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Resilience-Based Approaches to Program Design

If you are reading this newsletter you are probably already convinced about the value of program models that focus on emphasizing the skills, capacities, strengths, and assets of traditionally marginalized groups. The Women’s Refugee Commission (WRC) recently released publication, [Vulnerability- and resilience-based approaches in response to the Syrian crisis: Implications for women, children, and youth with disabilities](#), highlights the “paradigm shift” from targeting assistance based on vulnerability criteria to a greater emphasis on resilience at a systems level, a community level and, to a lesser extent, at household and individual levels.

The report presents findings from a literature review, as well as pilot projects in Lebanon and Iraq, exploring how vulnerability and resilience-based approaches are supporting the protection and empowerment of Syrian refugee women, children, and youth with disabilities. Women's Refugee Commission documented recommendations and actions that can be taken to ensure that diversity and resilience of refugees with disabilities are recognized and fostered in humanitarian programming. While the findings and recommendations are drawn from the Syria crisis response, we believe they have relevance across other humanitarian settings. The full report can be downloaded at: <http://wrc.ms/resilience-syrian-crisis>.

Key findings reveal that the majority of literature on approaches is focused on vulnerability. Researchers found that the vulnerability assessments consider persons with disabilities as a homogeneous group, without distinction for gender or age and without the possibility for their vulnerability status to evolve or change over time. Findings also included a notable lack of research, vulnerability- or resilience- based, that focuses on youth (with or without disabilities), effectively excluding from consideration their protection risks and capacities.

The report urges all operational humanitarian organizations to consider **six**

recommendations: (1) analyze age, gender and diversity of affected populations systematically throughout the program cycle to understand and address the specific needs and capacities of the different segments of marginalized groups and ensure equal access and benefit; (2) identify both internal (personal) and external (environmental) resiliency factors and seek entry points for programming based on the unique needs and capacities of marginalized groups; (3) identify the intersecting factors that make individuals with disabilities vulnerable to specific protection concerns and strategies to address or mitigate those factors; (4) recognize that where an individual falls on the vulnerability-resilience continuum is not “fixed” and that it can be improved based on their own access to resources as well as to programming; (5) develop, make use of and seek guidance from available resiliency tools; and (6) pilot, document and share learning on resilience-based approaches applied at the household and individual levels for women, children and youth with disabilities.

We commend the Women’s Refugee Commission and the report’s researchers and writers Boram Lee, Emma Pearce, Arpita Appannagari, Dale Buscher, Josh Chaffin, Marcy Hersch, Tenzin Manell, Kathryn Paik and Jennifer Schlecht for this important contribution to strengthen the resilience of diverse voices and to drive positive change in humanitarian practice. These are pearls of wisdom for those of us in the

development space. *Bravo!*

Graphic: Cover page: "Vulnerability- and resilience-based approaches in response to the Syrian crisis: Implications for women, children and youth with disabilities", The Women's Refugee Commission, 2017.

Celebrating International Women's Day with a Vision for Mainstreaming Gender Equality

On International Women's Day, with a sea of audience members wearing red, the Gender Practitioners Collaborative, an informal group of U.S.-based gender advisors and technical gender experts from international development and humanitarian organizations, launched the [Minimum Standards for Mainstreaming Gender Equality](#). The Minimum Standards mark an important step in creating industry standards that institutionalize and operationalize organizational commitment to gender equality and female empowerment. Minimum Standards co-authors include representatives from [ACD/VOCA](#), [FHI 360](#), [Land O'Lakes International Development](#), [MercyCorps](#), [Winrock International](#) and [World Vision](#). The group's vision is that all organizations working in the field of international development and humanitarian response recognize, adopt, and adhere to a minimum level of gender equality mainstreaming in their organization widely, and specifically in



programs.

The eight minimum standards are:

1. Adopt a Gender Equality Policy
2. Develop Organizational Culture and Capacity for Gender Equality
3. Conduct and Utilize Gender Analyses
4. Allocate Budget Resources for Gender Equality
5. Utilize Sex- and Age-Disaggregated Data
6. Develop Gender Equality Indicators
7. Do No Harm
8. Ensure Accountability

Along with guidance on each of these standards, the Minimum Standards include illustrative resources to implement the minimum standards such as links to gender policies, toolkits for gender analysis, resources to develop gender equality indicators and much more. We asked **Elise Young, Senior Advisor for Gender Mainstreaming & Thought Leadership** at FHI 360 how these standards can lead to inclusive design and programming and she shared, “they emphasize the importance of intersectionality when it comes to integrating gender equality. By partnering and collaborating in more inclusive ways, we can better understand the systems of not only gender inequality, but other forms of social exclusion as well. We can then identify and work towards interdependent solutions that in turn lead to better program outcomes.”

Want to learn more about the Minimum Standards? Visit www.genderstandards.org to

sign up for the mailing list and learn how to adopt to the standards for your organization.

Graphic: "Minimum Standards for Mainstreaming Gender Equality", Mercy Corps, 2017.



TAAP'ing the World Economic Forum's New Inclusive Development Index

The World Economic Forum's [Inclusive Growth and Development Report 2017](#) asks how the current “vicious cycle of stagnation and polarization of income and opportunities” can be turned into a virtuous cycle of greater social inclusion and stronger, more sustainable growth. We like their answer, which lies in “placing people and living standards at the center of national and international economic policies.”

The Report presents a new global index, the **Inclusive Development Index (IDI)**, which provides a nuanced assessment of countries' level (and recent performance) of economic development rather than the conventional focus based on GDP per capita alone. The Inclusive Development Index is based on a set of Key Performance Indicators that provide a multidimensional assessment of living standards. The index ranks 109 countries according to their current level of inclusive development, and also provides a view on recent performance over 5 years. Together, these features allow users to understand both the state and direction of

inclusive growth around the world.

The Report presents a policy framework encompassing seven principal domains (pillars) and 15 sub-domains (sub-pillars) which describe the spectrum of structural factors that particularly influence the breadth of social participation in the process and benefits of economic growth.

Societies (for example, Norway, Luxembourg and Switzerland) that have had success in building a robust middle class and reducing poverty and social marginalization have tended to create effective economic institutions and policy incentives in many of these areas, while also pursuing sound macroeconomic policies and efficiency-enhancing reforms over time. The seven principal domains include education and skills; basic services and infrastructure; corruption and rents; financial remediation of real economy investment; asset building and entrepreneurship; employment and labor compensation, and fiscal transfers.

The WEF's domains differ from TAAP's identity-focused domains – and perhaps there are opportunities for synchronization? TAAP's six domains are adapted from USAID's gender domains and have three program-related purposes: (1) Identify and address identity relations and the ways in which those relations create identity-based barriers to and opportunities for achieving project results; (2) Identify new opportunities to promote the agency, access and power of marginalized and excluded

people; and (3) Identify potential unintended consequences of identity-based exclusion that could result from planned activities. The TAAP domains are: (1) Laws, Policies, Regulations, and Institutional Practices; (2) Access to and Control over Assets and Resources; (3) Knowledge, Beliefs and Perceptions, Cultural Norms; (4) Power and Decision-making; (5) Roles, Responsibilities, Participation and Time Use, and (6) Human dignity, safety and wellness. Let us know what you think about opportunities for TAAP'ing the WEF's new index, and for tapping the index to inform inclusive program design.

Graphic: "The Inclusive Growth and Development Report 2017", The World Economic Forum, 2017.



Social inclusion and why it matters: Vikki Butler at TEDxRiverTawe 2013

This Week's TAAP Staff Pick: [Social Inclusion and Why It Matters](#)

In a 2013 TEDxRiverTawe, Welsh senior research and policy officer **Vikki Butler** drew on approaches from person centered planning, community development, social anthropology and current social research in Wales to pose the question: What is social exclusion, and what are the costs of not having an inclusive society? In the video, Vikki plays “the Pretty Horrible Numbers Game” with the audience to emphasize her take on discrimination, which is that “Discrimination and poverty do not happen randomly throughout society. It affects groups of people, suggesting that our social systems discriminate in a very patterned basis.”

Photo: Social inclusion and why it matters: Vikki Butler at TEDxRiverTawe 2013, Video: <https://www.youtube.com/watch?v=0r2BNV3VEIc>; YouTube, Published on May 24, 2013.



Got Inclusion?

We want to hear from you! Please share your inclusion activities, success stories, upcoming events, and intriguing resources. Send to TAAP@worldlearning.org. New to TAAP? Read past newsletters and learn more by clicking [here](#).