to take up agreed actions.



Stage 4 Next steps: monitor and evaluate

At subsequent workshops review:

- The information analysed in the previous workshop and assess whether identified information gaps have been filled.
- The reality of events against the scenarios to learn from any discrepancies.
- If the action plans were carried out and any lessons learnt and gathered through project monitoring and evaluation systems.

If another round of participatory scenario planning is needed

Scenario planning needs to be undertaken on a regular basis as it is an iterative process and cannot be undertaken as a one-off event. As further information becomes available, and circumstances changes the process needs to take place again. The scenarios and the actions from each participatory scenario planning event need to be re-evaluated and a new set of scenarios and actions developed.

TABLE 1: Assessment of scenarios – example 1

Key Uncertainty	Risks Posed	Impacts of key uncertainty	Opportunities	Further information needed?	Options/ actions	Action lead/ time scale
increased occurrence heavy rains	flash flooding, soil erosion, impacts on health and sanitation	damage to productive livelihood assets, increased waterborne illness, degraded water sources	damage to through creation of new water storage and diversions able to store more water for dry periods	what is the national, district and local government putting in place on this issue	water storage and dams	local government/ potential NGO support
					system to monitor local precipitation through rain gauges and collect data to build up trend	
					advocate for district government to provide resources to deal with increased heavy rains	
				localised forecasting provided and a greater understanding of the weather forecasts given	plant suitable tree species to hold soil in place	local community tree nursery
					ensure wells are designed so flood waters do not impact on water quality	resources and action plan to upgrade wells

3. Participatory Scenario Planning: an example from World Vision Honduras

Currently, in Honduras two Area Development Programmes (ADP) in Copan Ruinas and Choluteca are being redesigned. World Vision is committed to each ADP for a 15 year period and re-designs occur every five years. Here, in Honduras, scenario planning was used by community leaders, government officials, Honduran Institute of Coffee, and World Vision Honduras personnel to incorporate the risk reduction criteria into the ADP re-design.

The scenario planning workshop started with the ethos that the future is not determined and is open to a number of possible futures. It emphasised that it is possible to intervene to change risks and create opportunities and that, with this freedom and power, communities can work towards a sustainable future.

To achieve the change needed to reduce risks within World Vision Honduras ADPs, two workshop took place: the first to train community leaders on how to gather information from the community on livelihoods, hazards, trends and governance issues in a participatory way; the second aimed to develop and assess various scenarios based on the gathered information from communities.

The scenarios focused on the impacts of: a changing climate on productive assets, leaf rust on coffee production; gang violence on education and child well being. The workshops provided a number of positive outcomes including creating a participatory process led by the community leaders producing tangible actions with support from World Vision Honduras. The community felt through the use of scenarios that they were able to grasp complex concepts and assess their impacts. As part of the workshop, alliances were created with a range of government representatives and the Honduran Institute of Coffee which enabled further support and collaborative working on this serious crop fungus.

The process was seen to be useful; it was felt that incorporating it into action planning within programmes would mean that development planning would be based on likely (rather than ideal) scenarios and vulnerabilities.



Scenario planning workshop in Honduras.
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4. Linking scenario planning to World Vision's Development Programme Approach

By imbedding scenario planning into World Vision's Development Programme Approach (DPA) (World Vision International 2011-2013), World Vision UK ensures that Project Development Documents are the outputs of a fully participatory approach focusing on the longer term sustainability of the community and integrate key uncertainties into the programme design. The DPA is World Vision's process for building effective programming. It can be applied in various country contexts and includes three parts: World Vision essentials; what is World Vision's Development Programme Approach?; Putting World Vision's Development Programme Approach into action.

Including participatory scenario planning into the DPA means incorporating agreed community priorities and actions early on in the development process and reviewing and updating in every re-design. This integration into the DPA adds an element of 'future proofing' to the programme. Increased resilience of communities links directly with the World Vision's aspirations for children's well-being.

Some of the information in Stage 1 (Figure 2 above) of the scenario planning process will have been uncovered during Steps 2 and 3 in the Critical Path of the DPA and this information and evidence should be brought into the discussions. For example:

- Step 2 – information gathered on community organisations and current stakeholders. For the scenario planning exercise there is a need to assess whether these are the most appropriate stakeholders and whether any sectors of the community are not included.
- Step 3 – information gathered on what is already being done and already in place e.g. local government plans, assets, resources, identification of vulnerable children and their location alongside an understanding of the factors that cause their vulnerability.

The information from these stages should not lead the discussions as developing the scenarios may raise different priorities and strategies to those already in use.

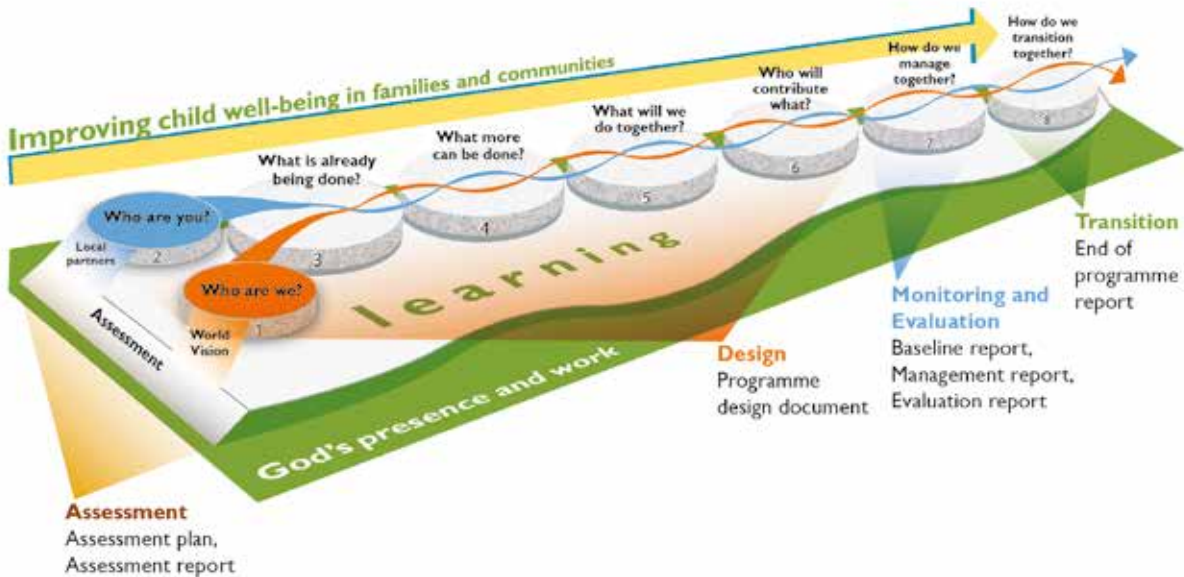
Scenario planning would be integrated into Step 4 of the DPA Critical Path (Figure 4 below) providing another tool that can be used to engage the community on wider issue of resilience and long term priorities. The workshops need to give children within the community a voice as they will have their own perspectives on the impacts of change and will, especially in relation to climate change, have to live with the consequences of actions taken. The community is supported in developing an understanding of potential risks has a leading role in developing their own action plan which in turn becomes integral to the developing project development documents. The evidence gathered through the scenario planning exercise is then included in the Community Summit (DPA Step 4.2) informing the design and implementation of the programme. By including a long term focus at an early stage the required actions increase the sustainability of the programme by incorporating elements to supports its eventual transition. The timing of the workshops in scenario planning is vital as the workshops need to link to the production of the data needed to carry out the assessment. Timely and relevant data is required for a valid and robust action plan that has strong stakeholder support.

The action plan can then be included in Step 5 of the DPA to link with how the community will work together to achieve the child focused outputs developed Step 4 of the DPA.

The working groups in Step 5 for each child well-being priority will need to incorporate actions emerging from the scenario planning exercise. Each action will undergo the same rigorous approach as those for the child well-being priorities and be incorporated into the shared project plan in Stage 5. Not all the actions that come out of the scenario planning exercise can be incorporated into the DPA working groups as they will not directly link to the child well-being priorities; these actions will need to be undertaken by agreed action leader in the participatory scenario planning process.

For World Vision, scenario planning needs to be incorporated into the ADP planning cycle and linked to the dates when key information and action plans are produced. The actions and impacts need to be monitored and evaluated: this can be incorporated into Step 7 of the DPA, bringing community members together to assess the effectiveness and appropriateness of the actions and to ensure actions are being undertaken within the time frame agreed. Monitoring and evaluation needs to look at the cost benefits and the soft impacts including behaviour change created within the community.

FIGURE 4: World Vision’s Critical Path in the Development Programme Approach



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Appendix I: Scenario tools available

Tool	Developed by	Date	Methodology	Case studies	Strengths and weaknesses Kenya and Ghana
Participatory Scenario Planning, used by the Adaption Learning Programme	CARE International	2012 2011	For each season using past, present and future local and scientific information on seasonal climate forecasts (as often as they are produced) and gathering multiple stakeholders e.g. meteorologists, community members, local government, NGOs to interpret the information in a way that is locally relevant for the coming season. Assessing their likely hazards, risks, opportunities and impacts then producing a range of scenarios.	Kenya and Ghana	Takes into account climate probabilities, likely hazards/ risks/ opportunities and impacts. From the impacts in each scenario leads to plans that respond to the risks and uncertainties. Data validation is incorporated into the process with reviews of previous climate data undertaken in each cycle. Looks at both short and long term climate change. Focuses on climate change, livelihoods and adaptive capacity issues, not other impacts on communities. Due to range of participants involved can highlight conflicting issues e.g. land management for pastoral and agro-pastoral communities and in the action plan can address the issue through proposing a landscape/watershed land use plan, positively impacting on both groups and the ecosystem.
Social Economic Scenario planning and Risk Framework	UKCIP 2011	2011 2000	Four scenarios developed and linked to the timescales of the IPCC climate scenarios. They look at economic activity, population and settlement patterns, technological change, the ability of policymakers to take climate change on board and society's willingness to address serious environmental concerns.	UK private and public sector organisations	The scenarios were developed as a tool for private and public decision makers to analyse the potential impact climate change could have on them and their organisations. This is a top down approach giving organisations scenarios to assess how they could mitigate and adapt their businesses to potential changes. It does not promote assessment of current organisational systems or factors influencing them but therefore may not include contextual information to form relevant action plans.
Pro-poor scenario planning process	University of Zimbabwe 2011		10 STEP pro-poor process: i. focal ii. questioning iii. visioning iv. key drivers identification v. scenarios building vi. situation analysis vii. plans viii. implementation ix. iterative self-assessment (monitoring and evaluation) x. adaptive management Workshops with representatives from all stakeholders, informant interviews and forming 6 scenario planning working groups.	Zimbabwe natural resource management	Developed four livelihood future focusing on natural resource management scenarios clearly setting out the vision, what resources were available to achieve the vision, drivers to succeed, key uncertainties/ threats to achieving the vision, SWOT analysis against each scenario. Designed with communities to support them look after the natural resources within their community and promote livelihoods that are sustainable linked to these resources.
Millennium Ecosystem Assessment	UN Secretary General 2000		4 year investigation into the relationship between ecosystem services and human well being undertaken at many levels world-wide.	Scenarios used on a regional level e.g. Southern African river basin	The exercise looked at two river basin systems and uncovered key trade-off in ecosystem services as it captured both spatial and temporal dynamics. The assessments concluded that the communities valued the ecosystems highly and but that the unequal access to the resources hindered sustainable use of the services. The report linked the lack of stability of the ecosystems with inability to meet the MDGs. The two scales of operation, one at basin and regional level based on existing data and the other on a local scale assessment with participatory data collection.

Appendix 2: Lessons learnt from non-tool based scenario planning

Organisation	Methodology	Case Studies	Use
Red Cross	Scientific seasonal climate forecasting to predict future weather patterns	Mongolia 2009/2010 – forecasting used to enable fodder to be put in place for livestock if extreme winter weather predicted.	As climate forecasts only showed a 1 in 5 chance of a severe winter extra fodder was not put in place. The scenario did not link back to other contributing factors e.g. the dry summer and the vulnerability of those who would be affected. In 2009/2010 this caused huge loss of livestock and subsequent large migration to urban areas due to loss of livelihoods in rural areas.
Government of Nepal: Local Adaptation Plans of Action	Stakeholders from various sectors in a village or district develop a local adaptation plans of action based on their knowledge of the area by identifying local climate risks, vulnerability and needs, to increase their resilience	Developed in Nepal to link National Adaption Plans of Action to 'bottom up' adaption planning and understanding within communities	Aims to link the Nepal's high level national plans to a locally relevant plan adapting to locally specific needs. This also allows resources to be focused where they are most needed and will have the greatest impact. However there is a strong feeling within the communities that local government corruption by-passes this local process as there is no effective consultation with local communities; this impacts delivery of local finance to undertake the action plan.
Kenya Food Security Meeting -Government of Kenya and the World Food Programme	Government-led partnership linking the climate and food security communities addressing drought and food. Links with information from Famine Early Warning Systems Network (FEWSNET). Incorporates climate and food security information at different levels and timescales, meeting the needs of various user groups.	Kenya 2009 Drought – production of an assessment report with planned emergency response. Advance fundraising activities.	Advanced food distribution, supplementary feeding and distribution of emergency supplies in advance of need. Interagency collaboration has facilitated improved access to, understanding and use of climate information in the food security sector. Information was disseminated and strategies revised in the light of data received. Mitigation could be stronger and it is felt that as the partnership develops that mitigation approaches can be developed. The fundraising target was not met as donors are currently not receptive to pro-active mitigation of disasters impacts as this is a relatively new development and there is little evidence behind it.
ACCRA	Using scientific seasonal climate forecasting to predict future weather patterns	Uganda	Forecasters were not disseminating seasonal forecasts to farmers in a manner that they could access both due to lack of translation and a lack of interpretation of the data. ACCRA in partnership with the government held two national workshops with member of key ministries. During these meetings input from different ministries interpreted the weather forecasts and provided advice. The messages from this were then disseminated in local languages through radio stations and in some cases community meetings. This change in information flow has had a good reception from both the farmers and the officers of the Department of Meteorology.
Community Resilience Projects – Latin America and the Caribbean	Working with communities to identify the two most serious problems the communities faced through work and identifying actions	Peru	Works at a local level with groups of families and local authorities taking on actions to implement resilient practices. Work by groups of families is monitored by a lead member. Children are involved through 'friends clubs' and share their understanding with peers through role play. The community undertakes its own risk assessments with local partners.
DFID Bangladesh	Working with consultants listed 20 drivers in scenarios running to 2020. Each driver given an importance/ uncertainty score (see Figure 2). Key uncertainties were revealed, followed by a workshop.	Bangladesh	The workshop identified actions to support the emergence of the positive scenarios. This fed into the country planning process and provided reassurance that the risks associated with the scaling up agenda were manageable. This work has provided a base for future work by DFID Bangladesh.

Appendix 3: Data sources for scenario planning

Climate: weather patterns and predictions

National Meteorological Departments; Local Meteorological Stations www.wmo.int/pages/members/members_en.html

UNDP Climate Change Country Profiles <http://country-profiles.geog.ox.ac.uk/>

World Bank Climate Change Knowledge Portal (CCKP) <http://sdwebx.worldbank.org/climateportal/>

IPCC Assessment Report 4, Working Group II Report, 'Impacts, Adaptation and Vulnerability' www.ipcc.ch/publications_and_data/ar4/wg2/en/contents.html

Africa

African Centre for Meteorological Application for Development www.acmad.net

Climate Systems Analysis Group, University of Cape Town www.csag.uct.ac.za

Intergovernmental Authority on Development Climate Prediction and Applications Centre www.icpac.net

Climate Variability and Predictability, World Climate Research Programme (CLIVAR VACS) - African Climate Atlas www.ouce.ox.ac.uk/~clivar/ClimateAtlas/ipcc.html

Climate Outlook Forum West Africa (PRESAO) www.acmad.net/en/climat/previ_saison.htm

Asia

Indian Institute of Tropical Meteorology www.tropmet.res.in

Malaysian Meteorological Department www.met.gov.my/index.php?option=com_content&task=view&id=1315&Itemid=1050

Chinese Academy of Agricultural Sciences www.caas.net.cn/engforcaas/index.htm

Forum on Regional Climate Monitoring, Assessment and Prediction for Regional Association II Asia (FOCRAII)

South Asian Climate Outlook Forum (SASCOF) www.imdpune.gov.in/

Pacific Islands Online Climate Outlook Forum (PICOF) www.bom.gov.au/climate/pi-cpp/clim_forecasts.shtml

Latin America and the Caribbean

Instituto de Meteorología de la República de Cuba (INSEMET) Precipitación Caribe <http://precis.insmet.cu/eng/Precis-Caribe.htm>

Caribbean Community Climate Change Centre www.caribbeanclimate.bz

Centro de Previsão de Tempo e Estudos Climáticos www.cptec.inpe.br

Comisión Interdisciplinaria de Medio Ambiente www.cima.fcen.uba.ar

Western Coast of South America Climate Outlook Forum (WCSACOF) www.ciifen-int.org/index.php

Climate Outlook Forum for Central America www.aguayclima.com/clima/inicio.htm

Livelihoods

Famine Early warning systems Network (FEWS Net) www.fews.net/Pages/default.aspx?l=en

Example strategies

United Nations Framework Convention on Climate Change (UNFCCC) National Communications, Local coping strategies database <http://unfccc.int/adaptation/items/4159.php>

World Vision UK's approach to resilience

Promoting Resilience in Development Programming: World Vision UK's Approach. 2013.
www.worldvision.org.uk/our-work/fragility-resilience

Further World Vision resources promoting resilience

Conflict Sensitivity: How to Guide. 2013. Conflict Sensitivity Consortium.
www.conflictsensitivity.org/content/how-guide

Disaster Risk Reduction Toolkit: DRR and CCA Integration into Area Development Programmes. 2013.
World Vision. <http://wvasiapacific.org/drr/>

Landscape, Engagement, Spatial and Systems Analysis (LEnSS). 2013 World Vision. Laura Fontaine and Josh Folkema.

Bridging the Participation Gap: developing macro-level conflict analysis through local perspectives. 2013.
Tim Midgley and Michelle Garred. World Vision UK.
www.worldvision.org.uk/our-work/fragility-resilience

Participatory Learning Approaches for Resilience: Bringing Conflict Sensitivity, Disaster Risk Reduction and Climate Change Adaptation Together. 2013. Maggie Ibrahim, Tim Midgley. World Vision UK.
www.worldvision.org.uk/our-work/fragility-resilience

Promoting Local Adaptive Capacity: Experiences from Africa and Asia. 2012. Maggie Ibrahim and Nicola Ward. World Vision UK. www.worldvision.org.uk/our-work/fragility-resilience

Towards the resilient Future Children Want: A Review of Progress in Achieving the Children's Charter for Disaster Risk Reduction. 2013. Emily Bild and Maggie Ibrahim. Children in a Changing Climate Coalition. www.worldvision.org.uk/our-work/fragility-resilience

World Vision's Resilience Programming: Adding Value to Development. 2013. Josh Folkema, Maggie Ibrahim and Emily Wilkinson. Overseas Development Institute.
www.odi.org.uk/publications/7680-world-visions-resilience-programming-adding-value-development

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