

# URBAN RESILIENCE

## THINK TANK MEETING

MANILA 16-18 JULY 2018



## ACKNOWLEDGEMENTS

The Urban Resilience Think Tank was made possible through the support of many. We would like to acknowledge the following:

### PHILIPPINES RED CROSS

We recognise and appreciate the hospitality of the Philippines Red Cross as generous hosts and for their excellent logistical, administrative, and practical support in all aspects of the Think Tank.

### BRITISH RED CROSS

We acknowledge funding support from the British Red Cross and their commitment to the urban resilience agenda.

### THE URBAN RESILIENCE WORKING GROUP

Contributions of the small working group that provided behind the scenes support and guidance to the urban resilience scoping study, survey, and Think Tank agenda were invaluable.

### SURVEY PARTICIPANTS

Survey responses from 57 people from 11 Asia Pacific National Society and International Federation of Red Cross and Red Crescent Societies (IFRC) shaped the agenda and provided a deeper understanding of urban resilience issues in the region.

### THINK TANK PARTICIPANTS

Participants generously shared their time, expertise, experience, enthusiasm and energy and in doing so, allowed their thinking to shape the Asia Pacific Urban Resilience Road Map.

There were 31 participants from 16 National Societies, 3 Reference Centres, IFRC APRO and Philippine Country Office (American RC, Australian RC, Bangladesh RCS, British RC, Canadian RC, Fiji RCS, German RC, Hong Kong RC, PMI, Mongolian RCS, Myanmar RCS, Nepal RCS, Netherlands RC, Norwegian RC, Philippine RC, Qatar RC, Climate Centre, APDRC, GDPC). During Day 1 of the Think Tank Meeting, external panellists from UN Habitat and the Philippine Resilience Foundation (national private sector alliance) were also invited for an exchange with RCRC partners around coalition building and partnerships for urban disaster resilience.

### MCNAUGHTON & WILLS

The McNaughton & Wills team provided support with research, survey design, scoping study writing, facilitation, visual note taking and report writing.



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# PURPOSE

The purpose of this report is to share key messages that came from the IFRC Urban Resilience Think Tank.

This report is designed to be read in short bursts based on three themes: partnerships, key strategy issues and key mechanisms of support for urban resilience. Where possible video, photos and illustrations are used to engage. Key strategic questions are posed to encourage the reader's reflection and quick wins for action are presented.

# BACKGROUND - WHY AN URBAN FOCUS?

*"In the future, the relevance of Red Cross Red Crescent will be judged by our performance in the urban environment. Through the power of social media, judgement will be swift and unrelenting."*

"The majority of the world's population is now urban, with nearly 1.5 billion currently living in informal settlements and slums in some of the most hazard prone zones globally. For the first time in history, more than half of the world's people live in cities and nearly two billion new urban residents are expected in the next twenty years. In 2016, 1.7 billion people—23 per cent of the world's population— lived in a city with at least 1 million inhabitants. In 2016, an estimated 54.5 per cent of the world's population lived in urban settlements.

By 2030, urban areas are projected to house 60 per cent of people globally and one in every three people will live in cities with at least half a million inhabitants . Understanding the key trends in urbanisation likely to unfold over the coming years is crucial to reducing the inevitable risks faced by vulnerable urban groups as well as responding to the increasingly complex needs of urban dwellers when faced with natural disaster and conflict."<sup>1</sup>

"By 2020, as many as one in three people living in cities will be in informal settlements and experiencing significant deprivation."<sup>2</sup>

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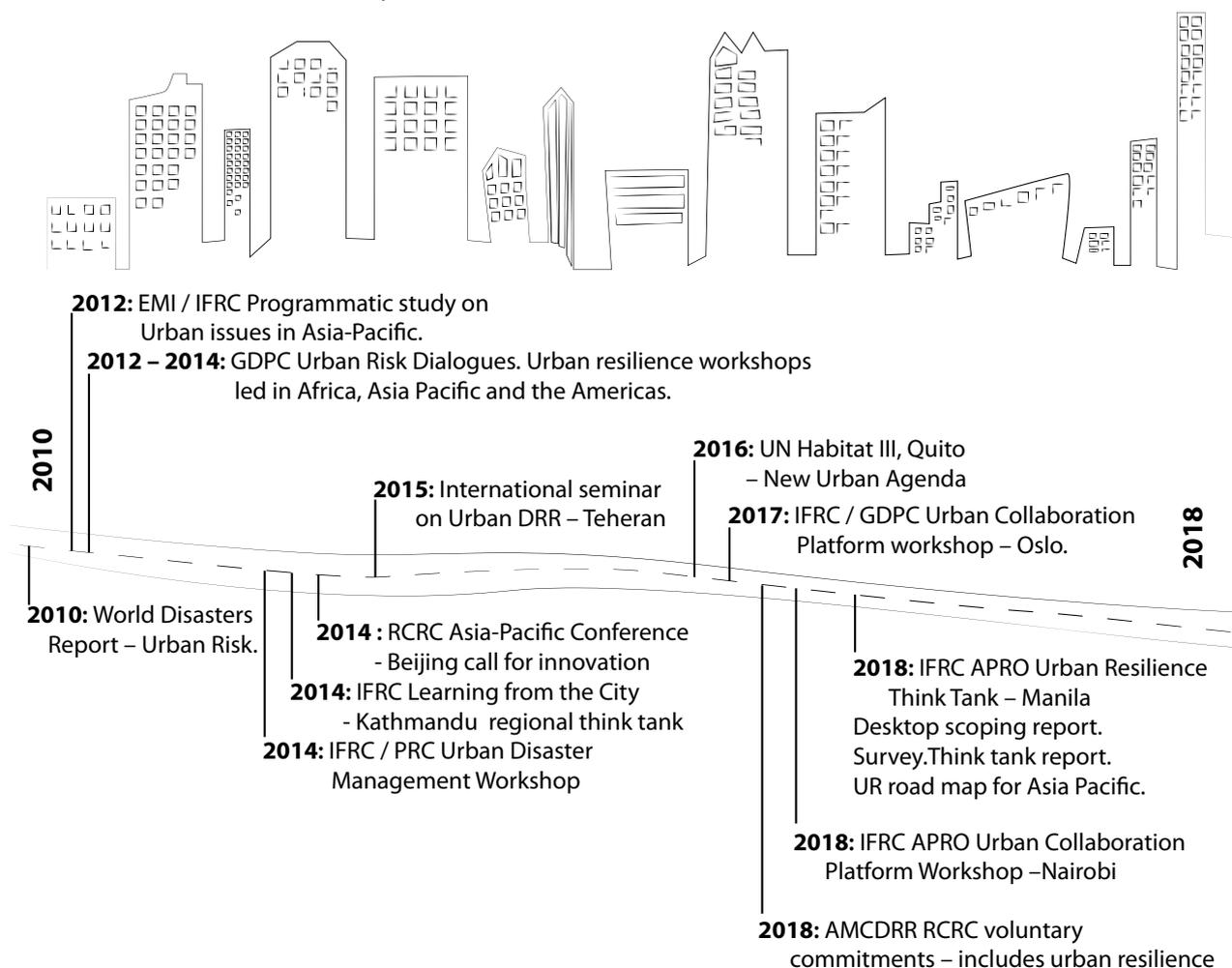
1. British Red Cross (2017). *Urban Theory of Change document* 2. IFRC (2018). *Strategy 2030 development*, <https://future-rcrc.com/>

# STEPS TOWARD AN ASIA PACIFIC URBAN RESILIENCE ROAD MAP

This report is one of the steps along the way towards developing an Urban Resilience Road Map that will provide strategic orientation and operational guidance for implementing the urban agenda in the Asia Pacific region. The process began with a **scoping study**, followed by a **survey** of National Societies, partner National Societies and IFRC staff. The themes that emerged were used to shape an Urban Resilience Think Tank meeting in Manila in July 2018. The Think Tank will inform the Urban Resilience Road Map.

These steps towards a road map are part of a much longer RC/RC urban resilience journey, as outlined below.

## Key Urban Resilience Initiatives Timeline



# DAY 1 - WORKING TOGETHER

**QUESTION OF THE DAY:** How do we work with others for maximum impact in urban settings?

*"Working with other sectors gets us thinking bigger than ourselves."*

The purpose of day 1 was for participants to discuss their urban resilience work from a collective impact perspective. Creating change on complex issues requires a shift from isolated impact to collective impact. Collaborative community change efforts involve multiple partners engaged at different levels, working toward a shared outcome and measurable progress on a complex issue.

## FIVE CONDITIONS FOR SUCCESSFUL COLLECTIVE IMPACT:

- 1) a common agenda
- 2) shared measurement systems
- 3) mutually reinforcing activities
- 4) continuous communication
- 5) backbone support organisations.

*Tamarack Institute*



A panel discussion was held with Chris Rollo from UN Habitat and Tony Zuniga from Philippines Disaster Resilience Foundation (PDRF) exploring how to work across sectors and across organisations in urban settings.

The panelists posed two challenges for RC/RC:



"I challenge Red Cross to identify champions by sectors and develop effective partnerships. Part of this process is asking the following questions:  
How do you develop those relationships?  
How do you sustain them?  
How do you evolve the partnerships?" **Tony Zuniga**

"I challenge Red Cross to support local government at the policy level. Giving good examples of urban resilience work is not enough. You need to influence programme development at national and local levels. Partner with governments. Influence land use and development in the urban space to impact resilience. Build capacity of communities, government, etc." **Chris Rollo**



One of the benefits of working collectively with others is that Red Cross doesn't have to do it all and be good at everything. We can benefit from the skills and expertise of others (data management for example) and contribute our own superpowers to the mix. In this way we all share superpowers and help each other with our kryptonite (weaknesses).



## START, STOP, CONTINUE



*"We need to 'embrace the necessity' of the urban challenge and push consistently at the edges of our comfort zone."*

There are three possibilities; you can STOP, you can START a journey to a new destination or you can CONTINUE on your current journey. Participants were asked to make these three choices relating to the RCRC urban resilience journey. The findings are outlined below:



### START

Developing key advocacy messages for urban areas

Working with local governments closely to influence investments in preparedness and resilience

Aligning with national government urban strategies

Understanding urban systems and challenges better

Aligning sufficient resources with what we say we will do

Selecting strategic partners in urban settings (including the private sector)

Prioritising so we're not trying to do everything

With targeting urban communities, not with activities

Viewing and influencing cities as a system: set roles, lead and follow.

Collaborating strategically with the intention of scaling upwards and onwards

Redefining volunteerism to better fit urban communities

Collecting and analysing data (consider partnership to achieve this)

Complementing/leveraging resources in the movement

Being more humble

Following up on decisions and commitments

Science-based anticipatory planning for urban settings

Understanding and influencing legislation and policy related to disaster risk reduction in urban settings.

### STOP



Doing everything directly

Thinking of community as a static entity

Thinking geographically

Starting from scratch with risk and vulnerability mapping

Planning in isolation and be part of national planning

Thinking it's our process, rather than a collective process

Having one size/ tool approach

Being insular

Gathering data that's not usable/saving lives

Creating too many tools

Competition within the movement and with other actors

Thinking urban programming is too complex for RCRC

Programming without an evidence-base

### CONTINUE



Diversifying funding streams and advocating for multi-year/ long-term funding

Building consortium and pooling resources

Mobilising volunteers but customize to urban context

Addressing legal challenge in urban programs

Recognising the interrelation between urban resilience and reducing exposure of vulnerability

Including urban programming in strategies

Participants watched a [video](#) to stimulate thinking on collective impact/swarm intelligence and how RCRC might achieve this in urban settings.



The key points were RC/RC needs to:

- Maximise our resources, strategic reach and convening power in urban settings in order to leverage activities with other partners
- Have a common urban narrative with a focus on vulnerable communities and invest in continuous communication with communities and partners
- Invest in an urban collective impact model to reduce competition and increase impact
- Learn when to lead and when to follow

## PARTNERSHIP GOALS (IDEAS FOR THE ROAD MAP)

To make RCRC a partner of choice in Urban settings

To fully realise RCRC convening power and influence in urban settings.

To work with others to make a bigger impact and have wider coverage in urban settings.

To measure the combined results of partnerships moving past individual contribution to collective impact.

## KEY QUESTIONS FROM DAY 1

How do we achieve our potential and have a greater role in cities through bridging, advocacy and harnessing the power of volunteers?

How do we build the competencies needed for working in urban settings?

Learning how to work in urban settings is not enough if it is not institutionalised, so how do we embed learning on urban resilience?

*"We need a new humanitarian profile 2.0 to understand complexity of urban environments."*

*RCRC urban humanitarian 2.0 - with the competencies required to engage in urban resilience partnerships. He/ she understands land-use regulations, urban planning, has the ability to analyse and synthesise data, can influence and advocate..*

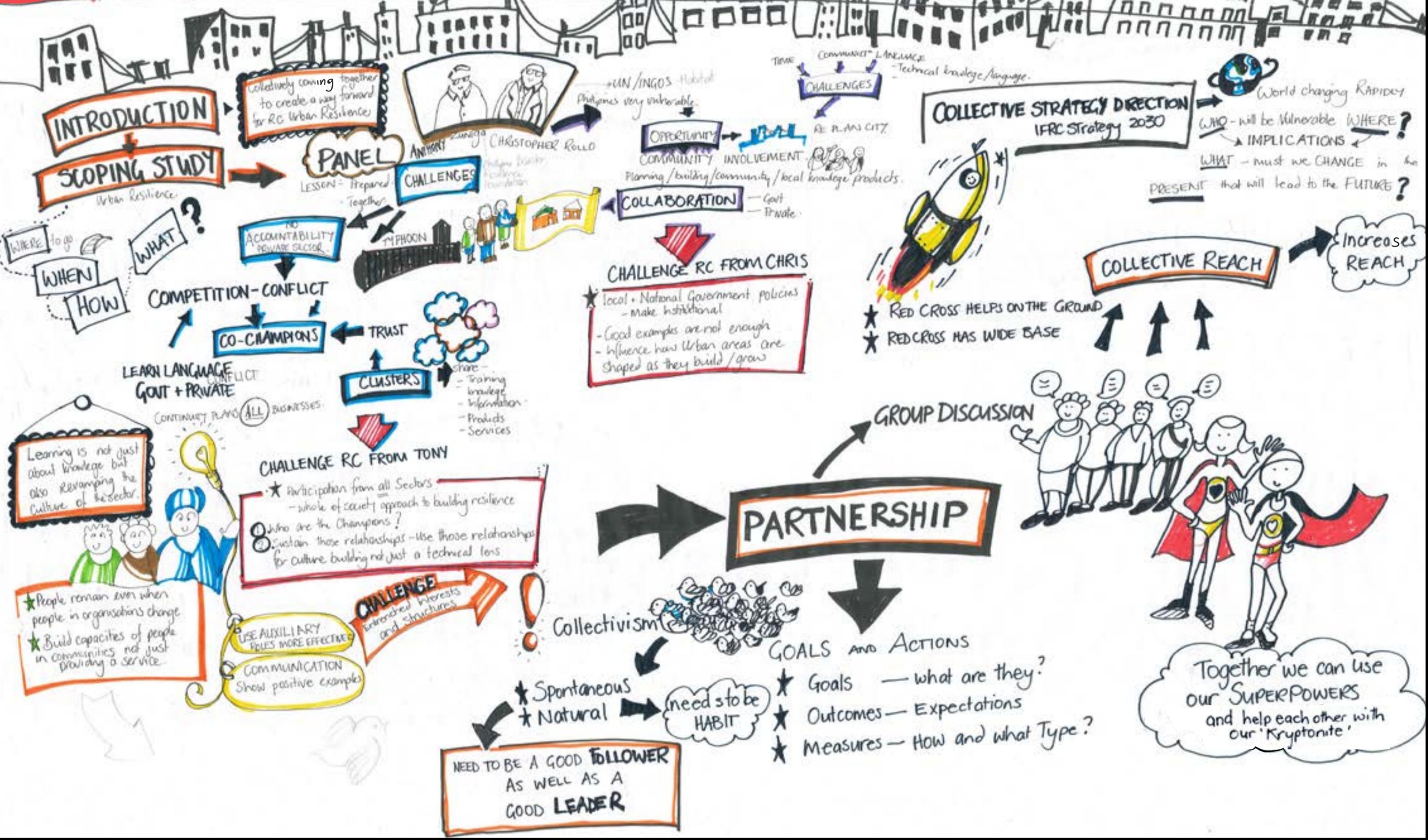


DAY 1



# Working together

QUESTION: How do we work with others for maximum impact in URBAN Settings?



# DAY 2 - STRATEGIC QUESTIONS

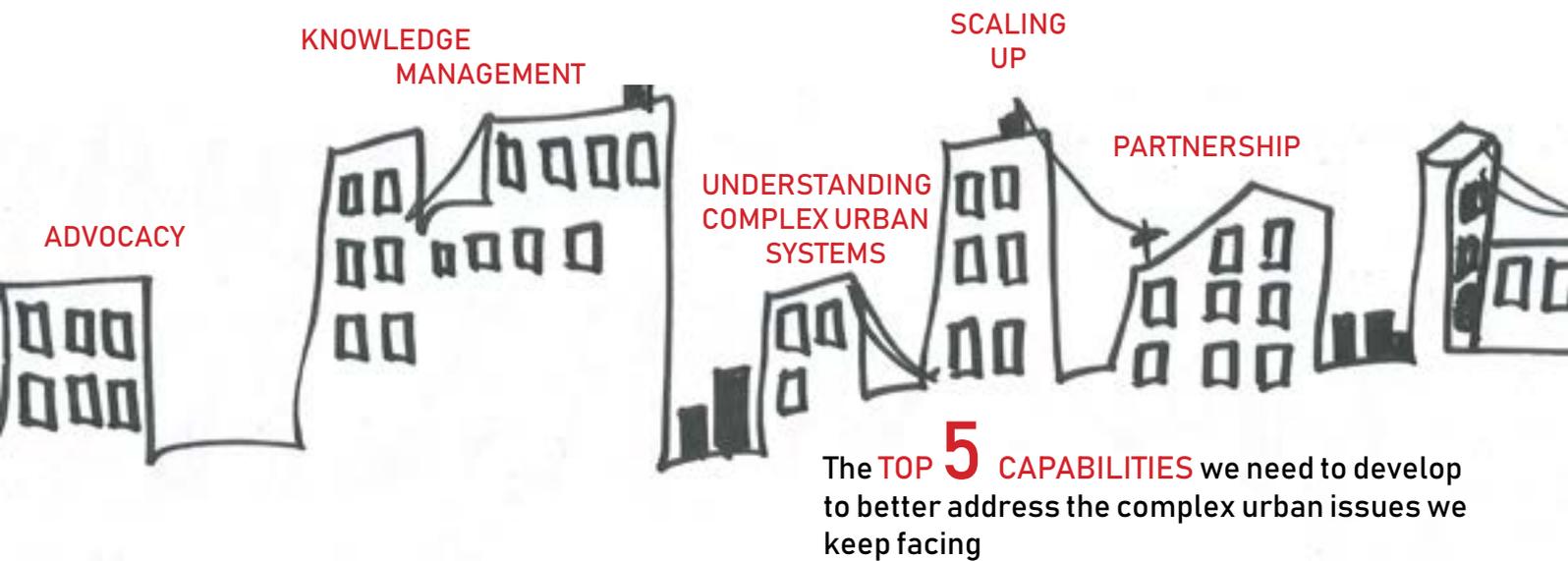
**QUESTION OF THE DAY:** How do we best service urban populations, and what needs to change for Asia-Pacific National Societies and IFRC to do this well and to scale?

*"We need to shift from reactive to proactive. We need a strategy like a forecast - we need to look ahead not just wake-up and find its raining."*

*"It is an irony that those living closest to services can be the most under-served."*

**QUESTION 1:** What are the top urban resilience issues outside our comfort zone that we keep facing?





**GOAL:** Build capacity in a holistic way to best position RCRC to contribute to urban resilience.

**QUICK WIN:** Invest in E-VCA

**QUESTION 2:** What do we need to do to support local governments in their role in city building and resilience?

- First, show local municipalities we are rooted in communities and can bring voice to pockets of at-risk populations
- Have a clear tangible role / contribution to add at local level
- Develop simple key messages to local government of our role / responsibilities
- Add value by bringing diversity to the table
- Be at all levels (national to local)
- Develop strong networks and professional skills at local branch level / with unit leaders
- Position our programmes within city multi-year planning process in order to receive funding from city budgets
- Contribute the development, dissemination and implementation of disaster law (DRR / resilience / recovery legislation) at all levels (local, national, international)
- Ensure we remain aligned to our principles within the political context of local government.



**GOAL:** The RCRC is locally strong and brings the voice of urban populations to local government ensuring health, safety and well-being in cities.

**QUICK WINS:**

1. Simple key messages for local units on city structure and decision making
2. Capacity for city volunteers (presentation on city structures and decision making)
3. Communicate national laws to municipal local governments.

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**QUESTION 3** How can we better prepare to support recovery from disasters in cities?

*City planning is everybody's business*

- Recovery programming is more integrated into Red Cross work
- Develop and enhance partnerships to be well positioned in bigger scale recovery operations
- Understand risks and vulnerabilities of cities - become familiar with urban profiles and potential recovery needs
- Advocate for safer building codes and enforcement of regulations
- Ensure national society buildings are designed to withstand large-scale urban shocks.
- Be part of and influence city planning and city investment process on behalf of the most vulnerable people
- Feed into contingency plans which include scenarios and pre-identification of partners, service providers, community groups...



**GOAL:** Quick, faster, safer and sustainable recovery.

**QUICK WINS:**

1. Advocate for, develop, and/or be involved in multi-stakeholders contingency planning and recovery scenarios
2. Develop protocols / pre-planning for recovery with partners. For example, develop and sign an MoU between Indonesian RC (PMI) and National Disaster Management Authority or Jakarta Municipality based on the Jakarta 9.2 EQ recovery scenario developed with all national partners.

**QUESTION 4:** How do we move to long term funding models, programming, planning and learning approaches?



Key questions we need to keep asking ourselves:

- How do we move from being reactive to proactive?
- How do we adapt, be flexible and get out of our comfort zone in order to serve urban populations?
- How do we become more focused in order to be more proactive?
- Branches are urban but what do we do to support and capitalise on their learning? How much do we know of what they do?



**GOAL:** To build a new RCRC that can facilitate resilience at community level.

**QUICK WIN:** Develop a Road Map towards long term Urban Resilience

**KEY ACTIONS:**

- Invest in knowledge creation, application and understanding of urban issues and programming in order to take relevant action.
- Be less risk averse, advocate constantly to push for change and new attitudes in order to shift us from our comfort zone.
- Change time-horizons. We are addicted to rapid and visible results which do not lead to sustainable impact.
- Invest in continuity and follow-through because currently each turnover of leadership means a change of vision, focus, priority and direction.
- Support the skills and capacities of branches to deliver. We put too much on their shoulders, too many expectations on limited resources and capacities. We need to be focused and realistic.

*What is missing is 'forward looking change' and deep contextualisation of RCRC work in urban settings.*

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**QUESTION 5** How can we address our own internal barriers (politics, bureaucracy, resourcing, knowledge) to be better partners and members of coalitions in the urban environment?

*walk the talk with our partners and take a long-term view.  
Build on what exists.  
Let's move away from navel gazing and be outward focused.*

## Priority Issues

1. Make risk-informed decisions
2. Resource mobilisation for long-term investment in urban issues
3. People-centred approaches, which are partnership and coalition based
4. Revitalise volunteerism for urban contexts.

Sometimes we get in our own way. We need to remove some of our own barriers - bureaucracy - and stop getting overwhelmed in the immediate and keep our eye on the future's big picture. We need to make sure we have the basics right for a credible, strong foundation for a long-term urban resilience vision. National Society development and the strength of our Red Cross networks (volunteers) are the foundation of any success on urban resilience.

We have a lot of positive and successful solutions developed and tested but we haven't systematised the learning. We should be able to anticipate the funding resources we will need to have access to in ten years' time to be able to adapt to rapidly changing technology and reality. We need to be using terms like survival, adaptation and evolution, rather than labelling new things as innovation.

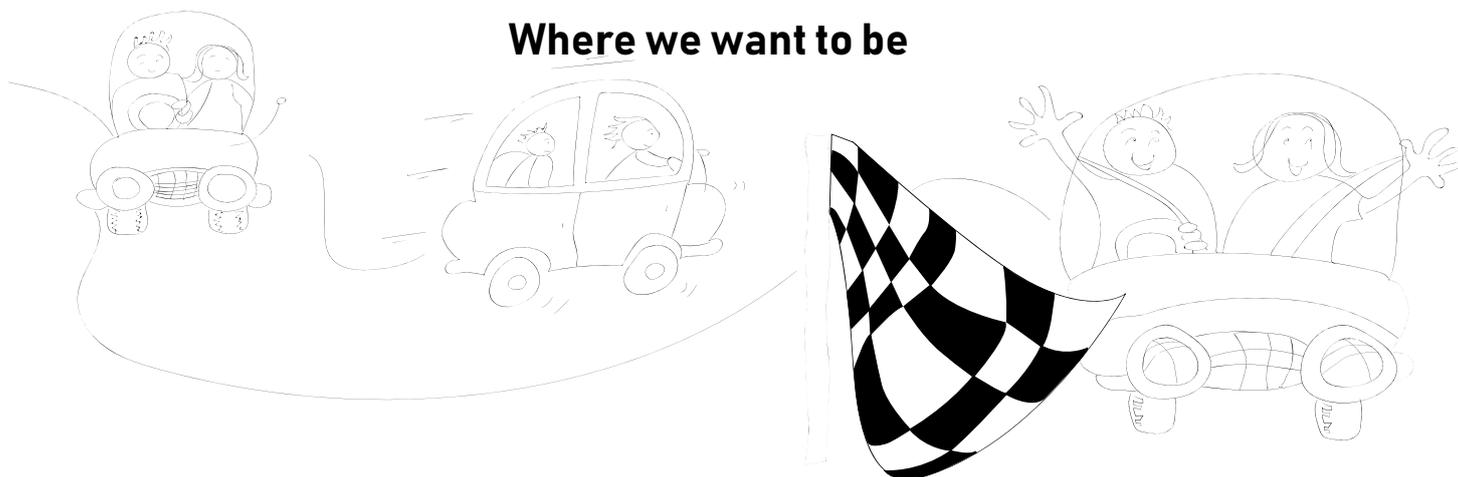


**GOAL:** Red Cross has a clear vision of urban resilience.

**QUICK WINS:** A Roadmap that includes urban recovery goals.  
We need clarity on what we want to deliver.  
We need to take a longer-term view.

*RCRC needs to be a thread that runs through communities and through someone's lifespan.*

## Where we want to be



### WHERE WE ARE NOW:

We are not having the impact that we could. We are not fulfilling our potential

We are still working from the approach of isolated impact and single projects, rather than collective impact and leveraged activities

We do not have enough volunteers in cities and so do not have the scale and reach in urban areas that is needed

Global, regional, country-level RCRC can have differing interests and priorities. At times there is unhealthy competition

We are too busy with ourselves and our systems and not communicating or coordinating enough with partners. This makes forming city-wide coalitions difficult

We are not utilising everything at our disposal. E.g. we have not adapted our tools to urban environments

We jump from sexy thing to sexy thing and not doing basic follow through (as if we are always in the queue for the next i-phone)

There is still some territorial / ego-driven behaviour

We are trusted by partners as an organisation connected with and providing relevant services to the most marginalised/at risk populations in urban settings.

### WHERE WE NEED TO BE:

We are the partner of choice in city-wide coalitions and across sectors for outreach, support and representation of the needs and capacities of the most vulnerable citizens in urban settings  
Highly relevant to urban populations  
Ready for all the challenges that cities bring in resilience, response and recovery

A respected advocate on urban resilience issues, amplifying the voice of the city's most vulnerable

Better at storytelling and visibility on urban initiatives through relevant, timely and interesting reporting

Using adapted, proven tools and urban approaches with initiatives built on a strong evidence-base and operating at scale.

Have the right skills and knowledge to respond to urban conflict and work with ICRC on urban system recovery

National Societies have the skills and platforms to use their auxiliary role with local authorities

RCRC is positioned at the nexus between citizens/vulnerable groups and urban decision-makers

RCRC is a role model of a resilient organisation that advocates for resilient cities

### HOW TO GET THERE:

Direct investments to most vulnerable cities/citizens/vulnerable groups

Strengthened engagement, advocacy and accountability

Have a greater appetite for learning, risk taking and changing course based on learning

Develop partnerships and be part of citywide coalitions for urban resilience to maximise impact and scale. Work with diverse, unconventional, wider set of stakeholders. Training on how to work in partnerships and with partners

Use existing mechanisms, e.g. the urban wash technical working group and the urban collaboration platform

Develop an urban resilience road map to set a cohesive direction

Do what we are telling others to do (e.g. have safe RCRC buildings and long-term planning)

Be adaptive to changing urban trends such as migration and promote legislation that enhances resilience in cities

Have a shared view on resilience and present ourselves as one voice

Present well justified plans/programmes.

Realising that resilience strengthening is a process over years. TTT-principle (Things Take Time).

Influence the IFRC Strategy 2030 to strengthen the urban agenda

Invest in technology, science and systems for urban resilience, response and recovery



## CONGRATULATIONS ON YOUR NOBEL PRIZE !!!

Participants engaged in an exercise set in the future where RC/RC had just won the Nobel Peace Prize for their contributions to urban resilience.

Participants prepared and delivered their acceptance speeches thanking the RC/RC leadership for their specific actions and support that made this work (and award) possible.

The purpose of this exercise was to create a set of messages for RC/RC leadership on what is required of leadership to realise the potential of RC/RC work in urban contexts.

From this exercise came 21 messages of thanks. To view one inspiring speech, follow this [link](#).

## RC/RC LEADERSHIP - 21 MESSAGES OF THANKS:

**1** - for your unified and focused vision where RCRC saw and took the opportunity of adapting to a new world

**2** - for making risk-informed decisions and investments

**3** - for taking a long-term strategic development approach – holistic (economic, education, health, social services, job creation)

**4** - for revitalising volunteerism in urban settings and appreciating the power of every individual

**5** - for investing in ideas and prioritising the financial and human resources required to bring the RCRC urban vision to reality

**6** - for taking a people-centred approach – characterised by accountability, transparency, multi-stakeholder partnerships, community engagement and accountability principles (CEA)

**7** - for ensuring that RC/RC buildings meet building codes and are a safe place in cities for staff and volunteers that can continue to serve urban populations after disaster

**8** - for creating an amazing enabling environment for learning, for being creative, open minded, flexible, and broadening our reach in urban areas

**9** - for allowing us to take the risks, acceptance of and learning from our urban resilience failures

**10** - for promoting a deep dive into knowledge, analysis based on science and decisions based on evidence



**11** - for being a cheerleader for strategic partnership and encouraging us not to lose focus or faith in our urban resilience mission

**12** - for driving us to meet our commitments and follow through on goals and objectives. As a result we became a partner of choice in the urban environment and collective success with the communities we work with and partners we have

**13** - for your focus on partnering at all levels, across communities, within communities, and across nations

**14** - for being Community focused/holistic and supporting us to us to develop locally led and contextualised urban initiatives that connect the dots between the different parts of civil society, family...

**15** - for standing by the 7 fundamental principles, and not allowing international or internal politics to slow our progress

**16** - for being about finding solutions, always optimistic, always believing in the power of individuals to find solutions

**17** - for your integrity, participation and good governance on urban issues

**18** - for long-term planning horizons, sustained effort and perseverance to tackle long-term urban risk

**19** - for shaping the visions and missions of national societies to make the lives of urban populations safer

**20** - for your commitment to making every city a safe city and every citizen healthy and thriving

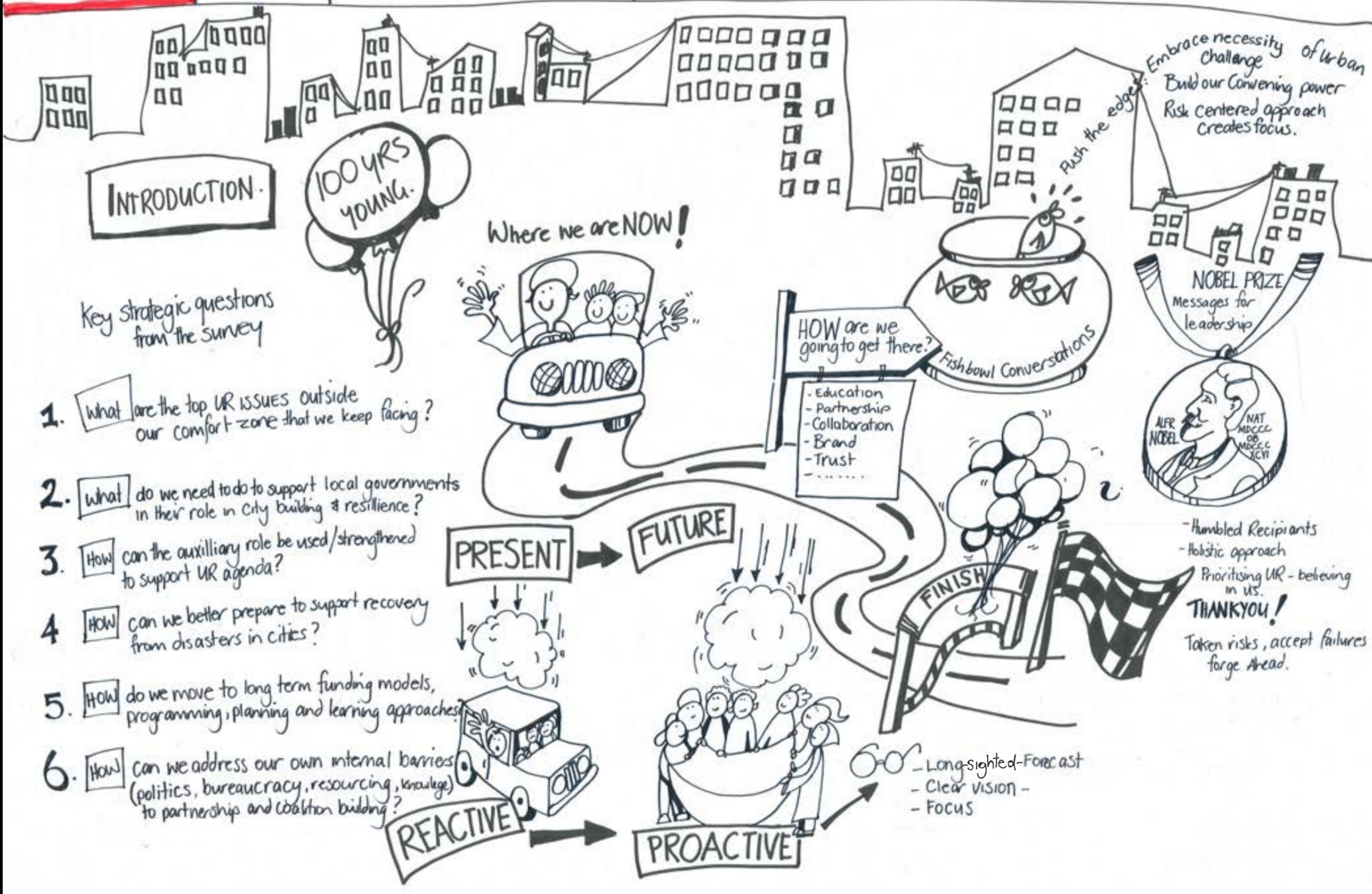
**21** - for successfully advocating with governments and working with international organisations to make urban resilience a top priority.

DAY 2.



# STRATEGIC ISSUES

How do we best service Urban Populations and what needs to change for Asia Pacific NS and IFRC to do this well and to scale.



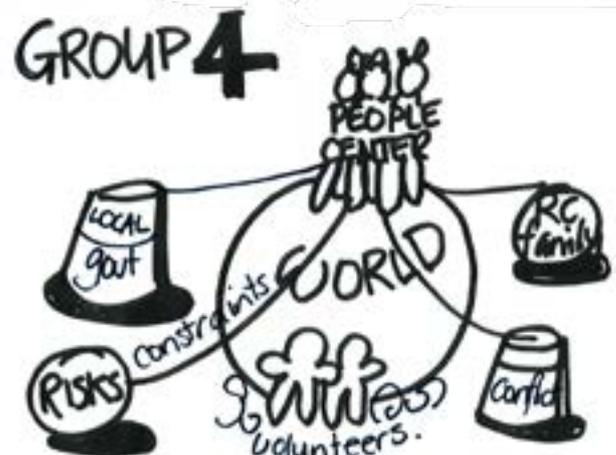
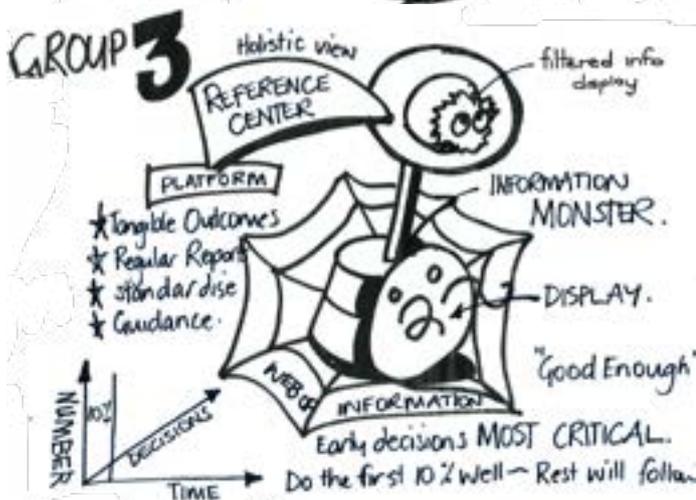
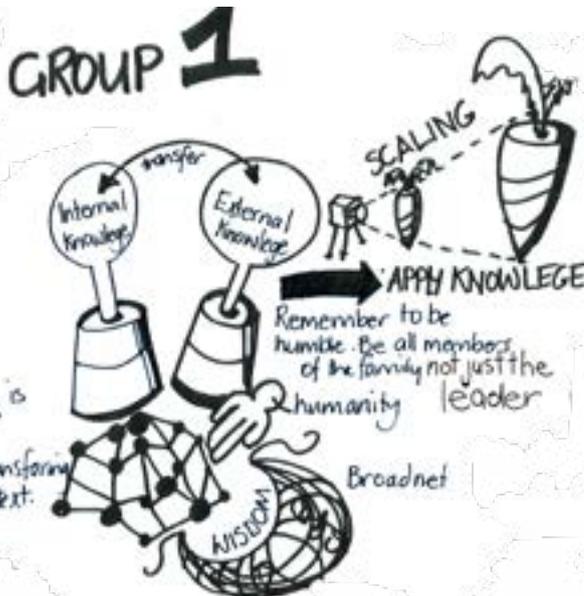
# DAY 3 - DESIGNING A WAY FORWARD

**QUESTION OF THE DAY:** What is the best mechanism to support our RC/RC work on urban resilience?

To help us focus on urban issues and the types of support and change RCRC needs to meet them, the group each read from this brave and forthright illustrative [blog post](#). It was a powerful experience. A takeaway message from the blog was that we need to view cities as complex systems and adapt our approaches, behaviour and tools to suit the urban environment. Complex systems require that we do things differently.

## DESIGNING AN URBAN RESILIENCE SUPPORT MECHANISM

Participants split into four groups and each designed a prototype for the mechanism needed to best support RCRC urban resilience work. They were challenged to be creative in their approach and their pitches were [videoed](#).



## PROJECT PRE-MORTEM

Participants engaged in a pre-mortem exercise where they analysed the strengths and weaknesses of their support mechanisms. The idea is that you put yourself into the future and analyse what went wrong or what went right with each support mechanism. For each design, there was a group imagining spectacular success and asking themselves, what did this success look like and what led them to this outcome? A second group dissected a spectacular failure asking themselves, what went wrong and what could we have avoided?

This exercise helps participants to visualise the risks and opportunities involved in designing an urban resilience support mechanism, so as to navigate away from or towards them. The risk factors and success factors are listed below:

### SUPPORT MODEL SUCCESS FACTORS

- Has strong buy-in by National Societies
- Amplifies the work of already existing reference centres/initiatives (GDPC, Climate Centre, APDRC, Global Platform for Urban Resilience)
- Has acceptance and connection beyond the movement
- Supports learning in the Red Cross movement (for example, works with GDPC on its learning and research function)
- Is resource-light, adaptable and sustainable
- Keeps the urban conversations going
- Has strong administrative capability
- Works with internal and external partners to create momentum
- Energises, supports and encourages National Societies to move the urban resilience agenda forward
- Has a strong coordination and connection function
- Promises only what it can deliver
- Links to external hubs and reference centres across the region
- Clear in purpose, useful and gains donor support
- Fosters partnerships and mutual learning with all sectors (private, academic etc)
- Communicates well and widely using appropriate media and accessible language
- A system that maps and analyses what works and doesn't work in urban resilience across the region

### SUPPORT MODEL RISK FACTORS

- Self-interest/egos got in the way of effective coordination
- Tried to do too much, think too big, without short-term achievable goals
- There were no clear milestones for building momentum
- National Societies stayed focused only within their comfort zone
- Knowledge was shared, but not built upon
- Lack of a focal person / clear point of contact
- Tools failed. More tools were made, despite the fact that tools are not the problem or the answer. But nobody was listening.
- When things were not working we focused on blaming everyone else.
- Lack of evidenced-based research
- It wasn't sustainable - lack of long-term funding and ended up on life support
- Lack of integrated learning
- Not strategic or future-focused enough - became irrelevant
- Lack of shared resources, ownership, and buy in
- No accountability framework agreed
- Learning from other reference centres did not happen
- Not seen as having credible, rigorous or robust expertise



DAY 3! 

# DESIGNING THE WAY FORWARD

What is the best mechanism to support our RC/RC work on Urban Resilience?

## INTRODUCTION

Aynur Kadhasanoglu  
Senior Urban Disaster Management Advisor

### Urban Collaboration Platform

What is it? Information platform to share our learning.

We are all busy Bees  
What do we need to SUPPORT our work in URBAN RESILIENCE?

### IDEAS GROUP 1



'Knowledge is Everywhere'  
Sharing, Capturing, transferring, adapting to context.

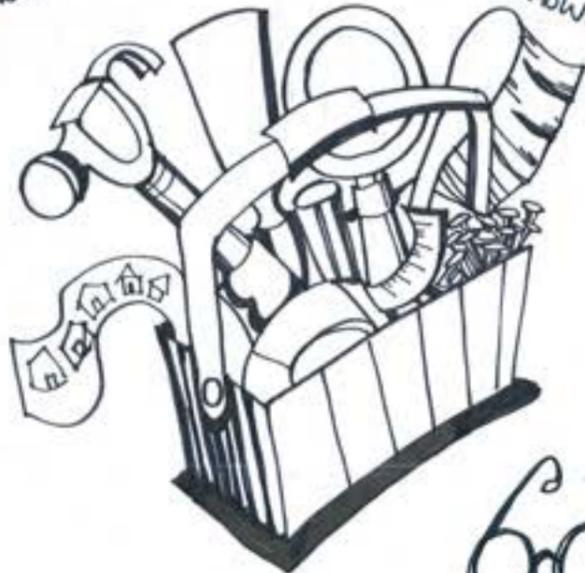


### GROUP 3

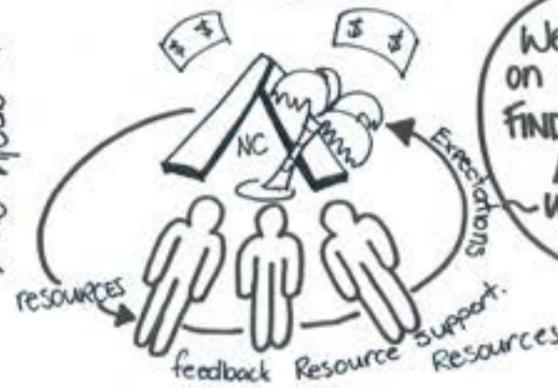


- \* Tangible Outcomes
- \* Regular Report
- \* Standardise
- \* Guidance

It is not about MORE tools, ~ it is about knowing HOW to apply our Urban lens



### GROUP 2

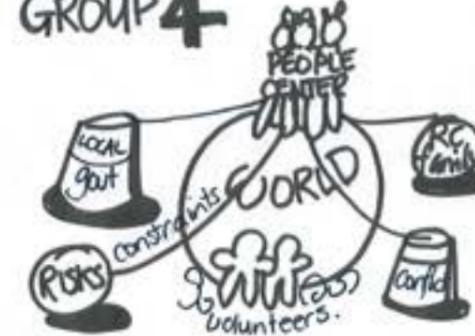


A Network connecting NS with each other and with global and city level initiatives and resources.

We will be judged on our RELEVANCE!  
FIND A COMMON LANGUAGE  
Use the right FILTER.

Stop blaming each other for failure

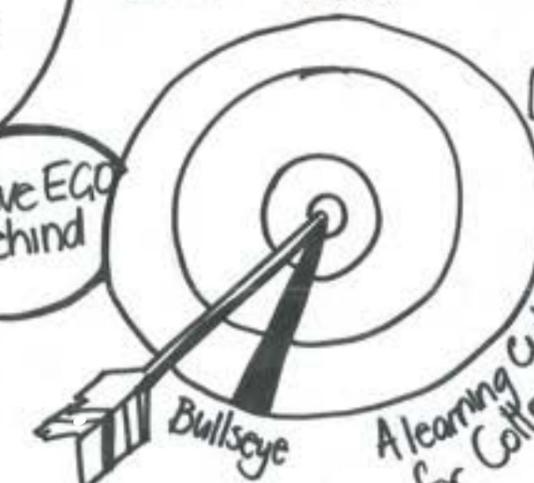
### GROUP 4



\* We are NOT the center of resilience. Resilience is already happening it just needs SUPPORT.

Good Planning + time = GOOD DESIGN

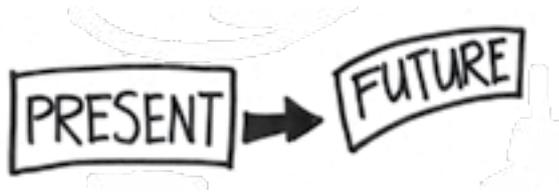
leave EGO Behind



A learning culture for Collective ACTION



## NEXT STEPS



Next steps involve taking the findings of the Think Tank and using them to draft an urban resilience road map for the Asia Pacific.

The IFRC working group will develop three options for an urban resilience support mechanism. These options will be shared with think tank participants for feedback.

# URBAN RESILIENCE THINK TANK MEETING

## EVALUATION



**As a result of this think tank, I have an increased understanding of the actions and approaches RC/RC need to take to support urban resilience**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0 (0%)	0 (0%)	4 (16%)	16 (67%)	4 (17%)

**This think tank has been useful in gathering thinking and ideas for the RC/RC Asia Pacific urban resilience roadmap**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0 (0%)	0 (0%)	3 (12%)	11 (46%)	10 (42%)

**The content of this think tank (discussions, exercises, presentations) will be useful to my work**

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0 (0%)	0 (0%)	3 (12%)	16 (67%)	5 (21%)

**What sessions / exercises / presentations did you find most useful?**

Group exercises was more meaningful

I enjoyed the friend and foe activity in that it is a great demonstration of how complex systems work and how our views can be limiting. I also liked the ?(unreadable) activities as it was far more outcome driven. (Seeing the ops centre was great too).

Intense discussion on the topic of longer term programming, resourcing and planning. Also liked the presentation format (combination of content and creativity).

External panel discussion, group discussion for day 2 - propose a goal for each issue.

I enjoyed the group work around the 5 questions from the scoping study - Deep issues, good solutions and fun way to show others.

Day 2 . Answering the co- question on the scoping report and tackle in-depth the issues.

Pre - mortem.

Pre - mortem.

(Pre - mortem) Design options and what could fail / succeed and how did we get to that.

Sharing experiences according to questions (2nd day).

Group workshops (ALL).

Spectacular fail vs success.

Get creative (design work).

The fishbowl exercise; the pre-mortem; Nobel speeches, the panel discussion with private sector and UN Habitat.

Identifying strategies and goals (goal-quote-quick wins); identifying supports needed (handicraft-models)

Maximum Sessions.

### Please rate the facilitation



### Comments:

EXCELLENT!! AWESOME!! Facilitation

I thought the facilitation was great, and the presentation of it was unexpected but appreciated. However the schedule pushed from activity to activity without allotting time for deeper discussion in terms of outputs.

Very innovative in capturing each day in a page with help of photo and graffiti.

Thank you for all your efforts.

Very interactive, time bounded.

Excellent.

Well organised.

Very good interaction, summing up discussions verbally.

The idea to have guided questions for discussion was really nice.

We needed the external facilitators to allow core group to think through, participate, observe and link up with participants.

Excellent mix of actions and discussions allowing all participants to engage.

### Please rate the venue



### Is there any feedback on the venue, catering or logistics you would like to provide?

A well organised meeting with venue, eating and logistics were well taken care of.

Thank you PRR for organising this meeting.

Always good to base training at a NS to also learn about how they operate.

Bit cold - too easy for people to return to their 'day' job.

PRC hosted the event venue convenient for partners to know PRC work . More carbonara for snacks please....

Logistics were good.

PRC are excellent hosts. Hotel was not great.

Very good thank you! (sometimes too cold!)

Heavy and good food, need more WASH and sanitation.

### **What suggestions do you have for improvement?**

Since it is an 'ASIA PACIFIC' meeting, it will be good to have representation from the PACIFIC National Societies as well.

Invite different experts in different areas internal and external mostly related to urban agendas.

Follow up, next steps, ACTIONS.

Better targeted participation, more focus spent and time spent on strategy / controversial issues.

Keep On.

Way forward of the meeting, have to publish and share this with NS.

We have to operationalise our knowlege/learning/ findings...in another think tank?

Video / audio equipment provided by PRC.

To be more focused in urban particularities.

No tour of OPs centre on future workshops.

More time for conclusions and follow up plan.

Need to include more case studies and introduced UR tools and documents.

Ground more the talks with data and show the wider horizon/landscape. Link with ongoing global positioning and priorities at first onset.

### **Other comments:**

Commitment from the CCST/IFRC office in Fiji to strengthen urban resilience in Pacific National Societies programme

Excellent facilitation.

Appreciate the facilitation. More like a workshop than a 'think tank'. Need to find a way for creating a more traditional 'think tank'.

Thank you so much.

Thanks so much for facilitators and all the arrangements.

Thanks. I wish we discussed what we will achieve as a group in the short and medium term.

Creativity and having fun is wonderful but I feel we got distracted from talking about hard issues and making comments.

Thank you.

Some discussions are general and not specifically focus on urban. We tend to discuss about things that can be applicable to anything.

Curated dinner conversation was terrific - excellent camaraderie amongst the participants and facilitators.

Thank you.