

PART
3/3

Designing Solutions for Urban Community Resilience

A methodology to co-design viable, inclusive and sustainable community resilience solutions

May 2019



Global Disaster
Preparedness Center



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Acknowledgements

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Funded by: The United States Agency for International Development

Authored by: ThinkPlace | www.thinkplaceglobal.com

Citation: Global Disaster Preparedness Center, 2019. *Designing Solutions for Urban Community Resilience*, American Red Cross and International Federation of Red Cross and Red Crescent Societies.

Toolkit sections

This toolkit is spread across three documents to ensure it is easy to use and navigate. You will need all three sections to complete the design process.

PART 1/3

Part 1

Part 1 contains the tools you will need to get you started, and should be used if you:

- have not already done Human Centred Design (HCD) training
- would like to know more of the theory underpinning the tools and activities in Part 2
- want to build your skills as a facilitator

Unit One of Part 1 is an introduction to HCD, while **Unit Two** provides helpful tools and information about being a successful facilitator.

PART 2/3

Part 2

Start with Part 2 if you are working with communities and do not need to conduct HCD training.

Note: You do not have to go through every single activity in the toolkit if you or your participants do not have time. You can adjust the flow and content of the sessions depending on the participants in your workshop, their availability and capability. You will find sample agendas in Part 3 to help you plan your activities.

PART 3/3

Part 3

The document you are currently reading provides links to other helpful resources (including additional toolkits recommended to complete Key Actions 1 & 2), as well as a collection of print-ready templates which can be used for the activities in Part 2.

Six Key Actions you can use to design viable, inclusive, and sustainable community resilience solutions

KEY ACTION

1

Build a coalition for community resilience

Method to complete found in

Toolkit for Building Coalitions for Resilience

KEY ACTION

2

Build a shared understanding of your community or city

Method to complete found in

City-wide Risk Assessment

EVCA

KEY ACTION

3

Understand your opportunities

KEY ACTION

4

Turn your opportunities into ideas for change

Method to complete found in

Designing Solutions for Urban Community Resilience

KEY ACTION

5

Test and learn

KEY ACTION

6

Plan for implementation and scaling

Where this toolkit fits in

This toolkit should be used after you have already built your coalition, and after you have assessed community or city risks and vulnerabilities.

Key Actions:

1



Toolkit for Building Coalitions for Community Resilience

This toolkit explains how to engage a wide set of stakeholders; from local government and civil society organisations, to community volunteers. Many NGOs and INGOs are already very experienced in this process. Depending on your level of expertise, you may choose to use this toolkit or simply move ahead to one of the toolkits below.

Access at:

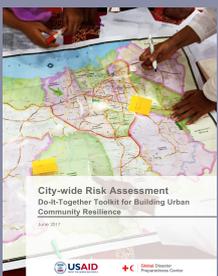
<https://www.preparecenter.org/resources/building-coalitions-urban-resilience-toolkit>

Steps:

Establish intent » Map stakeholders, systems and relationships » Planning and monitoring your engagement

Key Actions:

2



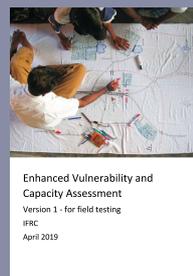
City Level

City-wide Risk Assessment (CWA)

This toolkit helps you assess for disaster risks, stressors and shocks with key stakeholders at the city level.

Access at:

<https://www.preparecenter.org/resources/city-wide-risk-assessment-do-it-together-toolkit-building-urban-community-resilience>



Community Level

Enhanced Vulnerability and Capacity Assessment Toolbox (EVCA)

This toolbox takes you through the process for assessing a community for vulnerabilities.

Access at:

<https://www.ifrcvca.org>

Steps:

Understanding risk and resilience » Identifying city systems » Engaging with stakeholders » Identifying priorities and resilience actions

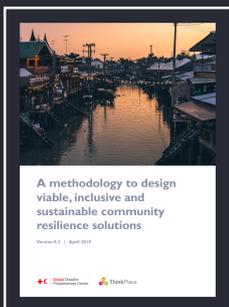
Key Actions:

3

4

5

6



Designing Solutions for Urban Community Resilience

This toolkit, spread across three documents, gives you the resources to reframe the risks and vulnerabilities you identified using the above toolkits into opportunities, and to come up with solutions to create a more resilient city or community.

It includes an introduction to Human Centred Design (HCD), a facilitator's guide to support the facilitation of the activities, and many activities to help you take your ideas through to implementable solutions.

Steps:

Recap your findings from EVCA or CWA » Reframe challenges into opportunities » Brainstorm ideas for change » Develop and prioritise ideas » Select ideas and turn into prototype solutions » Test initial prototype solution internally » Make sense of what you have heard and iterate to improve » Learn how to test with users » Re-test with users and iterate to improve » Solution stakeholder and system mapping » Consider aspects of implementation » Plan the roadmap » Understand the implementation environment » Progress the project

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Resource Library



Resource

Resilience toolkits



U1

U2



3

4

5

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What are these?

These toolkits have been produced by Red Cross Red Crescent Global Disaster Preparedness Center to assist urban communities, particularly in coastal areas, to work together to identify their vulnerabilities and priority disaster risks they face. When used together, these resources are a powerful step-by-step guide to identifying challenges and designing viable, inclusive and sustainable solutions to build resilience against them.



Toolkit for Building Coalitions for Resilience

Use to complete Key Action **1**

To strengthen resilience, communities and cities need strong civic engagement that draws on the growing diversity of urban populations. Coalitions can complement formal governance structures by engaging a wider set of stakeholders at the community and household level. This toolkit provides a process for engaging with a wide set of interested stakeholders (i.e. local government, civil society organisations, the private sector, academia, and community volunteers) to identify and pursue locally developed solutions for resilience and climate change adaptation.

Access at:

<https://www.preparecenter.org/resources/building-coalitions-urban-resilience-toolkit>



Enhanced Vulnerability and Capacity Assessment

Version 1 - for field testing

IFRC

April 2019

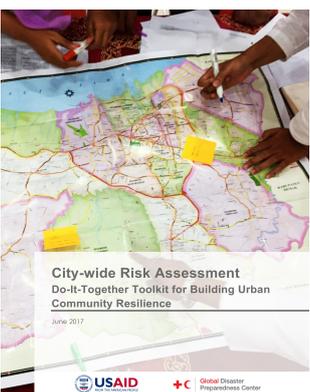
Enhanced Vulnerability and Capacity Assessment

Use to complete Key Action **2**

The Enhanced Vulnerability and Capacity Assessment (EVCA) is a participatory investigative process designed to assess the risks that people face in their locality, their vulnerability to those risks, and the capacities they possess to cope with a hazard and recover from it when it strikes. Through EVCA, RCRC National Societies can work with vulnerable communities to identify the risks and take steps to reduce them by drawing on their own skills, knowledge and initiative.

Access at:

<https://www.ifrcvca.org/>



City-wide Risk Assessment

Use to complete Key Action **2**

In this toolkit, the focus is on resilience assessment and resilience building, from a foundation of systems thinking. The City-wide Risk Assessment (CWA) is best for organisations working in cities that want to work on city-scale resilience, and organisations working in communities that find challenges that need to be addressed beyond the community-level. The tools are designed to be picked up and used by anyone, and assume no prior familiarity with resilience or climate change.

Access at:

<https://www.preparecenter.org/resources/city-wide-risk-assessment-do-it-together-toolkit-building-urban-community-resilience>



U1

U2



3

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Resource

Other useful toolkits



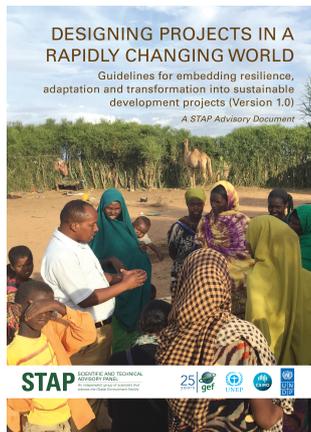
Australian Red Cross

The Problem Solver's Toolkit

Red Cross Australia have put together a selection of tools and techniques for “designing better products, services and experiences”. This toolkit is intended to complement practice at any stage of a project, and provides a suite of tools across four key stages: ‘context’, ‘explore’, ‘validate’, and ‘deliver’. The toolkit is designed for use by any team, even those with little experience.

Access at:

<https://www.redcross.org.au/news-and-media/publications/the-problem-solvers-toolkit>



Scientific and Technical Advisory Panel

Designing Projects in a Rapidly Changing World

This report introduces the ‘RAPTA’ (Resilience, Adaptation Pathways and Transformation Assessment) framework. This framework is targeted at practitioners working with local stakeholders to “devise effective development projects that build resilience to shocks, stresses, and major external change”, and provides a tool to align and monitor approaches.

Access at:

<http://www.stapgef.org/the-resilience-adaptation-and-transformation-assessment-framework>



Resource

Print-ready templates

What are these?

The following pages have been designed so that they can be quickly printed and used for the activities in Section B. If you do not have easy access to a printer, require templates to be translated, or need to alter content, the templates are simple enough to draft or modify by hand.

Four tasks for facilitators



Speaking

Prompt conversations and reflect back what you have heard to the group



Listening

Allow all participants to have their say



Supporting

Encourage everyone to add something to the conversation



Guiding

Gently guide the progress of the workshop and keep things conversations on topic

Facilitation Bingo

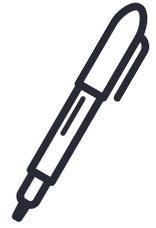
Direct probe	Prompt the conversation
Encourage everyone to participate	Embrace diverse perspectives
Reflect back what you hear	Listen!
Capture the conversation	Build solutions together

6 Rules of Brainstorming

1. Go for quantity
2. Encourage wild ideas
3. Defer judgement
4. One conversation at a time
5. Build on each other's ideas – say “and”
6. Visualise your ideas

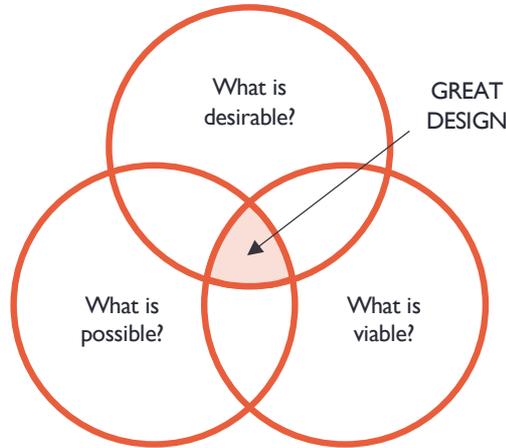
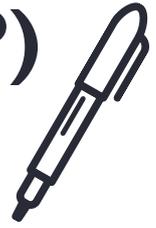


Idea template



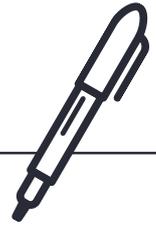
Name your idea	
Draw it	Who is it for?
Describe it	What outcome will it achieve?

Desirable, Viable, Possible (DVP)



Name your idea	
IS IT POSSIBLE?	IS IT VIABLE?
What do we already have that would help this idea succeed? E.g. technology, legislation, skills, knowledge	How much could it cost?
	How long could it take to implement?
What else would we need to make it work?	Who do you need to make it succeed?
	Is the idea sustainable?

Solution overview template



Name your solution
(this might be a short statement)

The challenge
What is the challenge or problem state you are trying to overcome?

What does success in the future look like?
Explain how you will know or be able to see that your solution has been successful.

Features
List the specific features of your solution – these should be tangible things you could point at.

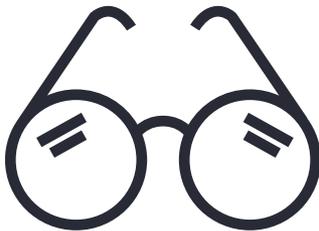
How does your solution work?
Write the step-by-step process of how your solution functions.

Interview Roles



The interviewer

This person leads the interaction with the interviewee, making sure that the conversation is productive and flows naturally. This person should not take notes, but should rather ensure the interviewee feels they are being listened to.



The observer

This person is responsible for making sure that insights are as rich and well-informed as possible. They look for cues in the environment and the interviewee's body language, looking for when the interviewee might be saying one thing but thinking another. They support the note taker by capturing direct quotes of important parts of the conversation.

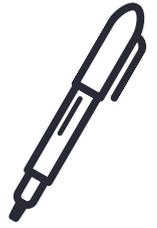


The note taker

This person is responsible for listening carefully and taking thorough, accurate notes on post-its of key points of the discussion. They need to keep up with conversation, and capture direct quotes when possible.



Pitch template



Our community is currently experiencing _____
(current challenge / problem statement)

_____ will help our community to _____
(solution name)

_____ (key benefit)

This is important because _____
(key outcome)

This will be sustainable because _____
(proof point)

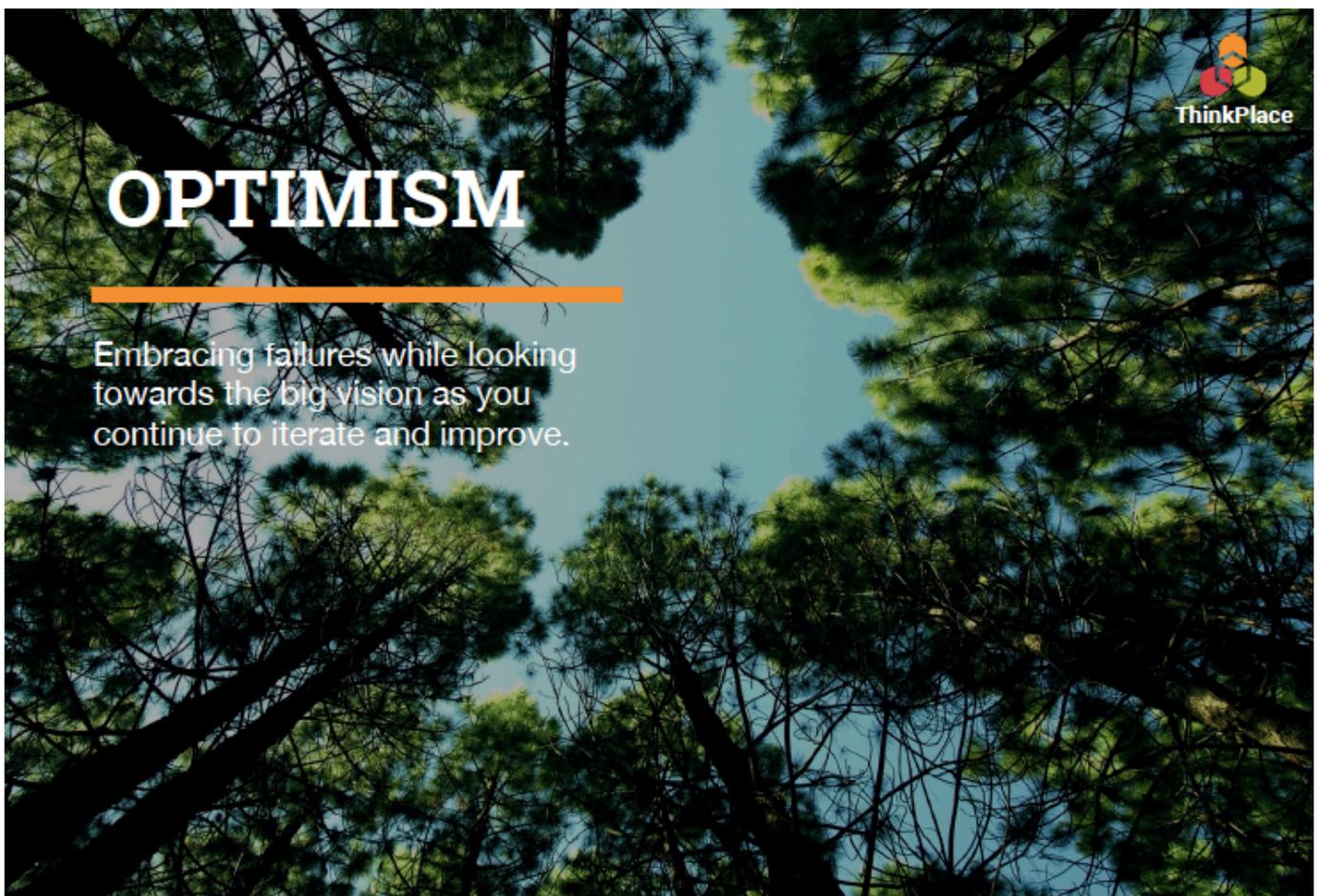
The key stakeholders that need to be involved are _____
(key stakeholders)

because _____
(reason they should and would support)

Mindset cards are a prompt to remind participants to take a ‘designerly’ approach to the Human Centred Design process.

It’s a good idea to translate these into your local language, then select 3 or 4 at the beginning of each workshop session to share.

This emphasises the need to think and work in a different way to what they might be used to.





BE CURIOUS

Be inquisitive and learn from people, about the surroundings, environment and the people themselves



BE OPEN-MINDED

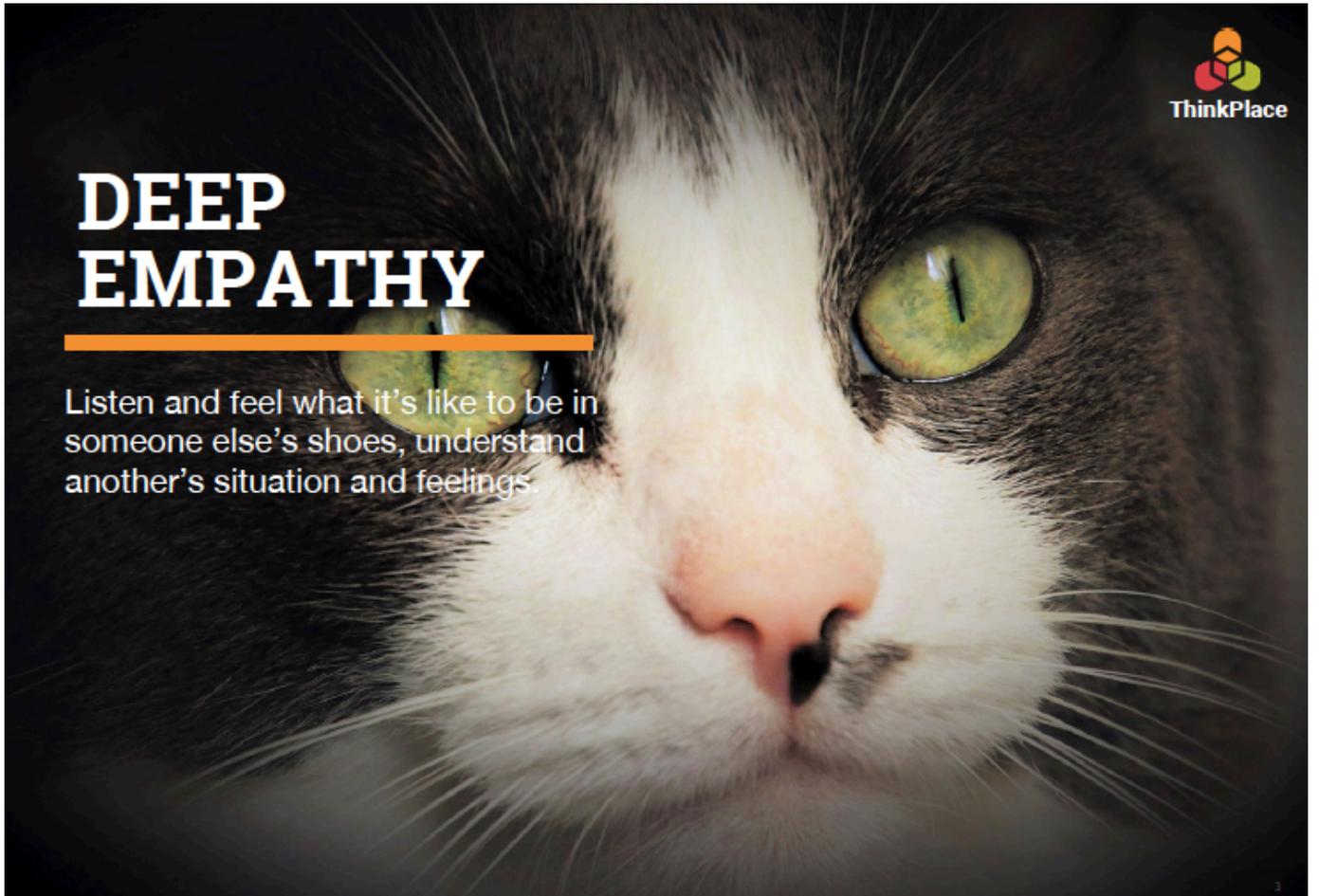
Being receptive and willing to consider and incorporate different views and new ideas. Do not judge.





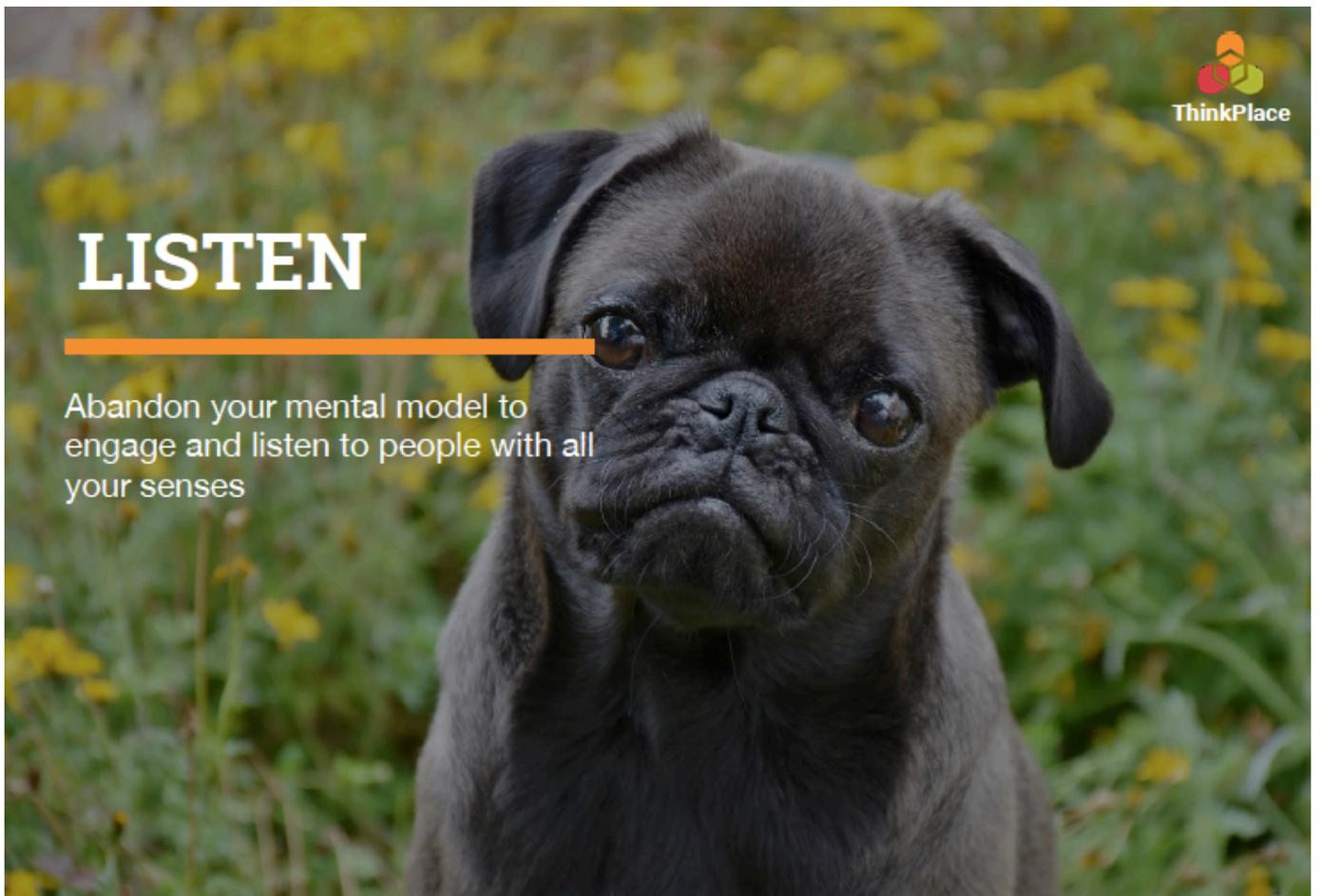
DEEP EMPATHY

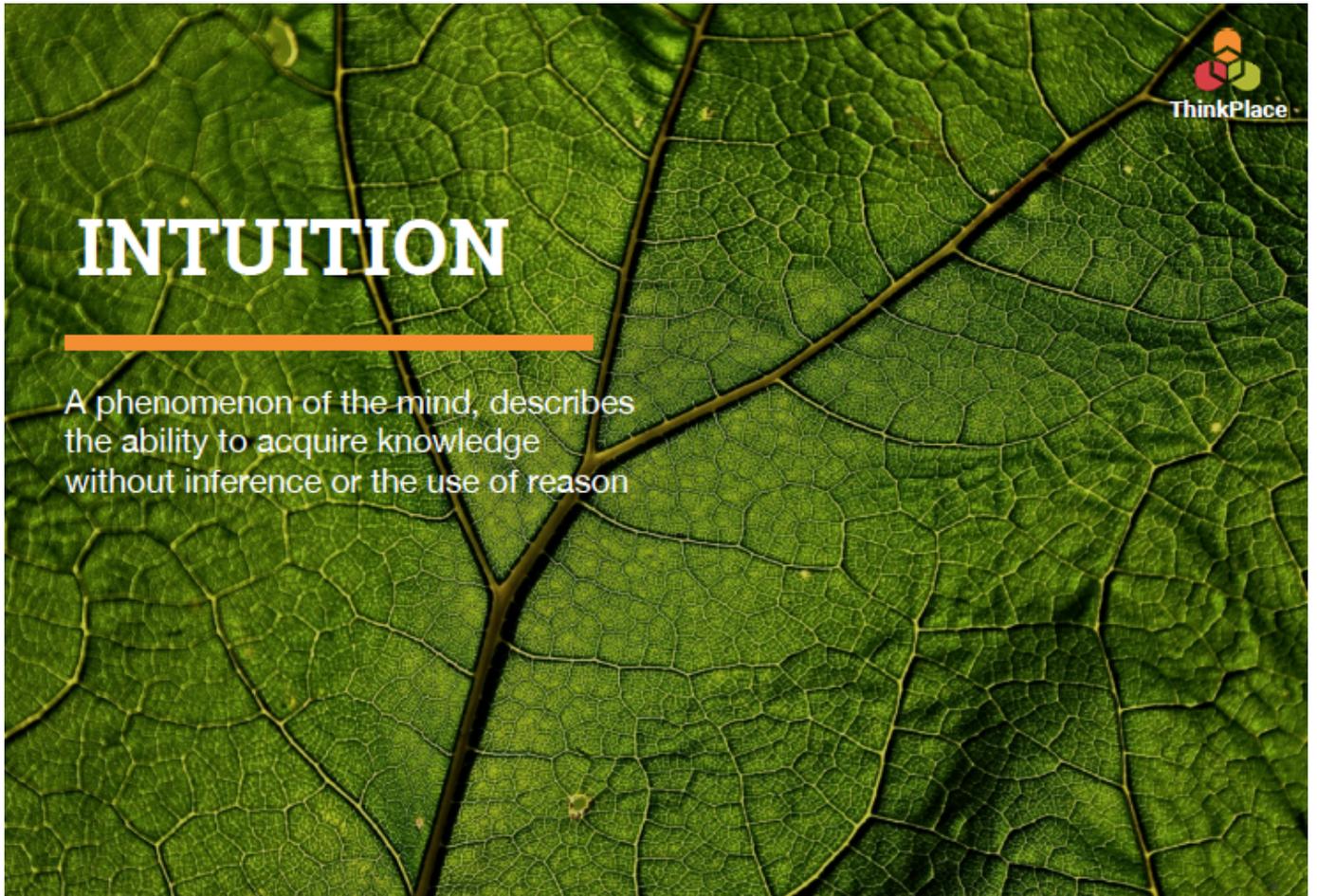
Listen and feel what it's like to be in someone else's shoes, understand another's situation and feelings.



LISTEN

Abandon your mental model to engage and listen to people with all your senses





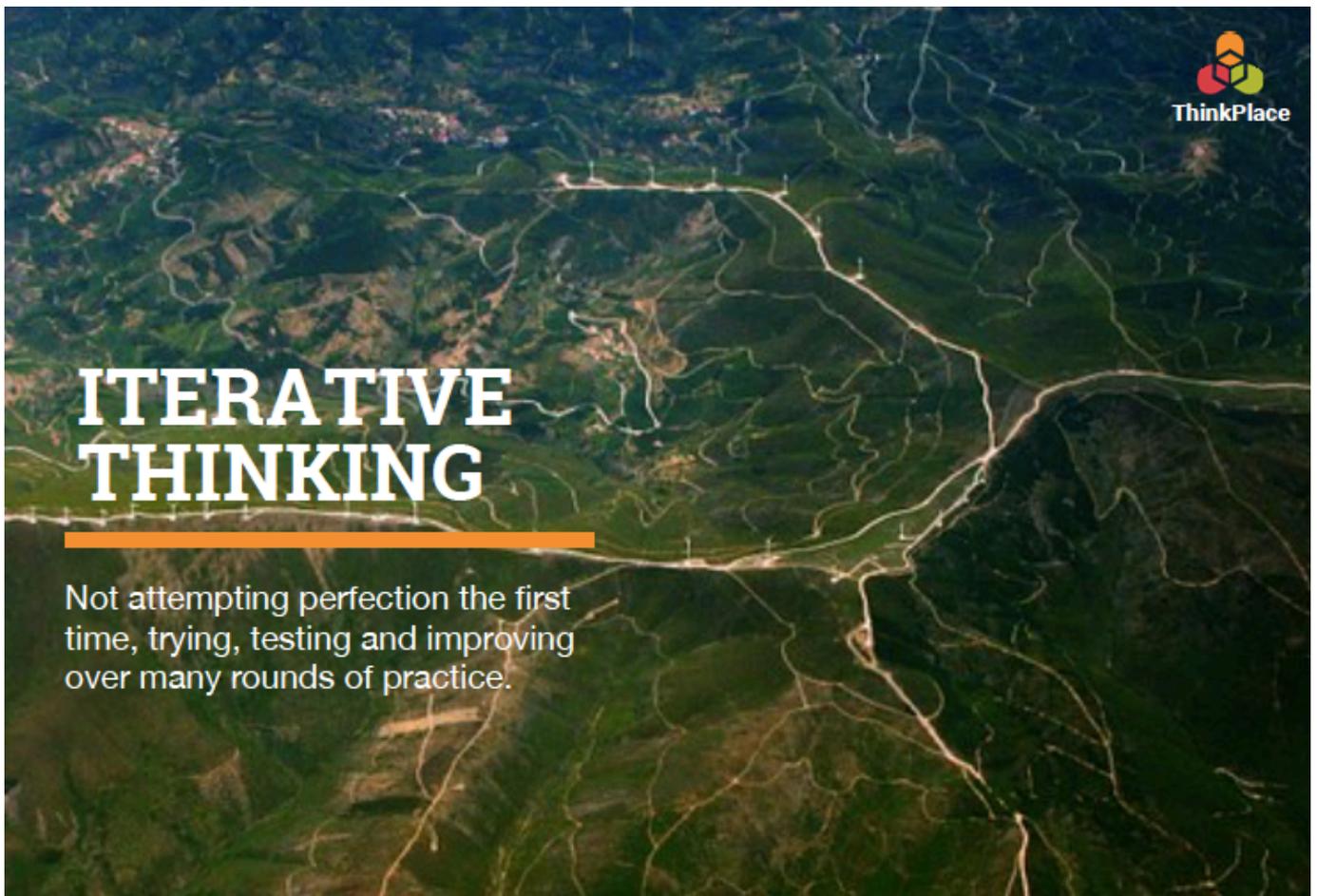
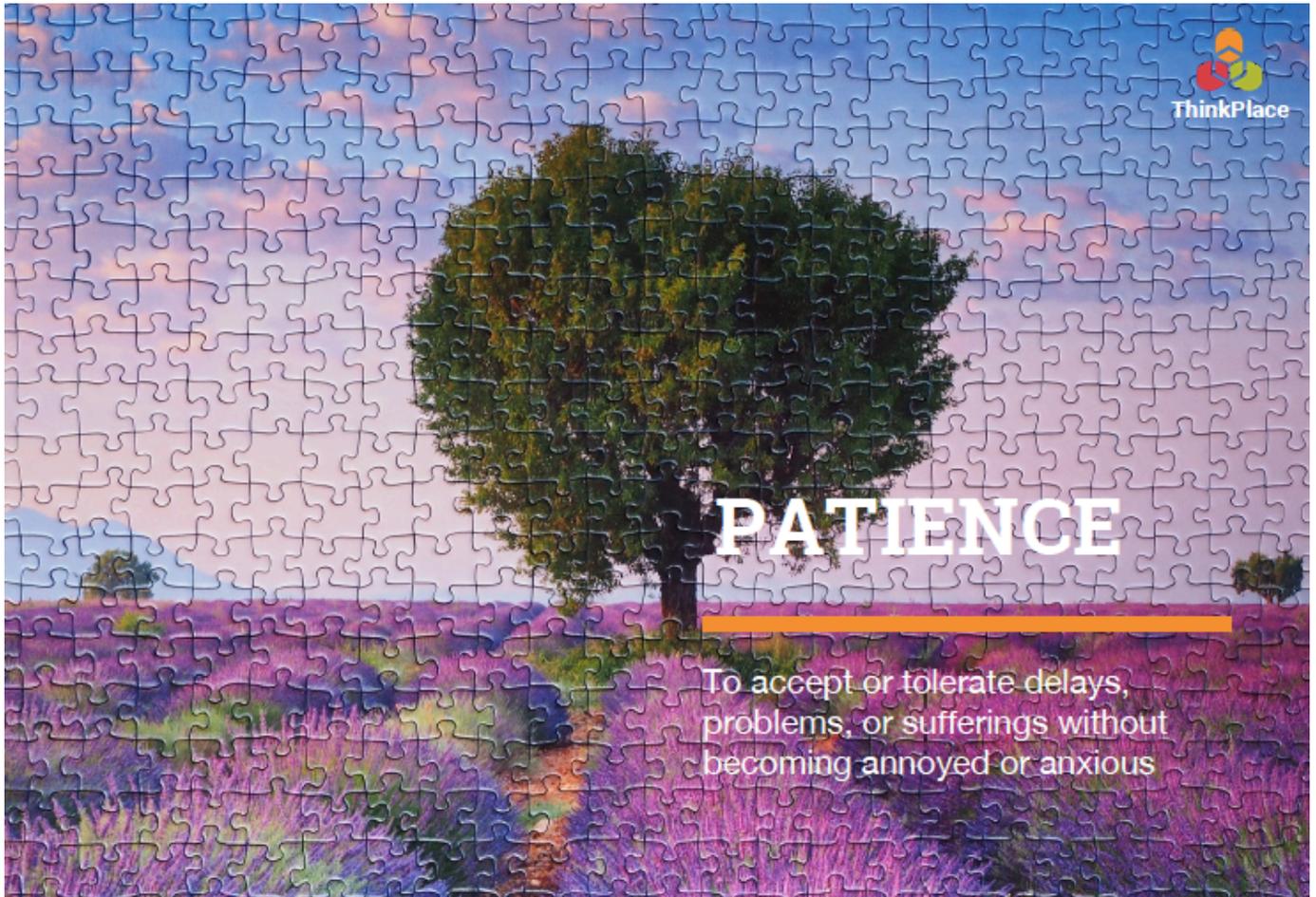
INTUITION

A phenomenon of the mind, describes the ability to acquire knowledge without inference or the use of reason



MINDFULNESS

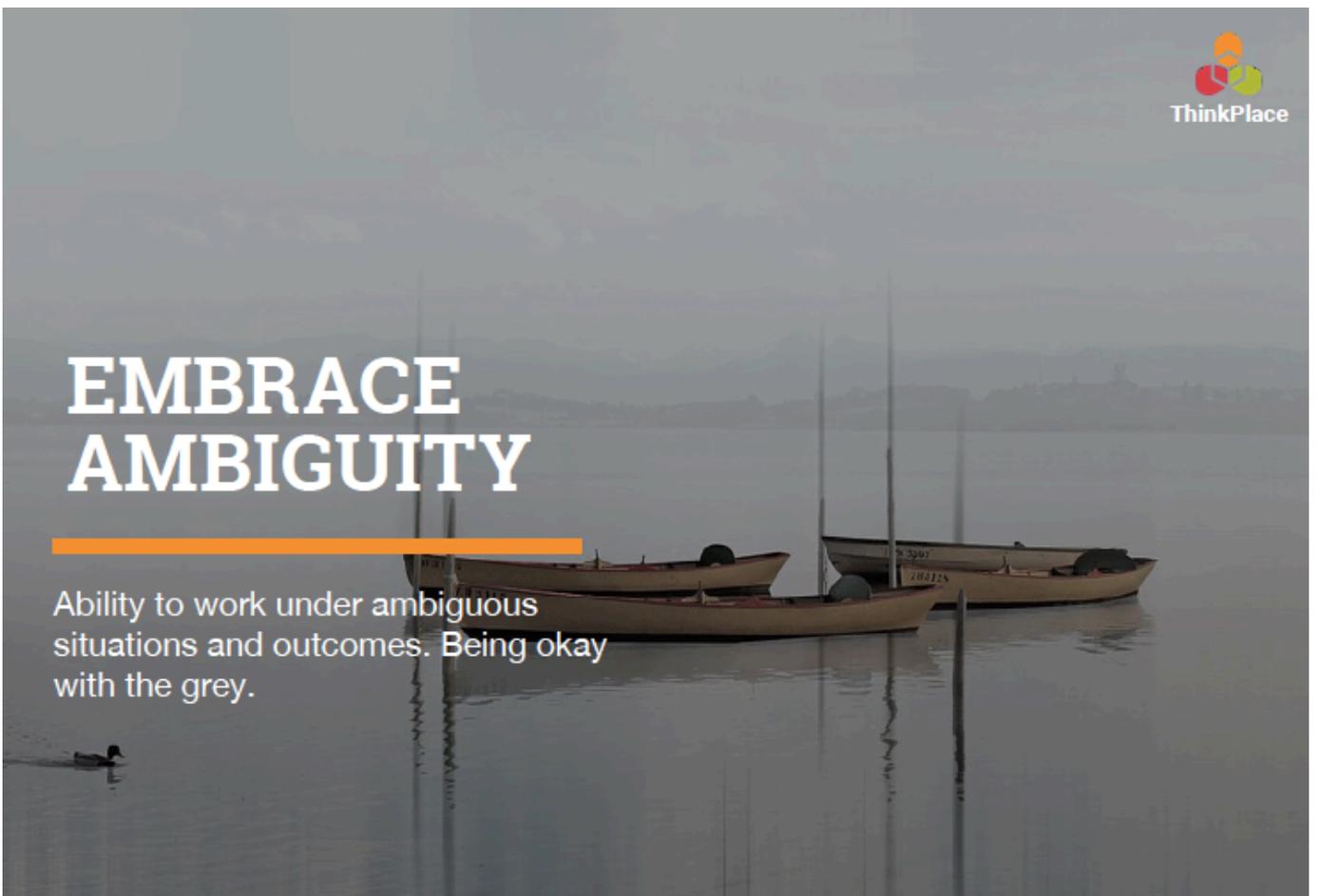
Being aware of the present moment, thoughts, feelings, body sensations, and surroundings without judging





COLLABORATION

Bringing the right people together and seeking different views as a multidisciplinary team



EMBRACE AMBIGUITY

Ability to work under ambiguous situations and outcomes. Being okay with the grey.



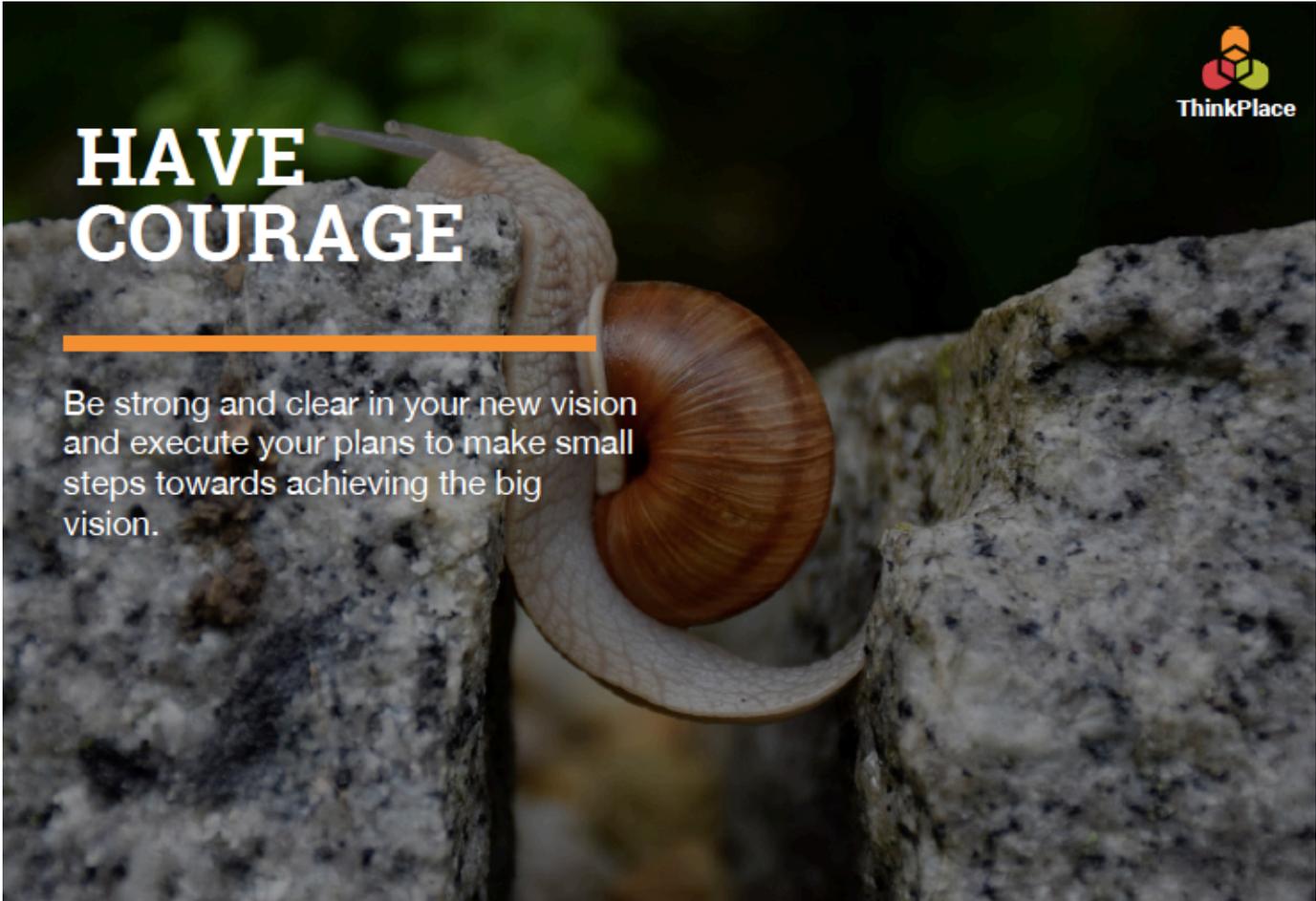
BE CREATIVE

Dare to imagine new possibilities, not restricting yourself to what has been done before.

NOT BEING AFRAID TO FAIL

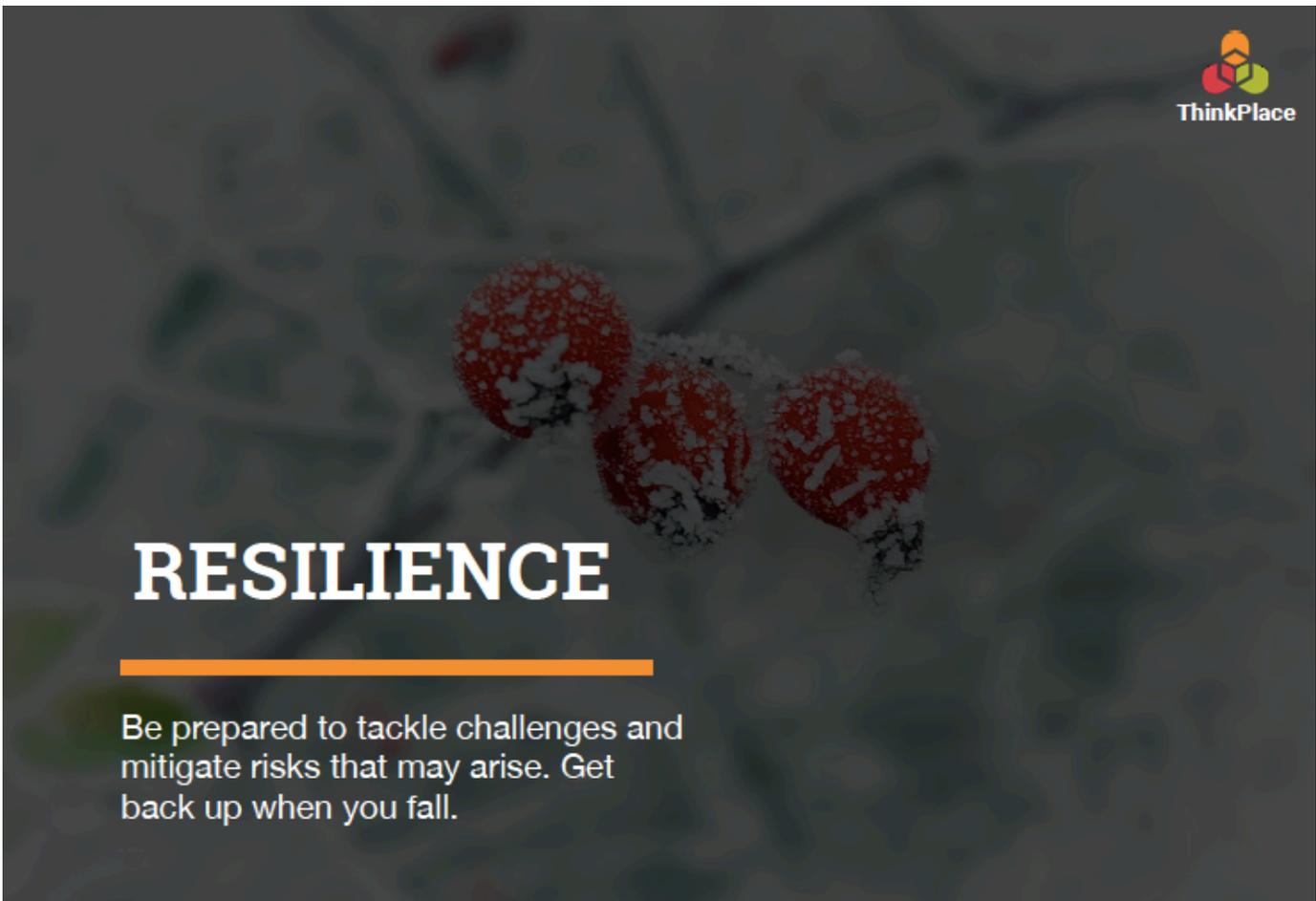
Resisting perfection by exposing work to others early to succeed sooner





HAVE COURAGE

Be strong and clear in your new vision and execute your plans to make small steps towards achieving the big vision.



RESILIENCE

Be prepared to tackle challenges and mitigate risks that may arise. Get back up when you fall.



Resource

Sample workshop agenda

SHORT VERSION

Don't forget to build in icebreakers, energisers and reflections each day.



U1

U2



3

4

5

6



	Community Level 2 Days	City Level 3 Days
DAY ONE	AM	<ul style="list-style-type: none"> HCD training Facilitator training
	PM	<ul style="list-style-type: none"> Activity 3.1.1 Activity 3.2.1 Activity 3.2.2
DAY TWO	AM	<ul style="list-style-type: none"> Activity 3.1.1 Activity 3.2.1 Activity 3.2.2
	PM	<ul style="list-style-type: none"> Activity 4.1.1 Activity 4.1.3 Activity 4.1.5 Activity 4.2.1 Activity 4.2.2 (facilitators to complete overnight)
DAY THREE	AM	<ul style="list-style-type: none"> Activity 4.1.1 Activity 4.1.3 Activity 4.1.5 Activity 4.2.1 Activity 4.2.2
	PM	<ul style="list-style-type: none"> Activity 4.3.2 Activity 5.1.1 Activity 5.4.1 Activity 6.1.1
	AM	<ul style="list-style-type: none"> Activity 6.1.1 Activity 6.1.2 Activity 6.1.3
	PM	<ul style="list-style-type: none"> Activity 6.2.1 Activity 6.3.1 Activity 6.4.1 Activity 6.4.2 Activity 6.5.1



Resource

Sample workshop agenda

LONG VERSION

Don't forget to build in icebreakers, energisers and reflections each day.



U1 U2



3

4

5

6



		Community Level 4.5 Days	City Level 5 Days
DAY ONE	AM		<ul style="list-style-type: none"> HCD training Facilitator training
	PM	<ul style="list-style-type: none"> Activity 3.1.1 Activity 3.2.1 Activity 3.2.2 	<ul style="list-style-type: none"> Activity 3.1.1 Activity 3.2.1 Activity 3.2.2
DAY TWO	AM	<ul style="list-style-type: none"> Activity 4.1.1 Activity 4.1.2 Activity 4.1.3 Activity 4.1.4 Activity 4.1.5 	<ul style="list-style-type: none"> Activity 4.1.1 Activity 4.1.2 Activity 4.1.3 Activity 4.1.4 Activity 4.1.5
	PM	<ul style="list-style-type: none"> Activity 4.2.1 Activity 4.2.2 Activity 4.3.1 Activity 4.3.2 	<ul style="list-style-type: none"> Activity 4.2.1 Activity 4.2.2 Activity 4.3.1 Activity 4.3.2

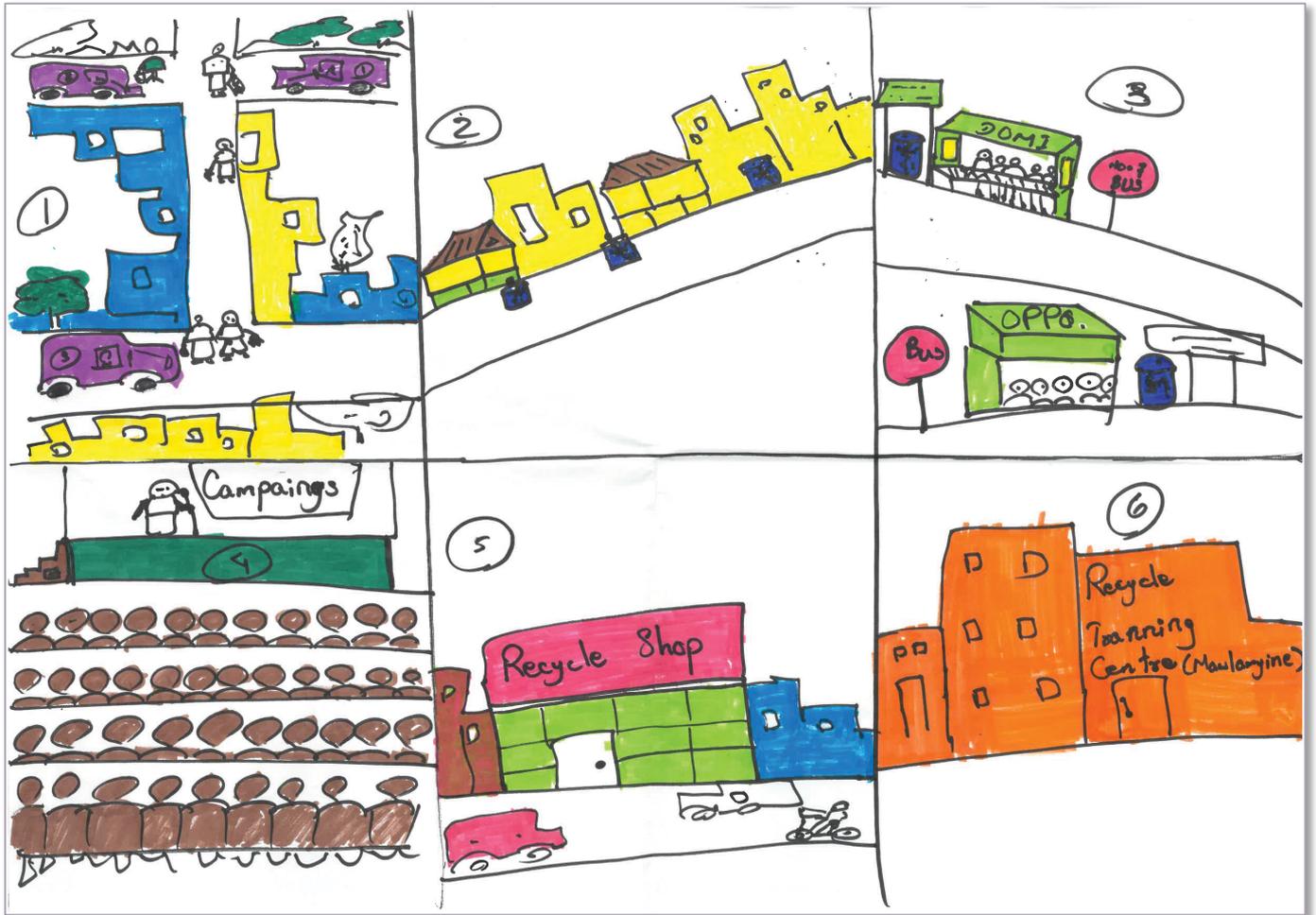
Consider a gap of a few days here to give the facilitators time to review and evaluate the solutions (see page 42), to organise community / stakeholder interviews for Activity 5.4.4, as well as to give participants a break

DAY THREE	AM	<ul style="list-style-type: none"> Activity 4.3.2 recap Activity 5.1.1 Activity 5.2.1 	<ul style="list-style-type: none"> Activity 4.3.2 recap Activity 5.1.1 Activity 5.2.1
	PM	<ul style="list-style-type: none"> Activity 5.3.1 Activity 5.3.2 Activity 5.4.1 Activity 5.4.3 	<ul style="list-style-type: none"> Activity 5.4.1 Activity 5.4.3 Activity 5.3.1 Activity 5.3.2
DAY FOUR	AM	<ul style="list-style-type: none"> Activity 5.4.4 	<ul style="list-style-type: none"> Activity 5.4.4
	PM	<ul style="list-style-type: none"> Activity 6.1.1 Activity 6.1.2 Activity 6.1.3 	<ul style="list-style-type: none"> Activity 6.1.1 Activity 6.1.2 Activity 6.1.3
DAY FIVE	AM	<ul style="list-style-type: none"> Activity 6.2.1 Activity 6.3.1 Activity 6.4.1 	<ul style="list-style-type: none"> Activity 6.2.1 Activity 6.3.1 Activity 6.4.1
	PM	<ul style="list-style-type: none"> Activity 6.4.2 Activity 6.5.1 	<ul style="list-style-type: none"> Activity 6.4.2 Activity 6.5.1



Resource

Sample storyboards



Sample storyboard



Sample storyboard



Explaining storyboard concept



Resource

Sample prototypes



U1 U2



3

4

5

6



Physical model prototype of a service



Physical model prototype of a seminar



Role play of a service

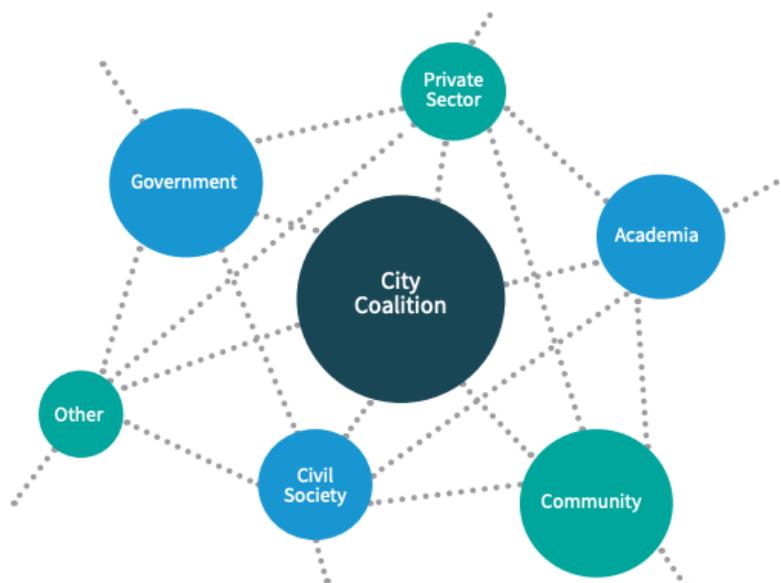
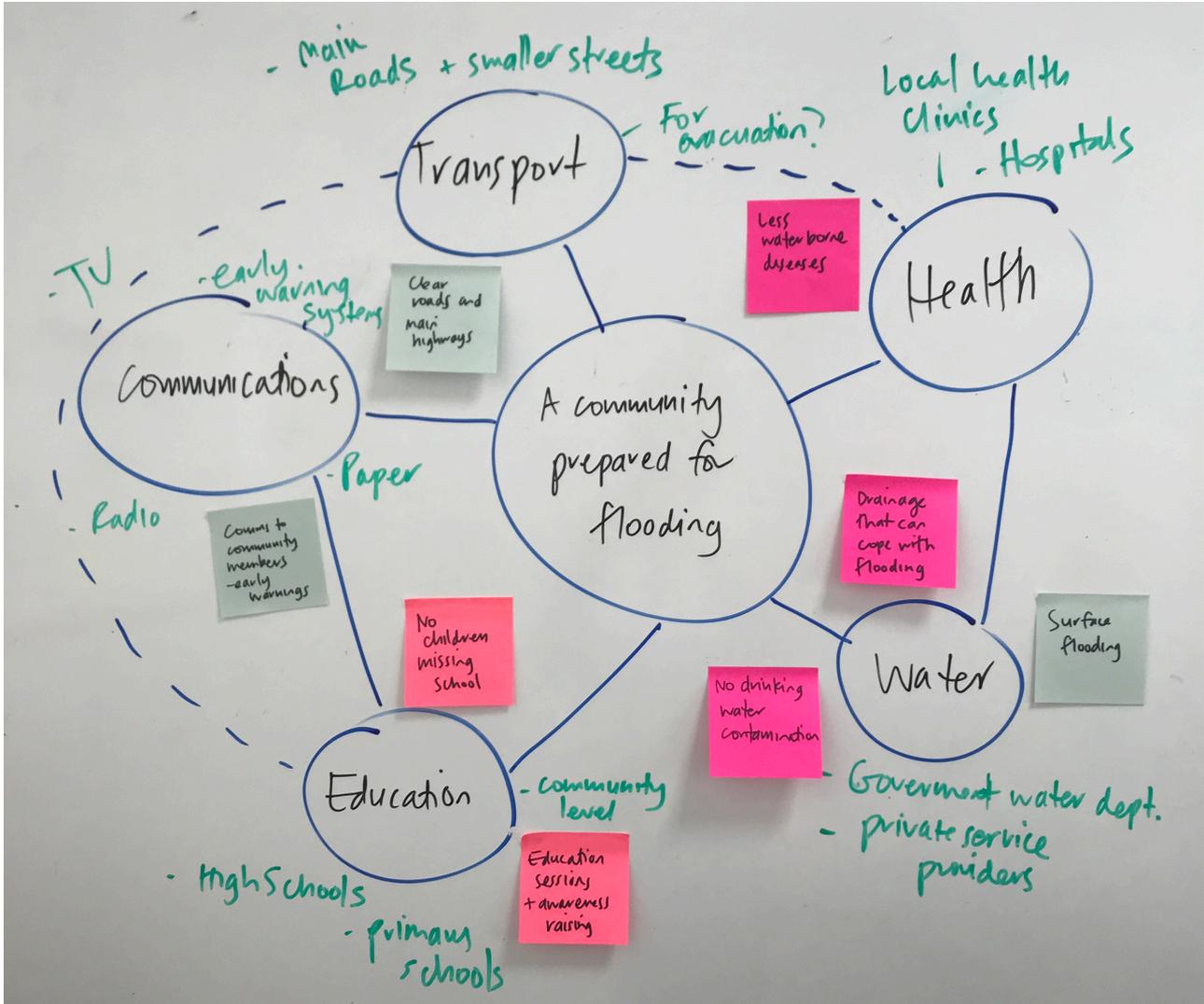


Prototype of an app



Resource

Sample system maps



Designing solutions for urban community resilience

A methodology to co-design viable, inclusive and sustainable community resilience solutions



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