RABIT Training Workshop Guide

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Workshop Overview

Overview: these are notes and guidance for running a training workshop on resilience generally and RABIT (Resilience Assessment Benchmarking and Impact Toolkit) specifically.

Objectives: the objectives of the workshop are that participants will be able to explain what resilience is; explain how resilience can be measured; and outline the main content and value of RABIT.

Participants: the workshop is aimed at international development professionals

Timing: the length of the session depends on the number of optional exercises undertaken, and on the number of participants. If used as just a presentation, without any exercises, it might take around 30-40 minutes to present. With some exercises and a medium-sized group, this could be extended to a two-hour workshop. With all exercises including plenary feedback and a large-sized group, this could extend up to a whole-day (c.six-hour) workshop.

Resources: the script notes and outline below are intended to be used with MS Powerpoint pack: "RABIT Training Workshop Slides" available at: http://www.niccd.org/resilience.

The optional exercises could be undertaken with assistance of Ketso (www.ketso.com); a hands-on kit for group activities (for ideas on applying Ketso to resilience-related training, see Annexes in full case studies at: http://www.niccd.org/resilience).

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RESILIENCE ASSESSMENT BENCHMARKING and IMPACT TOOLKIT

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Workshop Content

Slide	Script Notes	Optional Activities
1	***Welcome***	
2	***Objectives of workshop*** Participants will be able to: - explain what resilience is; - explain how resilience can be measured; and - outline the main content and value of RABIT (Resilience Assessment Benchmarking and Impact Toolkit).	
3	***Outline of workshop*** Two main parts: - First, defining and understanding resilience via a new model - Second, introducing RABIT and giving an example of its use to identify action priorities on resilience	
4	***Why resilience*** As the 21st century proceeds, countries and communities will face a growing series of short-term shocks (economic crises, climate events, violent attacks, health epidemics, etc) and long-term trends (climate change, migration, economic restructuring, new technologies, etc) that will exacerbate existing vulnerabilities. In abstract terms, we know the solution: they must become more resilient.	Exercise: what are the main future shocks and main vulnerabilities likely to face the development system (region / district / community / organisation / value chain / etc) you work with?
5	***Defining resilience*** The capacity of a system – country, region, community, value chain, organisation, etc – to withstand, recover from, adapt to, and potentially transform amid change and uncertainty	
6	***Illustrating resilience*** Four components: - Withstand: remain as is in the face of a shock like a climate disaster or long-term climate change - Recover: get back to normal after a shock like a natural disaster - Adapt: change in response to a longer-term trend like climate change - Transform: radically change in response to a longer-term trends like climate change BUT problem of few clear guides on how to understand and measure resilience. The approach discussed here gives such a guide based on the University of Manchester's Resilience Assessment Benchmarking and Impact Toolkit (RABIT).	Exercise: what would it mean for the development system you work with to withstand, to recover, to adapt, to transform?
7	***Understanding resilience*** To understand resilience, RABIT identifies nine attributes – or sub-properties – of resilience. Three are primary foundations of resilience: ***robustness***, ***self-organisation***, ***learning***. Six are secondary enablers of resilience: ***redundancy***, ***rapidity***, ***scale***, ***diversity***, ***flexibility***, ***equality***. The stronger these are in a system (e.g. community or	

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	organisation), the more resilient it will be.	
8	***Exemplifying resilience 1*** Example using Costa Rica urban community to illustrate what resilience attributes mean	
9	***Exemplifying resilience 2*** Illustrating first set of attributes: - Robustness: refers to the ability of a system to withstand shocks and continue operating, so in the case of a community this could be physical infrastructure that enables the the community to continue operating in the face of extreme weather events e.g. such as storm drains. - Self-organisation: the ability of the community e.g. via local groups to re-arrange activities within the community in response to problems. - Learning: the ability of community members to learn and to build knowledge about community problems and solutions - Redundancy: surplus capacity within the community that can be called upon in event of disruption e.g. cybercafes that can be used if home or smartphone internet access breaks	
10	***Exemplifying resilience 3*** Further examples of attributes: - Scale: ability to link the community to wider organisations for resources at the national and international levels (e.g. the Costa Rica Legislative Assembly or other national government institutions) - Rapidity: the speed of detection and response to problems e.g. via the fire department - Diversity/Flexibility: ability to take different courses of action with the resources a community has; the micro-level example here is an enterprise that is a bookstore, a copy shop, and a cybercafe - Equality: everyone has equal access to resources and opportunities; but here a reminder that attributes may be weak as well as strong – here poor quality housing in some parts of the community indicating inequality	Exercise: what would the resilience attributes mean in the case of the development system that you work with?
11	***Measuring resilience*** For each attribute, a set of key indicators that allows us to operationalise and measure resilience. For example, robustness relates to the ability of the system to withstand; and key indicators of robust systems include (a) physical preparedness (e.g. extent of physical infrastructure to withstand climate events), (b) institutional capacity (e.g. extent of local committees or groups to address climate events) and (c) multi-level governance (e.g. extent of coordination across different levels in relation to climate events).	Exercise: think of some examples of how you would measure the indicators in the case of the development system you work with.
12	***Situating resilience*** Resilience must not be understood in isolation but as it relates to other development ideas, and as a property of	Exercise: for the development system you work with, what are the one or two main

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	systems which – alongside properties – also have structures and processes. To build that, draw on development ideas of livelihoods and capabilities which helps to answer three key resilience questions: - Resilience to what: to various acute shocks or chronic trends, which will vary depending on each context (see earlier exercise) - Resilience of whom: depends on the different system (see earlier: community, organisation, district, etc) - Resilience for what: resilience is not an end in itself but is a means to help better achieve development outcomes	development outcomes you seek, and how will greater resilience better help those to be achieved?
13	***Operationalising resilience: RABIT*** These ideas have been put into practice via RABIT, the Resilience Assessment Benchmarking and Impact Toolkit of the University of Manchester	
14	***What is RABIT*** Toolkit with two main uses: - At initial stage of projects to benchmark resilience and establish key areas for resilience-building during project - To assess impact on resilience of interventions during or after implementation, to draw lessons, and make action recommendations	
15	***Why use RABIT*** - To identify resilience strengths to build on, or resilience weaknesses to be addressed - To get a snapshot of resilience priorities from bottom-up - To evaluate effect of interventions on resilience - To plan future resilience-related actions	Exercise: what purposes and projects might you wish to use RABIT for e.g. benchmarking, evaluation of interventions, other?
16	***When to use RABIT*** - Pre-Hoc: during project planning/design to identify resilience priorities during project - Durante-Hoc: during project implementation to understand impact of project on resilience, and plan corrective actions - Post-Hoc: after project implementation, to evaluate impact of project on resilience	Exercise: when in your project or other initiative would you be using RABIT?
17	***How to use RABIT*** - Determine aim: benchmarking or impact assessment - Match to project stage - Deploy one or more data instruments - Deploy data visualisation techniques - Analyse data and develop action priorities - Implement action priorities For more details, see RABIT Implementation Handbook: http://www.niccd.org/resilience	Exercise: who in your project or other initiative would be responsible for using RABIT?
18	***RABIT in action*** Example of using RABIT in a coffee-farming district in Uganda with two purposes: - Benchmark resilience of coffee-farming communities	

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Slide	Script Notes	Optional Activities
	- Benchmark "e-resilience": role of ICTs in resilience >With overall aim of identifying action priorities to improve resilience esp. use of ICTs to improve resilience	
19	***RABIT data gathering*** Mix of methods: - Surveyed >50 farmers - Interviews with 16 key contact - 5 focus groups conducted	
20	***RABIT findings*** Three main findings around benchmarking: - Perceptions of climate change - Resilience of farming livelihoods - Impact of ICTs on resilience >And using these to identify future action priorities Only sample illustrations of findings. For more details see case studies at: http://www.niccd.org/resilience	
21	***RABIT climate change findings*** - Significant reporting of climate change esp. over seasonality and water	
22	***RABIT resilience findings*** - Analysing presence in discussions of resilience attribute strengths and weaknesses, and subtracting one from the other - See that relatively weakest areas of resilience were lack of speed to mobilise resources, and inequalities within community >These therefore become priorities for future resilience interventions	
23	***RABIT e-resilience findings*** Benchmarking the contribution of ICTs to the various indicators and attributes of resilience: - Green sectors are well-served by ICTs, so are low priorities for future action (e.g. use to support social networks) - Yellow sectors mean ICTs are making some contribution to resilience but these are medium priorities for future action (e.g. use of ICTs to generate additional income) - Red sectors are those where ICTs are so far making little contribution to resilience and are high priorities for future action (e.g. use of ICTs to access resources in an emergency)	
24	***RABIT future action priorities*** Can then take those findings and translate them into a set of priorities for future actions. Sample shown here of some actions on the top resilience priorities of rapidity and equality, and indicating level of involvement – community, local government, national	Exercise: reflecting on this example, what conclusions do you draw about your own future use of resilience?
25	***Next steps*** - Resilience as a systemic, cross-cutting, long-term approach to development - RABIT as a practical mechanism for understanding and	Exercise: what next? What are the next action steps to take in relation to resilience and RABIT? By when and by

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	operationalisating resilience in development projects - Further information from University of Manchester website	whom should they be taken?
26	***Further reading*** Relevant reports and articles	
27	***Contact*** RABIT contact details: niccd.project@gmail.com	