

Level Five: Accompany community implementation and learning

While the key output of the EVCA is a report that summarises the findings of the assessment and risk reduction action plan, the resilience process does not end here. It is important that the National Society keep supporting the community to implement the action plan. Remember, the EVCA covers only part of the process in the Roadmap to Community Resilience. Here, the EVCA process connects with Stage 3 of the Roadmap to Community Resilience (Taking Action for Resilience).

Step 13. Accompany implementation

Supporting the community to take action could take many forms depending on the context and available capacities (technical, financial and material) and can consist of accompanying, enabling and connecting. You could help them explore and strengthen their internal capacity by **creating or training a community organisation** or committee that will mobilise the wider community and lead the implementation of the action plan. You should also offer to **help implement some of the activities** in which your National Society can offer expertise (e.g. first aid training, first responders training, establishing community early warning systems, etc.) and, whenever possible, provide seed funds for a micro-project generated from the action plan. Another important way for National Societies to support communities is **to connect them with stakeholders** who could support them financially or technically. For this the National Society could help train the community in proposal writing and presentation, and convene the meetings.

This support is expected to yield two results: strong community organisation and adequate human, financial and material resources for the community to implement their action plan.



RCRC key services, Roadmap to Community Resilience

Tip! The community must feel that they own the assessment and action plan, and should be motivated to implement it. As described in the [Roadmap to Community Resilience](#), the key Red Cross Red Crescent role is to accompany, enable and connect the community!

13.1 Support the creation of a committee

The risk reduction and resilience-building effort needs to be owned and led by the community. For this to be possible, there has to be a community organisation in charge of leading the implementation

process. Ideally, an existing community-based organisation (CBOs) can play this role - and you may have identified one during the capacity assessment. This local community organisation can, if needed, be capacitated and asked to include the most at-risk community members in its activities. However, if there is no relevant community organisation, the local EVCA team should facilitate the creation of one through a participatory and democratic process. Such a committee used to be traditionally called Community Based Disaster Risk Reduction (CBDRR) Teams or Community Disaster Management Committee (CDMC), and we now suggest calling it a “Resilience Committee” to imply the multi-sectoral nature of the risk reduction action plan beyond a disaster focus. It is important for at-risk groups and individuals to be included in these committees. The decision-making processes within these committees needs to be transparent and inclusive, with a clear line of accountability towards the larger community.

The following are key considerations that a community organisation should have to act as a “Resilience Committee”:

- Visionary leadership that will lead and supervise the process beyond the EVCA process
- Clear task distribution using participatory processes
- Effective communication and coordination internally and with relevant stakeholders
- Willingness to learn from others and share learning
- Transparent systems to ensure efficient and effective use of resources
- Ability to do resource mobilisation

You may need to help strengthen the committee by training them in new useful skills such as proposal writing and presenting, as well as offer trainings on RCRC expertise areas such as contingency and preparedness planning, first aid, etc.

13.2 Connect to partners

The EVCA process often identifies a variety of issues to be addressed related to many different sectors.

While the technical departments of your National Society should be mobilized to help communities meet their resilience ambitions, there will be instances where your National Society may not be able to support every activity communities identified during the EVCA process due to capacity limitations. Certain projects may require support from outside the RCRC and the community. The role of RCRC work should therefore be to help connect the communities to the most relevant stakeholders and partners. In that case, you must ask two questions:

- Who can help to achieve the implementation of the different actions?
- Who should be responsible for issues that fall outside of the RCRC’s mandate or capacity?

This is where the building of strategic partnerships comes into play, i.e. working with other institutions and partners. From the very beginning of the EVCA process, it is crucial for your National Society to enter into a dialogue with other organisations whose mandate, knowledge and skills complement the activities of the RCRC. You can then call upon these groups when the community prioritises issues that fall outside your own areas of expertise. To do this, it is essential to involve government and other partners as early as possible – such as in the assessment and the planning stages and when sharing the EVCA results. The community may not have sufficient resources for big structural projects, such as building flood retention walls, or for addressing root causes of vulnerability such as poverty. Outside

support will be required – which can be obtained through advocacy. Use the RCRC credibility and its auxiliary role to connect the community with relevant authorities and other decision-makers and advocate for change.

Tip! Help the community establish a ‘partnership’, memorandum of understanding (MOU) or contract with each stakeholder, detailing their respective responsibilities, schedules, communication protocols and financial arrangements. Your National Society may be able to offer formats for this as well as access to legal advice (if necessary). Suggest holding regular meetings to update all stakeholders on the process and results. Support the community to prepare for meetings by helping them to set an agenda, design a presentation and co-chair.

13.3 Mobilise resources

Different types of resources are required for the implementation of the risk reduction action plan. These resources can be human, technical, financial and material. The community may not have adequate resources for some of the activities in the action plan, in which case the National Society needs to support it to mobilise resources because:

- Vulnerable communities may have limited or no access to stakeholders, government & civil society networks and may not be aware about available opportunities for risk reduction support.
- Enabling communities to gain access to potential sources of support is an important characteristic of resilience (connectedness).

The common sources of support for the community’s risk reduction action plan are: the local community itself, local and national government, RCRC National Society, civil society organisations, faith-based organisations and NGOs.

13.3.1. Internal Resource Mobilisation

Communities can use their traditional resource mobilisation systems to raise resources internally within the community without much support. Examples of internal resource mobilization include: mutual support systems, local fundraising, contributing their own labour and technical skills, using locally available materials, adopting community by-laws etc..

13.3.2. External Resource Mobilisation – Micro-projects

However, communities may need technical support in their efforts to develop micro-projects from their action plan and fundraise from external sources. Micro-projects require small amounts of funding and are implemented over short periods of time. They consist of concrete activities that are carried out with a minimum number of related tasks, which depend on the assigned budget. Micro-projects can be managed and carried out by the community itself.

Communities can develop proposals for micro-projects or specific activities based on their risk reduction action plan and use it to mobilise resources from external partners. The micro-project could also be connected to a project of the RCRC National Society.

Further guidance on how to develop a [community micro-project](#).

Key points to keep in mind:



- Similarly to the action plan, the proposal for a specific micro-project should identify a clear objective, expected results and target beneficiaries, list of activities, a schedule of activities, budget, and responsible persons and partners involved.
- Ensure that the proposal design is clearly a solution to the priority risks identified by the community during the EVCA.
- The intervention should prioritise the most vulnerable groups in communities and look at activities that have wide-reaching benefits to communities.
- Check carefully to avoid any potential harm an action may have on the environment, on gender equality or on conflict.
- To ensure successful implementation of the micro-project, it is necessary to organise an implementation commission and a follow-up commission made up of members of the community and if possible a local technician.

Step 14. Support monitoring, evaluation and learning

The steps in this section offer a short version of monitoring and evaluation guidance. If you have time, we encourage you to link this process with [Stage 4 of the Roadmap to Community Resilience](#).

The main aim of monitoring and evaluation is to **help communities learn** from the results of their resilience-building action, make adjustments if needed, and motivate community members and stakeholders to move forward with further improved resilience actions. The EVCA process strongly promotes participatory monitoring.

Monitoring and evaluation **also helps your National Society** identify results that they can report to donors, analyse the quality of your services to the community, and develop an evidence base for mobilising additional funds to support communities. Assessing how well the community progresses on implementing the risk reduction action plan shows communities that you know what you are doing and are serious about reducing risk from any threat. This will reinforce the feeling that working with the RCRC will help make positive changes in the community. Plan for joint follow-up, monitoring and evaluation to ensure permanent commitment from and to the community. Below are the key steps to support the community to properly monitor and evaluate the implementation of their action plan.

14.1 Motivate to monitor

Explain to the community the reasons and importance of proper monitoring. Reassure them that it is normal and beneficial to want to know how things are going, especially when the community is investing time, energy and other resources in the implementation of their risk reduction action plan. Communities should undertake monitoring and evaluation to achieve one or more of the following purposes:

- Assess progress of their risk reduction action plan.
- Take timely and corrective actions whenever necessary.
- Learn lessons from both success and failure of their action plan implementation and results and impacts achieved: what worked well, what didn't work well and why.

- Verify whether risks are indeed reduced, collect evidence and use that for encouragement to scale up risk reduction interventions and to influence policy and practice.

Discuss with communities why regular monitoring is important and why all stakeholders should contribute:

- They might notice a change that others do not see; this change might motivate community members to continue their efforts or it could be evidence that activities need to be adapted.
- Their observations may align with those of others, building confidence in the results.
- Seeing changes with their own eyes may provide much-needed encouragement.
- They are entitled to know the results of actions in which they have invested.
- Their cooperation and collaboration may be necessary to adjust or complete plans successfully.

14.2 Track progress

Explain to the community that checking that the risk reduction action plan is on track is key to success. Encourage them to ask the following questions at sensible intervals during implementation:

- Are the objectives being met?
- Have we done what we expected to do by this stage? If not, why not?
- How can obstacles to progress be removed?
- What needs to be done to get back on track?

The focus here is not only to track progress in the implementation of the action plan but also how it is being implemented: Are the most vulnerable people still actively participating and contributing? Are people developing confidence in analysing, protecting and promoting their interests? Are all committed stakeholders still engaged?

It is the community that should decide on the methodology to monitor the action plan. One or more of the following methodologies can be used:

- a weekly meeting of the Resilience Committee in the community
- monthly or quarterly community meetings where the Resilience Committee presents an update report to the wider community and stakeholders
- video and/or photo story updates
- written report.

To help the community choose its monitoring method, draw on the guidance in the [Monitoring and Evaluation chapter of the Project/Program Planning Manual](#). Explain that some changes or signs of progress are best identified by interviewing relevant people while others are observable.

In addition, you can now re-apply a resilience measurement tool to measure the impact of your resilience-building / risk reduction actions. In step 8.4, you will have developed a resilience measurement baseline. You can now re-apply it to see any changes in risk / resilience. Efforts are currently ongoing to develop an IFRC resilience measurement dashboard, which will allow you to upload, analyse and visualize your resilience measurement data. Depending on your resilience measurement needs and available time/resources, the dashboard may also propose additional resilience measurement tools.

At the National Society/branch level, you will want to self-report on the strength of your support to the community EVCA process and what your contribution has been for the success of the implementation of the community's risk reduction action plan.

14.3 Draw and apply lessons from success and failure

Guide the community to use its monitoring results to consider how their risk reduction action plan should change, if at all. Change might involve continuing, scaling up, adapting, innovating or stopping certain activities depending on how their plan is evolving and what is being achieved. Don't forget that the best job you can do as a National Society/branch is to use the EVCA process to transform and empower the community to independently and inclusively strengthen their resilience and reduce risks.

Sometimes you need to take specific actions to obtain people's views on how to resolve a problem. If planned activities need to be changed significantly, encourage the community and other stakeholders to take those decisions together, with maximum participation and notifying partners of major changes. Accompany them as they repeat parts of the action planning process and help connect the community with other actors if necessary.

Encourage the community to organise an exchange visit to share learning with other communities, either by exchanging directly or via the RCRC. Provide connections and resources to enable other community representatives to visit and learn from the community, and ask the community's permission to share its experience with other organisations in publications.

At the National Society/branch level, you will probably need to conduct your own organisational monitoring. This may be tied to required tasks for your donors and may benefit from collaboration with local authorities and partners. **Celebrate success but also learn from any mistakes and find ways to improve.**