

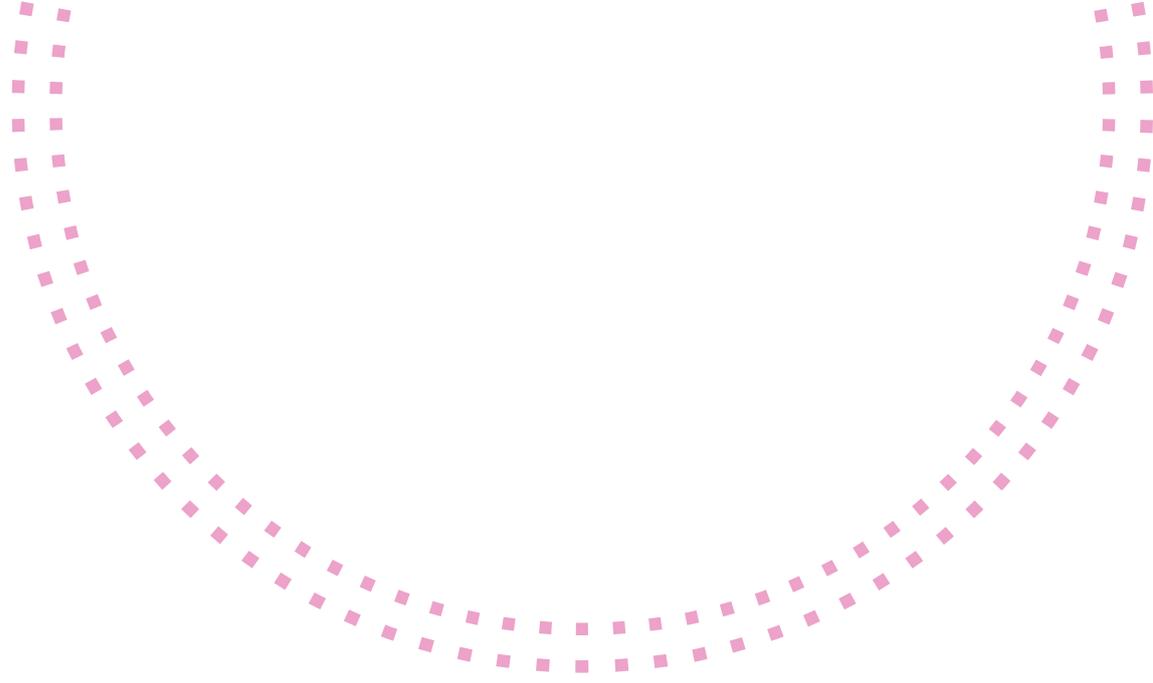


# RESILIENT COMMUNITIES

## HANDBOOK

towards one billion actions





This guide was developed by the IFRC with the support of the American Red Cross.

For more information contact:

Daniel Ureña Cot

IFRC, Regional Office for the Americas

Ave. Jacinto Palacios Cobos

Building 221, City of Knowledge, Clayton

Panama City, Panama

Tel. +507 317 3058 | Fax. +507 317 1811

E-mail [daniel.urena@ifrc.org](mailto:daniel.urena@ifrc.org)

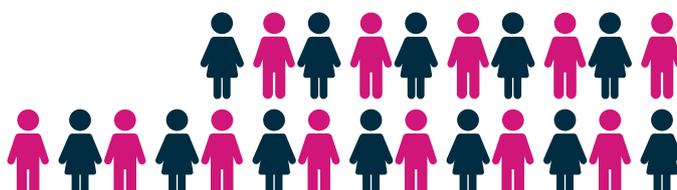
Copies of all or part of this study may be made for noncommercial use, providing the source is acknowledged. The IFRC would appreciate receiving details of its use. Requests for commercial reproduction should be directed to the IFRC at [secretariat@ifrc.org](mailto:secretariat@ifrc.org).

The opinions and recommendations expressed in this study do not necessarily represent the official policy of the IFRC or of individual National Red Cross or Red Crescent Societies. The designations and maps used do not imply the expression of any opinion on the part of the International Federation or National Societies concerning the legal status of a territory or of its authorities. All photos used in this study are copyright of the IFRC unless otherwise indicated.

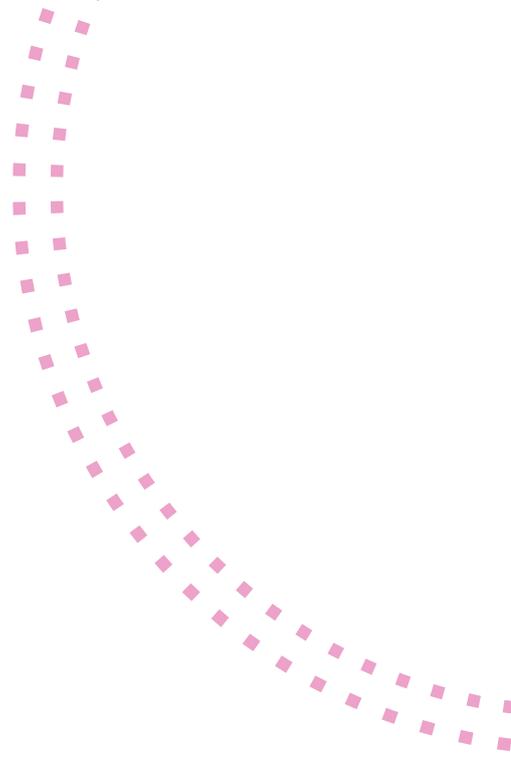
# HANDBOOK CONTENT

---

|  |    |
|--|----|
| ■ Introduction                                       | 4  |
| ■ What Is a Resilient Community?                     | 6  |
| ■ Objectives of the Resilient Communities Handbook   | 7  |
| ■ What Makes a Coalition Successful?                 | 8  |
| ■ Steps to Follow the Resilient Communities Handbook | 9  |
| ■ Annexes  | 17 |



# INTRODUCTION



## Resilience Definition<sup>1</sup>

The ability of individuals, communities, organisations or countries exposed to disasters, crises and underlying vulnerabilities to anticipate, prepare for, reduce the impact of, cope with and recover from the effects of shocks and stresses without compromising their long-term prospects.

## Community Definition<sup>2</sup>

A community is a group of people who may or may not live within the same area, village or neighbourhood, share a similar culture, habits and resources. Communities are groups of people also exposed to the same threats and risks such as disease, political and economic issues and natural disasters.

The humanitarian system is seeking ever greater resources to save more lives every year. The number of natural and manmade disasters is increasing as is the gap in resources available to help every person in need of humanitarian help. As such, actions must be taken to reduce the demand for humanitarian services, and enable sustainability of community actions at the grassroots level.

Affected communities are the first responders when a disaster hits. They are also the ones that stay behind to rebuild and rebound from its effects. When communities are resilient, they are better prepared and less dependent on external help. It is the collective responsibility of humanitarians to save more lives, but it is also our duty to ensure that all are given the means to respond on their own as much as possible. The One Billion Coalition for Resilience is built on the belief that given the right support, vulnerable groups everywhere will work together and care for their own and for others.

The Resilient Communities Handbook: Towards One Billion Actions is intended for the use of local implementers and provides a simple step-by-step process on how to launch a community resilience initiative. This handbook is not meant to be a “one size fit all” approach. On the contrary, every initiative is tailored to the context where it is implemented. Having said this, any Community Resilience intervention must always be based on four essential factors: it should be context-driven, multi-sectoral, locally sourced and people-centered.

Each initiative must be based on an assessment of needs at community level. Therefore the specific actions will vary based on assessment results and local capacity. These are enhanced thanks to access to technology, such as the Community Resilience Marketplace, an online platform and tool that will connect decision-makers to community needs and the collective resources of the One Billion Coalition ([www.onebillioncoalition.org](http://www.onebillioncoalition.org)).

# #1BnCoalition

## OneBillionCoalition.org

### ONE BILLION COALITION FOR RESILIENCE

By 2025, at least one billion people around the world will have taken active steps towards strengthening their resilience – a world where all people are safer, healthier, and more prosperous, even in the face of adversity.

# A RESILIENT COMMUNITY...

... is knowledgeable,  
healthy and can meet  
its basic needs



... is socially cohesive



has economic opportunities



... has well-maintained and accessible infrastructures and services



... can manage its natural assets



... is connected



# OBJECTIVES OF THE RESILIENT COMMUNITIES HANDBOOK

---

The fundamental goal of the One Billion Coalition is to build resilience around the globe, by having one billion people take concrete actions towards becoming more resilient. Those actions could be identifying fire hazards at home and [installing a smoke alarm](#), or working with the authorities and neighbours to reduce mosquito breeding grounds via [community clean-up efforts](#).

But this is only possible when we work directly with individuals and communities and involve them in the decision-making process on taking steps towards resilience. The Resilient Communities Handbook builds on existing community methodologies, such as the Friendly Neighbourhood initiative in the Americas, but aims to take it to the global scale behind the One Billion Coalition.

In practice, the Handbook has three primary objectives:

1. **Assist** communities as they adopt risk-informed, holistic approaches to address their underlying vulnerabilities.
2. **Encourage** communities to adopt demand-driven, people-centered approaches to community resilience strengthening.
3. **Promote community connectedness** with outside organisations that can provide resources and services that cannot be provided locally.

**Resilient Community interventions are not programs**, therefore a single group or organisation cannot implement them. However, a lead organisation can function as a local, national or regional coordinator for its promotion and implementation.

**Resilient Communities interventions should remain open initiatives** in which all people can be agents of change in their respective communities, as well as in other communities where they might provide support.

# HOW IS THE SUSTAINABILITY OF RESILIENT COMMUNITIES ACHIEVED?

## Context Driven

Community Resilience must arise “without recipes”. The representative of the lead organisation will facilitate the process and work to promote resilience under existing schemes. It is key that this is done according to the experiences of the neighbourhood and taking advantage of its members’ knowledge and identifications.

This does not mean that resilience building cannot be methodology-driven. However, its sustainability is only ensured through consideration of individual and collective knowledge as a natural dynamic, using this to identify situations and solutions. Consultation and fostering local knowledge is key for continuous resilience building. The process should favor each individual community environment, as well as serve as a model, reference and inspiration to other spaces.

## Multi-Sectoral

The success of a resilient community is centered in its sustainability, with an impact on the economic, social, environmental and political levels. The commitment of various stakeholders is crucial to building community resilience.

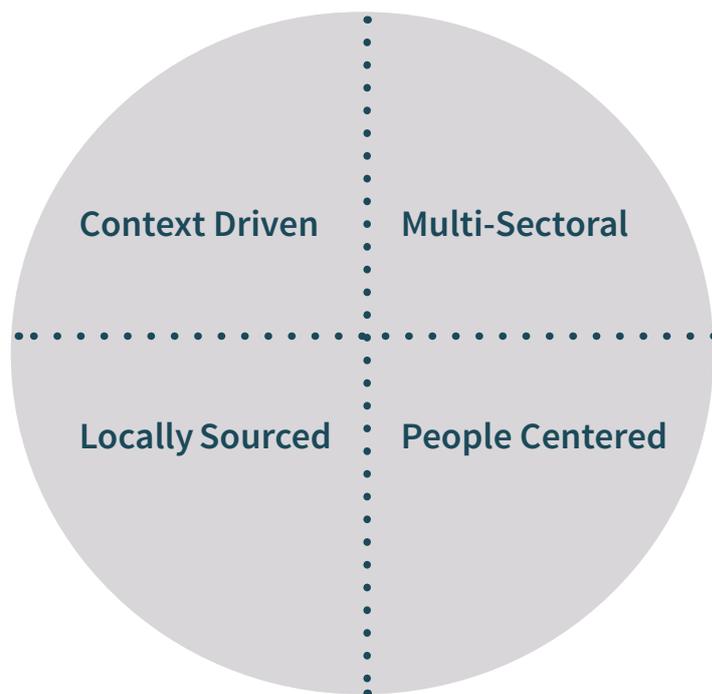
In this case, the lead organisation acts as a process catalyst, neutral, impartial and independent. It seeks further social inclusion and contact with the neighbourhood as well as between neighbourhoods and other non-geographic urban groups (such as migrant communities or groups suffering from specific stigma).

Resilient communities also serves as an initiative that complements programs in all sectors, with the objective of promoting a culture of preparedness and risk reduction.

## Locally Sourced

The funding mechanism and how the initiative is designed include:

- Seed financing to start the initiative in one or more communities;
- A strategy to get the support of local or national stakeholders (government, corporate sector, foundations) to join the initiative and provide financial support;



- Possible support from local branches or other institutions.

The initiative is based on obtaining resources locally, as to rely as little as possible on national aid and international cooperation. For this reason, resilient communities are able to have high impact at a low cost.

## People Centered

The sustainability of resilient communities relies heavily on people, on the commitments of individuals and their collective work within local groups. In time, all local initiative must take on a life of their own. This will happen only if there is active participation of the community that sees the benefits of being better connected, prepared, and organized. Thus, it is essential for every community that participates in the initiative to have:

- A coordinator, volunteer or official that lives in the neighbourhood;
- A person or people from the community that join the larger scale discussions via urban coalitions for resilience;
- Progressively, the community can establish resilience clubs, units or brigades (however, this is not binding or mandatory).

# Steps to Follow the Community Resilience Handbook



# EXISTING MECHANISMS

---

Before starting up any resilience initiatives in your community, assess what already exists. It can be much easier, more efficient and ultimately have better results to build upon existing mechanisms, rather than starting from zero. Some questions to consider:

- Are there initiatives that aim to build community resilience that are already conformed by other actors or by the community itself?
- Does the public sector have a resilience committee or an entity responsible for overseeing community resilience?
- Is there a resilience coalition on the local, city or even

national level that could help leverage your knowledge and resources?

If there are mechanisms that already exist, it is likely that the different components of implementing community resilience initiatives are still relevant, however you will need to evaluate your best entry and starting points. At the same time, your approach may be better directed towards building on what is already being implemented and expanding these mechanisms. It also means that you or your organization may not need to take on the leading role for the initiative, rather, you will be a catalyst for growth and change.

# STEP 1

## PROMOTING THE INITIATIVE

### Taking the first step

Within the resilient communities initiative, someone can lead the process, promote it and bring actors together. That person can take an individual initiative or be part of a broader organisation, but it will be important to carry a certain legitimacy in the eyes of the community members. The person or organisation leading the process then needs to engage community groups, agencies and individuals in a network to begin a dialogue around community resilience and preparedness. In essence, the lead person or organisation connects the pieces of the community puzzle to bring preparedness and resilience issues to the table.

### Mapping Possible Local Partners

When convening a network, it is important to get participants from all segments of the community so that a wide range of perspectives is present at the table. At this stage, you should map out potential stakeholders and decide who to invite to participate in the initiative.

*Refer to Annex I: Sample Local Stakeholders Analysis Chart*

Local leaders who know the ins and outs of the community - be they formal or informal - have an important role to play, whether or not they lead the process, whether or not they are part of a formal organisation. The relationships that these leaders have with others, along with their intimate knowledge of the community, will be advantageous to the network's activities and helpful if the network expands.

*Refer to Annex II: Models of Stakeholder Engagement*

### Examples of community groups that could be influential in a network:

- Businesses
- Community leaders
- Professional organisations
- Faith-based groups
- Non-profit organisations
- Teacher/parent associations
- Health departments, clinics or hospitals
- Minority populations
- Groups with specific needs
- Voluntary organisations
- Schools and universities
- Emergency management offices
- Seniors
- Students / children / youth

# ENGAGING PARTNERS

Once the mapping of possible partners is completed, it is important to get them on board. Here is a rough sequence to build momentum:

## Getting the Community on board

It is important that the objectives and potential benefits of building resilience are clearly understood by all stakeholders, especially the community members. They need to be interested in participating and have the chance to do so actively.

1. **Explain and promote the scope of the resilient communities initiatives** and its impact on the transformation into a resilient and prepared community environment through:

- Dialogue, interaction and community participation;
- Citizen mobilization;
- Increase in the presence of partners and volunteers.

2. **Identify potential leaders for the initiatives.** Consider:

- Commitment;
- Identification with the organisation and its values;
- Acknowledgement of their environment and positive leadership
- Communication skills, sensitivity and proximity to community problems;
- Awareness of the power of transformation.

3. **Plan and convene a meeting with members of the community**

*For more detail, refer to Annex IV First Official Community Meeting Checklist*

4. In a simple and clear manner, **explain what the initiative implies** and the importance of the participation of community members. Listen carefully to the main interests, expectations and identify the issues that begin to emerge as points of interest and areas that could be developed in the implementation of the initiative. This should take place without implying that they are final, but to have an initial appreciation and how the organisation can use its strengths for a more resilient environment.

5. **Suggest and plan for a date near the first official meeting**, taking the considerations mentioned in the previous step to ensure that participants become conveners and ensure the presence of the different age/vulnerable groups that live in the community.

## Lead Organization

The first organisation you need to on-board is your own (assuming you are part of one). Present your colleagues with the benefits of the initiative and why you should lead the process.

## Engaging Municipal Authorities

Ideally, the specific actions and activities of the Resilient Communities Handbook will be adopted by the local government and integrated within its services to the community. This will require ongoing dialogue with local public offices in order to foster political will.

*Refer to Annex V: Checklist for a Meeting with Municipal Authorities.*

## Engaging the Private Sector

The Resilient Communities approach also has more chances of becoming sustainable if the private sector is involved, especially in providing resources for its execution.

*For this refer to Annex VI: Stakeholder Engagement - Private sector.*

## STEP 2

# COMMUNITY-LED ASSESSMENT

The focal point designated for implementing the resilient communities initiative will involve the stakeholders and the community in an assessment of needs, and a resultant agreement on a shared vision for actions to build resilience.

There are a variety of ways in which a community needs assessment can be carried out. This handbook outlines some of the more basic steps that can be taken, in order to keep low costs and streamline the process of building a community network for resilience.



## Needs Assessment - Who are we and what is affecting us?

- Choose the right set of participatory tools for the level of engagement with the community. Community resilience is largely related to understanding risks and vulnerabilities. There is a variety of simple tools you can use to help the community identify these, such as mapping tools, historical profiles or seasonal calendars. The one you choose to apply is up to you and the specific context you are working in.
- Identify representatives from each age group (young boys and girls; youth; young adults, adults; elderly) as well as each vulnerable group (if it is not related to age).
- Through a meeting or a series of meetings, they will present the priorities of the neighbourhood to become a resilient community and the challenges that the community faces in order to reduce their vulnerability in face of disasters.

*Elected representatives should come from different families, with the widest possible diversity. This will ensure comprehensive inclusion, representation and participation that takes into account the needs and priorities in the neighbourhood.*

## Shared Vision - What is our plan?

Each age and/or vulnerable group determines what they see as the primary actions for community resilience and the steps needed to achieve it. They interact with each other to achieve a better understanding of the ideal types and welfare models of other groups, which are common to all. The groups identify micro-projects to be launched with a single purpose: make their environment more resilient, more organized and more secure in a sustainable manner.

### Participatory Tools for Community Engagement:

- Brainstorming
- [Transect walk](#)
- Mapping of local vulnerabilities and capacities
- Seasonal calendar
- Historical profile
- Institutional and social network analysis
- Venn diagram.

*Refer to Annex VII for further resources on this topic, for more in-depth assessments.*

### Questions Groups Should Address:

*What do we need to do?*

*What do we have to address shocks and stresses?*

*What can we do on our own?*

*What can we achieve with others?*

## STEP 3

# COMMUNITY MANAGED IMPLEMENTATION

**Community resilience is only tangible if it translates into the ability to get things done. Once a shared vision has been developed, the community will need a Plan of Action and designated groups responsible for the implementation of individual activities. Often, these will be coordinated with other partners.**

### Actions and Initiatives

Initiatives to achieve a resilient community can be many and varied, including but not limited to: a) developing an evacuation route; b) an early warning system; c) a place to exercise; d) well-painted environments with flowers and with options for different sports; e) spaces to walk, play at any time; f) learn first aid; g) learn to play guitar, or create choirs of family music. The imagination of groups involved is key to identify those things that would make their environment most resilient.

The key process indicator is the diversity of initiatives that are generated by each group, where initiatives are sustainable over time, low cost, have high participation and mutual support.

### Opportunities for Dialogue

Another important goal of the Resilient Communities Handbook is to provide opportunities for dialogue within and between the different groups involved in the process. In practice, it is helpful for the neighbourhood to meet at least once a month to:

- Celebrate and enjoy their actions
- Talk about the resilience initiative for the neighbourhood and what lessons have been learned
- Present the progress achieved through the implementation of the resilience initiative
- Identify new initiatives
- Celebrate achievements
- Create spaces for learning and training, among others.

### Meetings vs Events and Activities

It is essential to differentiate between meetings and events. The main idea is that, over a year, there are at least three resilience events to celebrate and strengthen ties between the members of the neighbourhood.

Resilience meetings, however, happen throughout the year and are more formal, structured and purposeful. Meetings are catalysts of interaction and dialogue among the different groups in the neighbourhood and strengthen the network of relations among its members through resilience initiatives.

*Refer to Annex III Resilience Startup Event Checklist and Annex IV First Official Community Meeting Checklist.*

**Working with diverse partners can often generate conflicts, especially during the decision-making process. Therefore, conflict resolution is a principal competency needed for resilience initiatives leaders.**

*Refer to Annex VIII Conflict Resolution Mechanisms for some ideas.*

# STEP 4

## LINKING WITH OTHERS

The One Billion Coalition for Resilience is centered around connectedness. For this, #1BnCoalition has developed a number of resources to help individuals, communities and organizations to connect, share and collaborate.

### OneBillionCoalition.org

A platform for resilience, OneBillionCoalition.org is an online resource where you can find tools and information, connect with others who are part of the #1BnCoalition community, and learn about ways to become more resilient. Communities are able to take collective action, by following step-by-step guides provided on the website, for example, on how to prepare the community for disaster response or promote family planning. As the lead organization, you can encourage community members and help them use the toolkits available on the website. Additionally, you can take action by joining or building a coalition.

### Community Resilience Marketplace

Another tool that can help stakeholders and communities interact is the One Billion Coalition Community Resilience Marketplace. The Marketplace is an online platform that helps connect community needs and provide stakeholders with the opportunity to collaborate on and contribute to grassroots projects.

For example, if a community identifies that they need water filters to have access to cleaner water and prevent health issues, they can create a post on the platform and share the need with potential local partners. And vice versa, if there is a company that would like to make an in-kind contribution of water filters as part of the Corporate Social Re-

sponsibility program, the company can post this on the platform or reach out to the community that needs them.

The Community Resilience Marketplace then will help match communities with service and product providers, creating a local network for enhancing resilience.

**Take Action!**

Connect with the #1BnCoalition community at [www.onebillioncoalition.org](http://www.onebillioncoalition.org)



[CLICK HERE TO ACCESS THE MARKETPLACE](#)

### Universal App Program

Do you need a simple way to learn or teach first aid and personal disaster preparedness? Then download a free First Aid or Hazard app. These are available in 77 countries on both IOS and Android platforms. They are completely free and provide users with easy-to-use information. Visit [PrepareCenter.org](http://PrepareCenter.org) for more information and to find out if these are available in your country.

## STEP 5 MONITORING

**Community resilience work is cyclical - the community evolves and so do its priorities.**

Renew discussions around local needs on a regular basis and keep the community plan updated. Community members must be consulted and given the opportunity to take part in further discussions.

Part of this is to monitor the continuous process of resilience building. The multisectoral group of society, created for this initiative, is responsible for the proper implementation of a monitoring mechanism to ensure compliance with the objectives to learn, improve and expand. This monitoring group should meet at least three times per year.

*Refer to Annex IX: Suggested Best Practices*

## STEP 6 BUILDING NETWORKS

**No single organisation, network, or even coalition, can help one billion persons become more resilient.**

However, by focusing on the networks and linkages between the individual, household, neighbourhood, city and national levels, multiple committed partners can identify their common interests and resources to address local needs jointly.

The goal of promoting Community Resilience as part of the One Billion Coalition is to strengthen resilience at the local level, but also to access the support of partners at district or city level. The community should also look for opportunities to participate in the resilience dialogue at the municipal level. For issues that local coalitions cannot address, the partnerships can be used to advocate for a stronger resilience on a national and even global level.

# ANNEXES



# ANNEX I

## STAKEHOLDER ANALYSIS SAMPLE<sup>3</sup>

### Step 1: Identify relevant organizations

This could include participants from a variety of sectors, including but not limited to public and private sectors, grassroots organizations, professional associations, community representatives, academia, NGOs, etc. From this list, select a few organizations that could be the potential stakeholders in the resilience initiative.

#### Sample Local Stakeholders Analysis Chart<sup>4</sup>

| Organization | Status | Mission | Thematic Specialty | Projects | Alliances | Contacts |
|--------------|--------|---------|--------------------|----------|-----------|----------|
|              |        |         |                    |          |           |          |
|              |        |         |                    |          |           |          |
|              |        |         |                    |          |           |          |

### Step 2: Select a Facilitator

Identify a skillful facilitator, who will conduct the more in-depth process of stakeholder analysis. He or she must understand the nature of partnerships and preferably have previous knowledge of the institutions in question.

### Step 3: Conduct a Semi-Structured Interview

- The facilitator will use questions such as:
- What is the history of the organization?
- When was it formed?
- For what purpose was it formed?
- How many members are there? Are they active or passive?
- Is this number increasing or decreasing?
- What is the attendance during meetings?
- How are decisions made?
- Does the group have a community development plan?
- Are the committees functioning?
- What has the group contributed to the community so far?

### Step 4: Identify Potential Stakeholders

Last but not least, you should compile a list of potential stakeholders who you establish communication with and encourage them to join the initiative. Keep in mind that stakeholders may change over time.

<sup>3</sup> [VCA, pp.123-126](#)

<sup>4</sup> [American Red Cross, pp. 61-63](#)

# MODELS OF STAKEHOLDER ENGAGEMENT<sup>5</sup>

In cities, solving problems often means drawing in organisations with skills and abilities in different areas beyond those of any single organisation. The lead organisation has an important role in resilience building in acting as a convener and activating networks. One of the key principles of resilience is about building relationships and expanding external networks. One of the best practices organisations who are successful in working in urban areas is that they are good at building and using networks. Network building is the essential foundation from which partnerships with other organisations (including government) are built.

### Engaging with Networks

At the most basic level, the project leadership team must know who its potential partners are, understand the mandates and spheres of influence of different governmental and non-governmental organisations, and share information with them regarding areas of common interest (informing the Ministry of Health of community health concerns; sharing Community Disaster Plans with the National Disaster Management Agency, etc.) Networks may be formal or informal, and a community or the organisation may lead or follow. The important thing is to find out where important decisions are made that affect the community and to make sure community voices are included in those decisions.

### Convening/Deliberation

While we often think of networks as large collections of diverse organisations, often what is needed is simply to get the right people talking to each other and finding common ground. Sometimes, just gathering two to three people in a room for conversation can do this on a small scale. For example, local university staff may have technical knowledge that community members or the organisation staff can use to better understand the situation and what is likely to help. Or, it may only be necessary for organisation staff to put the university professor together with decision makers from the local authority to get the community what it wants.

### Partnership development

When the project leadership team identifies challenges for which it has neither the capacity nor the resources, building partnerships with organisations sharing common goals or priorities is often the most efficient and effective solution (e.g. sharing security concerns with the police, discussing domestic violence with the corresponding non-governmental organisations, etc.). The interventions of the organization should aim to build the community's ability to connect with external actors who are able to provide support and/or services when needed.

<sup>5</sup> Tyler, K. et al., Part B

## ANNEX III

# RESILIENCE STARTUP EVENT CHECKLIST

The Resilience Startup Event is an important moment that may determine the success of the initiative. This event, if done right, sets the spirit of the initiative and will raise awareness that everyone benefits through participation. Therefore, proper preparation is key.

### Startup Event Preparations Checklist:

- Focal point must identify 2 to 5 persons who wish to join the initiative, in order to plan the event together.
- Agree on a day the event should take place with the neighbourhood, normally this will be on a weekday night or during the weekend. This should be done in coordination with community leaders, to avoid scheduling the startup event at the same time as another activity within the community.
- Identify and book a space for the event. Ideally the event will take place in a public space or will be provided as an in-kind contribution to keep costs down.
- Organize other logistics details where applicable, such as transportation, snacks, chairs, etc.
- Invite the community to participate in the event. This can involve support from local authorities, community leaders, and / or door-to-door invitations.

## ANNEX IV

# FIRST OFFICIAL COMMUNITY MEETING CHECKLIST

Just as the startup event, the first meeting is key to the success of the initiative. Thus, it is important that the process is promoted to be highly participatory within each community group.

This first meeting should ideally be on a day agreed with the neighbourhood. The time may be at night on a weekday or weekend, as determined. Note that the role of the focal point is to facilitate a meeting with several working groups. Thus, methodologically, the person should be ready for everyone to feel part of the process and participate in an active manner.

### Community Meeting Checklist:

- Coordinate with the community leader to begin preparations for the meeting.
- The community leader is responsible for convening key members in the community, setting the date, time and place for the monthly meetings.
- During the meeting, promote a relaxed dialogue environment. It is helpful to include a group dynamic in the agenda to help the conversation flow.
- Record and document experiences, possible approaches and solutions identified and any agreements that result from the meeting.

## ANNEX V

# CHECKLIST FOR SESSION WITH AUTHORITIES

### Participants

Local authority:

- Local government representative
- Local Chief Resilience Officer (or equivalent)
- Other public personnel, as relevant

Lead Organization:

- Local representative
- Other personnel, as relevant
- Representatives from other countries (as observers, where relevant)

### Objectives of the session

- Confirmation of the objectives of the Community Resilience:
  - Proposed goal for the coalition:  
*Example: build household-level resilience through:*
    - The mapping of actors working on community safety and resilience;
    - Increased understanding of household concerns and community priorities;
    - The identification of synergies among existing initiatives;
    - The more effective allocation of municipal and organizational resources to reduce vulnerabilities.
- Formal endorsement of the initiative by the local authorities.
- Clarification of roles and responsibilities:
  - Example:*
    - Stakeholder mapping and invitations to the first community-wide activity
    - Logistics for the activity: local authority
    - Facilitation of first community-wide activity: Lead Organization
- Adoption of the timeline for the community activities
- Adoption of the proposed agenda

# ANNEX VI

## PRIVATE SECTOR ENGAGEMENT

### **1. Identify the corporate environment more akin to the neighbourhood and companies with social responsibility programs focused on topics relevant to the community needs in becoming more resilient.**

- Identify local businesses with social responsibility programs
- Think of national and international companies that may have a particular interest in the community. For example, they may have a factory, offices or storefront in the area.
- Visit their websites if available and identify what their social responsibility programs are focused on. For example, do they fund youth programs or activities related to recycling.

### **2. Establish contact with potential companies interested in participating in the initiative and present the proposal.**

- Cater your proposal to the interests of your potential partners. For example, if the company focuses their social responsibility programming on clean water, ask them to fund or donate to a related program in your community.
- Ask for something specific. If you are looking for financial support, specify the amount you are asking for and explain what you will spend the money on. In case you would like

an in-kind contribution, make sure you specify that in your proposal.

- In-kind contributions also count. For example, many companies have conference rooms that you may be able to use for your meetings.

### **3. Explain the scope and methodology of the initiative, which should highlight the importance and influence of the private sector in transforming resilient environments, and how the initiative can have a positive impact within their corporate social responsibility policies promoting resilience and overcoming vulnerabilities.**

- While it is important to explain the initiative, during your first meeting, you should listen carefully to what the company is looking for as well. This way it will be easier for your to present a proposal they will be interested in.

### **4. Exchange ideas and establish a dialogue with companies in order to propose or define the various modalities of participation in the initiative, material resources, human or financial, and set concrete agreements.**

## ANNEX VII

# ADDITIONAL RESOURCES FOR IN-DEPTH COMMUNITY ASSESSMENTS

More detailed methodologies exist to help communities examine in more depth specific issues, for instance the Red Cross / Red Crescent Movement uses:

- The [Vulnerability and Capacity Assessment \(VCA\)](#) methodology for a comprehensive analysis of vulnerabilities and capacities
- The [Community Based Health and First Aid \(CBHFA\)](#) methodology for local health issues
- The [Participatory Hygiene And Sanitation Transformation \(PHAST\)](#) methodology to address water-borne diseases
- The [Participatory Approach for Safe Shelter Awareness \(PAS-SA\)](#) methodology to improve homes and shelters



# ANNEX VIII

## CONFLICT RESOLUTION MECHANISMS<sup>6</sup>

Often, resilience initiatives involve diverse participants from a variety of sectors and community perspectives, who may have different approaches, interests and opinions. As a result, conflicts often arise, especially during the decision-making process. Therefore, being able to resolve conflict is an essential competency for those leading a community resilience initiative. This is a simple overview of possible mechanisms that can be used for conflict resolution.

### WHAT IS CONFLICT RESOLUTION?

“Conflict resolution is a way for two or more parties to find a peaceful solution to a disagreement among them.”

### WHY SHOULD YOU RESOLVE CONFLICT?

- To produce a solution that all parties can agree on
- To work as quickly as possible find this solution
- To improve, not hurt, the relationship between the groups in conflict
- To understand the different points of view that are part of the conflict

### HOW SHOULD YOU RESOLVE CONFLICT?

#### UNDERSTAND THE CONFLICT

In order to resolve a conflict, it must first be understood. One of the key factors that needs analysis is the interest of each party. This will help to evaluate why the conflict has arisen and how it can be resolved.

#### ESTABLISH COMMUNICATION

If participants find themselves in a conflict situation, they need to be able to communicate in order to reach a resolution. This means active listening, allowing everyone to participate, discussing the points each party feels strongly about, speaking from one’s point of view but not about others, avoiding early judgements, and ensuring a concrete but flexible conversation.

#### BRAINSTORM POSSIBLE SOLUTIONS

It is helpful to make a list of the different interests expressed by each participant, and then brainstorming possible resolutions together. The meeting should be very carefully set up, with a clear purpose statement, a small group of representatives and an unbiased facilitator. The group should then come up with as many ideas as possible, looking for win-win solutions, as well as possible compromises.

#### CHOOSE THE BEST RESOLUTION

Identify the resolutions that give each party the most in terms of their interest and present this solution back to the participants to decide on the optimal choice.

#### USE A THIRD PARTY MEDIATOR

It is useful to involve a third party mediator during steps 3 and 4, in order to ensure that the discussion is led by someone who is not involved or interested. This person should be trusted by all parties. You may also want to check your resolutions against policies, laws and established standards before making a decision, if relevant.

#### EXPLORE ALTERNATIVES

This step should be discussed from the very beginning, as sometimes, it is not possible to find a real solution. In this case, the participants will need to look for alternative resolutions to the conflict.

# ANNEX IX

## SUGGESTED BEST PRACTICES<sup>7</sup>

### Define the community

It is important to clearly define the community that will be the focus of the assessment and future activities. The community may be geographically, ethnically, culturally or religiously defined. The information gathered through the assessment will give implementers the ability to determine the boundaries of the community, which may evolve during the assessment process.

### Build on existing relationships

It is important to understand preexisting relationships that the chapter has with local community stakeholders. Both positive and negative features of these relationships should be identified. Furthermore, strategies should be developed to build on the momentum of positive repair negative ones.

### Assess routinely

The assessment process should be conducted routinely (e.g., annually or biannually) to account for changes to the community, including shifting priorities and socioeconomics, or after a major disaster. Use your best judgment to determine which assessment tools should be utilized, as it may not be feasible or necessary to conduct a comprehensive assessment every time.

### Document everything

Make sure to document all information collected through the assessment, including: interview transcripts, contact lists, meeting notes and data sources, etc.

### Check assumptions and biases

A key component of the assessment is interacting with people from diverse backgrounds (cultures, professions, socio-economic status, etc.). It is important to keep an open mind and critically reflect on assumptions you may have. By conducting an assessment, information is gathered to either verify or challenge any prior knowledge you may have. In the absence of collecting information, the root cause of an issue may be overlooked, or opportunities to involve community partners may be missed.

### Share information

Information is only valuable when it is shared. Sharing assessment data with organisation staff and external partners helps to raise awareness of hazards and vulnerabilities, and can help to generate the interest of potential partners to participate in a network. Additionally, communicating assessment data gives network members a uniform starting point from which to begin.

### Engage local stakeholders early on

Most of the assessment data will be gathered by consulting with community groups and individuals to obtain their input. It is critical that you engage local stakeholders as early as possible to help define the community, gauge local interest, gain buy-in from community members, and collect information. Involving community members from the beginning gives them a sense of ownership over the process, and, as a result, stakeholders who take part in the assessment often become some of the network's first members.

### Set realistic expectations

It is important to set realistic expectations with communities that are the focus of your assessment. The assessment is meant to identify potential opportunities for your network, but does not guarantee that every community that is assessed will be addressed by a network. Ensure that the stakeholders you contact understand you are undergoing a fact-finding process, and will not know the outcome until all the information has been analyzed.

### Use your best judgment

Use your best judgment when deciding which assessment tools to use, to what extent, and in what order. Your knowledge of the local context, including what does and doesn't work, will be instrumental in planning for the assessment. The assessment tools and their order are based on a logical approach; however, they can be adapted to fit local needs and context. Furthermore, you are encouraged to identify and use additional tools to develop a more comprehensive understanding of your community.

<sup>7</sup> American Red Cross, pp. 35-37

# SOURCES & REFERENCES

---

## Sources

Herbst K., Yannacci J. [Guidebook on Creating Resilience Networks](#). American Red Cross.

IFRC (2014). [IFRC Framework for Community Resilience](#). Geneva, Switzerland: IFRC.

IFRC (2007). [Vulnerability and Capacity Assessment \(VCA\) Toolbox](#). Geneva, Switzerland: International Federation of Red Cross and Red Crescent Societies.

Tyler, K., MacClune, K., Allan, C. (2014). [Engaging Stakeholders in a Preliminary Urban Assessment: Workshop Facilitation Materials and Background Reading On Using Stakeholder Engagement and The Resilience Approach to Identify Entry Points for Building Urban Resilience](#). Boulder, Colorado: Institute for Social and Environmental Transition-International.

Wolff, R., Nagy, J. Community Toolbox. Kansas University: last accessed on May 9, 2016 at:

<http://ctb.ku.edu/en/table-of-contents/implement/provide-information-enhance-skills/conflict-resolution/main>

## Additional Resources

### One Billion Coalition for Resilience

IFRC (2016). *One Billion Coalition for Resilience: Americas Guide*. Panama City: IFRC.

### Coalition Building

IFRC (2016). *Handbook: Building City Coalitions*. Panama City: IFRC.

### Conflict Resolution

Search for Common Ground (2003). [A Conversation About Conflict: Facilitator Guide](#). Washington DC: SCG.





For more information:

Daniel Ureña Cot  
Urban Risk and Community Resilience Coordinator  
[daniel.urena@ifrc.org](mailto:daniel.urena@ifrc.org)

#1BnCoalition  
[OneBillionCoalition.org](https://OneBillionCoalition.org)