

3.1.0

SERIES 3

Building Resilience



Contents of Set

3.1.0: Guide

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INTRODUCTION TO RESILIENCE PLANNING

Building resilience to climate change in your city and community can take many forms, from enhanced land-use regulations to public education to targeted investments in infrastructure. Coordinating those activities through careful planning helps ensure that actions work together to achieve your goals.

A resilience strategy is a guidance document, prepared by local stakeholders or government, which provides the context, evidence, and analysis to justify individual resilience actions and projects. Having a well-defined, documented strategy for building resilience will help prioritize actions to address specific needs (both now and in the future). It will also serve as an important platform for ongoing activities and stakeholder engagement. Because addressing climate change is a new challenge, a resilience strategy will lay out the scientific case for action and identify linkages to existing city planning efforts and programs.

IN THIS SET YOU WILL:

- ✓ Learn about a City Resilience Strategy and why you might choose to develop one as a starting point for your City Resilience Actions.

Overview: What is a City Resilience Strategy

A City Resilience Strategy is a broad local level guidance document prepared by local government or an advisory public or private organization. It provides background information, analysis and proposed actions to build city resilience to climate change. City resilience strategies will be different depending on the local conditions, climate vulnerabilities and capacity for response. However, all city resilience strategies should respond to existing development policies, procedures and plans (recognizing that in many cases these are not internally consistent), and should be linked to the budgets and work plans of existing agencies so that they can be easily implemented. The strategy should identify high priority resilience actions that can be linked and coordinated with other local initiatives, and funded through available local resources or external sources. This is not only a matter of identifying “projects” but could also include changes to existing practices, the need for new practices, or discrete new activities to respond to specific issues.

The exercise of assembling a City Resilience Strategy has a wide range of outcomes.

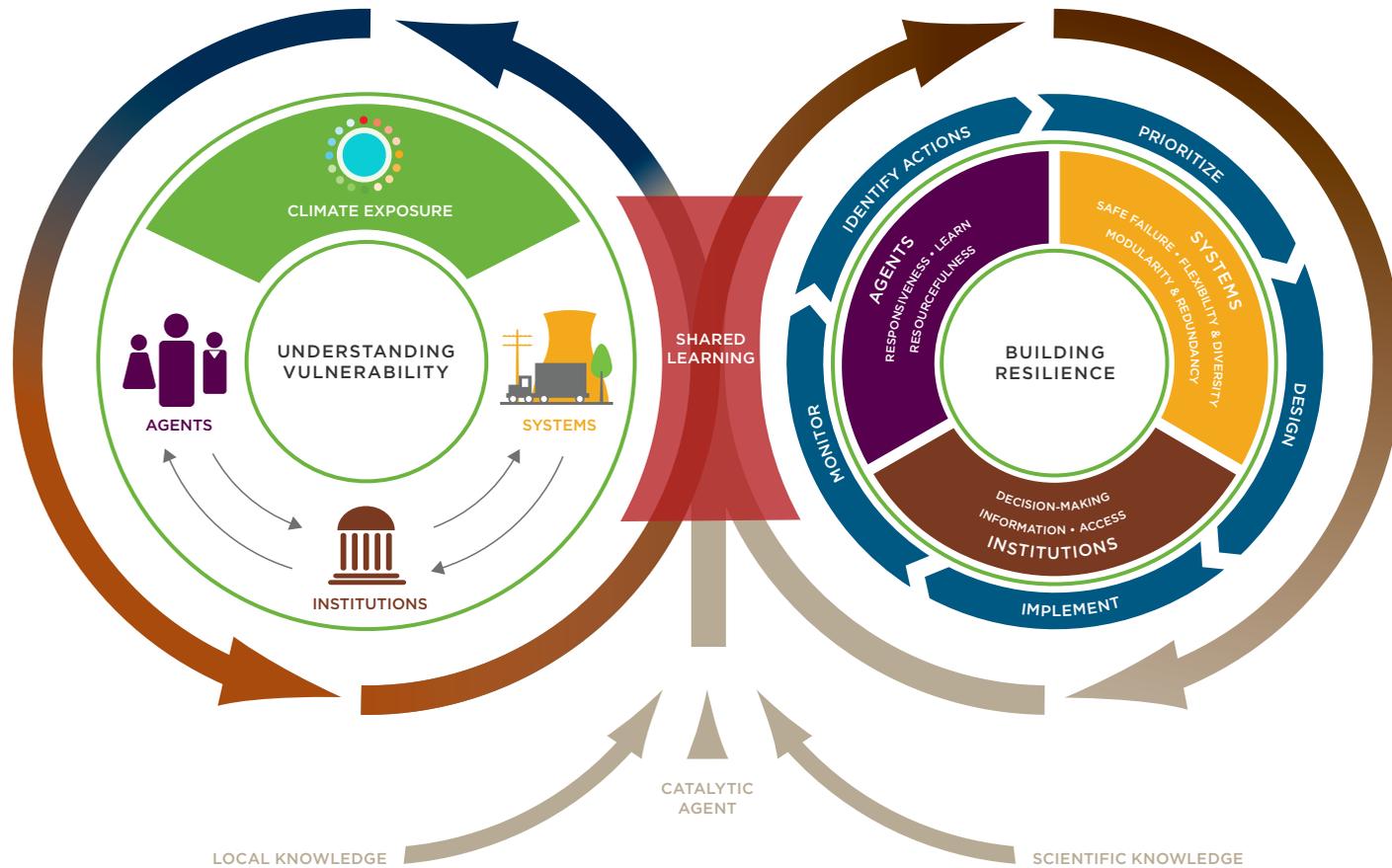
Resilience strategies:

- Consolidate earlier learning about future climate and local vulnerability from SLDs, vulnerability assessments, and in depth studies or pilot projects undertaken to address gaps found during the vulnerability analysis;
- Disseminate these findings to key decision makers;
- Reinforce new knowledge, concepts, and strategic planning approaches among “core” resilience planning stakeholders;
- Strengthen new coordination mechanisms and partnerships; and
- Provide a platform for ongoing engagement and learning.

Consequently, the process of developing a resilience strategy is at least as important to successful outcomes as the documented strategy itself.

The exercises and follow-up work you did for Series 1 and 2, and the discussions and results from your Shared Learning Dialogues (SLDs) all feed into your resilience planning and provide input for your Resilience Strategy. The preliminary Overview work in Series 1 identified goals, existing policies,

FIGURE 3.1.1
The Climate Resilience Framework Planning Process



stakeholders and available data. This was used to support and direct your initial vulnerability assessment (Series 2). SLDs helped ensure the engagement of local knowledge and key implementing partners (local government officials, NGOs, vulnerable groups, private sector representatives, and scientific experts). This engagement is represented by the entry arrow and left-hand loop of the Resilience Strategy diagram (Figure 3.1.1).

Your City Resilience Strategy is the centerpiece of your efforts to build resilience to climate change in your city and community. Depending on your local context, your resilience strategy may be adopted, in whole or part, into the municipal planning process or it may stand outside of more formal processes. However, although it is important to acknowledge and complement government planning efforts, the audience for your document is much larger, including community groups, local businesses, and civil society organizations, among others, who can use the guidance provided to undertake their own adaptation actions. One of the primary objectives of developing a strategy is to coordinate activities across multiple organizations and sectors so that adaptive actions are complementary and working in concert to achieve resilience.

Below is a suggested outline for the contents of your resilience strategy. The strategy you ultimately develop must

be responsive to your own local contexts and the content will therefore be individually tailored to your specific situation and needs. This outline will assist you in organizing a coherent and coordinated plan.

Your Resilience Strategy will serve as your guidance document as you work to implement specific actions to address the impacts of climate change. However, a resilience strategy is never truly completed and you will continue to refine it over time as the impacts of climate on your community become clearer, your vulnerabilities change over time, and city priorities shift.

Suggested Contents of Your City Resilience Strategy

Your City Resilience Strategy should consist of four main sections:

1. Introduction to Climate Change and Resilience
2. Climate Impacts and Vulnerability
3. Resilience Actions
4. Prioritizing Activities

Each of these sections is discussed in more detail below.

1. INTRODUCTION TO CLIMATE CHANGE AND RESILIENCE

As you begin writing your strategy, it is important to remember that many of the individuals and organizations that will use the document may not understand some of the concepts and issues associated with climate change and resilience. Briefly introduce climate change and define the technical and/or complex terms you will use later in the document. This will make the strategy more accessible to a wider audience.

You can use the introduction to describe the resilience principles you identified in Series 1 as a general framework for action. Your resilience principles provide the philosophical foundation for developing a strategy.

Finally, many of the concepts associated with systems, agents, and institutions need to be explained early in the document so that users have an understanding of how specific interventions are expected to achieve resilience objectives.

Some of the key questions you should seek to address in an introduction include:

- What is climate change?
- What is resilience?
- What makes a city resilient?

2. CLIMATE IMPACTS AND VULNERABILITY

This section, provides the rationale for action. Describe the likely local impacts of climate change and the vulnerabilities you have identified during your assessments and stakeholder engagements. You should specifically identify vulnerable groups, sectors, and infrastructure in a clear manner, describe how you conducted your analysis of those groups, sectors and infrastructure, and explain the nature of their vulnerability. If your vulnerability assessments or climate impact analysis resulted in lengthy technical documents, you can summarize the key findings here and include the full document as an appendix.

Some of the key questions you should seek to address in this section include:

- What is the local climate risk?
- What groups are vulnerable to climate change?
- What infrastructure is vulnerable to climate change?
- What role do institutions play in maintaining, intensifying, or mitigating these vulnerabilities?
- What uncertainties exist in these assessments?

3. RESILIENCE ACTIONS

In this section, you will identify and describe specific actions to reduce vulnerability to climate change impacts. (Sets 3.2 and 3.3 discuss how to identify these actions in more detail). Describe each intervention in detail and explain how each is expected to help achieve resilience, both by itself and when combined with other actions. Interventions should specifically address the vulnerabilities you identified in the systems, agents, and institutions of your city. You will probably identify several different interventions for any given vulnerability, where each intervention addresses a different piece of a large and complex puzzle. For example, if coastal flooding is identified as a significant future hazard, possible interventions could include land-use restrictions, sea-wall construction, mangrove restoration and public education campaigns. Your City Resilience Strategy needs to explain how these different actions all address the vulnerabilities you identified. You also need to clearly demonstrate that these

interventions fit together and that one intervention will not inadvertently exacerbate other problems in the process of implementation.

Systematic stakeholder engagement was an essential piece of identifying vulnerabilities (Series 1 and 2) and it is equally important in developing successful interventions. Your climate working group, team, or committee is now likely to have strong representation from a wide range of constituencies. Engaging or re-engaging with these constituencies—local community actors, government agencies, non-governmental organizations, community groups and universities—as you develop interventions will increase the possibility of incorporating new and meaningful changes to your city and broaden the base of support for the plans and actions you ultimately recommend. As with the SLDs and engagements you conducted earlier, multiple, repeated engagement is essential. It will allow you to review intervention ideas with the people who, in some cases, are most likely to be impacted by the activities aimed at building resilience.

As you develop potential interventions, begin identifying how they can be incorporated into city or utility plans and processes. Simply having a good idea is not enough for successful implementation—in most cases there must be a clear opportunity in existing plans to implement the action. Climate change issues are likely to be new to your

community. If you can leverage existing agencies, plans, and processes to assist with implementation, the entire process will be much easier, more likely to be successful, and will have broader support. There may be cases where an activity is so new that it is hard to identify where it fits within the existing planning structure—the creation of a climate planning and education office, for example—so at this stage, you should include activities whether the linkage is clear or not and make an assessment of their viability in the next section.

Some of the key issues you should seek to address in this section include:

- How does each proposed activity help build climate resilience?
- How does each action benefit vulnerable groups?
- What roles will government agencies and other groups play in implementing the activities?
- How does each activity link to other plans or projects?

4. PRIORITIZING INTERVENTIONS

Because resources are limited and not every intervention can be implemented immediately, you will need to prioritize your activities and, in some cases, justify difficult decisions or choices. In this section you will rank the interventions described earlier. Possible tools for use in ranking are described in Set 3.0; capacity assessment, participatory cost-

benefit analysis, and quantitative cost-benefit analysis tools developed by ISET are provided in Sets 3.4 through 3.7.

There will probably be several issues on which you will rank your activities. These might include political motivation to implement, available funds, public support, cost, environmental impact, etc. You will want to combine these analyses into a single ranking that will help show which activities are most feasible and will produce the most societal benefits relative to each other. This can be done with multi-criteria analysis (Set 3.8) or a similar tool.

This section of the resilience strategy is the core of your urban resilience strategic planning. It justifies how you prioritize activities and provides a clear roadmap for future activity. It can also help engage stakeholders—it illustrates to agencies, local organizations, funders and donor of the sophistication, depth, and comprehensiveness of your analysis.

As you begin to implement resilience activities other interventions will assume new priority. As a result, your list will change frequently. You may want to think about how to present this information in an easily modifiable format (e.g. a three-ring binder with easily removable pages or as a dynamic document online). Finally, if you find your top ranked activities can't be quickly implemented, be sure to move forward with other activities. This will help build momentum and keep resilience in people's minds.