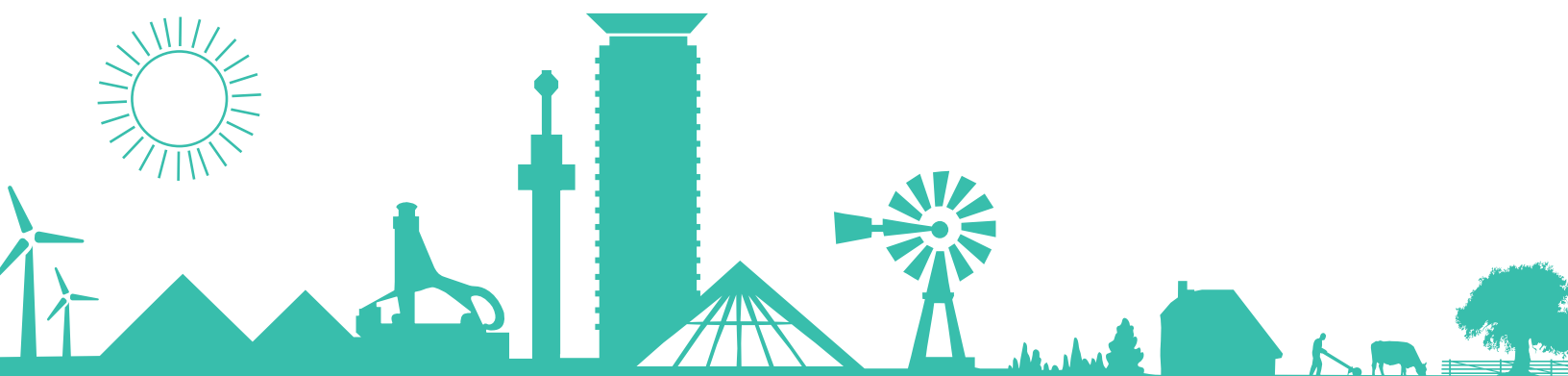
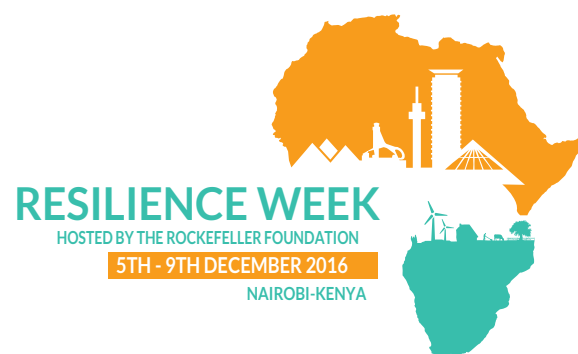


# Report



## Executive Summary

In December 2016, The Rockefeller Foundation's African Regional Office hosted the Rockefeller Foundation Resilience Convening in Nairobi, Kenya. Over 150 delegates and 40 speakers participated, sharing insights, examples, and engaging in debate and discussion on why and how 'resilience' can enhance Africa's ongoing development.



Since 2011, 'building resilience' has emerged as a key goal for governments and other development and humanitarian stakeholders in Africa. Originally applied predominantly to countries and contexts chronically affected by drought or other climatic shocks, 'resilience' is now gaining traction in contexts as broad as urban planning, infrastructure development and agriculture.

The convening was devised to enable delegates to develop a deeper understanding of resilience and what it means in practice when applied to their own field of work or experience. Through field visits, presentations and discussions, delegates had the opportunity to:

- **LEARN** – Deepen knowledge and understanding of resilience
- **EXPERIENCE** – Learn from first-hand examples of resilience practice with demonstrable impact
- **ENGAGE** – Interact and share knowledge with others
- **NETWORK** – Meet resilience leaders and kick-start potential partnerships.

## Key Themes

Adopting a resilience-based approach is complex. Across the three days of the convening a number of key, cross cutting themes emerged:

**Innovation is essential to accelerate the pace of change**– “We have all the tools to help African farmers take control of their own destiny.”



There are many great examples of change and innovation going on across Africa, however there is still a huge need for innovation that significantly increases the pace and scale of change; that is if the continent's extreme poor and vulnerable are to be lifted out of poverty any time soon. And such innovation will only be achieved by trying (and sometimes) failing to do things differently.

Governments and donors, who often can be very risk averse, have a responsibility to create an environment that encourages innovation and can tolerate (some) failure.

**Mindsets around 'who does development' need to be challenged and changed**– Transformational change at scale will require new ways of doing development and increasing the

engagement of non-traditional development actors, such as the private sector. Such changes do bring challenges, both in terms of how development is delivered and also in terms of how it is understood. But as Luca Alinovi, Director of the Global Resilience Partnership urged: “Let's not be scared of profit – it is a key driver for change when it meets and addresses the needs and demand of the poor”. Whilst the private sector is important, governments also have a key role, particularly in their responsibility to build bridges between stakeholders, share and use information, and ensure the right enabling policy environment at community, local and national levels.

**Shocks and crises are inevitable and need to be part of how we do development**– from addressing climate change to expanding urbanisation, any development initiative needs to accommodate and plan for change and disruption. Indeed, it is the acknowledgement of a changing, and at times unpredictable environment, that is at the heart of a resilience-based approach.

**Information and the skills to use it are essential to a resilience approach**– if people and institutions are to respond to a changing environment, then they need to be able to measure and understand



the impact of interventions, ideally in real time. Information technology advances have vastly improved our ability to collect, analyse and share data. However, using data to drive decision making, from the individual to the country level, means addressing “the challenge of getting the right information to the right people in the right place at the right time.”

(Sandy Andelman, Chief Scientist and Senior Vice President at Conservation International and lead on the Resilience Atlas).

**A resilience approach can only be achieved through multi-stakeholder processes and partnerships**– thinking about resilience demands systems thinking; for it recognises that any intervention affects a range of stakeholders and issues and consequently, better and more inclusive partnerships are key. Transformational change involves creating win-win partnerships between non-traditional actors in different sectors, particularly the private sector, communities, all levels of government, donors and others as required.

## Understanding Resilience

### What Is Resilience?

Resilience is a broad concept. Traditionally, it has been applied to predominantly environmental contexts where drought, flood and other natural disasters have caused shocks and crises. However, it is increasingly recognised as having relevance to a much broader range of development contexts; indeed resilience is not a sector or a specific project, but an approach.

In his opening keynote address, Ashvin Dayal, Associate Vice President and Managing Director (Asia) for The Rockefeller Foundation, set out the Rockefeller Foundation's [definition](#)

and understanding of resilience: **“Resilience is the capacity of individuals, communities, and systems to survive, adapt, and grow in the face of stress and shocks, and even transform when conditions require.”**



Whilst across the convening we did hear a number of alternative definitions – from ‘resilience is sustainability 2.0’ to ‘resilience recognises deep rooted problems that need multiple solutions combining hard and soft measures’. Overall there was broad consensus on what resilience is and what it achieves.

The more challenging questions come on how and why to take a resilience approach?

## Why Invest In Resilience?

The term “the resilience dividend” was coined by the Rockefeller Foundation’s President, Judith Rodin, in her definitive book on the subject [Realizing the Resilience Dividend](#). Simply put, it is **“the return on resilience investments, whether it’s a financial return, or a more qualitative return, such as reduced inequality or increased social cohesion. It’s the idea that building resilience**

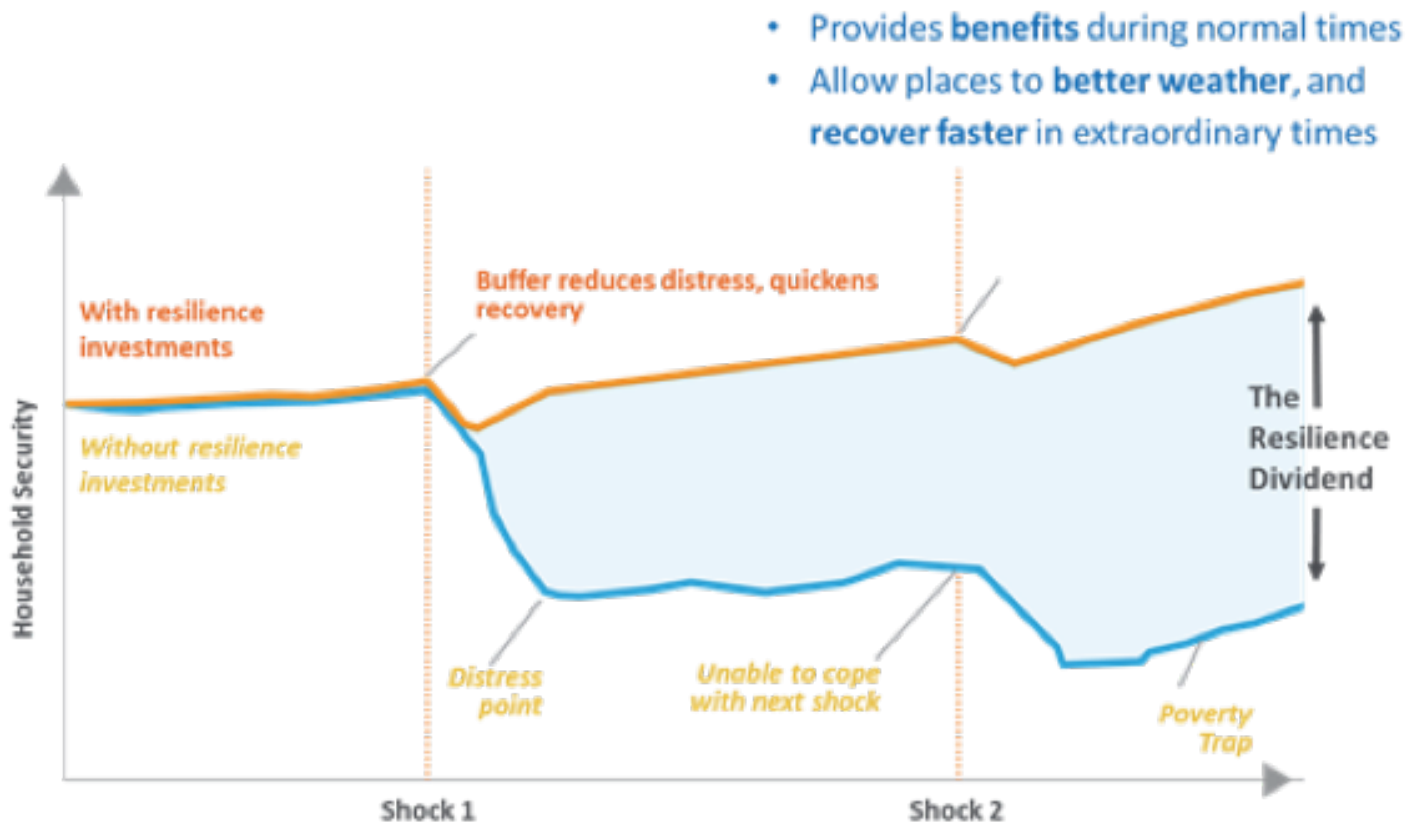
**realizes benefits in both times of crisis and times of calm.”**

Adopting a resilience approach cannot be assumed to be cost free. Indeed, it can often require additional upfront investment, be it to build a road with greater carrying capacity, create and manage better data collection and flows, or invest in a multi-stakeholder partnership platform. And so ‘a dividend’ from this added investment needs to be both predicted, understood and measured if the investment is to be justified.

The graphic below (shared by Ashvin Dayal) illustrates how the resilience dividend can pay out. For example, whilst a standard shock response mechanism such as cash transfers to affected communities may take six to nine months to materialise, a resilient (or shock-responsive) approach would have the built-in ability to pay out on agreed triggers before drought impacts hit hard. This approach can prevent households resorting to negative coping strategies such as selling productive assets (e.g. ploughs), or pulling children out of school. The resilience dividend, in this example, is these households’ ability to withstand the shock and return to normal more quickly without fundamentally compromising their long term development.

## Why Build Africa’s Resilience?

The Rockefeller Foundation Resilience Convening reinforced the



premise that Africa needs resilience. The welcome speeches by Zia Khan, Vice President, Initiatives and Strategy, The Rockefeller Foundation and representative Wohoro Ndoho, Director General of the Directorate of Public Debt Management, National Treasury Kenya, reminded us that the continent is experiencing an unprecedented period of growth and change and that a resilient approach is critical to sustain this growth and avoid “slipping back”. Maintaining development in Africa must entail planning for, and transcending, the multiple shocks and stresses that exist. A number of acute and chronic shocks were identified across the convening,

all of which have the capacity to undermine Africa’s sustained growth and development – these included:

Whilst all the shocks in the table are significant, three specific shocks were mentioned more than any others – climate change, urbanisation and the demographic youth bulge.

**Climate Change**– There has been wide acceptance of climate change in Africa, given its clear and demonstrable effects on communities and places. Polly Erikson, Programme Leader with the International Livestock Research Institute Why Build Africa’s

Acute Shocks	Chronic Stresses
<p>Sudden, human &amp; naturally caused</p> <ul style="list-style-type: none"> <li>• Flooding</li> <li>• Industrial accidents</li> <li>• Extreme rainfall</li> <li>• Terrorism</li> <li>• Earthquake</li> <li>• Disease outbreak</li> <li>• Riot / civil unrest</li> <li>• Infrastructure failure</li> <li>• Heat wave</li> </ul>	<p>Perennial, human &amp; natural caused</p> <ul style="list-style-type: none"> <li>• Water scarcity</li> <li>• Lack of affordable housing</li> <li>• Poor air quality</li> <li>• Traffic &amp; mobility</li> <li>• Homelessness</li> <li>• Changing demographics</li> <li>• Lack of social cohesion</li> <li>• Aging infrastructure</li> <li>• Macroeconomic trends</li> <li>• Crime &amp; violence</li> </ul>



Resilience shared some of the rainfall and vegetation data from Northern Kenya and the impact this has had in terms of drought and food insecurity in the region. Indeed, to date climate disaster resilience has dominated discussions on resilience in Africa. This is a result of so much of the continent’s population being dependent on rain-fed subsistence agriculture, resulting in precarious food security – often a primary driver of humanitarian crisis, and one of the most visible examples of a failure to build resilience. Consequently, many of the most prominent examples of resilience in action focused on climate-based issues.

known and unknown shocks, undermines a city’s long term ability to function effectively. Shocks have a high risk of bringing cities to a standstill for days, weeks or months, as well as potentially significant impact on social and political stability. As Africa trails the world in urbanisation, it has a great opportunity to get it right and build resilience thinking into urban development.

*“Three-quarters of Nairobi’s infrastructure has yet to be built” Ashvin Dayal, Associate Vice President and Managing Director, Asia, The Rockefeller Foundation.*

**Urbanisation**– Africa’s population and economic base is still largely rural, but, as several speakers highlighted, this is changing. By 2050 75% of the world’s population is expected to live in cities. Cities are complex and understanding their development requires a whole new set of diagnostic skills. Although each city is unique, they share many of the same problems – traffic, too much water, too little water, crime, etc. The day-to-day challenge of managing city growth means planners often do not factor in the future threats, shocks and changes – be they from complexity in climatic conditions, geopolitical discontent, criminality, or uncertain markets. Developing cities without consideration of these both

**The Youth Bulge**– As with urbanisation, if managed well the youthful population of Africa could yield a demographic dividend in terms of labour resources. However, without development that generates inclusive economic growth at a rate that outruns population growth, youth population could prove a major threat. The threats of social unrest, crime and violent extremism, which could arise from a failure to ensure inclusive development for all, were raised by several speakers during the convening, including Selline Korir, the Deputy Chief of Party from **USAID’s NiWajibu Wetu (NIWETU)**, a programme focused on reducing violent extremism (VE).



<b><i>“What shouldn’t we forget?”</i></b>
<b><i>Shocks are the norm – but it’s the poor who suffer the most!</i></b>
<ul style="list-style-type: none"> <li><i>More exposed and vulnerable</i></li> <li><i>Fewer resources to cope</i></li> </ul>
<b><i>Climate variation is the norm, but the effects are drastic and increasing.</i></b>
<b><i>Agriculture needs to be resilient at household and system level.</i></b>
<b><i>Agricultural security is essential for Africa’s food security.”</i></b>
<b>Polly Erikson ILRI</b>

## Resilience In Context

Whilst there is a broad consensus on what ‘resilience’ means in theory, in practice its application takes many forms. The table below lists the characteristics associated with building resilience. The table provides a composite list of characteristics drawn from those presented by Ashvin Dayal in his keynote address and those used

by the 100 Resilient Cities initiative. Many of the excellent resilient investments and initiatives that were presented or discussed at the convening are highlighted in the table below as real life examples of these characteristics. It should be noted, however, that many of the examples cited demonstrate several (or all) of these characteristics, so it is worth following the links to learn more about the programme and innovations.

Characteristics of Resilience Approach	Description	Examples from the Convening
<b>Aware and Reflective</b>	Knowing the strengths, assets, liabilities and vulnerabilities you have, and what threats and risks you face	<ul style="list-style-type: none"> <li>Liz Yee the Vice President of City Solutions who delivers the 100RC programme explained that a key part of their support to their <a href="#">100 Resilient Cities</a> was the development of <a href="#">City Resilience Strategies</a>. Each City Resilience Strategy is the product of a six-to-nine month process during which a city develops a better understanding of the challenges it faces; reviews its ability to address those challenges; and unites people, projects, and priorities, so that cities to collectively act on their resilience challenges <a href="#">to 100RC video shown</a></li> <li>The Global Resilience Partnership (GRP) funded <a href="#">Resilience Atlas</a> demonstrated how it integrated and analysed more than 12 terabytes of data from over 60 of the best available datasets related to resilience. By overlaying different data sets they are able to reveal and better understand how socio economic issues interact with environmental ones – this in turn allows a better understanding of the constraints communities face, and the opportunities to generate change.</li> </ul>



Characteristics of Resilience Approach	Description	Examples from the Convening
	Using information to learn from past mistakes, make better diagnosis and inform future decisions	<p>Many speakers highlighted how their own approach had been informed by a failure of other approaches, and how, by getting the right information and data, they had been able to deliver better development outcomes.</p> <ul style="list-style-type: none"> <li>• <b>Spatial Collective</b> train 'local experts' (e.g. slum residents) to gather data that can then transform understanding of specific problems (e.g. fear of crime), and at the same time empower communities to use this <a href="#">data</a> to address such problems themselves.</li> <li>• New technologies, such as satellite imagery, were mentioned by <b>Africa RC</b>, <b>Pula Advisors</b> and <b>Hunger Safety Net Programme (HSNP)</b> as critical in delivering faster and better services such as insurance cover and also in understanding the impacts of changing climate.</li> <li>• <b>ESRI</b> presented their work in Porto Alegre, Brazil, where they used innovative data platforms to harmonise the way different departments and agencies working in the city were able to collect and use data and track the impact of their joint efforts.</li> <li>• <b>Africa's Voices</b> explained how they deliver world-class research to partners, allowing them to listen to the views of ordinary people as expressed in real social spaces. They use innovative approaches to gather digital data such as SMS, social media and instant messages. Conversational and messy in nature, they make sense of this big data through multidisciplinary analysis techniques.</li> </ul>
<b>Diverse and Resourceful</b>	Accepts that demand or needs will shoot up at times of crisis and then reduce i.e. they have planned for the fact that crises and shocks will happen even if we don't know what they are yet (built in redundancy)	The Government of Kenya's <a href="#">Hunger Safety Net Programme</a> provides regular cash transfers to 25% of households via bank accounts in the poorest Counties of Kenya. However the programme has also provided bank accounts to the other 75% of households so that temporary, emergency cash transfers can be made in times of drought or other emergencies.

Characteristics of Resilience Approach	Description	Examples from the Convening
	Recognising alternative ways to use resources that produce the same, or significantly better, results (innovation)	<p>Many innovations were shared:</p> <ul style="list-style-type: none"> <li>• <a href="#">Tropical Power</a> a private company working in East Africa has developed bio-fuel plants that deliver renewable power with waste from flower and vegetable farms. There are additional multiple benefits; <ul style="list-style-type: none"> <li>• Produces heat which is sold to neighbouring greenhouse farms;</li> <li>• Sell surplus electricity sold to national power company</li> <li>• Produces liquid fertiliser and compost put back on farm;</li> <li>• Farm is in control of its own energy (no outages).</li> </ul> </li> <li>• Salim Khalila from <a href="#">Mastercard</a> explained how its incubation hub has examined over 450 ideas on how to expand resilient financial services to poor households in Africa.</li> </ul>
<b>Self-Regulating and Robust</b>	Ensures continued functioning without extreme malfunction or catastrophic collapse, ( <i>safe failure</i> )	<a href="#">Rose Goslinga</a> from <a href="#">Pula Advisers</a> demonstrated the impact of micro insurance on small holder farmers. Using innovative sales strategies with seed producers she explained how over 400,000 farmers were now insured against rain failure enabling them to endure crop failure with out catastrophic collapse
	Well-conceived, planned and constructed, considering the long term management, maintenance and financial viability beyond the life of a programme ( <i>sustainability</i> )	Delegates visited the <a href="#">Human Needs Project</a> (HNP) community centre which provides both physical services such as water, latrines and laundry facilities in addition to skills and livelihood support to local residents in the Kibera slum in Nairobi. It is not provided on a charitable basis but will be operated in the long term by the community as a co-op, thus ensuring sustainability and social cohesion.
<b>Adaptive and Flexible</b>	Adjusts to changing circumstances with new plans, new actions, or modified behaviors, particularly when it is not possible or wise to go back to the way things were before	Lakshmi Iyer explained how <a href="#">Digital Green</a> based its interventions on research that showed farmers learn more from their peers than any other source. They used this insight to get frontline workers (government, private sector and civil society) to support farmers to produce and share locally relevant agricultural <a href="#">videos</a> . Analysis of their programmes has found that this approach increases the adoption rate by seven times and is ten times cheaper to deliver, when compares to similar programmes.

Characteristics of Resilience Approach	Description	Examples from the Convening
	Scalable (solutions that work at the scale needed to address the problem or gap)	Ekhosuehi lyahen from the <a href="#">Africa Risk Capacity (ARC)</a> explained how ARC was created to insure whole countries in Africa against the economic impact of drought and also address the issues caused by the traditional late response to such droughts. ARC aims to provide cost-effective contingency funding very early in the drought cycle to enable governments and households to protect individual and national development gains.
<b>Inclusive</b>	Prioritising broad consultation to create a sense of shared ownership in decision making	<ul style="list-style-type: none"> <li>Giridhar Srivasan from the <a href="#">International Finance Corporation (IFC)</a> cited an example from Nepal, where it is funding the development of a hydro-electric power station. 10% of the value of the project will go to 'affected community' to ensure they get an equitable share of the value of the project.</li> <li>Primoz Kovacic from <a href="#">Spatial Collective</a> [spatialcollective.com] provided examples of how communities in Mathare slum in Nairobi have been empowered to collect information on key issues affecting their lives, such as waste management and security. This enables active engagement with the city authorities and other stakeholders and results in better planned and implemented service delivery.</li> </ul>
	Approaches that ensure full participation of stakeholders throughout the entire programme cycle and sustainably in the longer term. Also ensures their inclusion in decision making and response in times of stress and crisis	The <a href="#">Chief Resilience Officer from Surat, India</a> , Kamlesh Yagnik, explained that severe flooding in Surat in 2006 resulted in \$4.5 billion economic losses, 45,000 low-income families affected and 70% of the city inundated for days. They could have invested millions in concrete flood defences, but instead worked with multiple city and state departments, as well as communities, to create end-end warning and diversion systems so people could be better prepared to respond to the rains when they came. Whilst this work did not lead to physical changes, but rather enhanced people and institutional capacity (through increased communication and government and community engagement), this approach led to virtually no economic losses when severe rains hit again in 2013.
<b>Integrated</b>	Brings together a range of distinct systems and institutions	<p>There are many examples of how the private sector (and its profit or results based thinking) is providing the services and support communities need to be resilient:</p> <ul style="list-style-type: none"> <li>Delegates visited farmers in Limuru supported by <a href="#">Sun Culture</a> who have radically improved their harvests and incomes with solar powered irrigation systems</li> <li><a href="#">Pamoja Life</a> was cited as an example of a private company distributing clean energy solutions and affordable finance to purchase them. Investors are looking for social returns and not just profit.</li> <li>Diane Mak from <a href="#">Social Finance</a> explained the Social Impact Bond innovation whereby private sector finance is secured for social projects with dividends or interest paid to investors by donors or government on the basis of the results achieved.</li> </ul>



Characteristics of Resilience Approach	Description	Examples from the Convening
	Thinking across sectors e.g. using impact and benefits in other sectors to justify investments in ways that were not previously common.	<p><a href="#">Dr. Kifle Woldearegay of Mekelle University</a> explained how the Ethiopian government is promoting new technologies and cross sectoral working by the Agriculture, Water, Environment and Road Ministries, in order to upscale the Government's resilient approach to road building, with the following benefits:</p> <ul style="list-style-type: none"> <li>• Harvests/manages surface water,</li> <li>• Enhances groundwater recharge,</li> <li>• Controls flooding and landslides,</li> <li>• Reduces negative effects: erosion, siltation, etc,</li> <li>• Promotes sustainable/ productive use of water for humans, livestock and agriculture.</li> </ul>
	Encourages cross-sectoral and interdepartmental working in traditionally blinkered and very hierarchical institutions	Sandy Andelman from the <a href="#">Resilience Atlas</a> explained how Conservation International is working with a number of African Governments to improve their data management and analysis. She cited examples of several countries where their initial support is to enable central statistics bureaux to gain authority to access information collected by other Government departments.
	Individuals, groups, and organisations can bring together disparate thoughts and elements into cohesive solutions and actions	Dr Charles Muchungu from the <a href="#">Kenya Renewable Energy Association (KREA)</a> explained how the multiple off grid pay-as-you-go private sector companies in Kenya are providing an invaluable service in bringing electricity to the underserved millions. KREA has worked to galvanise community and private sector players to lobby the Government of Kenya to remove taxes on sustainable energy products. This helps to ensure access to electricity is expanded but also enables businesses in the sector to become profitable and grow.

## Resilience In Action

The Rockefeller Foundation Resilience Convening provided the opportunity for Rockefeller Foundation partners and others to showcase how they are applying resilience in practice. There were side sessions on a variety of topics that explained and explored resilience in action in a variety of contexts.

## Resilient Cities

In 2013, the Foundation pioneered 100 Resilient Cities (100RC) to help more cities build resilience to the physical, social, and economic challenges that are a growing part of the 21st century. In Africa 10 cities have been selected: Enugu, Nairobi, Kigali, Dakar, Paynesville, Accra, Cape Town, Addis Ababa, Durban and Lagos. Speakers from 100RC, their platform partners and others explained how their approach urban development is changing.

**“Crisis is the new normal for cities in the 21st century.”**

While cities can’t predict which disruptions will come next, they can plan for many of them, often by learning from how they were affected by previous shocks. They need to embed this thinking into all development plans for the city, so that any or all investments, from employment schemes to improved parks, all consider how they would mitigate or accommodate acute and chronic stresses. In other words, how they can achieve “resilience dividends” that can make cities better places to live not just in times of emergency, but every single day. [Click here](#)

**“A city is only as strong as its weakest link.” Kamlesh Yagnik, Chief Resilience Officer, Surat India**

### Diamniadio New Town in Senegal

“Previously GEF invested \$500m in urban programming but projects were disconnected one-offs implemented by one (or max two) partners with limited community engagement. There was no shared learning.

New resilience aware urban programming in Diamniadio is different:

- Minimum of 5 different implementing partners
- Developed to reduce pollution and chemical waste
- Initial risk assessment to protect streets and infrastructure from floods
- Ensuring that maintenance plans are in place as part of the initial development
- Keeping the strong socio-economic links with Dakar and other cities
- Strong civic engagement with 24 different initiatives.”

**Fareeha Iqbal – Global Environment Facility (GEF)**

## Resilient Agriculture

### What does resilience mean for African agriculture?

The continent is witnessing major advancements in agribusinesses and on millions of small family farms that are Africa’s main source of food, employment, and income. [Alliance for a Green Revolution in Africa \(AGRA\)](#) exists to fulfil the vision that Africa can feed itself and the world. Speakers from AGRA, and other innovators, explained how they are expanding the application of resilient approaches to agriculture, to ensure farmers move from a solitary struggle to survive to running a business that thrives.

Rebbie Harawa, Interim Head of Farmer Solutions, AGRA, explained that agricultural interventions should work at three levels at the same time:

- Farm level
- Systems level
- Country level

Interventions at all levels need to improve the following:

- Resilient productivity
- Resilient markets for farmers
- Enabling policy environment and capacity building

Examples of how to do this were showcased.

“Not all investments in agriculture are resilient. Not all African smallholder farmers are ‘thriving’; many have been barely surviving. We moved into productivity without sustainability. One year we over produce, the next we starve. A truly **functioning value chain** is the missing link.”

*“We need to shift the way we look at smallholder farmers from vulnerable beneficiaries to customers seeking to transform their lives and ensure Africa’s food security.”*  
**Sun Culture’s Founder, Samir Ibrahim**

*“Agriculture will unlock youth unemployment.”* **Salim Khalila, Mastercard**

*“We need to be sharper in developing the business case for the farmer (how much does the farmer actually make at the end of the day?)”* **Rose Goslinga, Pula Advisors**

## Resilient Infrastructure

The current shortfall in infrastructure in many African countries provides an abundant opportunity to include resilience in future project planning and delivery. Key factors highlighted in taking a resilient approach to infrastructure included:

- A long term perspective – inbuilt redundancy, with an emphasis on construct and finance for the future.
- Inclusivity – participation and inclusion of the right stakeholders, i.e. the current and potential users of the infrastructure.

- Consideration of risk and change as inherent – with plans and strategies to address them.
- Multi-disciplinary – considers the inter-relationships with sectors or services that were not traditionally considered relevant to infrastructure, e.g. education or health.
- Innovative – embraces new and improved technologies that further enhance resilience and hence impact of infrastructure.

Delegates heard some excellent experiences of how future African infrastructure is being created to withstand the rapidly changing environment it serves.

## RESILIENT PRODUCTIVITY

### Case Study of Success: “Treesilience”

Dennis Garrity from ICRAF [recorded](#) his [presentation](#) explaining how the introduction of resilient practices in the use of indigenous trees transformed the landscape and increased the productivity and incomes of 1.2m farmer in Niger

## RESILIENT MARKETS FOR FARMERS

### Case Study of Success: Climate smart agri-value chain finance

Dr Moses Ochieng [presented](#) learning from DFID STARCK programme in supporting MFIs to fund aggregators to on-lend to small holder farmers and other value chain actors in a range of [climate+](#) [smart commodities](#).

## FARMERS AND THE PRIVATE SECTOR

### Field Visit: Farmers accessing new technologies and knowledge

On day one of the Convening, delegates visited two farmers who are customers of [Sun Culture's](#) solar powered agricultural products and capacity building expertise. The benefits in terms of production and income were striking.

## MOMBASA'S RESILIENT PORT DEVELOPMENT

### David Stanton, Director General of Trademark East Africa (TMEA)

David [explained](#) that much of the effort in developing a resilient port was not all about concrete and construction. Instead all stakeholders were included in assessing what development was required to make the port resilient in the long term. This highlighted the need to improve a wide range of institutional and management issues that actually reduced the need for finance for infrastructural works. For example; improving the productivity, IT systems and staff training in the Kenya Ports Authority and revising the [Mombasa Port Charter](#).

## MAKING ROADS WORK FOR CLIMATE RESILIENCE

### Frank Van Steenberg, Director of Meta Meta

Water and roads, particularly unpaved roads, are often natural enemies. [Meta Meta](#) has [developed](#) an approach that reverses this problem and harvests water from roads in semi-arid areas, with relatively low cost investments that increase the lifespan of roads; plus reduces the damage to the wider landscape by flash floods; and creates assets that store water for production and consumption.

## Disaster Resilience

Discussion on disaster resilience highlighted how far resilience thinking has already shifted our approach towards climatic shocks, such as drought and floods. Luca Alinovi, Chief Executive of the Global Resilience Partnership (GRP), reflected that we no longer view climatic events as being 'the problem', but focus on the impact of these events as being the symptom of a wide range of

systemic issues. Many speakers recognised that little can be done to prevent droughts, but a resilient approach will help to prevent them becoming disasters.

"Development and resilience doesn't have to take a long time – people are very quick to pick up things that work. Listen to the people, find the specific answer, dive in, dive back out, try again, make it work." Luca Alinovi, Chief Executive, GRP

### USAID's Resilience and Economic Growth in the Arid Lands – Improving Resilience (REGAL-IR)

This project aims to decrease vulnerabilities, build resilience and stimulate growth in selected drought affected areas of northern Kenya. The programme's Deputy Chief of Party, Joseph Salgi Ikul, stressed the importance of strengthening community self-determination through continuous capacity building, combined with understanding that drought is not going to go away. Revitalising the role of customary institutions is influential and makes a bigger difference than relying on top down [Government structures](#).

### USAID's NiWajibu Wetu (NIWETU) Programme

Selline Korir, the Deputy Chief of Party, [explained](#) that terrorism can only be addressed by tackling underlying causal factors – primarily poverty, but exacerbated by other issues such as widespread corruption, lack of security and justice and social exclusion. Expanding economic opportunities including skills and training is (one) important response.

### The Resilience Atlas

[Understanding the underlying factors](#) that turn stressors and shocks into disasters requires accessing the right information to undertake this analysis. Sandy Andelman of the [Resilience Atlas](#) explained how the Atlas was an interactive analytical tool for building:

(1) understanding of the extent and severity of some of the key stressors and shocks that are affecting rural livelihoods, production systems, and ecosystems in the Sahel, Horn of Africa and South and Southeast Asia; and

(2) insights into the ways that different types of wealth and assets (i.e., natural capital, human capital, social capital, financial capital and manufactured capital) – and combinations among these – impact resilience in particular contexts.

## Building The Field Of Resilience – The Unfinished Agenda

The final session examined efforts being made to ensure resilience becomes firmly mainstreamed by greater numbers of development actors in Africa. The experiences and organisations showcased during the Rockefeller Foundation Resilience Convening, illustrated that resilience thinking is becoming more firmly embedded. It is clear that many actors are taking a resilient approach, even when it may not be explicit. Some key explicit interventions that were mentioned include:

- **Resilience Academies** – The Academies represent a key effort on the part of the Rockefeller Foundation to mainstream a resilient approach. A series of [Resilience Academy](#) workshops are planned in Africa (the first followed the convening in Nairobi). The two-day Academy workshop is designed to walk teams through a series of facilitated exercises and presentations intended to build their capacity to design projects that address systemic shocks and stresses, deliver multiple benefits, and ultimately achieve the resilience dividend.
- **Global Resilience Partnership (GRP)** – GRP is taking the issue of innovation and changing mindsets seriously, with a series of competitions (or 'Challenges') being launched for partners to apply with ideas to tackle the world's most intractable problems. Through the 'Challenges', the [Resilience Partnership](#) surfaces bold, innovative ideas with real-world impact, that may start small, but have the potential to scale up.
- **The IFC (International Finance Corporation)** – As a member of the World Bank Group, the corporation is launching a project development facility aimed at unlocking private sector investment for infrastructure that helps build resilience across emerging markets. Global institutional investors are keen to invest in infrastructure, but the IFC has found there aren't enough well-structured projects. Often, governments lack the capacity to structure, negotiate, and manage complex infrastructure transactions. The facility will provide grant funding to support legal, technical, and financial advice to governments working with IFC on infrastructure projects that help cities build resilience and support poor and vulnerable people.
- **City Resilience Framework** – As part of the Rockefeller Foundation's support to its resilient cities agenda, the Rockefeller Foundation supported Arup to develop a framework for cities, to help cities assess the extent of their resilience, to identify critical areas of weakness, and to identify actions and programmes to improve each city's [resilience](#).





