BUILDING CITY COALITIONS
towards connectedness for resilience

ESSENTIAL COMPONENTS FOR BUILDING A CITY COALITION FOR COMMUNITY RESILIENCE

WHAT MAKES A COALITION SUCCESSFUL?

1. Develop a clear vision and change process
   - What do we want to achieve?
   - How will we get there?
   - Who needs to participate?
   - What are some of our assumptions?

2. Focus on actions
   - A coalition is not a discussion group nor a research forum
   - It is a collective of organisations committed to change
   - Clarity is needed on the goals and responsibilities

3. Focus on shared potential to achieve a common goal
   - Foster credibility, transparency and accountability
   - Apply a power-sharing model
   - Clearly define roles
   - Honor agreements and decisions
   - Open the coalition to contributions from outside actors

4. Learn from each other. Always. At all times.
   - Apply lessons learnt
   - Maintain a diversity of participants
   - Be aware of when leadership or personnel changes are needed

5. Apply appropriate level of action
   - Connect the benefits between solutions that come from the top to actions implemented at community level and upward

6. Accept constant change

7. Maintain sustainability

Stakeholder Engagement
Urban Profile
City Risk Assessment
Coalition Sustainability
Community Work
Advocacy
WHAT IS A CITY COALITION?

A city coalition for resilience brings a variety of partners together to work for a shared goal and vision. City coalitions connect their actions with community and individual needs, while advocating for their vision at the national, regional and global levels.

WHY A CITY COALITION?

- **Strength in numbers**: Coalitions project a united front, especially when voicing support for a controversial issue or advocating at a national level for issues that cannot be addressed locally.
- **Visibility**: Joining a coalition can help add prominence to your efforts.
- **Contacts**: Your partner(s) can help you reach influential people and decision-makers who can further your cause.
- **Shared workload**: Working with partners can help relieve demands on staff and volunteers.
- **Synergies**: If you lack the expertise on a particular issue, you can reach out to other members of the coalition who have been working on that issue for years. This can save you much time and effort and ultimately help the community better address its needs.
C O M P O N E N T A
Stakeholder Engagement

- Engage lead organisation:
  - A coalition needs a lead organisation or individual to convene it
  - Hold a meeting with the potential lead to explain key messages and concepts
  - Highlight the benefits of convening a City Coalition for Resilience

- Conduct stakeholder mapping:
  - Identify potential stakeholders, such as businesses, academia, grassroots groups, faith-based groups, community organisations, NGOs and others.
  - Create a spreadsheet (or similar) with each organisation’s name, vision and mission, description, website and contact information.

- Prioritise potential stakeholders:
  - Develop a set of criteria to identify the organisations you would like to engage for the coalition at this initial stage
  - These could include: interest, potential for contribution and complementing, active outreach

- Establish communications channels:
  - Reach out to the organisations and/or individuals you identified
  - Hold meetings with potential stakeholders to explain the benefits and concepts behind a City Coalition for Resilience
  - Keep in mind that members may change throughout the lifetime of the coalition

MODELS OF STAKEHOLDER ENGAGEMENT

Engaging with networks:
Involving and sharing information with existing networks. These could be involved at the coalition level, or included in the sphere of influence of a coalition. The network may be formal or informal, but an in-depth analysis of existing networks is necessary for a successful and integrated coalition.

Convening/Deliberation:
While networks may represent a collection of a variety of partners, it is sometimes important to convene two or three key representatives or organisations to reach decisions. The coalition can provide a platform and convening power to do this.

Partnership development:
The coalition and its members should develop partnerships where convenient and necessary. For example, involving the local policy forces in security issues faced by the city or its communities.
CONDUCT A MULTI-LAYER VULNERABILITY AND OPPORTUNITY ANALYSIS

Identify the existing systems and structures, for example:

- Potential hazards
- Demographic information
  - gender specific data for age, household size, employment, income, education, etc.
- Population density
- Built environment
  - building types, density, settlement patterns, infrastructure
- Socio-economic data
  - economic activity, markets, private sector, government structure
- Basic services
  - health, education, transportation
- Spatial quality
  - public spaces, environment, accessibility
- Identification of broader stakeholders

Develop mash up maps

- Demonstrate hazard and risk
- Identify the most vulnerable areas in the city

Design scenario modeling maps

Elaborate profiles describing the most vulnerable groups in the city and in each community

Combine the data and findings to generate the urban profile

NOTE
Normally, you will require external technical assistance to carry out an urban profile. Ideally, create a partnership with academia or the local government to conduct this.

By overlaying the different visualized data, such as streets, buildings, blocks, vulnerable elements, resources, historic hazards, and current risks, we are able to see the overall situation of the city or neighbourhood visualised on the map.
A resilience vision for the city

The most vulnerable areas, neighborhoods or non-geographical communities that require further community level assessment

The range of risks the city faces

Resilience paths: who is doing what to realize the vision

CITY COALITION BUILDING
COMPONENTS EXPLAINED

COMPONENT C
City Risk Assessment

ELEMENTS OF A CITY RISK ASSESSMENT

Enabling dialogue
Involves both vulnerable communities and those who provide, design, maintain and enforce policies to get key perspectives from every side

Using systems thinking
Understand how different systems within the city influence each other

Applying systems thinking at multiple scales
Look at the issues, their causes and implications and include different levels, such as community and national

Using mapping and secondary resources
Data will support the importance of your findings

EXPECTED RESULT

A concept note outlining the proposed intervention, to be verified and detailed through participatory community-based program design activities

The city risk assessment process is a forum for discussion among partners that leads to a consensus on the resilience vision for the city and concrete steps to get there.

Through a series of meetings and workshops, coalition members will identify:

- A resilience vision for the city
- The range of risks the city faces
- The most vulnerable areas, neighborhoods or non-geographical communities that require further community level assessment
- Resilience paths: who is doing what to realize the vision

SAMPLE 3-DAY WORKSHOP DESIGN

Day 1
- Introductions, review meeting objectives and agenda
- Introduce the resilience approach
- Developing a shared vision
- Discussion of vision

Day 2
- Morning field visit to existing project, vulnerable community, or other relevant area
- Discussion of values
- Identify a place to start community and/or issue

Day 3
- Stakeholder identification
- Geographic mapping
- Identify next steps
- Action planning

NOTE
Use the Urban Profile from Component B as a starting point for discussions and add the data you gather through the workshops or meetings to complement initial findings.

2 Source: 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.
The sustainability of the coalition will ultimately depend on stakeholder engagement, political will and commitment of each one of its members, but here are a few steps the lead organisation can take in order to promote the sustainability of the initiative.

1. **Name a focal point**
   - Designate a person to be formally tasked as a focal point with clear responsibilities.

2. **Schedule regular meetings**
   - Hold general quarterly meetings and meetings on specific topics and actions as needed.

3. **Ensure members are informed**
   - This is largely facilitated through technology, especially social media networks.

4. **Maintain dialogue**
   - Continuously review the shared vision and goals in order for the coalition to be organic and relevant.

5. **Integrate with local authorities**
   - Sustainability is more likely if the government takes on leadership in the long term.

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**Component E**

**Community Work**

- Work directly with communities to identify and implement strategies for local resilience building.
- **TOOLS**
  - Community Resilience Handbook
  - Towards One Billion Actions
  - Community Resilience Marketplace for communities and partners

**Component F**

**Advocacy**

- Look for opportunities to participate in the dialogue on resilience at the National, and even Global levels.
- **TOOLS**
  - OneBillionCoalition.org Engagement Platform
    - pledge, learn, take action and connect