DESIGNING THE
ASIA-PACIFIC
URBAN RESILIENCE
ROAD MAP
TOGETHER

This document is an overview of the key points highlighted from the Urban Resilience Scoping Report and the Urban Resilience Survey conducted in May 2018.

Strategy 2020 gives us the 'why' and much of our direction on the urban resilience agenda. This document summarises the learning from many reports/workshops/evaluations to refine our focus on RC/RC's work in Asia Pacific region in urban resilience (what we do) as well as key thoughts on how we do it.

The aim is to stimulate thinking amongst the Urban Resilience Think Tank participants in preparation for the Think Tank.

The aim of the Think Tank is to create a collective strategic direction (currently termed the Urban Resilience Road Map) for the IFRC that reflects on achievements, gaps, and challenges at present, and provides concrete direction for the future.

THINK TANK PRE-WORK:

Please:

– Read and consider this document

– Tick which questions (at the end) you think are most vital to focus on at the think tank (or add you own) and send to Federica.Lisa@ifrc.org as this will help us in the design of the agenda

– Fill in the table at the end of each page and be prepared to contribute and debate your thoughts at the Think Tank – this will help inform the theory of change for the road map.

WHAT WE DO

The scoping report highlights a greater
potential role for RC/RC as:

Bridger [Convenor–Broker–Linker]
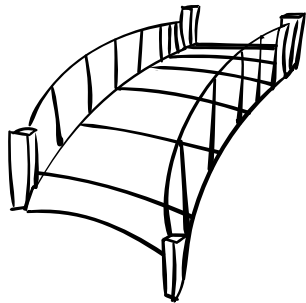
Think of ourselves in terms of enablers rather than primarily service providers.

A key role for RCRC National Societies could be to link urban citizens with existing government and other services. Ensure vulnerable voices are heard in urban planning processes.

Leverage working partnerships with national and local disaster management authorities for greater access to decision–making processes for vulnerable populations.

Broker access to city residents and amplify the views of the various urban stakeholders and populations to promote the needs and interests of the most vulnerable urban citizens and to drive meaningful innovation.

Leveraging our auxiliary role to local governments, the NSs should create connections between diverse communities and the key city actors (including, city authorities, municipalities, private sector, small businesses, schools, vulnerable groups), and be the convener of key elements of Disaster Management systems.

Take the lead on new urban challenges – RCRC could recognise and respond to "new urban challenges" (i.e. urban refugees, mass migration, returnees, social inclusion.)

From the survey –
We need to understand where we can add value and facilitate better responses in urban environments – how we can be enablers rather than deliverers (working with municipal governments, local stakeholders, other partners to broker and influence etc).
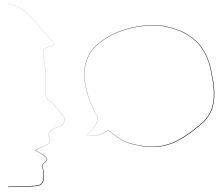
In the think tank, we need to define our goals and identify how to get from here to there.

What are your thoughts on our role as a 'Bridger'? (filling this in now will help focus our discussion at the Think Tank)

WHERE WE ARE NOW ⟶ WHERE WE NEED TO BE   HOW TO GET THERE

The scoping report highlights a greater potential role for RC/RC in:

Advocacy – Amplifying Voices

RCRC should explicitly position itself as informed and neutral advocates for vulnerable and marginalized populations in the overall planning, implementation and evaluation of urban development programmes.

Advocate for the inclusion of disadvantaged urban citizens in policy decisions to resolve unequal and unjust distribution of services or resources, or health outcomes. Advocate for effective disaster laws around risk reduction, response and recovery in urban settings.

National Societies play an important role, as a voice for the most vulnerable, to support and participate in the development of strong legal, policy and institutional frameworks to reduce disaster risk in urban environments.

Harnessing the Power of Volunteers
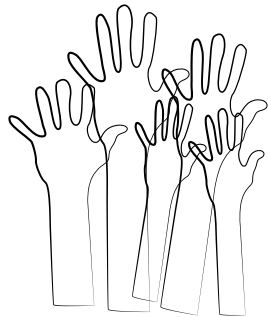
Extend and leverage our network of volunteers, community presence and our outreach and access in urban settings.

Use our network of volunteers to 'reach the last mile' – the most vulnerable and hardest the reach people.

From the survey –

ADVOCACY: **55%** of respondents thought RC/RC is somewhat effective at advocacy.

VOLUNTEERS: There is a need for more specialised training for volunteers to work in urban DRR (e.g. using available tools). Some National Societies are thinking outside the box to achieve this, e.g. through agreements with education providers in strengthening volunteerism and partnerships with the private sector.
In the think tank, we need to define our goals and identify how to get from here to there.

What are your thoughts on our role in advocacy work? (filling this in now will help focus our discussion at the Think Tank)

WHERE WE ARE NOW → WHERE WE NEED TO BE → HOW TO GET THERE

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What are your thoughts on our role harnessing the power of volunteers? (filling this in will help focus our discussion at the Think Tank)

WHERE WE ARE NOW → WHERE WE NEED TO BE → HOW TO GET THERE

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PARTNERSHIPS/COALTIONS

The scoping report indicates that the following is needed to move us forward with
PARTNERSHIPS/COALITIONS – Bringing the missing voices to the table
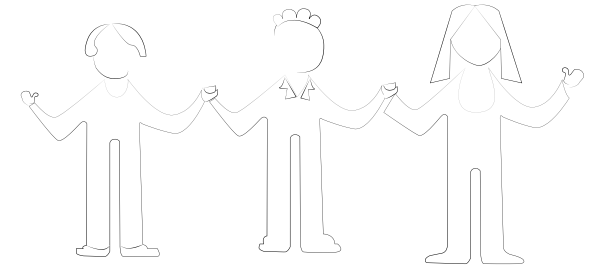
To fully realize the potential of the RC/RC network and its wider set of partners and supporters at scale, a new commitment to partnership and coalition-building is necessary.

There are many stakeholders with a common goal and vision. Get on board with and support existing city-led strategies and coalitions (e.g Rockefeller Resilient City Strategies.)

We need to proactively support multi-stakeholder urban coalitions for safety and resilience, for climate risk management, for preparedness, response and recovery.

Coalition building model should be anchored around three core types of stakeholder partners:

1) private sector (rich sources of social capital, technical knowledge, and other resources) Through CSR initiatives, partner with corporate entities in all aspects of disaster management, while serving as a conduit to communities and schools.

2) foundations/government and international organisations/research institutions,
These non-traditional partners can assist with building expertise in a range of RC/RC work areas (including generating evidence through scientific information to facilitate change in mass perceptions, risk analysis, protection of livelihoods, market research).

3) RCRC and NGOs.
Working well together as a movement under of the principles of shared leadership (below) with a mindset for collective impact – achieving more by getting on well with each other. Take these same principles to work collaboratively with other NGOs.

From our survey:
Comment: National Societies are involved in a range of partnerships that link communities with government, other organisations, local agencies and services. However, barriers are preventing us from using these to their full potential, e.g.:
- Internal politics or bureaucracy
- Resources
- Confusion around National Society's role or vision for urban resilience activities
- Limited knowledge on urban resilience programming.
In the think tank, we need to define our goals and identify how to get from here to there.

76% of IFRC/PNS respondents and 62% of National Society respondents answered that there are barriers preventing productive partnerships/coalitions to support urban resilience

What are your thoughts on partnerships and coalitions? (filling this in now will help focus our discussion at the Think Tank)

WHERE WE ARE NOW ⟶ WHERE WE NEED TO BE   HOW TO GET THERE

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An important part of how we approach urban resilience partnerships and coaltions starts with ourselves and our leadership style and culture. The following will help us gauge how prepared we are to work well together as a movement and to work with others.

Shared Leadership[1]

FROM ⟶ TO

FROM	TO
Believing that isolated impact alone can solve wicked problems	Accepting that we must work collectively to achieve impact
Have difficulty grappling with complex issues – want simple and quick solutions	Can weigh things up, hold lots of views simultaneously and take a longer view
Have views shaped by narrow concerns	Have an ability to consider all perspectives
Take a self-interested perspective – always have a person (or organisation-centric) agenda	Are committed to a broader agenda to make a difference even if others get the credit
Risk intolerance	Taking smart risks
Resistant to change – difficulty being objective	Capacity for change – always trying to understand other position
Need to 'own' and take credit for yourself or your organisation	Willing to give up autonomy and share the credit

1 – Background Paper: Shared Leadership. Task Force 01. For discussion at the AP cooperation meeting in KL March 2017

TOOLS, KNOWLEDGE, LEARNING

The scoping report indicates that the following is needed to move us forward with TOOLS, KNOWLEDGE, LEARNING

From our survey –

Only 13% of IFRC/PNS and 43% of National Societies respondents stated they had access to the right training to work in urban environments.

58% of National Societies had access to the right knowledge to work in urban environments, many noting that they accessed the required information through local/central government.

Only 23% of IFRC/PNS respondents had access to the right knowledge

Comment: Many tools and trainings need to be improved or adapted to local and urban context and we need to ensure they are accessible to all. Knowledge sharing and peer-to-peer activities between movement partners will help to progress work in the urban resilience field.

In the think tank, we need to define our goals and identify how to get from here to there.

Find ways to improve how we learn so we don't repeat mistakes. Find smarter, quicker, cheaper ways to learn.

Better understand the urban planning process and how to influence it.

Improve understanding of how cities work and how to assess urban risk.

Support National Societies to be knowledgeable on urban planning and development

programmes—how they are set up, funded, managed and evaluated.

Develop the right tools for use in cities - ones that can be easily adapted to local needs.

Reduce tool-fatigue by ensuring tools don't duplicate, are easy to use, easy to adapt, use plain language, and have been thoroughly tested and evaluated by a group of national societies before global roll-out.

What are your thoughts on tools, knowledge and learning? (filling this in now will help focus our discussion at the Think Tank)
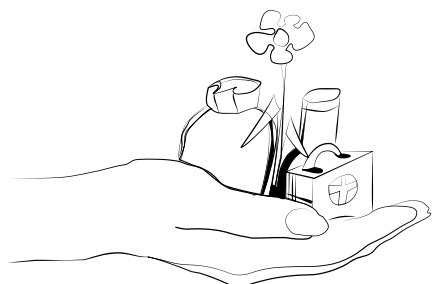
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PROGRAMING

The scoping report indicates that the following is needed to move us forward with
PROGRAMING

Joined-up urban programming is needed, both 'inside' and 'outside'. Inside RC/RC, we need to think, plan and work as one national society and one movement. Outside RC/RC, we need to get on board with multi-stakeholder, multi-hazard and multi-sectoral practices. The siloed way of working needs to go so we can address a wide range of connected issues (resilience building, local socio-economic development, environment, climate change, legislation, migration, access to safe land, security of tenure and violence...).

Programing outcomes should contribute to the six characteristics of resilient communities;
– knowledgeable, healthy and can meet its basic needs
– socially cohesive
– has economic opportunities
– has well-maintained and accessible infrastructure and services
– can manage its natural assets
– is connected.

RC/RC programing is risk-informed, holistic (system-orientated), demand-driven, people-centred and inclusive.[2]

Planning and programing must be long-term because it takes to build relationships and to change culture, behaviour and systems.

For some national societies, programs can be more effective if domestic and international programs work well together.

NOTE: Thought and preparation for urban conflict needs to be undertaken. Tomorrow's wars will inevitably take place in urban areas. Density, interdependent infrastructure and dependence on external resources pose new challenges. As cities become more connected and dependent on new technologies, new vulnerabilities will arise, leading to fears of future cyberattacks on public transports, the electricity grid or the banking system.[3]

From our survey –

RC/RC is going in too many directions without the capacity to do it all, A great challenge ahead is our collective ability to integrate issues among sectors as well as coordinating with external partners (other than government) to maximise the efforts.

In the think tank, we need to define our goals and identify how to get from here to there.

What are your thoughts on programing? (filling this in now will help focus our discussion at the Think Tank)

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2– IFRC (2016). *Road Map to Community Resilience: Operationalising the Framework for Community Resilience.*

3. ICRC (2016). *War in cities.* International Review of the Red Cross (2016), 98 (1), 1–11.

The scoping report indicates that we need to

Make like a bird with a magnifying glass (being able to see the local context and the bigger system)

Zoom in on local problems AND zoom out to influence the system.

Local understanding drives the right actions for the right people at the right time (the magnifying glass).

But work at the local level needs to be connected into work at the city level (the birds eye view) to address the big issues that impact on communities.

From our survey –

We need to ensure we strengthen our capacity at the local (branch) level in advocacy, partnership building and programming. We need to use the knowledge, experience and resources available from our movement and external partners but ensure we adapt or create tools and systems that will be effective in our local context. We are not involved in city planning processes and come at urban response from a humanitarian view, with little understanding of the long term goals of municipalities.

In the think tank, we need to define our goals and identify how to get from here to there.

What are your thoughts on holding the local AND the bigger systemic view? (filling this in will help our discussion at the Think Tank)

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OUR OWN RESILIENCE

The scoping report indicates that we need to

Work on our own resilience

It's a risk to advocate for urban resilience if National Societies and regional offices are not themselves prepared and resilient. We cannot be advocating authentically if we are not prepared to do what we say others should do.

This includes making climate-smart investments, having safe buildings, robust business continuity plans, volunteer management/financial/human resource systems and prepared people....

From our survey –

Approximately 50% of both NS and IFRC/ NS respondents were unsure whether their office buildings were designed to withstand a large-scale event.

42% of National Societies responded that they had a tested business continuity plan for response, however many noted that it needed to be tested/updated or was limited in scope.

22.5% of IFRC/PNS respondents had a continuity plan

Comment: *We need to improve our contingency and business continuity planning to ensure we can function effectively following a large scale urban disaster AND ensure our staff and volunteers know about the plans.*

In the think tank, we need to define our goals and identify how to get from here to there.
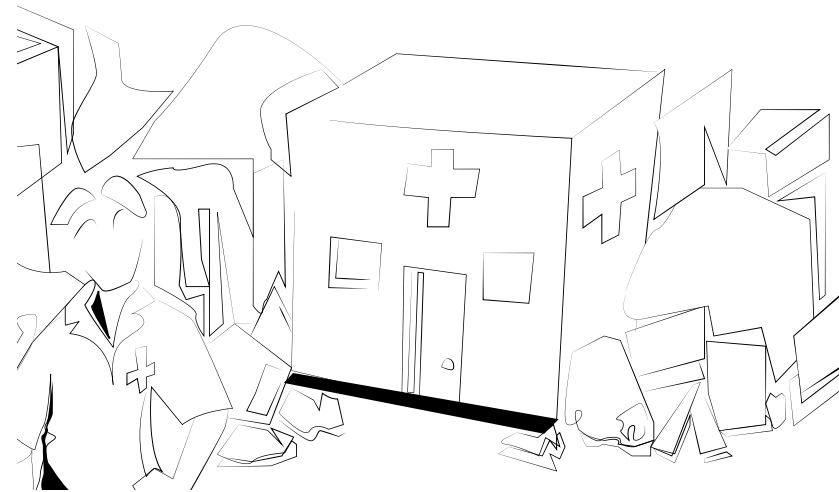
What are your thoughts on our own resilience? (filling this in now will help focus our discussion at the Think Tank)
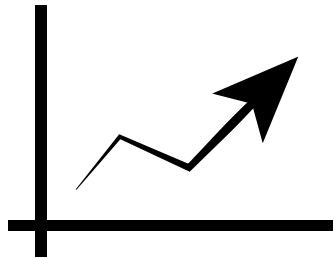
WHERE WE ARE NOW ⟶ WHERE WE NEED TO BE   HOW TO GET THERE

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INFORMATION, DATA, RESEARCH

The scoping report indicates that we need to

See information, data and research as a strategic asset

Become known as a reliable source of data to support urban resilience planning.

Develop systems to support knowledge management.

Improve access to knowledge and data through partnerships with others. Work with and learn from organisations who manage data well, Partner with academic institutions

who are studying trends in urban issues.

Improve capability and systems to collect data, know what it is telling us, and to manage it well.

Be prepared to use our data to make decisions, plan and advocate for the most vulnerable.

From our survey –

National Societies are often able to access data through our partners (e.g. local government), but there is is a need to improve our data management systems.

In the think tank, we need to define our goals and identify how to get from here to there.

What are your thoughts on data/knowledge management? (filling this in now will help focus our discussion at the Think Tank)

WHERE WE ARE NOW → WHERE WE NEED TO BE   HOW TO GET THERE

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TOP CHALLENGES

Top challenges we have as RC/RC in the urban
environment   (from the survey):

National Societies

- Defining, identifying, targeting vulnerability/
  beneficiaries
- Large-scale urban recovery
- Land tenure issues
- Coordination with (numerous) stakeholders

IFRC/PNS

- Defining, identifying, targeting vulnerability/beneficiaries
- Land tenure issues
- Advocacy for undocumented or underrepresented in
  illegal or informal settlements, and vulnerable areas
- Working with local authorities (e.g. highly politicised
  environment, coordination).

CONCLUDING COMMENT

The scoping study captures many projects that the RC/RC movement has been or is involved with across the region. The findings demonstrated that there is a lack of focus and a problem with many small scale, short term projects that are disconnected from one another and not able to achieve scale. At the think tank meeting we will acknowledge the unique space the RC/RC has and identify where we can add the most value in the urban context and find a way to achieve scale at the city level. At the think tank meeting we will work together to prioritise the areas of greatest strategic impact so that we can sharpen our focus.

THINK TANK MEETING QUESTIONS

Please:

1) tick which questions you think are most vital to focus on at the think tank (or add you own)

2) comment below

3) send questions and comment to Federica.Lisa@ifrc.org

as this will help us in the design of the agenda.

PLEASE COMMENT

What will make this think tank super successful?

Are there any other methodologies you would like to see used?

(e.g Stanford design thinking, theory of change...)

[And any other ideas welcome.]

☐ What are the urban networks and initiatives that work already in the region?

And how can the RC/RC Movement best fit in and add value to those existing urban networks?

☐ What is the urban resilience 'value-add' at the regional level?

☐ What are the top urban resilience issues outside our comfort zone that we keep facing?

☐ What is working well? And how can we build on our successes?

☐ What do we need to do to support local governments in their role in city building and resilience?

☐ How can the auxiliary role be used/strengthened to support the urban resilience agenda?

☐ How well are we communicating urban resilience issues to ourselves and others? (Do we tell great stories about complex issues and the things we are trying to achieve?)

☐ How do we move to long term funding models, programing, planning and learning approaches?

☐ How can we address our own internal barriers (politics, bureaucracy, resourcing, knowledge...) to partnership and coalition building?

☐ How do we better represent the needs of the most vulnerable in our work?

☐ How can we better prepare to support recovery from disasters in cities?

☐ How do we make sure that RC/RC is 'walking the talk' and working on our own resilience?

☐ What mechanisms need to support the urban resilience road map? (For example: the Urban Collaboration platform/a dedicated Asia-Pacific Urban Resilience Hub)

☐ Add your own here:

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