

## 3.3.1

### SERIES 3

#### Building Resilience



# Developing Resilience Options

## Activity 3.3.1

In this activity, you will work in small groups to identify possible resilience options for your city. These options should take into account the findings of your Vulnerability Assessment, and the basic scenarios you outlined in Set 3.2. Your vulnerability assessment will help you identify fragile systems, weak agents, and the institutions that constrain current response to those fragilities and weakness. The scenario work you completed in Set 3.2 will help you envision how different combinations of conditions will highlight the importance of some risks and vulnerabilities relative to others, allowing you to narrow the possible range of activities to those that will have the greatest impact in areas most important to your community.

### IN THIS ACTIVITY, YOU WILL:

- ✓ Use simple matrices to organize your thinking around possible resilience actions that could address identified vulnerabilities.

## ACTIVITY 3.3.1: DEVELOPING RESILIENCE OPTIONS

### INSTRUCTIONS

Select one of the city vulnerabilities that you have previously identified. This could be a vulnerability that you explored in Set 3.2, but doesn't have to be.

For this vulnerability, identify key systems, agents and institutions involved. For example, you might identify flooding of informal settlements during intense rainstorms as the area of vulnerability. Agents involved might be local residents of the settlement, international donors and NGOs working in the settlement, and city line department staff and managers tasked with providing services to the settlement. Systems could include drainage, solid waste disposal, sewage, piped water, electricity, health care and housing. Institutions might include land title, city zoning and enforcement, and social and cultural biases and expectations around migrant workers and women.

Once you have identified the agents, systems, and institutions associated with the vulnerability, list them along the top of the matrices below. As you will see, the resilience characteristics of systems, agents and institutions are already listed down the left-hand side of the matrices.

Next, talk through examples of each of the resilience characteristics as they relate to the vulnerability you identified. Consider whether the words we use to describe these characteristics are the most useful in your context. If there are other words that better convey the same ideas for you and your stakeholders, write those in the matrix instead.

Now, go through the matrices first with a red pen, and then with a black or blue pen. First, with the red pen, briefly note how the system, agent or institution identified at the top of that column fails to meet the resilience characteristic listed at the left-hand side of that row. Second, go through with a blue or black pen and write a descriptive statement of where and how resilience characteristics are met.



# SYSTEMS

## SYSTEMS ASSOCIATED WITH VULNERABILITY

List Your Examples:				
Flexibility & Diversity				
Redundancy & Modularity				
Safe Failure				



# AGENTS

## AGENTS ASSOCIATED WITH VULNERABILITY

List Your Examples:				
Responsiveness				
Resourcefulness				
Capacity to learn				



# INSTITUTIONS

## INSTITUTIONS ASSOCIATED WITH VULNERABILITY

INSTITUTIONS ASSOCIATED WITH VULNERABILITY				
List Your Examples:				
Access				
Decision-making				
Information				



## To Think About

The matrices provide a visual method for identifying which characteristics are not currently being met. Once completed, you can use these matrices to brainstorm actions that address the identified deficiencies. As a group, review your filled in matrices and brainstorm what actions could be taken to address areas that are red. Note these either within the relevant matrix cell or list them on a separate page of paper.

This exercise will identify far more potential resilience actions than you can feasibly undertake, and will address only one area of vulnerability. Ultimately, you will want to complete similar analyses of other city vulnerabilities, and then prioritize initial resilience actions taking into account the full range of possible actions for possible vulnerabilities.

Sets 3.4 through 3.8 present tools that can help you prioritize actions. Other tools to aid in selection and prioritization are mentioned in Set 3.0 and can be found on the internet or from other sources. Ultimately, however, the process of selecting

resilience actions, particularly which actions you will begin with, should highlight what is most feasible given existing resources, networks and strengths of your team. Over time, as you gain increasing familiarity and comfort with resilience planning and greater recognition of your work, you can use the full range of potential actions to help identify places where building city resilience will benefit from or require partnerships and alliances with other groups to bring in other skills. As you move forward with your resilience efforts, you will want to also draw in the expertise of these other groups so that an increasingly broader range of resilience actions becomes possible.