



# Resilience Analysis Unit



Measuring, understanding and  
building the resilience of vulnerable  
populations in the Horn of Africa

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## Introduction

The Horn of Africa region (HoA), comprising Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda, is one of the most climate hazard-prone and food-insecure regions in the world. In 2010–2011, drought affected the food security and livelihoods of over 13 million people at the peak of the crisis, undermining development gains and eroding their resilience to future drought disasters.

In response to the crisis, the Heads of State and Governments of the Intergovernmental Authority on Development (IGAD) region convened a summit in Nairobi in September 2011. The Nairobi Summit resolved to establish the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) to end drought emergencies in the HoA by promoting the resilience of vulnerable communities through the realization of broad-based economic development. The Summit tasked the IGAD Secretariat with the responsibility to lead and coordinate implementation of the initiative at country and regional levels.

There is a growing consensus that targeted solutions are needed to enable vulnerable populations to withstand natural disasters on their own, and to increase their ability to adapt to changing conditions. This approach calls for humanitarian and development actors to collaborate on a shared objective: measuring, understanding and building the resilience of affected populations.

These efforts will build on the Horn of Africa's existing resources, including a large and diverse livestock population; untapped fishery opportunities; large reserve of natural resources, including extractive industries and groundwater reserves; and the shared history, local knowledge and socioeconomic bonds of the population in the region. Moreover, programmes that increase access to basic social services and protection will strengthen the human and social capital of the most vulnerable.



## Why measuring resilience is important for IDDRSI

Given the complex nature of crises affecting the HoA region, a holistic approach is needed to address the underlying and interrelated causes of food insecurity and malnutrition, including drought and other natural disasters, demographic pressure, conflict, climate change and insufficient investment in livelihoods.

By measuring resilience, we can identify the unique factors that contribute to the resilience of each household or community, and develop the most effective combination of short- and long-term strategies for delivering them from poverty and hunger.

**Resilience:** The ability of a system to remain stable or to adapt to new options in a changing environment *without affecting its integrity*.

**Enhancing resilience:** Enabling the most at-risk to withstand stresses and shocks, and increasing their ability to adapt *without deepening vulnerability*.

Achieving resilience at a significant scale requires the capacity to measure the impact of development interventions for policy and programming purposes, as well as to promote greater accountability in the use of resources. With this in mind, IGAD took the initiative to establish the Resilience Analysis Unit (RAU) with its development partners: the Food and Agriculture Organization of the United Nations (FAO), United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP) and the World Food Programme (WFP).

The overall purpose of RAU is to build the capacity of the IGAD Secretariat and Member States and its development partners in the measurement and analysis of resilience among vulnerable households and communities.

From the beginning, IGAD and its partners recognized the need to build a broad regional partnership to promote the resilience agenda, a vision which applies equally to RAU. Therefore, a partnership with RAU is open to all organizations with the commitment, relevant expertise and other resources to support the unit.



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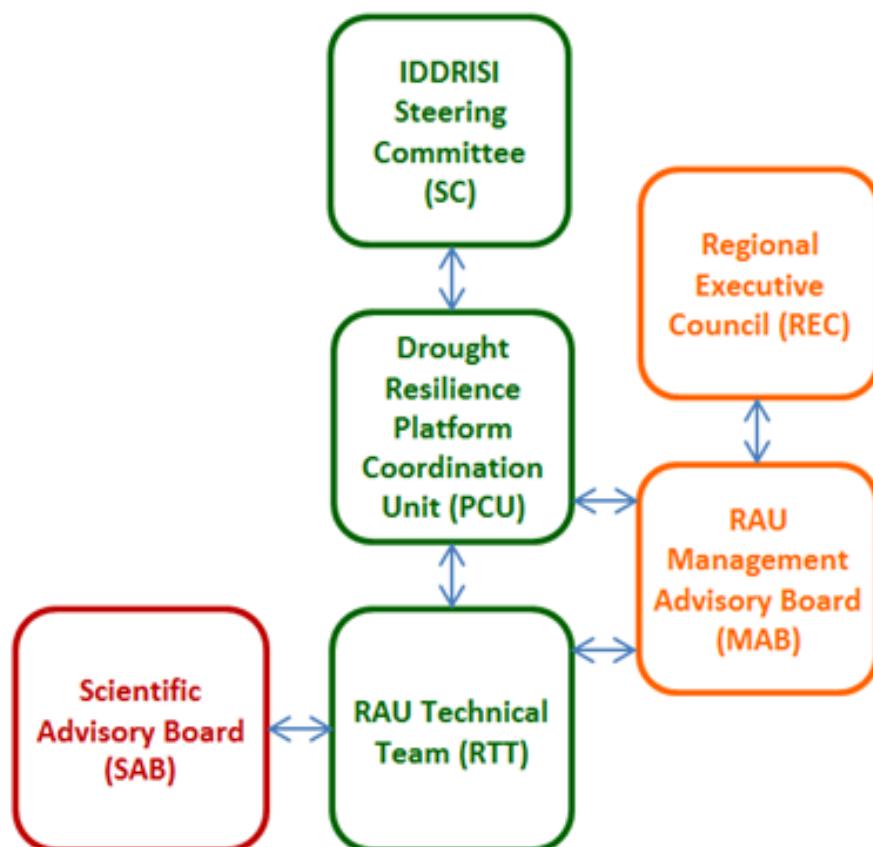
RAU is a multi-stakeholder regional technical hub led by IGAD and supported by its development partners.

IGAD is the chair of RAU's management bodies, including the Management Advisory Board (MAB), ensuring close coordination with the Drought Resilience Platform Coordination Unit (PCU) and providing technical support and guidance to each of RAU's strategic initiatives.

### RAU's Strategic Objectives

- Support IGAD, its Member States and other relevant stakeholders in measuring resilience for each livelihood group at the household, community and regional levels.
- Help policymakers improve the design and effectiveness of future interventions by determining which programmes and policies will be most effective within each community and context.
- Build an evidence base of the complex factors contributing to or undermining resilience, and facilitate an exchange of this information among IGAD Member States and other stakeholders.

**Figure 1. RAU's management and coordination structure**

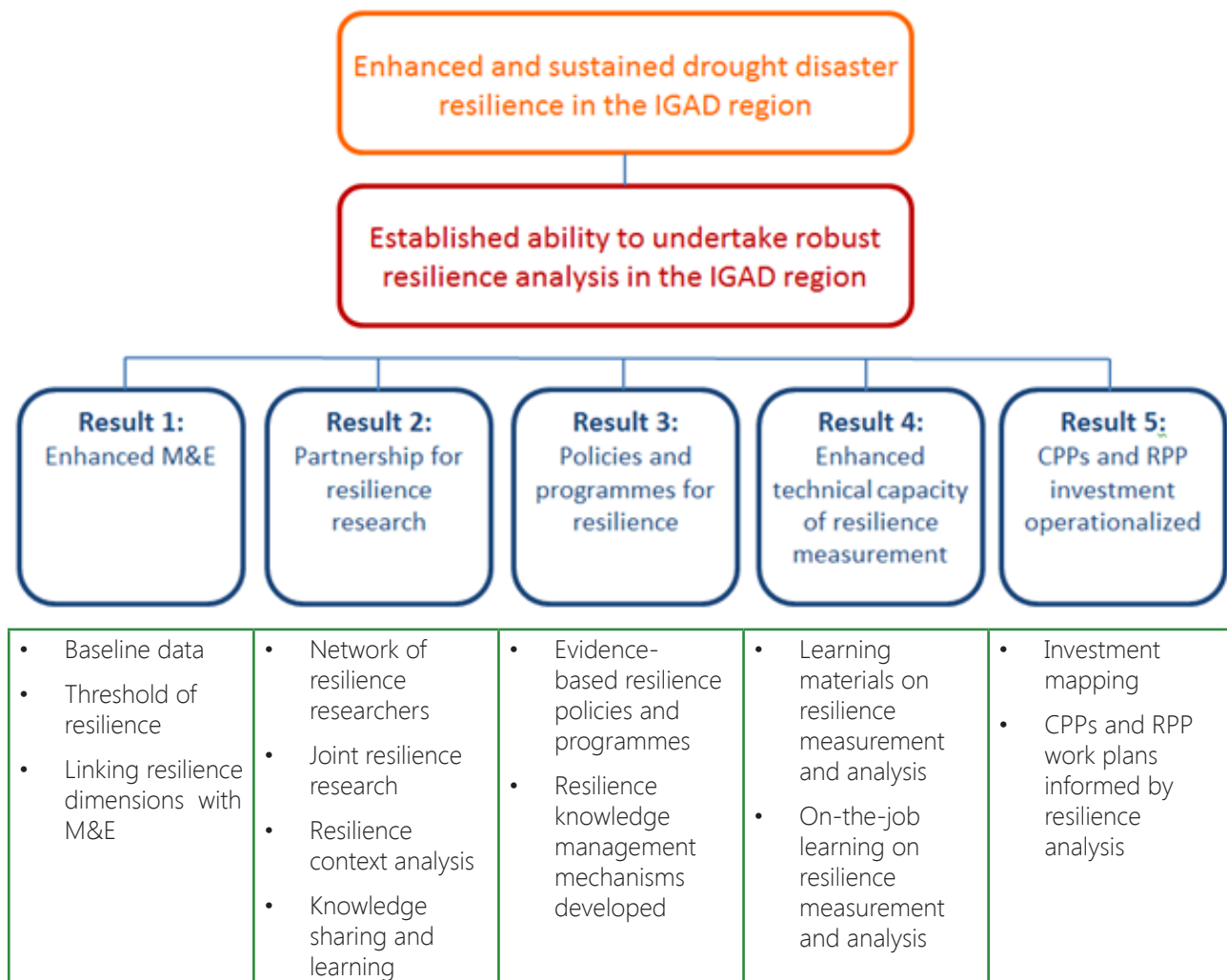


## Linking analysis with action

In coordination with a wide range of development and humanitarian partners, RAU will support IGAD and Member States to translate Country Programme Papers (CPPs) into effective, resilience-enhancing investment plans. To guide this transition from resilience analysis to results-based interventions, RAU has developed the result and output areas shown in Figure 2.

RAU's programme will be reviewed annually by its technical team, under the Management Advisory Board's close supervision. These periodic reviews will be incorporated into a progress report, on which the annual work planning exercises will be based for the following years. RAU's strategic decisions are made by the Regional Executive Council, which is represented by the senior delegates of RAU's member organizations.

**Figure 2. RAU Results Framework**



## Methodology

RAU is committed to exploring innovative solutions and engaging with all interested stakeholders to ensure development of the most appropriate tools, methodologies and processes to serve its strategic development.

Resilience analysis is most effective when qualitative and quantitative methods are used to inform and complement each other. Using this mixed methods approach, quantitative data shows what change occurred and its effects, while qualitative data explains why that change took place by delving deeper into the power and social dynamics of households and communities.

The qualitative information provides a context for understanding the quantitative analysis, ensuring that resilience and related interventions are defined according to local realities and aspirations rather than preconceived (external) frameworks.

This analysis brings planning closer to affected communities, helping to identify the most effective and sustainable solutions for a more resilient Horn of Africa.

### Expected benefits from resilience analysis

- Guide priority setting in resilience programming within the CPPs and Regional Programme Paper (RPP).
- Support policy development.
- Inform project and programme monitoring and evaluation systems.
- Support capacity development within the IGAD Member States.
- Promote mutual sharing and strategic partnerships in resilience building.



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