

Special Lecture 1
Resilience System Analysis

Resilience System Analysis: Intangible Cultural Heritage, NGOs, and the Post COVID-19 Challenge

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Thank you. I am delighted to have the privilege of sharing the OECD view on resilience and the methodology behind the analysis of resilience systems.

Let me stress for the time being that we face unprecedented challenges, as you all know.

What characterizes the new context that we are facing is a very deep economic and social crisis that is and something that I wish to convey to you in this location, maybe just an NGO's perspective.

First of all, what is resilience? We probably have discussed enough in the multilateral assistance environment about the different aspects related to resilience, so I would like to summarize only that we have the three key aspects of resilience. It is the capacity to surmount shocks, external shocks, or disruptive phenomena, and then we have an absorbing capacity as the first layer of resilience. That is the ability of a system to prepare for mitigating or preventing negative impacts using predetermined coping responses to preserve and restore essential basic structures and functions. Then we have the adaptive capacity, which is the ability of a system to adjust, modify or change its characteristics and actions to moderate potential future damage and take advantage of opportunities to continue to function without major qualitative changes in function or structural identities. Examples of adaptive capacity include diversification of livelihoods, the involvement of the private sector in delivering basic services, and introducing rock broad resistance, for example. And then we have the transformative capacity, which is the ability to create a fundamentally new system so that the shock will no longer have an impact. This can be necessary when ecological, economic, or social structures make the existing system untenable examples of transformative capacity, including the introduction of conflict resolution mechanisms, urban planning measures, and other actions to stamp out corruption. Let me stress at this point that in the face of an external shock like no other shock that we have witnessed in decades like the COVID-19 pandemic, we are faced with the opportunity of overcoming a great challenge in a way that we can bring about transformative capacity into many different subsystems of social and civilizational resilience if you will. This is something that we can come up with continuing in a discussion after we set the tone of our framework of resilience system analysis.

The bottom line is boosting resilience involves:

- Actively understanding the risk landscape and how it impacts the system. That is how society functions in each context.

- So, we need to with it is about determining at which layer of society those risks are best managed.
- Applying a set of resilience principles to strengthen the system's capacity to absorb shock or adapt the transform so that they are less exposed to shocks

If we go into the concept note, what is the system, or how do we appraise the system from our methodology. So resilient system analysis uses a systems approach. A system could be many things, including a unit of society (for example, an individual or household, a community, or a state), of the natural environment (for example, a forest), or a physical entity (for example, an urban infrastructure network). The system used as an example in these guidelines comes from the Sustainable Livelihoods Approach as seen from our perspective at the OECD. A livelihood comprises the capabilities, assets, and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base (DFID, 1999). Under the Sustainable Livelihoods Approach, the well-being of a community depends on a system with six different categories of assets or "capitals"- financial, human, natural, physical, political, and social capital. The assets that make up each of these categories of capital will differ from context to context.

From our perspective of what is a resilient systems analysis is all about is a toolkit to systematically analyze resilience and then integrate resilience aspects into the development and humanitarian programming through a step by step approach to resilience system analysis, a tool that helps field practitioners to:

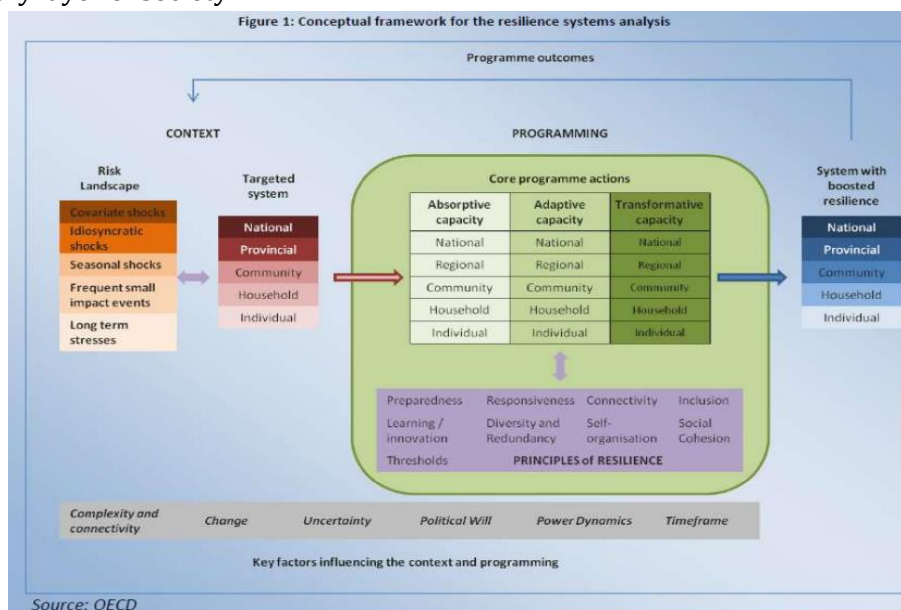
- Prepare for, and facilitate a successful multi-stakeholder resilience analysis workshop
- Design a roadmap to boost the resilience of communities and societies
- Integrate the result of the analysis into their development and humanitarian programming

Furthermore, that is essential in the way that we look at the activities from a grassroots approach that is ever more vital in the face of rebuilding communities and rebuilding regions in the context of the very dire, very deep, and very worrisome consequences of the ongoing COVID-19 pandemic.

A Resilient Systems Analysis will provide key actors in the field with:

- A shared view of the risk landscape that people face
- An understanding of the broader system that people need for their all-round well-being
- An analysis of how the risk landscape affects the key components of the well-being system which components are resilient, which are not, and why a shared understanding of power dynamics, and how the use or misuse of power helps or hinders people's access to the assets they need to cope with shocks; and
- Based on all of that, a shared vision of what needs to be done to boost resilience in the system, and

- How to integrate these aspects into policies, strategies, and development efforts at every layer of society



How can we use a resilient systems analysis? Many in that context in the development assistant or Official Development Assistant context, many donors are requiring their partners to base their programming on a theory of change, linked to a log-frame analysis: the resilience system analysis facilitates both of these. The outputs of a resilience system analysis provide the platform for constructing a theory of change, often used in development programming to support overall analysis, strategy, and critical thinking. This type of resilience system analysis provides information for the three key steps in constructing a theory of change:

- Analyzing the context
- Exploring assumptions and hypotheses for changes in the future; and
- Assessing evidence for future change

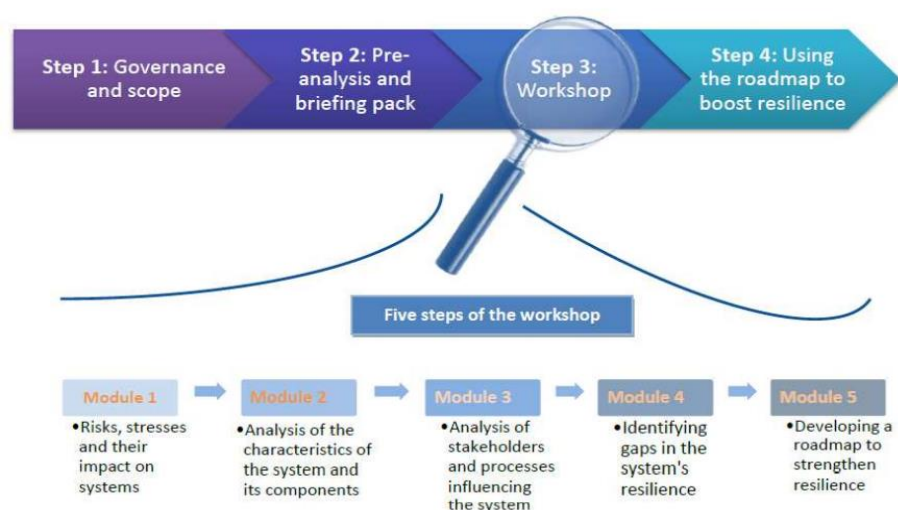
That is in broad terms the context. So, we aimed at producing a roadmap following this theory of change logic. Through this type of analysis, we aim to develop a log-frame that is often used to document and monitor humanitarian and developing programs. To provide a concrete vision of the desired program impact and outcomes to show how project outputs can contribute to these outcomes and impact and provide better and more coherent risk information for the assumptions component of the log-frame.

Main purpose of resilience system analysis is to provide valuable inputs into policies, strategies, and programs rather than to support detailed project design.

In this context, what we talk about is following this methodology through four steps. Step one is defining the governance and scope of any given strategy that applies, of course, to things such as, for example, grassroots, social entrepreneurship initiatives. And then closely linked to that, of course, we have intangible cultural heritage initiatives that are linked to local development. So first, we need to define key stakeholders and how these stakeholders are relevant to local or

grassroots development goals. And then, we go to step two, which is pre-analysis and briefing pack, so that is a complex process. However, we talk about how to develop ways to validate methodologies of interactive or participatory dynamics that can feedback into this methodology of what it means to develop the roadmap that is acceptable to relevant stakeholders at the groups at the grassroots level. And we go to the workshop methodologies, and then we have five steps of the workshop. First, we have five modules from risk stresses and their impact on systems analysis, and then we go to the analysis of characteristics of the system and its component. Then we go to the third step of analysis of stakeholders and processes influencing a given system, then we go to identifying gaps in the systems resilience, and then we go to developing a roadmap to strengthen resilience. That is something it is easy to say, but it is very difficult to implement in reality. That is why this is something we talked about from a very general, broad perspective, but if it is to become real or implementable, that is the domain of grassroots stakeholders and leaders such as NGOs, for example.

Figure 4: Resilience System Analysis: Four Main Steps



Using this roadmap to boost resilience shows what policy and programming changes are needed to boost resilience in a particular context, prioritized in terms of i) urgent actions, ii) medium-term actions, and iii) actions that can be started much later. In most contexts, individual organizations and actors will choose which of the actions on the roadmap to implement based on their specific mandates, expertise, programming timeframes, and resources. Different actors can "do" certain things through policy change and programming, other actors can use their power to "influence" changes, and in other areas, a share advocacy strategy could be useful. All of the actions prioritized by the roadmap should be picked up by at least one actor.

This is in very broad terms what I would bring to your attention in terms of say, you know, in the way of setting the tone of a more richer, broader detailed discussion as to what it means to bring resilience or what it means to build resilience in this very challenging ongoing context of the pandemic. In that sense, it never as today it is true that NGOs make the big difference in building back social and community's local resilience in this very key arena of intangible cultural heritage.

Because of time limitations, I think that there's just a way of setting the tone that we would you know in the course of this full-day and the second day of this conference, there will be much to be said as to how in very different specific context resilience can be built strengthened in order to not only reactivate because that's something that from in our case the OECD, we hear a lot from different stakeholders to reactivate economic and economic or social issue but is about something even more challenging which is to reconstruct social communities, to reconstruct economies to build back better what has been hit by an unprecedented crisis like the global pandemic of COVID-19.

In that sense, I very much thank you for the privilege of having this space to share our thoughts and definitely to continue our dialogue and discussion as to what it is to build our communities in a more stronger, more sustainable, and more resilient new social impact and then NGOs have a crucial contribution to that level.

Thank you very much.

