

Scaling Up Urban & Community Resilience

American Red Cross National Headquarters

26 – 27 March 2014

Purpose

To outline a concept for scaling up urban and community resilience – a global campaign for community safety and resilience.

Background on the GDPC's urban resilience campaign

- Rockefeller Foundation supported the implementation of “Building Urban Resilience” workshops to promote peer-to-peer sharing, learning and dialogue around community resilience, disaster preparedness and risk reduction in urban centers. Over 50 national societies participated in the three regional workshops held in Africa, Asia and the Caribbean.
- Salient issues that emerged from the workshops included: health, food security, first aid, disaster risk and local advocacy.
- Challenges include: “mission creep” and the varying role of the Red Cross/Red Crescent in communities around the world
 - Common challenge at the American Red Cross (ARC) – “We don’t do that”
 - Limited by resource constraints, yearly budget cycles and project-based programming
 - History of building “platforms” or service delivery mechanisms that are used for vertical inputs. E.g. Global health campaigns are 20% commodities and 80% service delivery mechanisms
- As part of the grant (ending in March 2014) the GDPC will complete a scoping study to bring together the learnings from the workshops and will focus on next steps for an urban community resilience campaign at-scale.
 - Will take advantage of the already-scaled global RC/RC movement and of what is already being done locally and globally.

Sharing experiences: Successes and challenges in resilience, preparedness and campaigns

ARC NY Region (Rosie Taravella)

- Surveyed a cross-section of the population (1.8 million people total) and received feedback on community preparedness
 - 57% of those surveyed think that a first responder will reach them within 72 hours.
 - Complacency continues to be a major roadblock in getting people to be more prepared
 - Clear and simple messaging to help prepare communities
- Public awareness campaign focused around what an individual/household can do for the first 72 hours following a disaster
- Various layers of government (municipal, county, state) make it difficult to scale the reach of campaigns
- Response capacities are enhanced through partnerships and by developing Memorandums of Understanding with community, city, regional partners

ARC San Francisco Bay Area (Emily White)

- Prepare Bay Area campaign – long-standing partnership with local energy company

- Reach 1 million people (1 person in every household) to raise awareness around earthquake risk
- Awareness and public education campaign, normalizing the preparedness messages in order by integrating in people's lives
- "Make a plan, build a kit, be informed"
- Ready Neighborhood campaign (launched 2011) is a deeper commitment to the same communities, focused in more vulnerable geographic areas (low income, linguistically isolated)
 - Focused more on the quality of the intervention instead of the scale
 - Community assessment, gathering partners and stakeholders in a community, connecting people to sustainable networks and programs
 - Intense focus on the first year engagement
 - Staffing includes two full-time program managers and a small, active volunteer base of 15-20 volunteers; this became a heavy lift for the program managers and is difficult to scale without a more active volunteer base

ARC Mississippi Region – Gulf Coast (Angie Grajeda)

- Worked with chapters to launch resilience pilot in Florida, Mississippi and New Orleans with leftover recovery money from large-scale disasters
- Volunteers are being used to lead both disaster response and preparedness programs
 - Community will communicate with the local ARC chapters about issues and problems that are relevant to them, but may not be within the scope of the typical services and programs being run in that chapter
 - Volunteers require additional guidance and "permission-giving" to feel comfortable going outside the scope of their traditional Red Cross roles
- *Guidance to Building Resilience Networks* handbook being developed by ARC
 - Example of how post-disaster resources can be used to launch resilience and preparedness campaigns
 - Communities that are in the post-disaster recovery phase are more receptive to resilience building and integrating this mindset into everyday life
- Challenges to integrate the idea of resilience into the local chapters (region covers 13 counties)
 - Communities tend to be much more open to the idea of resilience, but volunteers require additional guidance to make this a priority
 - Funding as a significant challenge since "resilience" is not part of the American Red Cross core funding, e.g. resilience programming is typically grant-based
 - Incorrect assumptions that resilience = disaster preparedness
 - Fear of building community expectations when you can't deliver the required services

ARC Georgia Region (Karl Hoerz)

- Unique region due to the fact that 50% of the state's population is in Atlanta and the other 50% is in rural areas of Georgia
- "Joseph's Network": a network of religious institutions that gathers community groups throughout the state to help make community members more prepared for disasters
 - Network is unique in that it allows organizations ownership with preparedness work and adds value for each organization (not ARC pushing a single agenda)
 - Communities become more receptive to preparedness messaging
 - More communities being reached, particularly in rural areas, due to these networks being created

- Challenge: preparedness and resilience is typically a very low priority, particularly when staff and volunteers are mostly reactive to disasters

ARC Regional Delegation in Panama (Gavin White)

- Resilience in the Americas (RITA) – ARC pilot project in 10 countries and 86 communities currently in the second year of implementation
 - Asks communities: “What is important for you?”
 - Typically, disaster preparedness and resiliency are not identified as a priorities by the communities
 - Issues adapted based on the complexity and diversity of actors in the setting (not specific to urban vs. rural)
- Case example: Cost Rica
 - Priority topic areas include: access to employment & livelihoods, public health (dengue fever) and transportation issues
 - Worked with local organizations and government structures to meet the needs of the community. Successes include:
 - Facilitators/trainers hired to train community members on certain livelihood practices
 - Brokered relationship with the transportation department to get public buses to provide transportation from an area to the city center
- Challenge around the volunteers needed for the implementation of these projects
 - As a volunteer-based organization, it can be difficult to rely on volunteers to implement programs
 - Many volunteers want to focus on the response side of the Red Cross, so there is a challenge in getting volunteers excited and passionate about preparedness programs

Regional delegation in Bangkok (Ranjan Mohnot)

- Community-Led Integrated Programming for Resilience (CLIPR): defining guidelines for multi-sectoral resilience programming
- Community-led assessments to determine which partners need to be involved
- Challenge bringing a multi-sectoral approach to national societies that work primarily within specific departments (e.g. youth, DRR, health, etc.)

IFRC Secretariat Urban Disaster Risk Reduction Management (Ryan Freeman)

- Adapting the Vulnerability Capacity Assessment to urban areas:
 - Baseline assessment and environmental scan
- Urban risk dialogues covering a specific aspect of urban resilience: climate change, migration, resettlement, shelter, violence, etc.
 - Five pilot city studies (Tehran, La Paz, Nairobi, Jakarta) – resource mapping, tools and capacity in various areas: slow onset (climate change), sudden onset (earthquakes) technological disasters, etc.
 - Focus on common approaches to urban disaster risk reduction and disaster management
- Online database: 600-1200 documents on urban, key foundational works 25-30, key tools and methodologies, operational questions

IFRC Secretariat Framework for Community Resilience (Chris Staines)

- Focus on broad-based programming that adds to the overall strength and resilience of a community
 - Ability of communities exposed to disaster and crises and underlying vulnerabilities to prepare for, respond to and recover from shocks and stresses
 - Resilience as a way to bridge humanitarian assistance and international development
 - RC/RC network uniquely placed to do resilience work
- The IFRC “Roadmap to Community Resilience” consists of three main components
 1. Framework for Community Resilience– explains what we do and how we do it
 - Risk-informed and holistic
 - Community-centered, community-development approach
 - Recognizing that the RC/RC network is a public good – available to everyone, everywhere to reduce human suffering
 2. Roadmap to Resilience – advocacy and communication document to articulate resilience to our donors and partners
 3. Resilience financing – being able to scale-up from the community level to the global level
 - Changing from a yearly-budget cycle to a longer-term, predictable financing
- National Society Development framework introduced at the IFRC General Assembly in November 2013

Community Health Campaigns – What works and what doesn’t (Eddie Tschan)

- The American Red Cross Measles Rubella initiative as an example of a campaign taken to scale with measurable impact
 - Measles deaths decreased by 71% globally
- Comparative advantage of the Red Cross – community mobilization, convening power, neutral, reputation, civil-society partner
- What made ARC successful in this campaign?
 - Evidence-based and did not re-invent what works – modern measles campaign existed and had been tested; transferring and adapting it to Africa and Asia
 - Understand your role and your “product” in a global partnership
 - Global convener and reliable in-country civil society partner ensuring access and equity as part of a larger value chain from campaign planning to live saving
- Comparing to an urban and community resilience campaign
 - Urban resilience – complex, multi-sectoral intervention with rapidly changing community management and participation models where the actual product seems lost in a very broad risk
 - Health – more linear, more clearly defined goals and outcome
- Key recommendation: Jointly define entry points better and use the same delivery platforms and agents
 - Be a part of the larger risk profile that the RC/RC network wants to address
 - Value chain as a leveraging mechanism within the international community
 - Building a country platform around goals outlined in Hyogo Framework for Action
 - Shared value proposition to drive funding locally

French Red Cross/Global First Aid Reference Center (Hripsime Torossian)

- Integrating disaster preparedness into the health and first aid curriculum was a four year process to reach the 1,000 Red Cross branches in France
- Disseminating guidelines for first aid training internationally
- Platform to teach preparedness focuses on the lay-public
 - Disaster preparedness 1-hour training course being piloted in 4 countries in Europe. Training includes five “survivor” principles: 1) Take care, 2) Protect, 3) Alert yourself to others, 4) Water and 5) Food

Key thematic areas

Focus on urban

- Challenges in urban areas
 - Socioeconomic differences
 - Fragility due to people being dependent on government/city services
 - Social challenges
- Rural communities are more likely to know their environment and know their risks
- What are the types of urban environments that we want to work in?
 - Mega cities vs. large and middle-size cities – where do we add the most value?
- Communities tend to be threatened by urban centers
- Need to think about how to reach the most isolated and vulnerable populations (refugee populations, IDPs, etc.)

Role of volunteering and the global RC/RC network

- Volunteering has become event-based and people are not as dedicated as long-term volunteers
- Need to create ways to keep people engaged
- Solidarity within and among national societies
 - Mexican RC sending volunteers to the American RC to assist with disaster responses
 - National societies (NS) as producers of programs and innovative ideas
 - Actively maximizing NS capacities and providing the opportunity to be creative in their approaches
 - Auxiliary role of each RC national society

Resilience campaigns

- Making Cities Resilient Campaign
 - 19+ partners including UNISDR, UN Habitat, IFRC, Asian Disaster Preparedness Center, UNDP, World Health Organization, International Labor Organization, etc.
 - Ten “essentials” or thematic areas
 - Organization and institutional arrangements
 - Safe schools & hospitals
 - Preparedness
 - Risk Assessment
 - Community mobilization and public awareness
- World Urban Campaign – UN Habitat, “Planning sustainable cities”
- Climate Resilient Cities – 40 cities
- Agenda 21 – Outcome of first Rio conference in 1992 (National Agenda 21, Local Agenda 21)
- Rockefeller and the 100 Resilient Cities Challenge

- Four of the 33 identified cities are in the San Francisco Bay Area
- Network of Regional Governments for Sustainable Development

Recommendations:

- Contribute to and energize these campaigns by bringing something that is distinct to the Red Cross movement
- Define our algorithm and our value chain

Add value with resilience

- Bringing the national level to the local level – connecting people and clarifying the “Call to Action”
- Complement, connect, contrast, catalyze, convene (lead, facilitate)
- Resilience as a process
- Connect the topic of resilience to already existing activities or priority areas for the community
- Resilience as an easily accessible approach
 - Bringing opportunities to scale
 - Proactive approaches
- Strategy for roll-out/strategy for leveraging
 - Continued support at the chapter/branch level
 - Opt-in vs. building consensus
- Opportunities for scaling technology for connectedness
- Case study success stories
 - Philippines Red Cross “Red Cross 143” – One volunteer for every 43 households, 1 community leader for every 43 volunteers – a way to saturate the market
 - Well Prepared National Society (WPNS) with the Nepal Red Cross Society – Preparedness plan, community fund, training, drills and simulations
 - Sister Cities programs – connecting branch/chapter offices in different countries
- Using our convening power to form the network and then getting out of the way so that the RC/RC isn’t automatically the lead partner

Day Two

What's our vision and how do we implement?

Scaling and the comparative advantages of the global RC/RC network

- What do we want to reach? “Shoot for the moon” analogy
 - Messaging and awareness around what resilience is – aspiration is that everyone in the world would know what resilience is what is trying to be achieved by it
- Do we settle for something that is perfectly achievable or do we reach further than that?

Break-out activity

GROUP ONE

Qualities of our vision

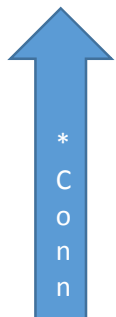
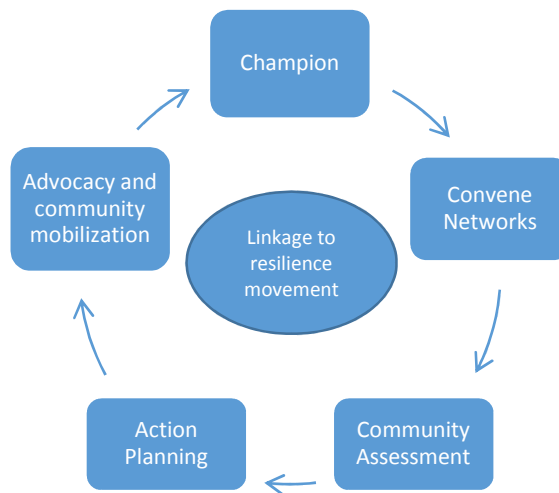
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|---------------------------------|--|
| • Inclusive | • Deliverable |
| • Accessible | • Time bound |
| • Equitable | • Relevant & addresses community needs |
| • Measurable impact | • Participatory |
| • Grounded in evidence/research | • Fundable |

Risks: 1) Hazards: natural, environmental, technological, conflict; 2) Political; 3) Social; 4) Economic

Vision Statement

By 2039, every community has an action plan (and partial implementation) for resilience based on inclusive and participatory assessments.

Strategy



1. Red Cross Commitment
 - Opt-in at the NS level or the regional level
2. Champions

- Local Red Cross and other organizations/agencies (government, NGOs, education, businesses, faith-based organizations, etc.) committed to lead; can be an individual or an organization
- 3. Convene networks
 - Facilitating partnerships, tapping into existing networks or convening them where they don't already exist
 - Partnerships of local organizations creating champions
- 4. Community assessment
 - Process – training
 - Product – tool
- 5. Action planning – any community needs that arise
 - Process – analysis
 - Product – action plan; SMART and fundable , analysis of costs and benefits, identification of low /no cost measures and savings/efficiencies achieved
- 6. Implementation
 - Advocacy
 - Community mobilization
 - Mobilization of resources and partnerships
 - Capacity and systems development

Linking and connecting at multiple levels throughout the process

Roll-out Steps

1. Planting seeds e.g. resource mobilization – identifying a donor/funder
2. Gathering evidence
 - Building and gathering evidence of product/added value, focus on different regions
 - What would be the required amount of evidence to market this?
2. Pilots in 10 cities (4-5 countries)
3. Contingency planning
4. Scale-up in 50 cities covering 40% of populations in those cities
5. Go to full scale
 - Not just about assessing the community, but mobilizing the community resources to address those community needs
 - Linking to vulnerability
 - Regional workshops & consultations to understand the urban context
 - Using available tools & resources
 - Trying to address the community perspective
 - Where is the community value?
 - Understanding the context of where we are working
 - Gathering the evidence and doing an analysis of the evidence

GROUP TWO

Algorithm for leveraging scale

- Join us – get people to join our network of volunteers that are supporting individuals and connecting communities

- Individuals have all the connections that meet their needs and address vulnerabilities that point in time
 - That connection is scalable (e.g. if you wanted to be connected to environmental issues, you can be connected through the Red Cross)
 - Organizations can reach out to the RC to find out about issues that the RC isn't necessarily focused on – allowing other organizations to take advantage of that network
- Whenever someone has a challenge they are connected to the RC/RC that can help them to meet those challenges
- Communities have the ability to do something to help address individual needs
- Philippines example
 - For every 30 households in the community there would be 1 volunteer
 - Everyone would know a Red Cross volunteer (if you want to reach out to the Red Cross you know where to go)
- Technology to help resolve some of the challenges in resilience work
 - Structures & products
 - Through technology can identify the issues and find the resources to help resolve issues help make connections for people
- To connect people to resources you need to know what they are – goes beyond what the RC offers, but the RC can serve as the gateway
- Resilience isn't always a clear, distinct product; it changes given the environment and other factors
 - Need to embrace this in a campaign

Implementation and Roll-Out

- Messaging: how you would be connected and why you would want to be connected
- Structure: what's the backbone of the roll-out that can guide and incorporate the information to incorporate proactive aspects
- Funding – RC providing a gateway to resources that already exist; ultimately trying to reach sustainability
 - Training of the volunteer that creates connectivity
 - Leveraging strength that already exists
 - Entrepreneurial spirit
- Principles or rules that 1) reduce vulnerability, 2) empowers community and 3) promotes connectedness
- Self-determination – individuals can determine the connections and the services they want and need (e.g. the connections you need may be more or less depending on your life stage, socioeconomic background, etc.)
 - Impacts our “change agenda”
- How do make this resonate at the community level and allowing volunteers to connect to each other
 - How can you make it easier for others to connect to us (opt-in option)
 - Creating more access to what we have
- Responding to suggestions that come through and reaching out to people throughout the process; interactions through social networks and social media
- Example: Disaster preparedness plans
 - Volunteers can provide a technical review service of a DP plan which certifies an individual, household, agency as “prepared”

- NS leveraging the strengths of the “global kingpin” (or the global RC/RC movement)
Consistency, leverage global funding, tap into global issues (e.g. global warming)

Summary

Call to Action: “Join Us!” Or “Join our global network of committed volunteers, supporting individuals and connecting communities”.

- 1) Deliver something that addresses underlying vulnerabilities
- 2) Empower the local community to determine the issues and resource needed, recognizing their self-determination and their own ability to provide those resources
- 3) Be the public good that provides the link to partners, resources and outcomes, utilizing our volunteers

Connecting the visions

- Laying the groundwork for the organization to be able to do this work – growing our capacity as an organization and of our volunteers
- Building a campaign around “connectedness” – from citizen level to organizational level
- Simple, workable, fundable
- What’s the starting point?
 - Higher, community/organizational-level vs. the individual level
 - On an individual-level, may not have the flexibility to adjust to the local needs because you are being too reactive to ongoing crisis
 - Flexibility on household, individual level
 - Structure at the organizational/community level
- RC can act as a broker to help the community access the resources that they need
- Up-front investment of the RC/RC movement
 - Need one consistent person/push forward
- RC takes on the role to create, establish and strengthen relationships
- Maintaining an action plan, keeping it updated, and changing the way business is done
- RC as a champion of a cause or a process (not just the service delivery)

Strategy

- Need to be cautious when developing tools and processes so that we can ensure that what we are doing has a global scope and is widely accessible and applicable
- Developing an individual entry point (e.g. volunteer) to push a campaign around connectedness at an individual level
 - E.g. Everyone knows a Red Cross volunteer or has a connection to the Red Cross
 - Simple approach that eventually builds in size that can serve as a platform to support existing campaigns
 - Rely on the “forgotten” Red Cross base, which is our volunteer base; a “human face” to the Red Cross
 - Volunteers as a tangible expression of connection to the community and can be fun
 - Allowing volunteers to expand their scope and reach (not having such a defined role within the Red Cross)
- Building capacity as a necessary component of this campaign
 - As an organization, need a pool of resources or volunteers that can be linked to this resilience campaign

- May need to relax the “Red Cross” name in building the networks and connecting with others
- PRODUCT: Individual has a connection for what the individual needs
- No funding leader in resilience work – resilience is a worldwide concept
 - Private sector partners
 - Corporate-social responsibility
 - Taking a leadership role around vulnerability and risk reduction
 - Moving resilience from concept to action

Next Steps

Global Disaster Preparedness Center

- Finalizing the scoping study to complete the Rockefeller Grant
- Asia Disaster Preparedness Ministerial meeting

American Red Cross Initiatives

- Community-Led Integrated Program for Resilience (CLIPR)
- Guidance for Creating Resilience Networks

IFRC Secretariat upcoming meetings and events

- March-April 2014: Urban VCA guide
- April 29-30: RC/RC Resource Centers meeting in Barbados
- May 7-9: Disaster Risk Reduction, Health, and Resilience groups meeting in London
- September-October 2014: Framework for Community Resilience will completed introduced to the Federation at the Global Resilience Forum in Columbia
- Early 2015: Urban programming documents from the 5-city research study