



CLIMATE RESILIENCE FRAMEWORK OF BRAC



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FOREWORD

Growing threats of climate change demand dynamic approaches to sustainable development considering the complex interrelation between the biotic and abiotic components of the environment. Already, studies report that some climate induced adverse effects on development encumber achievement of SDGs relating to poverty, food security, health, water and inequality. Climate risk informed sustainable development, needs revolution in social, economic, technological and political actions following climate resilient pathways which combine adaptation and mitigation to manage the impacts of climate change.

Bangladesh is frequently cited as one of the most climate vulnerable countries in the world and many of the rapid and slow onset of climate change events such as extreme temperatures, changing rainfall pattern, sea level rise, salinity intrusion; and higher cyclone and flood intensity, will potentially impact major sectors of Bangladesh including water resources, agriculture and food security, ecosystem and health.

As part of a collective effort to combat climate change impacts, BRAC has focused on 'Building Resilience to Climate Change' as one of its eight programmatic priorities in its strategy over the last five years (2016-2020). Therefore, all programmes at BRAC will have to be made climate smart by mainstreaming climate change into development activities and strategic planning. In line with this, BRAC has developed a Climate Resilience Framework to ensure the systematic inclusion of climate considerations in development decisions and build resilience to address emerging, indirect, and slow-onset climatic impacts and hazards.

BRAC Climate Resilience Framework will play a leading role for social transformation and inequality reduction through its core activities: understanding the context, identifying the action for building resilience, assessing the outcomes and sharing the lessons to guide the whole process. Proper implementation of this framework will depend on the development of relevant projects, needs assessment, partnership mapping, integrating social change processes, strengthening institutional capacity and alignment with global national and donor strategies. This document is prepared and validated through consultation and workshops with relevant programmes of BRAC.

We hope this document will help decision-makers and development practitioners at all levels to assess climate-related risks and prioritise actions that promote climate-resilient development. Hence this framework should be considered a living document and will be updated and enhanced as per requirement.

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EXECUTIVE SUMMARY

BRAC targets climate vulnerable communities including the poor and marginalised

Sustainable development and aspirations of nations and communities, especially the poor and the marginalised will be affected by global climate change. Bangladesh is frequently recognised as a highly climate vulnerable country and the country's recent economic and development gains are projected to be undermined by climatic impacts. BRAC, being one of the key development partners of Bangladesh government, therefore has taken an initiative to develop a climate resilience framework to inform and influence seven of its programmes to build resilience of climate affected people.

Linking global and national climate policy instruments

In line with Paris Agreement on Climate Change, Sustainable Development Goal (SDG) 13 and the vision to make Bangladesh climate resilient, BRAC plans to mainstream climate change in all its development endeavours and establish itself as a climate smart organisation. BRAC and all its programmes have been synergistically working towards coping with climate change fallouts that best serves the community, development partners and all other stakeholders.

Integrating climate change, environment and social aspects into policy, strategy and operations

BRAC has developed its own Climate Change Strategy (2016-2020), Environment Policy (2017) and Environmental and Social Safeguard Framework (2017). These policies and strategies support BRAC's programmes and partners with development activities in a climate smart, green and environmentally sustainable manner. Incorporating climate smart initiatives in the operation plan of development interventions and allocation of resources through proper climate budgeting and financing can ensure the integration of 'climate resilience' in all of BRAC's initiatives.

Climate Resilience Framework (CRF)

In order to facilitate the aforementioned goals a climate resilience framework has been proposed in this document. In order to develop the framework, an extensive review of existing resilience literature was conducted and subsequently the framework was proposed. The framework is intended to set the course for actions by BRAC to ensure that its work contributes to building the resilience of climate vulnerable and affected communities by enabling them to identify risks, act on their behalf, exercise their rights, access resources, and to respond to climatic risks. Building resilience ultimately will rely on iterative analysis and learning by BRAC programmes, BRAC participants, communities, government, local partners and other stakeholders.



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ACRONYMS

BCCRF	Bangladesh Climate Change Resilience Fund
BCCSAP	Bangladesh Climate Change Strategy and Action Plan
BCCTF	Bangladesh Climate Change Trust Fund
BDP	Bangladesh Delta Plan
BEP	BRAC Education Programme
BHP	BRAC Humanitarian Programme
CCP	Climate Change Programme
CRF	Climate Resilience Framework
FYP	Five-year plan
IDP	Integrated Development Programme
IPCC	Intergovernmental Panel on Climate Change
MEL	Monitoring Evaluation and Learning
NAPA	National Adaptation Plan of Action
SDGs	Sustainable Development Goals
UPG	Ultra-Poor Graduation Programme
UDP	Urban Development Programme
WASH	Water, Sanitation and Hygiene



1 CHAPTER

INTRODUCTION

1.1 Purpose

Climate change will adversely affect social, economic and natural systems and thereby undermine sustainable development and well-being aspirations of communities and individuals. Vulnerability to climate change is closely connected to poverty, inequality and other social, cultural, political factors that contribute to disproportionate exposure of the poor and other marginal groups to a variety of risks and pressures that limit their ability to improve their lives. BRAC has given high priority to addressing climate change and plans to mainstream climate change in all its development endeavours through Climate Change Programme (CCP). Towards that target, BRAC developed this framework and guidance to initially inform and influence six of its other programmes, and to provide an introduction for BRAC staff on how to design projects and programmes that contribute to resilient development outcomes.

The Strategic Partnership Arrangement (SPA) between BRAC, DFAT and DFID plays critical role in supporting development activities that focus on improving the living conditions of marginalised people and communities. The CCP aims to achieve BRAC's organizational climate change goals by implementing dedicated climate change interventions as well as mainstreaming climate change activities throughout the work of BRAC's development programmes. Under this context, BRAC has examined the reporting in the SPA results framework of two key indicators related to climate change and has come up with recommendations not only to achieve the targets outlined in the SPA-results framework but also to reflect BRAC's efforts towards climate change resilience in a comprehensive manner. Accordingly, BRAC's proposed climate change resilience framework intends to initially cover the seven programmes under SPA, namely: *BRAC Education Programme (BEP)*, *Climate Change Programme (CCP)*, *BRAC Humanitarian Programme (BHP)*, *Integrated Development Programme (IDP)*, *Ultra-Poor Graduation Programme (UPG)*, *Urban Development Programme (UDP)*, *Water Sanitation and Hygiene (WASH) Programme*. Subsequently, the framework will be extended to all relevant BRAC programmes.

1.2 Climate resilience: National policy context

Bangladesh has achieved remarkable economic development in the past several decades and is well underway towards its official graduation from Least Development Country (LDC) status. The Government of Bangladesh has set the goals of becoming a middle-income country by 2021 and a developed country by 2041. Despite the economic progress and social advancement, Bangladesh remains highly vulnerable to the impacts of climate change. The country is frequently cited as one of the most vulnerable to extreme weather events, climate variability, and change (Maplecroft 2011, 2014, Harmeling 2012). In particular, sea level rise is already observed along the coast. Apart from the risks of sea level rise, it is predicted that the impacts of climate change may increase the frequency and intensity of damaging floods, tropical cyclones, storm surges, droughts and salinity in Bangladesh. Recognising these vulnerabilities, Bangladesh has developed many adaptation measures based on existing coping mechanisms and practices, to address the adverse effects of climate change, and also increase resilience to climate change and natural disasters.

The country has demonstrated necessary political will to give climate change adaptation a major role and has been working towards mainstreaming climate risk management within the country's national plans and policies. The Bangladesh Climate Change Strategy and Action Plan (BCCSAP) developed in 2008 and amended in 2009 is the primary climate change planning document in the country. BCCSAP is currently being updated. The Bangladesh Climate Change Trust Fund (BCCTF) was created as a funding vehicle to implement BCCSAP.

Another important climate policy document is the Nationally Determined Contributions (NDCs) (2015) which was submitted to UNFCCC and lists both mitigation and adaptation targets to be achieved by 2030. As policy plans and documents were being formulated and climate change projects were being implemented, government and other stakeholders realized that in order to achieve climate resilience mainstreaming of climate change into the country's overall development planning is imperative. Consequentially, the 6th FYP and the 7th FYP (2016-2020) have given specific emphasis on addressing climate change and building climate resilience. The Bangladesh government recently approved the Bangladesh Delta Plan 2100 (BDP 2100) with the aspiration of achieving 'safe, climate resilient and prosperous Delta' by 2100. In the process of setting up national plans and policies to tackle climate risks, Bangladesh has gained extensive experience in adapting to climate change and can lead the way for other countries facing similar struggles (Rai et al. 2014).

1.3 BRAC's vision to address climate change

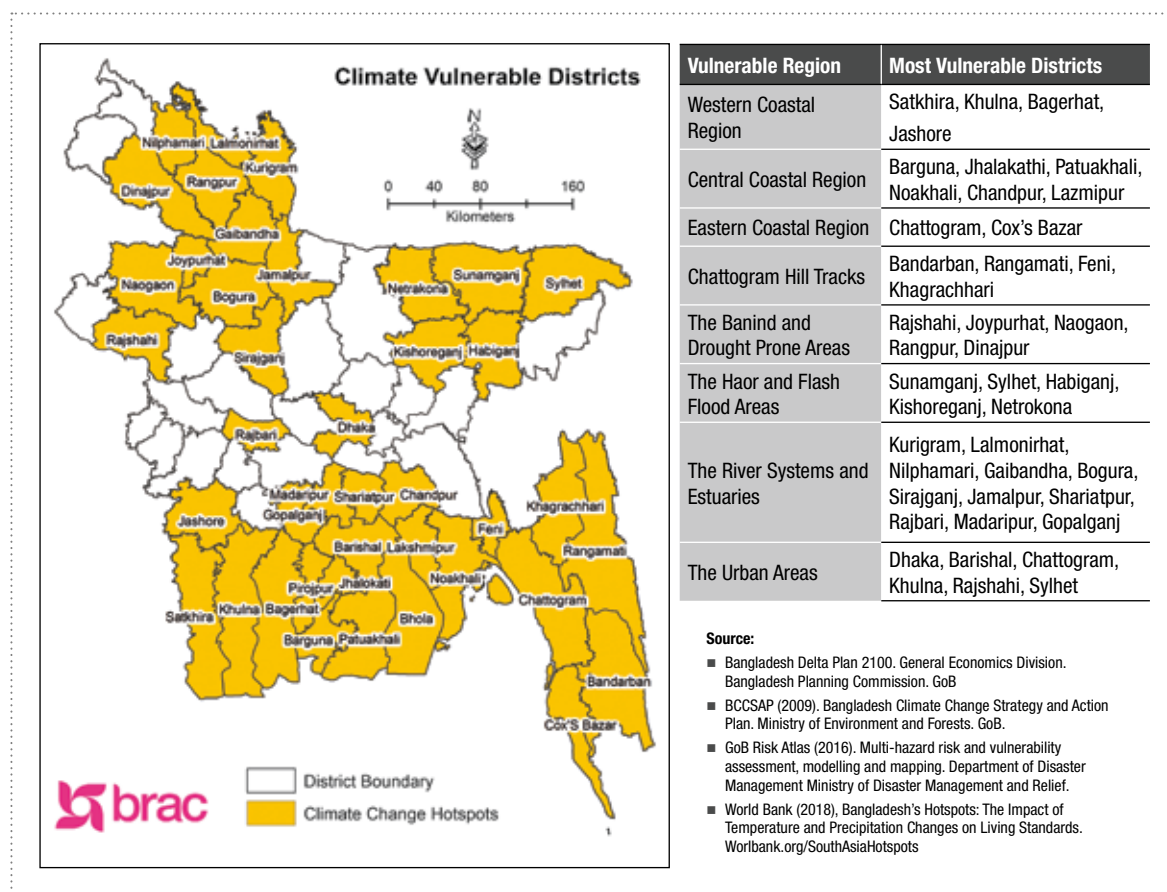
BRAC acts as a catalyst, creating opportunities for people living in poverty to realise their potential. Founded in 1972, the organisation specializes in piloting, perfecting, and scaling innovations to impact the lives of millions. BRAC was born in Bangladesh and operates in 11 countries across Asia and Africa. It has been strongly committed towards improving the living conditions of the marginalised people who are the worst victims of climate change. The

organisation acknowledges that the progress that has been made so far in different sectors in Bangladesh will be greatly compromised because of global climate change. This means BRAC's work must address risks and its causes, as well as the inequality of power that unfairly exposes poor people and makes them vulnerable to shocks, stresses and uncertainty. Aligned with BRAC's commitment towards tackling persistent and emerging concerns, BRAC focuses on 'building resilience to climate change' as one of its eight programmatic priorities in its 2016-2020 strategy.

Considering the increasing vulnerabilities of availability in livelihood and natural resources as a result of climate change impacts, BRAC has proposed to considerably expand its interventions and geographical reach to select 41 climate vulnerable districts. The select 41 districts (Figure 1) are mentioned as most vulnerable districts by Bangladesh Delta Plan 2100, Bangladesh Climate Change Strategy and Action Plan, Bangladesh Government Risk Atlas and the World Bank. A brief explanation on the climate change vulnerability of 41 districts can be found in Annex-1.

Figure 1:

Map indicating the location distribution of the select 41 climate vulnerable districts





1.4 BRAC's approach to mainstream climate change

Climate change has placed BRAC in a position where it is essential for it to develop a comprehensive strategy that addresses the causes and proposes solutions that would enable its programmes to combat and adapt to the effects of climate change, and also help mobilise its financial resources better and to choose cleaner technologies for sustainable development. BRAC's climate change mainstreaming framework (Figure-3) proposes a linear sequence of policy and strategy development, organisational readiness and implications review, assessment of selected BRAC programmes' interventions, which is followed up with capacity building and pilot activities and incorporate learning into policy and planning. The steps for mainstreaming climate change at BRAC are:

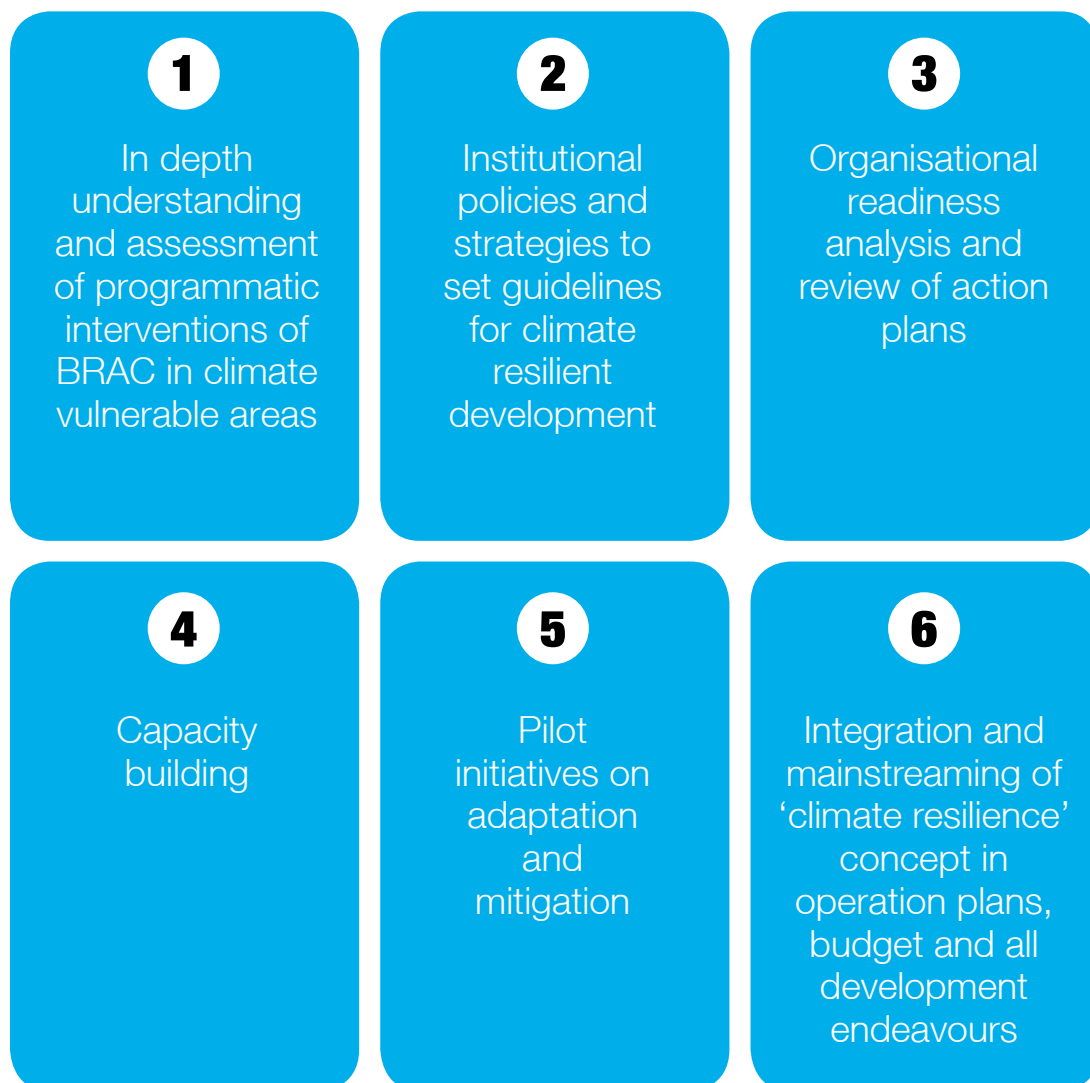
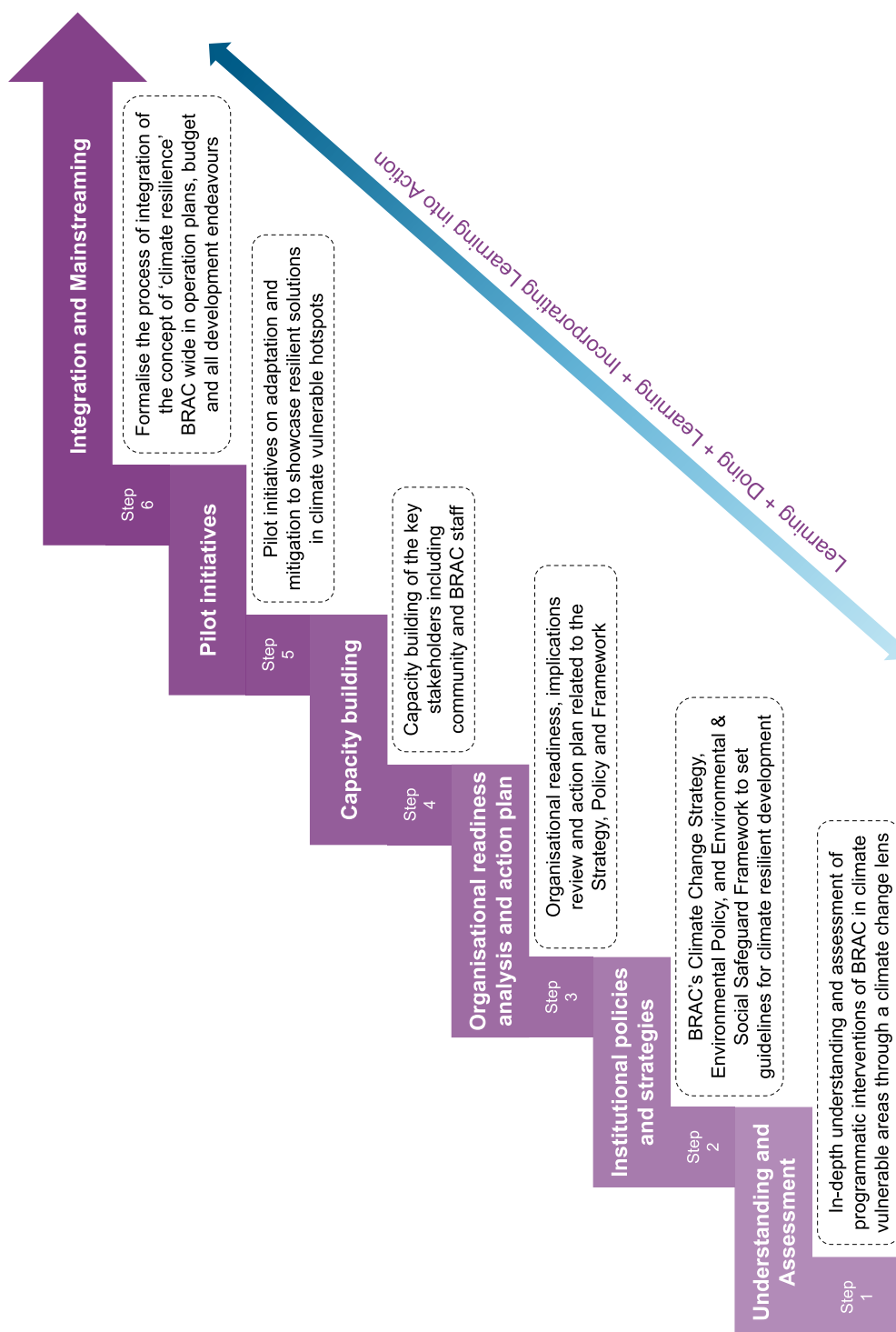


Figure 2:

BRAC's Climate Change Mainstreaming Approach



To mainstream climate change at BRAC, incorporating climate resilient approach across all levels of organisation starting from the policy and strategic planning to operational and intervention level is highly vital. After building institutional and community level capacity and piloting model adaptations and mitigation interventions, BRAC hopes to establish the concept of 'climate resilience' among its stakeholders and thus, ultimately integrate the 'climate resilience' concept in all of its development endeavours in the future.

BRAC already has a set of policies adopted to establish itself as a climate-smart organisation, meeting all global standards. These policies and strategies have been adopted to support BRAC's programmes, partner and members in planning, designing and performing their development activities in a climate smart, green and environment friendly manner, as well as ensuring sustainability by confirming environmental and social safeguards. These documents are the guiding principles for BRAC to install climate adaptive and environment friendly approach in planning, designing and developing their development programmes.

Mainstreaming climate change at the planning level automatically serves to devise organisational operations and interventions employing sustainable and climate smart methods. BRAC Environmental Policy demonstrates goals and values to manage organisational operations by minimising environmental impacts and sets standards for organisational etiquette, strategy and implementation. It is meant to assist BRAC programmes, partners and members in performing their development activities effectively and in a more environment friendly manner offering some prescribed ideas, detailed guidance and an action plan on certain steps to ensure climate resilient sustainable development. Also, incorporating climate smart initiatives in the annual operation plan of different programmes and allocation of resources through proper climate budgeting and financing can ensure the integration of 'climate resilience' concept in all development endeavours of BRAC.



2 CHAPTER

BRAC'S CLIMATE RESILIENCE FRAMEWORK

2.1 Resilience as a concept

Resilience has been a key concept in the Paris Agreement on Climate Change, Sendai Framework for Disaster Risk Reduction and the Sustainable Development Goals (SDGs). The Intergovernmental Panel on Climate Change (IPCC) defines resilience as “the capacity of social, economic, and environmental systems to cope with a hazardous event or trend or disturbance, responding or reorganizing in ways that maintain their essential function, identity, and structure, while also maintaining the capacity for adaptation, learning, and transformation” (IPCC 2014). This definition of climate resilience has two parts: the capacity to withstand shocks and rebuild when necessary. The capacity to rebuild after a shock or change is experienced is crucial in terms of climate change as under a changing climate it is not enough merely to adjust to keep things the way they are, rather, it is even more important to take transformative actions in order to prepare to fight the wicked dynamics of changing climate. Climate change will challenge old technologies, traditional livelihoods and prevailing institutions in unforeseen ways. Thus, climate resilience needs transformative elements in order to equip people, communities and nations to be able to rebuild. There are different approaches and pathways to climate resilience which cannot be separated from different levels of climate change. According to IPCC AR5, most of the experts, climate change scientists and stakeholders agree:

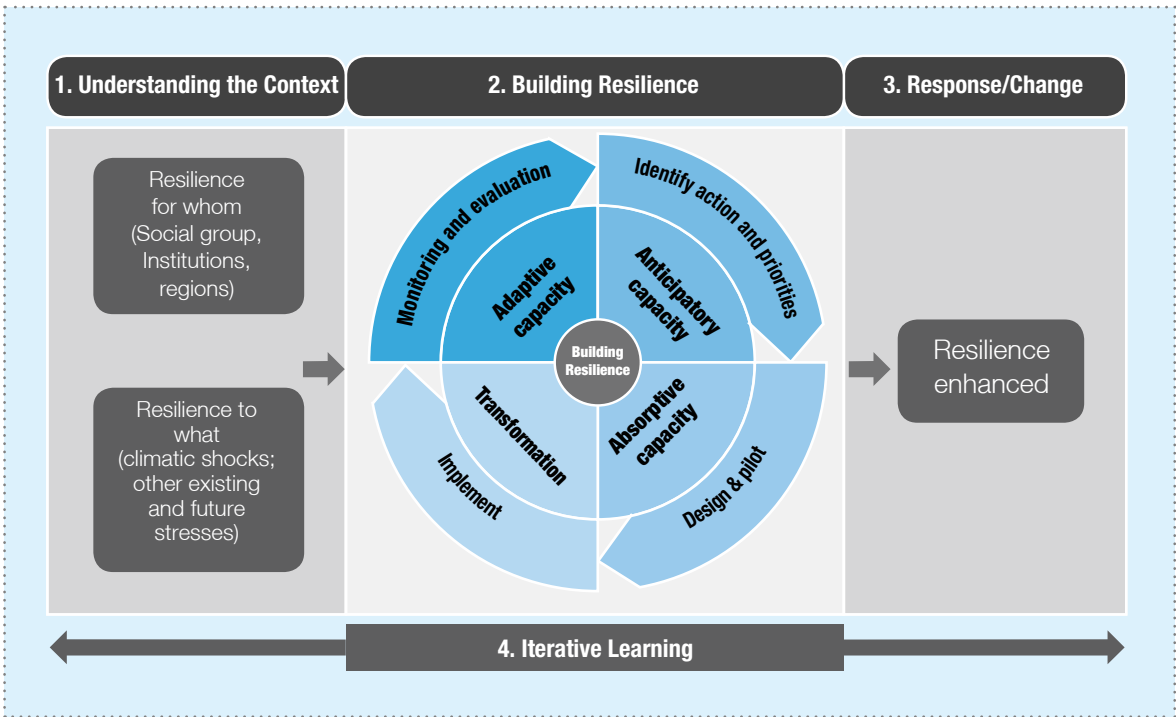
“(1) there is a level of climate change that is low enough that climate resilience for most systems could be achieved without enormous efforts and widespread transformational adaptation; (2) there is a level of climate change that is high enough that climate resilience cannot be expected to cope with severe impacts on most systems (e.g., Rockstrom et al., 2009); and (3) between those two levels the challenges to climate resilience grow as the level of climate change rises.”

This report refers to climate resilience in line with IPCC’s definition which implies the potential to absorb and cope with the impacts of climate shocks and extremes in the short-term, and to learn, reorganize, and redevelop, preferably to an improved state, in the longer-term.

2.2 BRAC’s climate resilience framework for synchronising the climate actions

Figure 3:

Climate Resilience Framework of BRAC



To develop a climate resilience framework (CRF) all relevant aspects and issues should be taken into account to produce a comprehensive analysis of climate change related shocks and challenges. This will support the development of coherent, wide-ranging strategies and programmes involving a variety of complementary and mutually supporting interventions. BRAC’s CRF (Figure 3) provides a conceptual framing for understanding context specific risks and vulnerabilities, identifying resilience enhancing strategies that can address the uncertainties of climate change through collaborative action and implementation.

BRAC's CRF is informed by several previously published resilience frameworks (Bahadur et al. 2015, DFID 2011, Pasteur et al. 2011, Jeans et al. 2016, Friend and McClune 2013). Moreover, consultation with relevant programmes have carried out to prepare the framework. It was validated in another workshop involving relevant BRAC programmes like PRL, BEP, BHP, IDP, UPG, UDP, WASH and Monitoring Department. The framework includes four core activities: i) understanding the context/system, ii) identifying resilience building strategies through an open, inclusive learning process that can address the uncertainties of climate change through action and implementation, iii) assessing the outcome of the resilience enhancing initiatives and iv) an iterative and shared learning approach to guide the whole process. A central focus of the CRF is to lead to social transformation and reduce inequalities.

1. Understanding the Context

Prior to commencing with any resilience enhancing intervention it is necessary to have an in-depth understanding of factors of risk and vulnerability, and how risks affect different groups of people and the socio-ecological system that supports them (Twigg 2015, DFID 2011). Vulnerability results from both physical and socio-political factors. As such proper understanding of non-climatic factors of vulnerability and risk is essential. Non-climate stressors can directly influence the success of development strategies, programs, and projects. Also, addressing only a few stressors may impede achieving overall objectives. Furthermore, climate and non-climate stressors can interact and thereby magnify the negative impacts of either type of stressor alone (Twigg 2007).

Context analysis within the BRAC's CRF corresponds to clarifying whose resilience have to be enhanced (region, social group, institution etc.) and identifying climatic and non-climatic stresses they are (and will be) exposed to.

2. Building Resilience

Resilience building includes strategic planning to build resilience to climate change, prompting new and practical ways of thinking about the challenges of adapting to climate change. BRAC's resilience building process has four major components: adaptive capacity, anticipatory capacity, absorptive capacity and transformation. Each of these components have multiple sub-components which contribute to enhancing resilience (Figure 4).

Figure 4:

Components of Resilience Building



Adaptive Capacity

Adaptive capacity entails the ability to undertake decisions in order to achieve and/or maintain a desired state under a changing condition. Adaptive capacity does not only include the capacity to adapt to evolving and unexpected climatic shocks and stresses rather the ability to learn from a disturbance to be able to formulate new strategies to engage with future changes (Manyena et al. 2011, Bahadur et al. 2015). Several sub-components such as physical and financial assets, strengthening and adapting livelihoods, food security, access to basic services and climate information contribute to enhancing adaptive capacity.

BRAC facilitate assets, livelihood and income generation for targeted poor communities to help them overcome the hardships and make them more resilient to climate change impact. BRAC also promotes climate smart agricultural practices in the climate vulnerable areas to support sustainable agriculture and ensure food security. There are different programme interventions in place that promote climate smart livelihood solutions and context specific alternative livelihoods. By uplifting social and financial strength, these activities will thus assist in building adaptive capacity of poor and ultra-poor households to withstand future climatic shocks, thus, increasing resilience. Also, through these programmes contribute directly to poverty reduction in the form of context specific livelihood support.

On the other hand, providing climate information and training on climate change will raise awareness of the beneficiaries as well as staff members which will enable them to plan for and take informed decision. Existing BRAC programmes such as CCP and BEP programme are engaged in delivering such activities. The WASH programme undertakes rigorous activities and provides a range of services and options to ensure access to safe drinking water and hygienic sanitation services for the communities living in the climate vulnerable and water stressed areas, including those subjected to saline and arsenic contamination. Additionally, CCP installed rainwater harvesting systems, desalination plant in climate induced saline prone areas to ensure access to potable drinking water.

The seven target BRAC programmes under SPA have currently undertaken activities that contribute to resilience building. These activities are listed in Annex-2.

Anticipatory Capacity

Anticipatory capacity entails the ability of social systems to anticipate and reduce the impact of climate variability and extremes through preparedness and planning (Bahadur et al 2015). A wide range of actions starting from ability to anticipate shocks and consequently take adequate measures to reduce their impact, planning activities for emergency preparedness demonstrate a community's ability to anticipate shocks and stresses and take adequate measures to reduce their impact.

To cope with the shock and disruption arising from climate extreme events, BRAC adopted disaster early warning system and dissemination of knowledge and information on climate change for the vulnerable communities. In addition, BRAC is working towards training local government officials, elected representatives, beneficiaries and its staff on climate change and disaster risk reduction (DRR). In collaboration with local government agencies and other local level stakeholders BRAC is also working towards developing community/city/town action plan on climate change and DRR. These activities collectively are expected to contribute towards enhancing anticipatory capacity under the framework. BRAC has multiple programmes such as CCP, UDP, BHP and BEP working towards enhancing anticipatory capacity. BEP through educational and awareness sessions could enable people to anticipate, absorb and reshape changes due to climatic events.

Absorptive Capacity

Absorptive capacity refers to the ability of social systems to absorb and deal with the impacts of climate variability and extremes. It demonstrates the ability of social systems to ‘buffer, bear and endure’ the impacts of climate extremes in the short term and to avoid disasters using available skills and resources, (Hudner and Kurtz, 2002, Blaikie et al., 2003; Bahadur et al. 2015).

BRAC programmes UPG and UDP provide savings support, grants and loans to ultra-poor and marginal community members. BRAC is also working on adaptive social safety net programme towards supporting vulnerable communities to cope with climate shocks. BRAC has also taken mitigation and ecosystems-based adaptation initiatives with their social afforestation programme across 41 identified climate vulnerable districts of Bangladesh which contributes to building sustainable assets and resources. BRAC provides access to various humanitarian and healthcare services for the vulnerable and deprived communities across the country. BRAC community-based health care approach employs a wide network of health workers to ensure low cost basic healthcare and nutrition services for vulnerable communities, particularly ones affected by climate change. Such community-based programmes both enhance as well as benefit from existing social capital.

Transformation

The fourth component of building resilience is transformation which generally refers to deliberate attempts to engineer the changes required to achieve a desired goal or outcome (O’Brien, 2012). According to Bahadur et al. (2015) transformation is not a capacity itself but rather initiatives that can catalyse, restructure, strengthen and improve the above mentioned three capacities. Transformation can be brought by good governance and institutional strengthening, policy shifts, leadership and empowerment processes and innovation in technologies and processes (Sterrett

et al. 2016, Olsson et al., 2004). Transformative interventions in the context of climate change and development should be catalytic, have impact at scale and produce sustainable outcomes (DFID 2014b).

One of the major steps towards BRAC's transformation has been taken by CCP is to mainstream climate change into the relevant programmes of BRAC and institutionalise BRAC as a climate smart organisation. Overall, CCP is providing support in different forms to all relevant programmes of BRAC that can be composed into different components of the climate change resilient framework and thus, synchronise climate actions of the programmatic interventions of BRAC under one umbrella. BEP by educating children on low carbon resilient development (LCRD) can also influence their families as well as associated communities. BEP also through priority investments on girls' education can contribute towards raising girls as agents of change to achieve LCRD.

The capacities within the building resilience component of the framework should be considered equal and not as a graduated scale of priorities. Thus, programme/project managers must not think that having one specific type of capacity is better than the other. The four components have synergies among themselves, and efforts to build one component can often support the building of another. The needs and priorities of communities and projects will vary according to specific context and as such at the design stages of an operational initiative could ensure that broader range of interventions are considered for enhancing resilience. It is highly likely that different actors and initiatives will interpret the different capacities with their own theories of change (ToC) and priorities, and accordingly develop very different sets of indicators for each capacity (Bahadur et al. 2015).

Having said that simply identifying and measuring the outcomes of the capacities and transformation is inadequate; we also need to identify the inputs and processes to realise the outcomes (Manyena, 2006). These inputs and processes include planning, identifying and prioritising actions, designing and piloting prior to implementing, allocation of resources, collaboration, networking, organising to implement and finally monitoring and evaluating effectiveness of interventions. Examples of indicators for assessing inputs and process for enhancing resilience are summarised in Annex-2. As some, if not all of these sub- capacities or sub-actions may be required to realise each of the four capacities or their combinations, we believe these should be considered as constitutive elements of each of the five capacities.

***Inputs and
processes
for
achieving
resilience
outcomes***

3. Response/ Outcome

Outcome of resilience building interventions in BRAC's CRF is conceptualized as lying on enhanced resilience-less resilient continuum. Within the continuum, there is a possibility for the community to return to a normal pre-existing condition which indicates that immediate pressure from shocks and stresses are taken away, but the system characteristics remain unaltered and are not transformed. In the best-case scenario targeted system as a result of interventions are able to deal with future shocks and stresses, and socio-economic conditions are also transformed. The worst case within the continuum is 'less resilient than before' indicating reduced capacities of the system.

Generating on-the ground evidence of impact of undertaken interventions is critical. This will require the development of resilience indicators track the changes that are expected to occur at the outcome level, as a result of project interventions. Individual programme or projects would have to develop indicators that clearly link project outputs to aspects of resilience building that the project seeks to influence or contribute to. Project beneficiaries must have a role in the selection and verification of indicators. As justice, equity and fairness are regarded as inherent qualities of being more resilient (Sterrett 2016), BRAC's planned efforts to enhance resilience must ensure these qualities.

4. Iterative and Shared Learning

Resilience being a knowledge intensive and a relatively new approach, BRAC will need to develop a learning agenda around this evolving field which eventually will inform the policy and advocacy work of BRAC and its partners on resilience. An iterative and shared learning process is central to bridging together different stakeholders and different types of knowledge (e.g. scientific, local and experiential knowledge) to develop a proper understanding of resilience. This process facilitates capacity building of the stakeholder groups by providing access to information and facilitating evidence-based actions. The process should place specific emphasis on ensuring effective participation of marginalised groups.



2.3 Implementing the Framework and Learning

BRAC acknowledges the complexity and scale of risks and pressures, and recognise that to be successful and transformative, we often need multiple actors and platforms, working across different sectors, levels and scales. Building resilience ultimately will rely on iterative analysis and learning by communities, BRAC participants, government, local partners and other stakeholders. The purpose of this framework is to set the course for actions by BRAC to ensure that its work contributes to building the resilience of impacted populations to climate change. The framework proposed here should be considered as a living document and updated as BRAC advances in resilience enhancing interventions and gain lessons from those.

Working from this document as a point of departure for this process, following are some of the key next steps in implementing BRAC's resilience strategy:

- a. **Developing project/programme theory of change:** A theory of change (ToC) describing links between project outputs and outcomes, and between outcomes and impacts, will have to be developed during the project design phase. The ToC should indicate how project interventions will enhance beneficiary resilience, and what are the expected changes on the ground (e.g. increased income, assets, access to resources, gender action plan/policy). The ToC should also indicate indicator and metrics for measuring and reporting the changes. Also, the project/programme team should recognise that the ToC may be revised through the lifetime of a project as new information and learning emerge.
- b. **Projects/Interventions to be consistent with global, national and BRAC climate change strategy:** The Global Climate Policy Instruments recommended to identify the priorities to address climate change across the world. The government of Bangladesh also identified the needs of climate vulnerable communities through Third National Communication (2018), Nationally Determined Contribution (2016), Bangladesh Climate Change Strategy and Action Plan (2009) [revised in 2018/2019] and the Seventh Five Year Plan (2016-2020).

As mentioned above and also in chapters 1 and 2, BRAC plans to design, develop and implement the projects in line with the Paris Agreement on Climate Change (2015), SDG-13, BCCSAP, SFYP (2016-2020), NDC (2016) and other relevant policy/strategy/plans of Bangladesh government. In addition, it is expected that any intervention under any programme of BRAC will adequately reflect the objective of Climate Change Strategy (2016-2020).
- c. **Integration of resilience into BRAC's strategies and programmes:** Several elements of a comprehensive approach to resilience building have already been incorporated into BRAC's strategic vision. In order to ensure complete integration of climate resilience relevant BRAC programmes/project will review their existing ToC and make the necessary revisions to incorporate missing elements deemed critical to contribute to the four components of resilience stated herein. In addition, strategies currently under development to guide BRAC's work in specific climate-vulnerable zones will be reviewed through the resilience lens before being finalized for dissemination and implementation.
- d. **Capacity gaps/needs assessment:** Delivering this resilience strategy will require a range of human, technical and financial resources. A review of the target programmes

existing portfolios and human resources base is thus an important step in identifying gaps (programmatic, financial, human resources, partnerships) to be addressed in order to deliver this strategy and its intended outcomes. Once gaps are identified, a prioritization exercise should be undertaken to identify those to be addressed as a part of new program design and resource mobilization efforts.

- e. **Partnership mapping:** None agency can understand all the challenges of increased risk and vulnerability or find and implement the answers. BRAC and its programmes therefore need to develop collaborative relationships between women and men, communities, civil society, the private sector and different levels and sectors of government to move towards resilient development. A key next step is a thorough institutional mapping of key actors within the resilience space in Bangladesh. The holistic and multi-layered nature of this resilience strategy makes strengthening partnerships an essential feature of BRAC's future resilience work. Priority should be given to identifying a number of governments, local and international NGOs, and policy and research organizations which can offer complementary roles, expertise and strategic partnerships for resilience-building.
- f. **Integrating social change processes:** Building climate resilience also requires BRAC to give attention to processes of social change that build capacities within communities, institutions and civil society. There are several social change processes that can contribute to the four components of the BRAC resilience framework. These processes include: gender empowerment; securing and enhancing livelihoods; develop knowledge base to support informed decision making and action; accountable governance; inclusive, flexible and forward-looking planning; and support learning and innovation. BRAC in partnership with its stakeholders will enhance these processes through all its programmes.
- g. **Strengthening Institutional arrangement and climate finance mechanism in BRAC:** Recognising the importance of climate change, BRAC separately established the Climate Change Programme since 2019. Over the years, BRAC has allocated separate budget for Climate Change Programme (CCP) to address adverse impacts of climate change in vulnerable locations. It is expected that BRAC will consider further improvement of both technical and financial capacity of the CCP to play a vital role in ensuring integration of climate change in all its programmes. In addition, with support from the Government of Germany through KfW, BRAC established Climate Bridge Fund (CBF) to build resilience of the climate induced migrants in selected urban areas from 2020 to 2023. Experiences, lessons and potential successful adaptation/resilience models that will be exercised in Rajshahi, Barishal, Khulna, Satkhira and Sirajganj may be scaled up in other climate prone urban areas.
- h. **Strategic alliance with donors:** Several donors have already adopted the resilience agenda as part of their mission in Bangladesh. In addition, climate funds such as the Green Climate Fund (GCF) have also committed their strategies to invest in resilience building. Towards BRAC's aspiration to become a GCF accredited entity, this resilience framework clearly communicates BRAC's commitment to climate resilient development. Going forward the framework also is an opportunity to strengthen existing donor relationships and build new ones. Effective implementation of this document will also contribute towards developing strategic alliances with key government agencies and relevant national and international agencies in a position to access existing and emerging climate funds.



3 CHAPTER

CONCLUSION

As impacts of global climate change becomes more evident, possible strategies that would increase climate resilience while at the same time helping to improve human livelihoods and social and economic well-being should be rolled in sooner than later. BRAC is committed to building the resilience of poor rural and urban households, and especially women and girls, to the shocks and stresses caused by natural disasters and climate change. The CRF presented here is expected to provide a useful starting point for understanding and measuring changes in the resilience of BRAC's targeted vulnerable areas and vulnerable groups. The framework enables measuring of resilience without the need for a disaster to occur and also demonstrates its explanatory power in terms of understanding resilience outcomes and hence can guide the design and execution of resilience programmes for BRAC.

As mentioned earlier the current version of the framework targets the seven programmes. Eventually all BRAC programmes will be integrated and the document will be updated accordingly. Combining strategies to enhance resilience with a process of iterative monitoring, evaluation, learning, innovation, and contingency planning will reduce climate change disaster risks, promote adaptive management, and contribute significantly to prospects for climate-resilient pathways. With consistent capacity building, demonstrating model adaptation and mitigation initiatives through rigorous BRAC development programmes, BRAC hopes to formalise the integration of 'climate resilience' concept in all its development endeavours and realise its goal of becoming a climate smart organisation.



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ANNEXES

ANNEX-1:

Climate vulnerable districts (According to Bangladesh Delta Plan 2100¹, Bangladesh Climate Change Strategy and Action Plan 2009², Government of Bangladesh Risk atlas 2016³, Ministry of Environment, Forest and Climate Change (MoEFCC) and GIZ 2018⁴, World Bank 2018⁵)

Hotspots	Most vulnerable districts	Climate change vulnerability	Remarks
Western Coastal Region	Satkhira, Khulna, Bagerhat, Jashore	- Salinity intrusion - Accelerated Sea Level Rise - Cyclones and storm surges - Tidal fluctuations - Heat waves	6-21 mm/year sea level rise. - Number of cyclones decreasing but intensity increasing - Current storm surge heights are topping over polder embankments
Central Coastal Region	Barguna, Jhalakathi, Patuakhali, Pirojpur, Bhola, Barisal, Noakhali, Chandpur, Laxmipur	- Cyclonic storm surges and eventual damages of infrastructures, agriculture and aquaculture - Most of the islands are vulnerable to cyclone storm surges, tidal flooding and erosion	According to Soil Resource Development Institute of Bangladesh, out of 2.86 million hectares of coastal and offshore lands about 1.0 million hectares of arable lands are affected by varying degrees of salinity.
Eastern Coastal Region	Chattogram, Cox's Bazar	- Directly exposed to intense cyclone and storm surges - Accelerated Sea Level Rise	High salinity in groundwater and surface water in dry season.

¹ Government of the People's Republic of Bangladesh (2018). Bangladesh Delta Plan 2100. General Economics Division. Bangladesh Planning Commission.

² BCCSAP (2009). Bangladesh Climate Change Strategy and Action Plan. Ministry of Environment and Forests. GoB.

³ GoB Risk Atlas (2016). Multi-hazard risk and vulnerability assessment, modeling and mapping. Department of Disaster Management. Ministry of Disaster Management and Relief.

⁴ Ministry of Environment, Forest and Climate Change, Government of the People's Republic of Bangladesh and GIZ (2018). Nationwide Climate Vulnerability Assessment in Bangladesh. https://moef.portal.gov.bd/sites/default/files/files/moef.portal.gov.bd/notices/d31d60fd_df55_4d75_bc22_1b0142fd9d3f/Draft%20NCVA.pdf

⁵ World Bank (2018). Bangladesh's Hotspots: The Impact of Temperature and Precipitation Changes on Living Standards. worldbank.org/SouthAsiaHotspots.

Hotspots	Most vulnerable districts	Climate change vulnerability	Remarks
Chittagang Hill Tracks	Bandarban, Rangamati, Khagrachhari	■ The Carbon-intensive climate scenario leads to more severe hotspots by 2050 ■ Although low-lying coastal areas in Chattogram receive a lot of attention in Bangladesh from an extreme events perspective, the hill tracts in Chattogram also emerge as vulnerable to changes in average temperature and precipitation.	● Projected changes in average temperature and precipitation will have a negative impact on living standards in Chattogram division. ● High intensity of rainfall will increase the risk of landslide and flash flood vulnerability. ● High intensity of rainfall will increase the risk of landslide and flash flood vulnerability. ● Low rainfall and prolonged dry season creating drought like situation and water scarcity.
The Barind and Drought Prone Areas	Rajshahi, Joypurhat, Naogaon, Rangpur, Dinajpur	■ Temperature increase ■ Rainfall decrease ■ Reducing ground water levels ■ Seasonal pattern change	● Increase in minimum temperatures by 0.85°C between 1948 – 2011; maximum temperatures increased by 0.5°C ● Long period of consecutive dry days ● Number of water bodies, their area and water holding capacity reducing
The Haor and Flash Flood Areas	Sunamganj, Sylhet, Kishoreganj, Netrokona	■ Intense rainfall ■ Rainfall pattern change ■ Flash flood	● Increases in mean annual water discharge in rivers; causing flash floods resulting extensive area under flooding, damage to infrastructure, destruction of crops and livelihoods. ● Thunder Storm and Lightning hotspot.
The River Systems and Estuaries	Kurigam, Lalmonirhat, Nilphamari, Gaibandha, Bogura, Sirajganj, Jamalpur, Shariatpur, Rajbari, Madaripur, Gopalganj, Feni	■ Rainfall pattern change ■ Flood due to high rainfall ■ Riverine erosion and accretion	● With 13% increase in precipitation projected and annual discharge of rivers over the Ganges- the Brahmaputra- the Meghna floodplains, riverine erosion could increase. ● Loss of agricultural production, farmland, crops, homesteads and livelihoods affecting thousands of hectares along major rivers; damage to infrastructure.
The Urban Areas	Barisal, Chittagong, Dhaka, Khulna, Rajshahi, Sylhet	■ Heat waves ■ High rainfall induced waterlogging ■ High emission of CO₂ and environmental pollution	● Settlements for climate induced migrants ● Environmental and health hazards for all sections of the urban population

ANNEX-2: CLIMATE RESILIENCE FRAMEWORK OF BRAC

Resilience Component	Contributing Factor/ sub-component	Outcome	Output	Key actions	Rationale	Contributing Programme
Adaptive Capacity	Physical and financial assets and income	People enjoyed the benefits of climate resilient housing provided for ultra-poor households	Low cost climate resilient housing models setup and tested in climate vulnerable areas	Models of climate resilient housing for ultra-poor will be piloted in the most climate vulnerable areas considering results of community consultation, vulnerability and geographical context	Communities living in climate vulnerable areas need cost effective housing facilities which are resistant to climate shocks	CCP, UDP
	Strengthening & adapting livelihoods	Adaptive capacity of ultra-poor households increased through alternative climate resilient livelihood	Ultra-poor people living in climate vulnerable districts introduced to climate smart livelihood solutions	Identification and selection of context specific alternative and innovative climate smart livelihood options (considering climatic stress, findings from need assessment, market survey and vulnerability assessment) Training support on income generating activities New extension workers trained including AI technician, introduced early rice variety, farmers training, livelihoods and hydroponic grass production in IDP area Women trained on climate resilient agriculture practices –and Homestead seed support Marketing support and initial loan/grant support will be provided	Communities need enhanced and diversified livelihood options for strengthening their resilience against extreme and slow onset events of climate change impacts Implementation of sustainable livelihood innovations in the community level will strengthen resilience	UPG, IDP and CCP
	Climate information	BRAC beneficiaries enhanced ability to take risk informed decision better by using long-term climate information	BRAC beneficiaries trained on predicted long-term climate change impacts and trends	Inform beneficiaries about contextual (both temporal and spatial) long-term climate change information Also collect information on changes beneficiaries have observed at the local level		CCP, BEP

Resilience Component	Contributing Factor/ sub-component	Outcome	Output	Key actions	Rationale	Contributing Programme
		Climate change knowledge enhanced for BRAC staffs	BRAC staff trained on climate change	Inclusion of climate change topics in BRAC Staff training Conducting lessons on long-term climatic impacts & environment related issues Establishing BRAC climate change portal including climate change information on BRAC's areas of operation		CCP
	Access to basic services	Increased access to safe drinking water for climate vulnerable poor and marginalized people.	Safe water sources provided to selected communities in 18 climate vulnerable districts	Identify, screen and provide revolving funds and grants for context specific safe drinking water provisions Follow up with Village WASH Committee (WVC) / meeting with Urban WASH Committees (UWG) Household visits and follow ups. Quarterly coordination meetings	Context specific interventions are necessary to adapt to a range of climate impacts. These interventions will enable communities to access safe drinking water during the time of adverse situations.	WASH
			Desalinization plants installed for providing safe drinking water to vulnerable people in salinity prone areas	Desalinization plants will be installed in high saline area for supplying safe drinking water to the affected community	Lack of access to fresh drinking water due to rising salinity increases water stress and can have multiple health and socio-economic impacts	CCP
		Increased access to improved sanitation for climate vulnerable poor and marginalized people	Context specific sanitary latrines provided to selected communities of 35 climate vulnerable districts.	Identify, screen and provide revolving funds and grants for sanitary latrines to individual clients in selected communities of 35 climate vulnerable districts based on prevailing climate stressors and possible shocks. Follow up with Village WASH Committee (WVC) / meeting with Urban WASH Committees (UWG) Household visits and follow ups. Quarterly coordination meetings	Context specific interventions are necessary to adapt to a range of climate impacts. These interventions will enable communities to access sanitation facilities during the time of adverse situations.	WASH

Resilience Component	Contributing Factor/ sub-component	Outcome	Output	Key actions	Rationale	Contributing Programme
Anticipatory Capacity	Preparedness and planning	Climate vulnerable cities and communities adopt policies and plans toward resilience to disasters and climate shocks	Local/ community leaders and community members trained on climate change and DRR Community action plan prepared on climate change and DRR	CDOs, Ward committees, city officials, community leaders and community members trained on climate change and DRR Community action plans (CAPs) prepared on climate change and DRR	To institutionalise and mainstream climate change and DRR in local level governance and planning Facilitate inclusive, equitable and pro-poor climate action	UDP, CCP, BHP
	Capacity, coordination and mobilisation	Strengthened institutional capacity towards becoming climate resilient	BRAC staff receive training/refreshers for building institutional and technical capacity to address climate change impacts	Training BRAC staff on climate change, climate action and climate resilience	To institutionalise and mainstream climate change and DRR in BRAC programme; also to raise capacity to undertake climate action	CCP
	Risk information	Reduced loss of lives, and household damages from climate change related extreme weather events by using early warning system	Effective people-centred and gender friendly Early Warning System (EWS) in place	Weather forecasting and early warning messages on extreme weather events of climate change related hazards (floods, droughts, storms, cyclones, landslides, heat or cold waves) for 41 districts introduced; dissemination channels identified; and undertake dissemination during impending/during the hazards/disaster	Communities living in 41 climate vulnerable districts require early warning to take measures to reduce their potential damages and losses (risks).	BHP

Resilience Component	Contributing Factor/ sub-component	Outcome	Output	Key actions	Rationale	Contributing Programme
Absorptive Capacity	Savings and adaptive social safety nets	Ultra-poor beneficiaries in climate vulnerable districts have better economic resilience and capacity to absorb shock	Selected ultra-poor Programme participants in 41 climate vulnerable districts have access to matched savings benefit	On the basis of specific criteria received grants and/or interest free loan, matched savings support	Programme participants will use the matched saving grants, loans to cope with various shocks and increase asset base	UPG
	Natural & built infrastructural context	Climate vulnerable households (HHs) benefitted from ecosystem-based adaptation through afforestation	People receive sapling for plantation to promote ecosystem-based adaptation	Social afforestation in urban informal settlements and in vulnerable districts for plantation in selected climate-vulnerable districts	Afforestation support in vulnerable areas could reduce community vulnerability to climatic hazards and provide valuable ecosystem services	CCP, UDP

Resilience Component	Contributing Factor/ sub-component	Outcome	Output	Key actions	Rationale	Contributing Programme
	Substitutable and diverse assets and resources	Resilience of target urban areas enhanced through the provision of low carbon climate resilient infrastructure	Infrastructure supports (drainage, footpath, community latrine and sustainable energy Solution) provisioned in lower income settlements	Climate resilience infrastructure for the lower income settlement dweller		UDP
	Social capital	Enhanced social capital in target communities	Establishment of beneficiary group, community cultural and social organisations, co-operatives Use a wide network of health workers to ensure low cost basic healthcare and nutrition services for vulnerable communities		Enhanced social capital allows exchange of information during disasters and also transfer of good practices towards resilience	UDP, UPG, IDP, CCP

Resilience Component	Contributing Factor/ sub-component	Outcome	Output	Key actions	Rationale	Contributing Programme
Transformation	Leadership, empowerment and decision making	Gender aspects mainstreamed in all the targeted programmes	Training of BRAC staff, local leaders and community members on gender dimensions of climate change	Promote women's leadership in resilience building; Build women's capacity and strength in leadership through training; Supporting women's social movements.	The underlying causes of social vulnerability to climate change are gendered. Cultural and social gender norms, the burden of unpaid work, and violence can leave women excluded and powerless. Understanding and actions to remove such gendered barriers are transformative	CCP, UDP, GJD
		Empowerment and leadership of girls enhanced towards positioning girls as transformation agents	Priority investment on girls' education			BEP, GJD
	Strategic planning and policy	Enhanced resilience of cities and human settlements through adoption and implementation of integrated policies and plans	Mainstream climate change within BRAC Local leaders and city officials trained on low carbon climate resilient development (LCRD) City/Town/ Community action plans prepared on LCRD Members from selected vulnerable HHs receive training for building their technical capacity on low carbon climate resilient development	Mainstream climate change into the relevant programs of BRAC and institutionalise BRAC as a climate smart organisation Capacity building training on LCRD Prepare Community Action Plan on LCRD Selected participants at institutional and community level will be trained using comprehensive and context specific modules and user guides for enhancing their understanding and knowledge on LCRD	Low carbon and climate resilient pathways will facilitate achievement of sustainable development	UDP, CCP

Resilience Component	Contributing Factor/ sub-component	Outcome	Output	Key actions	Rationale	Contributing Programme
	Innovative approaches to enhance three types of capacities	Students/ adolescents and their households more awarded & skilled to act on climate change issues	Students/ adolescents taught on climate change and environmental awareness	Inclusion of climate change topics in BRAC primary school curriculum -Teachers training/refresher -Staff training -Trainings of secondary level students, peer leaders and adolescents of ADP clubs	Students and youth who are made aware of climate change will convey the messages to their HHs Some adolescents who are out of schools and do not have access to formal education will have opportunity to realize environment issues and take necessary actions.	BEP
		Support innovations to increase community resilience (for example, mobile phone technologies, smart agriculture technology development or use of high-resolution climate service information).				

ANNEX-3: CHECKLIST FOR BRAC PROGRAMMES

Below are a set of quick and direct questions that may assist BRAC programmes to explore how strategies, projects and programme specific interventions may contribute to climate resilience (Jeans et al. 2016):

Context

- What are the climatic risks in your context? (e.g. cyclones, drought, flood)
- What are the climatic drivers of risks? (e.g. temperature, rainfall)
- Who is vulnerable, in what specific ways, and how do those vulnerabilities interact?
- What are some driving factors of inequality and vulnerability?
- What are the drivers of chronic poverty?
- Do you understand how inequality is increasing vulnerability in your context? How are resources, growth and risk distributed?
- What are the existing capacities of women and men, communities and institutions (public, private and civil society)?
- What processes are in place that are enhancing these capacities?
- What opportunities are there, including new policy frameworks, innovations and collaborations?
- What are the limits of relevant ecosystem/s?
- What opportunities for change do disruptions and shocks create?

Building capacities

- In what ways is the programme building adaptive, anticipatory, absorptive and transformative capacities? Remember, all equally important and the context requires a particular mix.
- What drivers of risk, inequality and fragility/ conflict is the programme targeting?

Multi-stakeholder processes

- What processes are being integrated into the programme? In what sequence and why?
- What spaces are there for learning in your programme and adjusting your activities and strategy?
- What spaces are there for learning with partners and with other stakeholders?
- What new visions, relationships, networks, ideas and understandings of and for climate resilience development is the programme creating?
- Which stakeholders are involved and how are they being connected and networked?
- What relationships is the programming building?

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