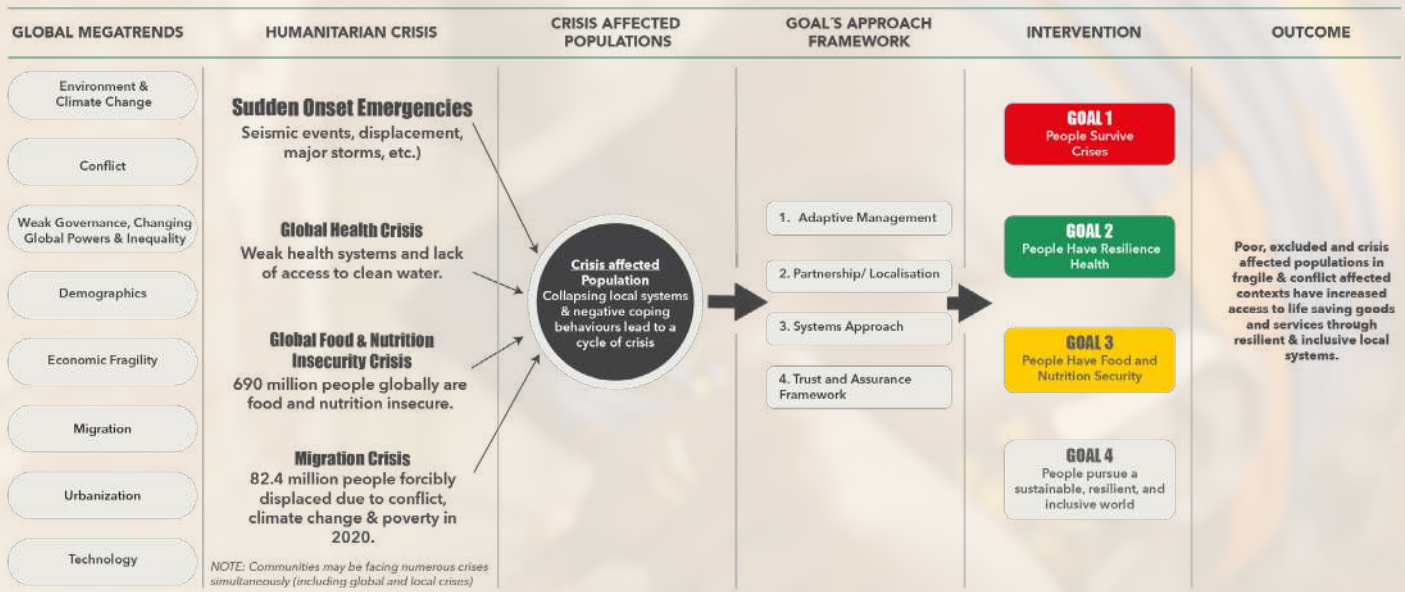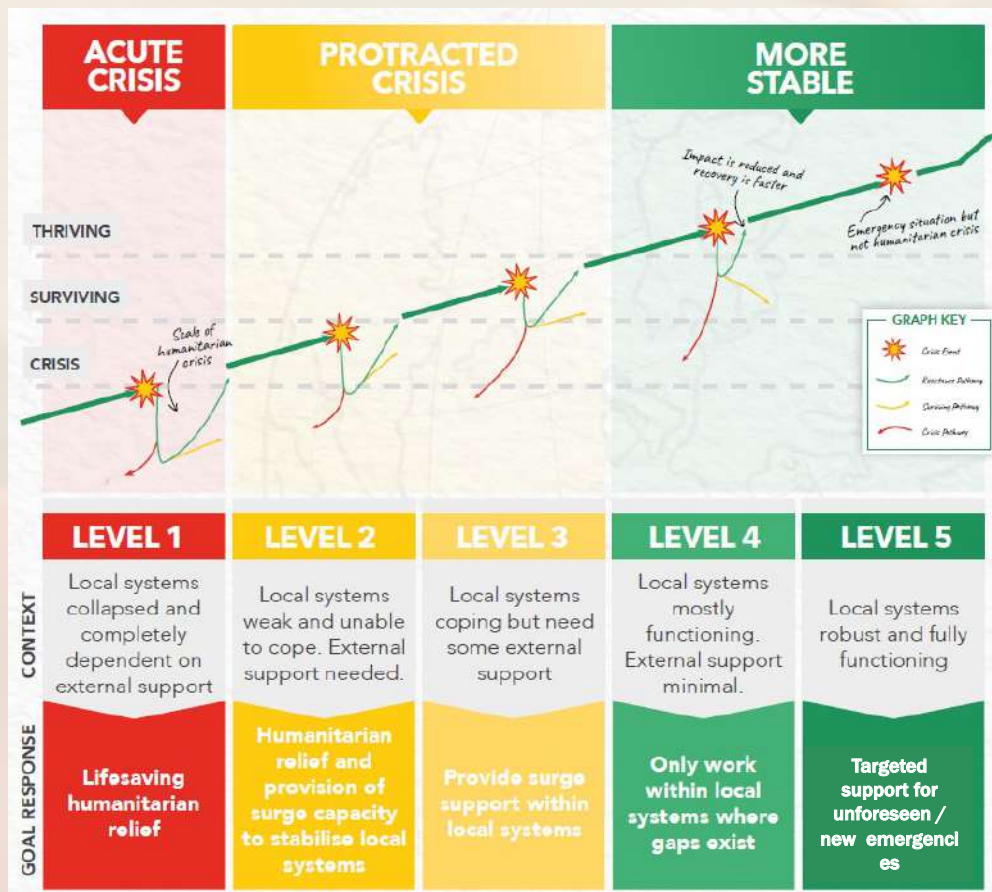GOAL

From Crisis to Resilience
Compendium of Learning and Innovation

Crisis to Resilience Framework

The following representations of the Crisis to Resilience Framework are taken from GOAL Strategy 2025.

GLOBAL MEGATRENDS	HUMANITARIAN CRISIS	CRISIS AFFECTED POPULATIONS	GOAL'S APPROACH FRAMEWORK	INTERVENTION	OUTCOME

Global Megatrends:
- Environment & Climate Change
- Conflict
- Weak Governance, Changing Global Powers & Inequality
- Demographics
- Economic Fragility
- Migration
- Urbanization
- Technology

Sudden Onset Emergencies
Seismic events, displacement, major storms, etc.)

Global Health Crisis
Weak health systems and lack of access to clean water.

Global Food & Nutrition Insecurity Crisis
690 million people globally are food and nutrition insecure.

Migration Crisis
82.4 million people forcibly displaced due to conflict, climate change & poverty in 2020.

NOTE: Communities may be facing numerous crises simultaneously (including global and local crises)

Crisis affected Population
Collapsing local systems & negative coping behaviours lead to a cycle of crisis

GOAL's Approach Framework:
1. Adaptive Management
2. Partnership/ Localisation
3. Systems Approach
4. Trust and Assurance Framework

Intervention:
- **GOAL 1** People Survive Crises
- **GOAL 2** People Have Resilience Health
- **GOAL 3** People Have Food and Nutrition Security
- **GOAL 4** People pursue a sustainable, resilient, and inclusive world

Outcome:
Poor, excluded and crisis affected populations in fragile & conflict affected contexts have increased access to life saving goods and services through resilient & inclusive local systems.

FROM CRISIS TO RESILIENCE

	ACUTE CRISIS	PROTRACTED CRISIS	MORE STABLE

Impact is reduced and recovery is faster

Emergency situation but not humanitarian crisis

THRIVING
SURVIVING
CRISIS

Scale of humanitarian crisis

GRAPH KEY
- Crisis Event
- Resilience Pathway
- Surviving Pathway
- Crisis Pathway

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
CONTEXT	Local systems collapsed and completely dependent on external support	Local systems weak and unable to cope. External support needed.	Local systems coping but need some external support	Local systems mostly functioning. External support minimal.	Local systems robust and fully functioning
GOAL RESPONSE	Lifesaving humanitarian relief	Humanitarian relief and provision of surge capacity to stabilise local systems	Provide surge support within local systems	Only work within local systems where gaps exist	Targeted support for unforeseen / new emergencies

Resilience Measurement and Analysis

Analysis of the Resilience of Communities to Disasters (ARC-D)

First developed in 2010 as a concise and user-friendly tool to assess the multi-dimensional level of community resilience, through a discussion-based survey of 30 key resilience components and explore the areas for further development. The ARC-D was republished in 2016 following extended piloting in 11 countries to ensure its credibility, validity, reliability, and applicability. Over 300 technical personnel from national risk management agencies, civil society organizations and the private sector have been trained in disaster resilience measurement and analysis using the ARC-D toolkit.

Resilience Nexus

Linked to the ARC-D GOAL has developed a cloud based online resilience measurement and learning platform, called the Resilience Nexus platform (resiliencenexus.org) which captures the data from ARC-D resilience measurements in real-time and presents the results on an interactive dashboard. All of the tools and guidance presented in this compendium along with other relevant best practice relating to Crisis to Resilience is available on the GOAL Resilience Nexus Website.

Guidance Manual - ARC-D Toolkit 2nd Edition (Spanish)

Guidance Manual - ARC-D Toolkit 2nd Edition (English)

Guidance Manual - ARC-D Toolkit 2nd Edition (French)

ARC-D Toolkit Broshure (English)

ARC-D Toolkit Broshure (Spanish)

CBA15: Multiple tools on resilience measurement

Article: Practitioner approaches to measuring community resilience: The analysis of the resilience of communities to disasters toolkit

Q&A: Why resilience is key to improved delivery of aid

Case Study: ARC-D Implementation in Niger

Case Study: ARC-D implementation in Miravalle

Resilience Nexus Website

Article: Information Management Tools for Disaster Preparedness and Resilience at Community Level in Central America (El Salvador and Honduras)

Resilience for Social Systems (R4S)

The R4S Approach was developed in 2016 by GOAL's Resilience, Innovation and Learning Hub (RILH) to inform a resilience approach to the implementation of humanitarian and development interventions by improving the understanding of socio-economic systems and how they react to shocks and stresses. GOAL strives to strengthen understanding of these dynamics, to enable better programming that addresses root causes of vulnerability rather than symptoms alone.The R4S Approach Guidance Manual intends to provide mechanisms for analysing the current resilience state of critical socio-economic systems and leads to recommendations on how to build or strengthen the resilience of these systems, ultimately contributing to more inclusive and resilient societies.

R4S User Guidance Manual (English)

R4S User Guidance Manual (Spanish)

MOOC: R4S Online Training

R4S Approach Broshure (English)

Article: How do we know if our systems are resilient to shocks and stresses?

Opinion: Applying a systems approach to resilience building | Devex

Q&A: Why resilience is key to improved delivery of aid | Devex

Case Study: R4S implementation for the Community Tourism System

Market Systems Resilience (MSR) State of the Field Map

Video: GOAL's Resilience Approach for Social Systems (R4S) Approach (English)

Video: GOAL's Resilience Approach for Social Systems (R4S) Approach (Español)

Responding to Rural to Urban Migration and Urban Crisis

Guidance Manual: Resilient and Neighborhood Approach (RINA)

Video - Building resilience in Tegucigalpa, Honduras, through the Barrio Resiliente project

Resilient and Inclusive Neighborhood Approach (RINA)

RINA is a multisectoral community-centered approach that takes place in a geographically and socially defined area (i.e. the Neighborhood) and uses evidence from the local context to meet critical basic needs and lay the foundation for safer, healthier and more resilient and inclusive neighborhoods.

This approach applies the latest thinking in systems approach using practical tools and case studies to build multi stakeholder partnerships which can transform neighborhoods and strengthen the systems that are most relevant to the resilience and inclusion of informal and precarious urban settlements.

Ultimately, RINA is about measurable and scalable impact in increasing resilience and inclusion in vulnerable urban communities by achieving the 10 essentials of the UNDRR Global Making Cities Resilient Campaign at the neighborhood level.

- Broshure: Resilient and Neighborhood Approach (RINA) (English)
- Broshure: Resilient and Neighborhood Approach (RINA) (Spanish)
- Video: Resilient and Neighborhood Approach (RINA) (English)
- Video: Resilient and Neighborhood Approach (RINA) (Spanish)
- Publication: Practitioner Approaches to Measuring Community Resilience
- Report: Performance Evaluation in LAC Urban DRR Programming: The Neighborhood Approach
- Article: Informality, violence, and disaster risks: Coproducing early warning and response systems in urban informal settlements in Honduras

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Responding to Food Insecurity Crisis

Resilience of the Blue Economy

The Resilience of the Blue Economy Programme was developed by GOAL with the aim of responding to food insecurity through making fisheries market systems more Inclusive and resilient through addressing key constraints including inadequate infrastructure for cold chain management, lack of access to capital and financial services, poor and non-existent extension and business development services, poor governance of natural resources leading to the "tragedy of the commons" including overfishing and habitat loss, limited adherence to market demand (food hygiene standards, stability of supply chains, traceability etc.) and poor market coordination and linkages.

MiPesca Brochure (English)
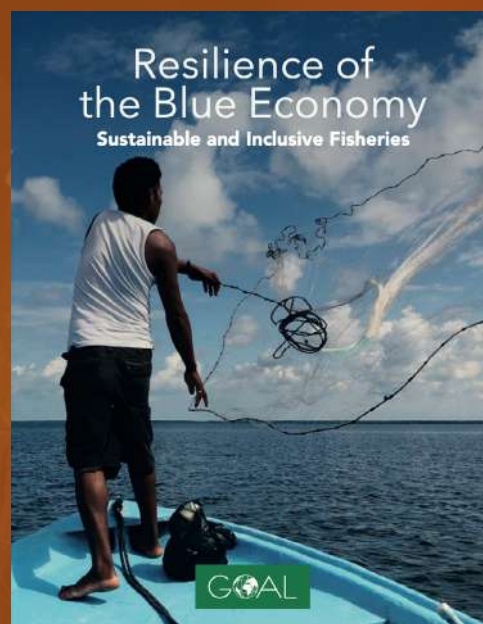
- MiPesca Resource Page (Spanish)
- Market Systems Symposium 2021

NIPP Practitioner Video

Nutrition Impact and Positive Practice (NIPP)

GOAL designed the Nutrition Impact and Positive Practice (NIPP) approach as a gendered, grass-roots approach, directly tackling a package of the underlying behavioural causes of malnutrition, irrespective of the particular manifestation.

🌐 NIPP Resource Page

📖 NIPP Guidelines

📖 NIPP Toolkit

The management of small and nutritionally at-risk infants under 6 months and their mothers (MAMI)

GOALs use of the MAMI Care Pathway, provides community health workers with a means to assess, classify and manage nutritionally at-risk infants u6m and their mothers/carers. The Care Pathway provides a framework and tools for rapid screening, followed by a more rigorous assessment, where both cover markers of risk across 4 core areas, i) clinical, ii) growth, iii) feeding and iv) maternal mental health. Where an infant-mother dyad are identified as being at nutritional risk but not requiring more intensive in-patient care, there is the option to be enrolled into an outpatient MAMI support clinic (nested within the existing primary health care service), for tailored counselling designed to address underlying determinants of the risk identified.

📖 MAMI Overview

📖 MAMI Simplified Case identification

📖 MAMI Simplified enrolment protocol

📖 MAMI Simplified counselling and treatment protocol 1

📖 MAMI Simplified counselling and treatment protocol 2

📖 MAMI Overview of MAMI services

📖 MAMI COVID-19 Adaptations: Visual Summary

📄 MAMI COVID-19 Research Paper

Unitlife Project Website

S4Nut - A systems approach for resilient food & nutrition security

The S4Nut is an integrated approach towards food & nutrition security. It aims to transform food systenms for food security, improved nutrition and affordable healthy diets though Social & Behavioural change, Market Systems Development and Financial Inclusion, all harnessed to drive women´s socio-economic empowerment.

From Health Crisis to Health Resilience

The USAID MOMENTUM Integrated Health Resilience Programme aims to improve the health and well-being of individuals, families, and communities in USAID partner countries with the ultimate goal of accelerating the reduction of maternal, newborn, and child death and disability.

GOAL's role on the project is a lead advisor on Health Resilience and is leading the development of the General Guidance Manual on Health Resilience to be published through MIHR at a future date.
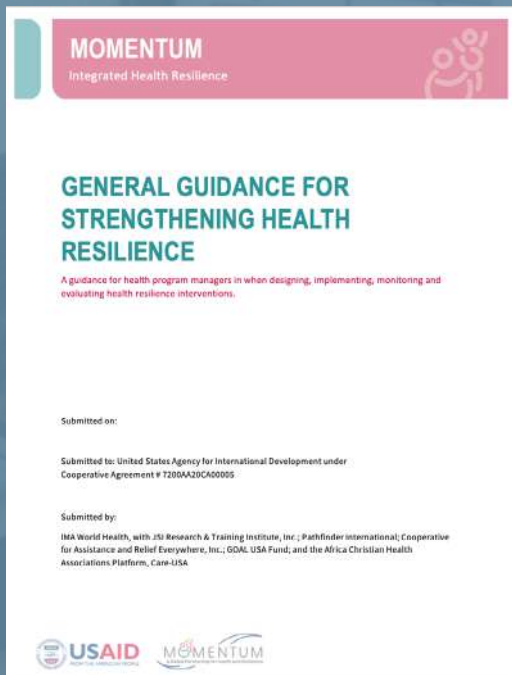
Guidance Manual: General Guidance for Strengthening Health Resilience - COMING SOON

General Guidance for Strengthening Health Resilience

The General Guidance for Strengthening Resilience in Health is intended to serve as a guide for health program managers across MOMENTUM partners and host countries who are involved in designing, implementing, monitoring, and evaluating health interventions that aim at strengthening health resilience capacities.

The purpose of the Health Resilience Guidance for Strengthening Health Resilience is to inform a step-by-step guide on designing interventions that strengthen health resilience across four levels including household, community and Health System Governance. This guidance document will serve as an initial step for MOMENTUM Integrated Health Resilience towards developing subsequent health resilience guides focusing on specific thematic areas.

Analysis of Resilience of Communities in Disaster - ARC-D Health Tool

Developed in 2021 for the MIHR project, the ARC-D Health is an adaptation of the ARC-D tool with a specific focus on maternal, newborn, and child health and nutrition, family planning, and reproductive health (MNCHN/FP/RH). It follows the same process as the ARC-D and assesses community health resilience through a discussion-based survey of 29 key health resilience components. It is currently being implemented in Uganda, South Sudan, Niger and Mali.

Analysis of Resilience of Communities in Disaster (ARC-D Health Tool) - COMING SOON

Health Resilience - Responding to Threat of Infectious Disease Outbreak
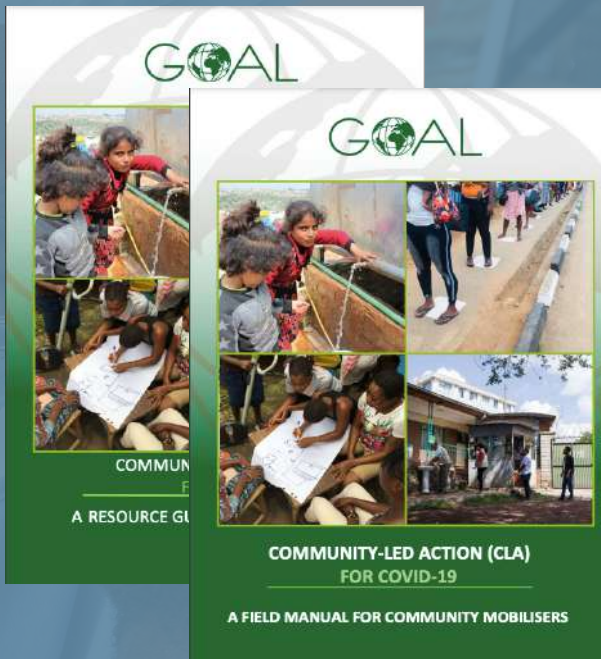
## Community Led Action (CLA) Approach

The Community Led Action (CLA) approach is based on the premise that communities have the power and the agency to stop the spread of Infectious Disease. It recognises that in every society, communities can and do modify norms, beliefs and behaviours in response to the conditions around them, and that their collective local actions are at the heart of an effective Infectious Disease response.

Resource Guide for Country Offices

Field Manual for Community Mobilisers

Infection, Prevention and Control (IPC) Approach

Health providers are much more likely than the general population to become infected during a disease outbreak. The IPC Approach uses social behaviour change methodologies to support health providers to attain and maintain IPC standards. This is an important aspect of strengthening and developing resilient health systems, ensuring health facilities are prepared and can respond to disease outbreaks effectively and be able to continue to provide services without putting at risk the health of patients and healthcare providers.
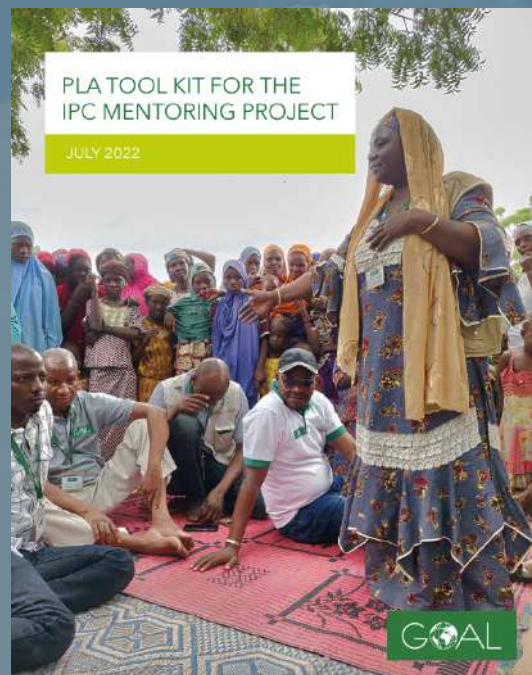
WASH and IPC in Health Care Facilities

WASH and IPC in Households and Public Spaces

WASH and IPC during Health Care Delivery

Promoting Learning and Innovation in Crisis to Resilience

From Crisis to Resilience Webinar Series

The innovative annual webinar series hosted by GOAL and Harvard Humanitarian Initiative explores the emerging lessons and best practices for transforming crisis to resilience.

The 2021 series explored innovations in Crisis to Resilience relating to Fragile and conflict affected contexts, health resilience and in urban resilience.

The 2022 series with explore learning in relation to partnership to scale innovations in buidling resilience, localization and inclusive early warning and response systems.


2021 Webinar Series: Strategies to Progress Disaster Resilience in Fragile and Conflict Affected Contexts

2022 Webinar Series: Emerging Challenges, addressing root causes

Article: Delivering the promise of the Sendai Framework for Disaster Risk Reduction in fragile and conflict-affected contexts (FCAC): A case study of the NGO GOAL's response to the Syria conflict

Blog: Four Strategies to Reduce Disaster Risk in Fragile and Conflict Affected Contexts

Frontiers Research Article: Informality, violence, and disaster risks: Coproducing inclusive early warning and response systems in urban informal settlements in Honduras

A case study of GOAL's response to the Syria conflict

The Sendai Framework for Disaster Risk Reduction (SFDRR) has helped to reduce global disaster risk, but there has been a lack of progress in disaster risk reduction (DRR) for people living in fragile and conflict affected contexts (FCAC). Given the mounting evidence that DRR cannot be implemented through conventional approaches in FCAC, serious efforts must be made to understand how to meet SFDRR's goals. This paper offers a case study of international non-governmental organization GOAL's programming that responds to the protracted crisis in Syria, with a critical discussion on SFDRR and how to adapt humanitarian relief and disaster resilience.

Innovating to Overcome Humanitarian Crisis

The GOAL Programme Innovation Lab is a dynamic and collaborative unit established by GOAL to foster innovation within GOAL's programmes and to promote this work both internally and externally with the wider development and humanitarian community.

For more updates and stories from our work supporting communities around the world, visit our **Stories Archive** and follow us on social media:

f @GOALGlobal   🐦 @GOAL_Global   📷 @GOALGlobal   ▶ GOALGlobalcharity   in GOAL Global

To get involved or find ways to support, visit our website at **goalglobal.org** or contact us at:

GOAL Ireland
Carnegie House, Library Road, Dun Laoghaire Co. Dublin

goalglobal.org