

Developing a Resilience Strategy: Activity Worksheet

This activity sheet was originally designed for managers working through RRN's [Resilience-Based Management \(RBM\) Online Course](#). These activities align with the steps of Resilient Reef Initiative's resilience strategy development process (each step other than than Step 3: Assess Resilience). For more information, please refer to the [RRI's Resilience Strategy page of the RBM toolkit](#).

Activity for Step 1: Plan process and establish governance

Resilience can be an attractive prospect for many reasons, but changing existing management practice can also be confrontational. For example, incorporating resilience practices can bring in new funding and provide more opportunities for community engagement and empowerment, but managers may fear that it would mean taking on more responsibilities, or it may challenge deeply-held ideas of personal or institutional power and control.

Think about how you would approach this assessment at your site by answering the following questions on paper or in a word-processing document

- Develop a list of stakeholder groups that should be represented within a Steering Committee. This could include local residents, local businesses/industry, Indigenous Peoples, Traditional Owners, management agencies, recreational bodies such as fishers, influential community groups or advocacy groups, scientists, and many others.
- Who are the most important stakeholders that would be the key implementers of RBM? Or are there people who are already working to implement RBM? Do you think they would support embedding resilience into the management approach, or is there an appetite for new ways of managing the reef in the local area?
- Make a list of each key stakeholder and identify which aspects of RBM would appeal to them and which aspects they might perceive as a threat.
- Think about the strategy planning questions in the context of the management agencies in your area. Are the answers to these questions known, or is information available to answer them? What stakeholders would need to be involved to answer them in detail?



Activity for step 2: Engage Broadly

For this activity, think about how you would approach stakeholder engagement at your site. Develop a list of all potential stakeholder categories that should be engaged (you can reference the list you developed in Activity 1 of this lesson). As you develop your list, expand it into a table of information (see example), following these considerations:

- Does your list include all stakeholders that are affected by or can influence changes in reef health? This can include local residents, local businesses/industry, Traditional Owners and Indigenous Peoples, management agencies, recreational bodies such as fishers, influential community groups or advocacy groups, scientists, and many others.
- Look through your list again, and make sure to include any stakeholder categories that might typically be marginalized, such as the elderly, young people, or people with a disability.
- For each stakeholder category, think about the most effective method to engage with them—for example, through online or paper surveys, interviews, focus groups, community workshops, etc.
- Are there any barriers each stakeholder category might face in providing input? If so, how could you overcome these?

Example

Stakeholder Category	Engagement Method	Barriers to Engagement	Steps to Overcome Barriers
Residents	Community Workshop	Not available in work hours, often busy with other social events, may require childcare to attend workshops.	Plan a workshop after work, on an evening when there are no other social events, and provide childcare. Use this as an opportunity to engage young people with separate but parallel activities.



Activity for Step 4: Develop actions

The following questions were used to guide the development of community-proposed resilience actions on the Ningaloo Coast and prompted participants to embed resilience thinking into the action design process.

1. Describe the action you are proposing. What type of action is it? (e.g., a funding strategy, policy, program, good/service, specific management action, standard or guideline, advocacy position, research, community campaign, etc.)
2. Which dimensions (ecosystem, community, governance) of the Reef Resilience Framework will the action address?
3. Which of the resilience challenges that have been defined for the area will the action address?
4. Describe the ecosystems, communities, industries or assets/infrastructure that this action might benefit. Will this action achieve multiple outcomes that will contribute to the resilience of the region? (e.g., improved community engagement and involvement; greater diversity of job opportunities; healthier reef, marine, coastal or terrestrial ecosystems; increase education for visitors and locals; develop working partnerships or improve governance; Traditional Owner engagement, etc.)
5. Who would need to be involved in implementing the action? Consider who would deliver the project, who manages the tenure / has responsibilities under current legislation, who is responsible for affected activities, etc.
6. What other resources may be required to develop or implement the action (e.g., technical knowledge, research, political support, partnerships)?
7. Who might be able to assist in funding the action? What might these funding, co-funding or sustainable financing arrangements look like?
8. How will the communities / management agencies / organizations that will be helped by the action be involved in designing it?
9. What barriers or challenges will this action face, and what strategies might be used to overcome them?
10. Does this action build on or align to existing initiatives, actions, or research?
11. Are there any existing examples of this action being implemented in other locations?
12. What are the key steps that will be required to undertake this action?



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Activity for Step 5: Finalize the Strategy

Think about who will read the resilience strategy and how it will be used in your location (you can refer to your stakeholder lists from previous activities, but be aware that there may be many other audiences for your strategy). Answer the questions on paper or in a word-processing document:

- What format will different stakeholders and/or decision-makers find most useful? Should it be in hard copy, soft copy, or a mixture of both?
- How will it fit with existing planning documentation, such as reef management plans, and will this affect how it should be presented?



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