

ASIA PACIFIC URBAN COMMUNITY RESILIENCE HUB ROADMAP 2021 - 2023

IFRC Asia Pacific Region



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Introduction

Urbanization has become a driving force of development with the power to change and improve lives. Urban centres are the lifelines of today's societies, they are important to national economies because they are the engines of economic growth and the focal points for important activities like trade, commerce, industry, and government administration. Cities are centres of excellence for education, health care, technological innovation, entrepreneurship, and governance. They provide access to large markets for goods and services and communication with the rest of the world. Urban centres create opportunities for jobs, employment, and livelihoods.

Within the Asia Pacific, cities are growing rapidly. Another 1.1 billion people will live in the Asian region's cities in the next 20 years. By 2030, more than 55% of the population of Asia will be urban. Asia now has 11 megacities, each with more than 10 million people. In addition, hundreds of towns and cities throughout the region have populations of 0.5 million to 9 million, and smaller towns and cities are peopled by hundreds of millions. In many places, cities will merge together to create urban settlements on a scale never seen before. These new configurations will take the form of mega-regions, urban corridors and city-regions such as Japan's Tokyo Nagoya-Osaka-Kyoto-Kobe mega-region which has an estimated population of 60 million. The city region of Bangkok in Thailand will expand another 200 kilometres from its current centre by 2020. In the Pacific, urban areas are experiencing growth at a greater rate than the global average.

The Asia Pacific region became majority urban in 2019 for the first time. With more than 2.3 billion people living in cities, the need for a sustainable urban future has never been greater. (The Future of Asia Pacific Cities, 2019). In the context of a fast changing and rapidly growing urbanization, urban communities worldwide have greater opportunities for growth and connectedness than ever before; yet the number of people exposed to hazards, shocks, and stresses is rapidly increasing, leading to bigger risk and vulnerability. At the same time, people living in cities are themselves agents of change and have significant resources, skills, and capacities to bring to resilience efforts in their own communities and across their cities and districts.

With the majority of people residing in urban centers, cities have become hotspots of risks for crises. The adverse impacts of disasters, climate change and growing conflicts are felt most acutely in cities, putting greater number of people at risk, reversing hard-won development and recovery gains and forcing tens of millions of urban residents face increased vulnerabilities.

These risks are compounded by emerging demographic and social trends such as; an aging population, growing distrust in institutions, increasing inequality, anti-establishment populism and radicalization and self-organizing communities and new forms of volunteerism and activism.



The Urban Hub

The IFRC and member National Societies have been increasingly present and active in cities and urban settings to serve the most vulnerable people and have made valuable efforts in recent years to support the development of more resilient communities in urban areas worldwide. These achievements have been acknowledged and strengthened by the RCRC contribution in influencing the Urban Agenda at national, regional and international levels.

As part of this efforts, the IFRC Asia Pacific Regional Delegation (IFRC APRD), National Societies and Reference Centres in Asia Pacific, launched the Urban Community Resilience Hub (Urban Hub) in 2018 to coordinate and connect urban work across the Asia Pacific region, enhance knowledge sharing and peer-to-peer exchange within and beyond RCRC networks and platforms, and operationalize the urban learning built to date with a strong orientation towards partnerships and innovation for current and future initiatives.

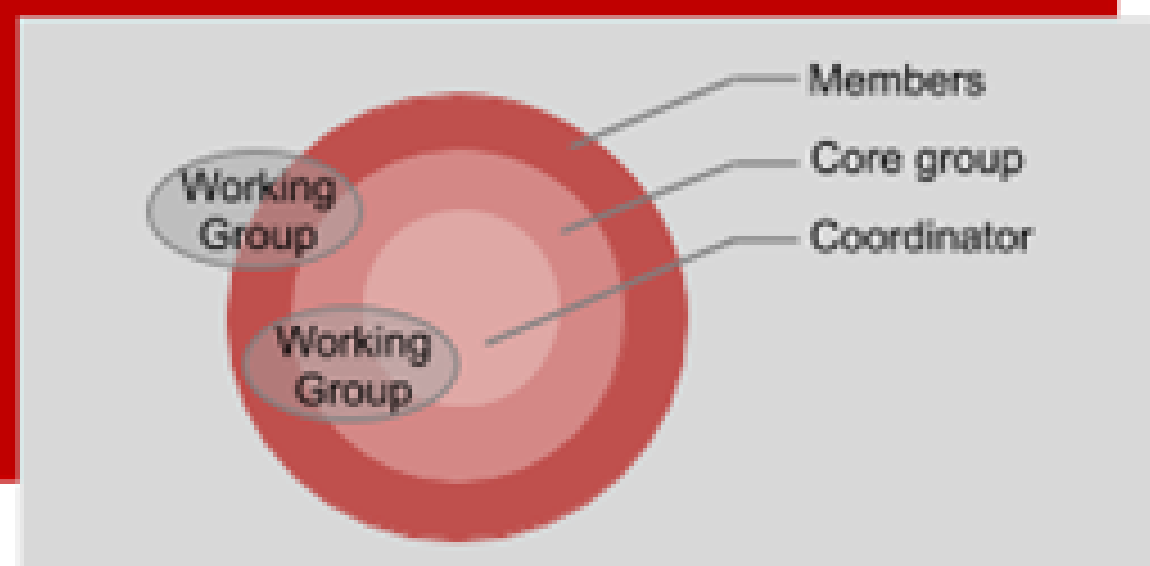
The main objectives of the Hub are:

1. **Strengthen the connections** among urban resilience actors in the Asia Pacific region to promote innovative approaches to tackle urban resilience challenges.
2. **Promote knowledge sharing and evidence-based programming** within the RCRC movement and the wider humanitarian community.
3. **Improve organizational resilience** through a continuous process of learning and adaptation to changing contexts.



Using a 'thematic network of networks' approach this Hub builds on the experience of National Societies and ongoing regional initiatives. While focusing primarily on the Asia Pacific region, the Hub will engage with other urban initiatives within the Movement, as well as other thematic practitioners' groups where relevant and feasible.

Organizational structure



Model

- Virtual collaboration through the Urban Hub virtual space works as an information and resources repository and external facing profile. Additionally, the Microsoft Teams Urban Hub site provides a platform for virtual discussion and interactive engagement.
- Thematic Network of Networks enables the Hub community to further knowledge, exchange experiences and strengthen the regional interaction via specific urban-related topics amongst Asia Pacific National Societies, Partner National Societies, external organisations.
- Small Grant initiatives for urban community resilience in the Asia Pacific region provide an opportunity for National Societies to operationalise learning in urban community resilience at the country level, document it and share at the regional level through the Urban Hub.

Defining Regional Priorities

The IFRC Asia Pacific Regional priorities considered to develop the Urban Hub Roadmap 2021-2023 were defined based on the Urban Hub Guidance Note (objectives) and Asia Pacific National Societies current urban resilience programming, as reflected through the following:

- Country-level Operational Plans 2021 (September – October 2020)
- IFRC Asia Pacific Delegation Regional 2021 Plan
- Urban Hub Survey 2021 (March 2021)
- 1st Urban Hub Regional Meeting strategic discussions (11 March 2021)

Anchored in the IFRC Strategy 2030, IFRC and National Societies worked together to jointly develop Country-level Operational Plans.

The IFRC Asia Pacific Regional Delegation Urban Team synthesized these to prioritize the following regional activities, depicted in the Regional 2021 Urban Priorities below:

IFRC Asia Pacific Regional Urban Priorities

CLIMATE ACTION	EVOLVING CRISES & DISASTERS	HEALTH & WELL-BEING	MIGRATION & IDENTITY
<p>NS will be supported to develop and implement urban programmatic actions (e.g for heatwaves and coastal hazards) that are simple, smart and scalable to address the impact of climate change in urban areas.</p> <p>Work to advance nature-based solutions in urban communities to address climate change impacts and reduce disaster risk.</p> <p>Provide technical support, coalition building and networking for NSs to develop local campaigns for behavioural change, plastic reduction or clean-ups in urban areas.</p> <p>Support NS to integrate Climate Smart considerations in urban programming.</p>	<p>Enhance CD/CCSTs and NS capacities to actively engage in urban DRM and resilience-building programmes and support services (e.g. in-kind, CVA).</p> <p>Engage NS to strengthen their capacity to implement urban anticipatory action (EWEA and FbF) to reduce the impact of extreme events on vulnerable communities, and strengthen urban preparedness tools (PER)</p> <p>The Urban Community Resilience Hub (Urban Hub) will, through the small grants programme, support evidence gathering, promote good practices, and develop specific guidance and tools.</p> <p>Support coalition building at the city-level for the strengthening of subnational Disaster Law.</p> <p>Develop urban strategy guidance for NS and branches.</p>	<p>Support NS to engage city-stakeholders through coalitions and enhance their position on relevant city-level public health strategy and advocacy.</p> <p>Support NS to identify and develop the necessary skills needed to promote contextually appropriate health services in urban settings.</p> <p>Enhance knowledge sharing on urban health, and WASH and provide technical and programming support and capacity strengthening, according to NS needs, through the Urban Hub.</p>	<p>Support NS on integrated migration and displacement strategic planning</p> <p>Work together with technical leads to support and enable National Societies to actively work in urban contexts according to IFRC strategic direction.</p> <p>Capture knowledge and evidence from NS working on migration in urban areas to support integrated programming through the Urban Hub</p>
<p>ENABLERS: ENGAGE & TRUSTED</p>	<ul style="list-style-type: none"> • Support National Societies to establish strong connections for urban resilience through broad coalitions and shared commitments with city emergency management systems, alignment with local, national, regional, and global levels, and advocacy for enhanced community resilience, via the Making Cities Resilient 2030 campaign. • Strengthen NS capacities to actively increase volunteer and youth engagement in urban areas. • Enhance knowledge sharing and peer-to-peer support on urban resilience programming in the Asia Pacific region through the Urban Hub 		

Urban Hub Survey Results

The Urban Hub Survey was launched in February 2021 to enhance the mapping of ongoing urban programs and technical support needs in the region. In total, 9 National Societies submitted responses:

- Afghan Red Crescent Society
- Cambodian Red Cross Society
- Indonesian Red Cross Society
- Japanese Red Cross Society
- Myanmar Red Cross Society
- Nepal Red Cross Society
- Pakistan Red Crescent
- Philippines Red Cross
- Viet Nam Red Cross Society

According to the survey results, some of the barriers and challenges that National Societies encounter when advancing urban community resilience programming are the acceptance and participation from partners and stakeholders, the difficulties of engagement with the community and lack of tools, policy and experience in working in urban environments.

All the respondents were interested in engaging actively with RCRC and non RCRC partners through a regional platform to enhance knowledge sharing and exchange for urban community resilience programming, confirming the relevance of the Urban Hub.

The most relevant topics National Societies are interested in learning are the following:

- Assessments in urban areas (EVCA, market assessments, etc)
- Disaster Preparedness (Early warning and early action / FbF)
- DRR for urban context
- Disaster response in cities
- Volunteer management in urban areas

National Societies expressed their preference for engaging in knowledge sharing and exchange activities through trainings on key urban topics, peer-to-peer support and the development of adaptation of guidance and toolkits.

The results highlight the interest of National Societies in urban resilience roadmap, city-wide risk assessment and urban stakeholder mapping as useful products to support their urban programming.

1st Urban Hub Regional Meeting

During the second day of the 1st Urban Hub Regional Meeting, participants were divided in breakout groups and discussed the achievements, challenges and needs for urban programming in line with the IFRC Strategy 2030 and the Urban Hub Objectives:

The main needs identified were:

- Advocacy tools and guidelines for National Societies to engage with local authorities focused on how to advance specific programming in urban areas.
- Provide guidance and support for National Societies on their role within the urban context
- Encourage active engagement with the private sector
- Increase knowledge and skills for urban programming through peer-to-peer learning
- Engage and support actively the Urban Hub as knowledge sharing platform for National societies, volunteers and key urban regional stakeholders.
- Profile and position the RCRC urban work in Asia Pacific at the regional and global level through the Urban Hub.
- Collect evidence from the communities in urban areas and connect it with city assessments.
- Support innovation for urban programming
- Explore innovative finance mechanisms for urban action



Strategic Priorities

GOAL

Asia Pacific National Societies are relevant actors in strengthening urban community resilience

A. Strong Connections

- 1. Advocacy tools for engagement with urban actors are developed and disseminated.
- 2. RCRC role in urban context is contextualised and strengthened.
- 3. Engagement of NS with private sector, academia and non-traditional stakeholders is facilitated and encouraged.
- 4. National Societies are supported and encouraged to establish or join urban platforms, coalitions or networks.

B. Knowledge and Skills

- 1. Knowledge from urban programming within RCRC Movement is captured and shared
- 2. Tools, approaches and knowledge required to understand and analyse urban context are enhanced or developed
- 3. Collection of evidence from the community-level is supported and connected to city assessments
- 4. Collection of urban disaggregated data is enhanced

C. Organisational Resilience

- 1. National Societies are supported to develop or strengthen urban strategies/plans/objectives
- 2. Innovative financing mechanisms for urban programming are explored and supported
- 3. Innovative approaches to recruit and manage urban volunteers are developed and/or strengthened
- 4. Business continuity plans are in place and integrated with city-wide emergency planning

Strategic Approach

To achieve the Urban Hub strategic priorities, specific activities were identified by and for Asia Pacific National Societies, in alignment with the IFRC Operational Plan and Budget 2021 – 2025, along with the suggested timeline for implementation.



Objective A: Strong Connections

Urban areas are characterized by their diversity of actors. For the RCRC Movement to play a significant role in urban contexts, it is essential that National Societies establish strong connections with urban actors. This includes having the right resources and support to position themselves in the local arena and engage actively with local authorities, civil society organisations, private sector, academia and the community. A range of tools and knowledge products on have already been developed and need to be further disseminated in this topic.

In order to further strengthen connections to urban actors, National Societies requested the Hub support with the collection of advocacy knowledge products and good practices to support their advancement on particular thematic/technical areas in cities including, Climate, Health, WASH, Migration and Displacement. Regional initiatives, such as UNDRR Making Cities Resilient 2030, of which IFRC is a core partner, also present an opportunity to strengthen connections at the city-level.

Key Outputs	IFRC Plan and Budget 2021 - 2025	Activities	
1. Advocacy knowledge products, activities and good practices are collected, captured, and shared	E1 Engaged Outcome 6.1 IFRC APRD OP: Output 6.1.2	A11	Revision of advocacy knowledge products available
		A12	Collect good practices in urban contexts from the Urban Hub Network
		A13	Support the dissemination of advocacy products and good practices through the Urban Hub Network
2. RCRC role in urban context is contextualised and strengthened	SP 2 Outcome 2.3 NS PER	A21	Facilitate webinars and workshops to strengthen the knowledge of NS from Asia Pacific on the urban context, its particularities and entry points for active and dynamic engagement at the city-level.
		A22	Promote active sharing of advocacy messages, approaches, and strategies to address specific challenges in urban areas
	E3 Trusted Outcome 8.1	A23	Leverage the leadership role of the RCRC Movement in the region to enhance the engagement of NS with city-authorities and actors
		A24	Support the integration of urban considerations into PER
		A25	Provide technical support for interested NS according to specific technical/thematic challenges



Objective A Strong Connections (cont.)

Key Outputs	IFRC Plan and Budget 2021 - 2025	Activities	
3. Engagement of NS with private sector, academia and non-traditional stakeholders is facilitated and encouraged	E1 Engaged Outcome 6.1 Output 6.1.2	A31	Conduct mapping of urban actors at different levels (subnational/national level)
		A32	Actively include private sector, academia and non-traditional stakeholders in meetings, workshops, and webinars
		A33	Support interested NS to develop engagement strategies for non-traditional stakeholders
4. NS are supported and encouraged to establish or joint urban platforms, coalitions, or networks	E1 Engaged Outcome 6.1 Output 6.1.2	A41	Disseminate IFRC urban tools for NS engagement at the local level
		A42	Encourage NS to share experiences through webinars, thematic working groups, or bilateral meetings to enhance knowledge sharing for coalition building at the city-level
		A43	Encourage and support NS to engage in UNDRR MCR2030

Timeline for implementation of Strong Connection activities

Activity Code	Year 1		Year 2		Year 3	
	S1	S2	S1	S2	S1	S2
A11	■					
A12		■				
A13			■			
A21/A22/A23/A25	■	■	■	■	■	■
A24	■	■				
A31		■				
A32/A33			■	■	■	■
A41/A42/A43	■	■	■	■	■	■



Objective B Knowledge and Skills

In order to navigate the urban context and deliver effective urban programming, National Societies require the appropriate knowledge, skills, data and information. The IFRC Strategy 2030, recognizes the world's rapidly urbanizing context and the high cost if we fail to develop the right skills needed to act with the right capacities at the right time, in markedly complex urban settings.

In this regard, the Urban Hub can support the dissemination of available tools as well as the enhancement or development of specific guidance to better comprehend the urban context, its density, dynamism and diversity.

In addition, to strengthen community resilience at the city level, National Societies need a capacitated pool of volunteers and staff equipped to conduct urban community assessments that can inform and connect to wider urban risk management strategies and plans.

Data is at the cornerstone of tracking and measuring urban resilience progress and integral to informed urban decision-making. The Urban Hub aims to support National Societies to harness opportunities for enhanced data collection.

Key Outputs	IFRC Plan and Budget 2021 - 2025	Activities	
1. Knowledge from urban programming within RCRC Movement is captured and shared	SP1 Outcome 1.1 Output 1.1.2	B11	Collect information and documents related to urban programming in the region and share them through the Urban Hub website
		B12	Create and disseminate a bi-annual Urban Hub newsletter highlighting key urban achievements from Asia Pacific with the Urban Hub Network and other relevant urban actors and networks
	SP2 Outcome 2.1 Output 2.1.2	B13	Support NS interested in sharing their knowledge and experience in regional and global events and platforms
		B14	Promote and support AP NS to actively engage in thematic working groups to enhance peer-to-peer support and knowledge sharing for urban programming
2. Tools, approaches and knowledge required to understand and analyse urban context are enhanced or developed	SP1 Outcome 1.1 Output 1.1.2	B21	Disseminate tools and approaches developed by RCRC and other actors to understand and analyse urban context
		B22	Collect specific needs from NS on knowledge gaps to understand or navigate the urban context and conduct context analysis
	SP2 Outcome 2.1 Output 2.1.2	B23	Support the development of specific technical tools and training according to specific needs from NS.
		B24	Facilitate exchange of lessons learned to understand the urban context.



Objective B Knowledge and Skills (cont.)

Key Outputs	IFRC Plan and Budget 2021 - 2025	Activities	
3.Collection of evidence for urban resilience programming from the community-level is supported and linked to city assessments	SP2 Outcome 2.1 Output 2.1.2	B31	Support NS to be trained on community level assessment approaches and tools (EVCA, cash assessments) applicable to the urban context
		B33	Accompany and support NS to lead city-wide risk assessments and conduct EVCA in urban communities
		B34	Collect and facilitate dissemination of lessons learned in regional and global platforms
4. Collection of urban disaggregated data is enhanced	E1: Engaged Outcome 6.4 Output 6.4.9	B41	Distribute survey to CDs/CCSDs/NS IM and Urban Focal Points to assess current urban data collection processes, gaps, and needs
		B42	Develop regional urban data recommendations
		B43	Share and review with Core Group and Urban Data Group

Timeline for implementation of Knowledge and Skills activities

Activity Code	Year 1		Year 2		Year 3	
	S1	S2	S1	S2	S1	S2
B11/B12/B13/B14						
B21/B24						
B22						
B23						
B31/B32/B33/B34						
B41						
B42						
B43						



Objective C Organisational Resilience

Organisational resilience is key to ensuring National Societies are able to, according to the IFRC's definition of resilience, "anticipate, prepare for, reduce the impact of, cope with and recover from the effects of urban shocks and stresses without compromising their long-term prospects". The Hub aims to support National Societies' organisational resilience by enhancing positioning of urban humanitarian assistance as a key axis for National Society work, as well as setting the course for urban action.

The Hub supports the development of strong urban strategies and urban preparedness plans, financing mechanisms to further test humanitarian assistance approaches in the urban context, robust volunteer management systems, along with appropriate risk management, such as the development of business continuity plans.

Key Outputs	IFRC Plan and Budget 2021 - 2025	Activities	
1. NS are supported to develop or strengthen urban vision/strategies/plans/objectives	E3: Trusted Outcome 8.1 Output 8.1.4	C11	Enhance advocacy within NS senior management for prioritizing urban as strategic axis for NS work
		C12	Facilitate workshops for each interested NS to develop urban vision/strategy/plan/objective
		C13	Ensure NS have a focal point for urban community resilience programming
		C14	Support interested NS to enhance or develop urban vision/strategy/plan/objective
2. Innovative financing mechanisms for urban programming are explored and supported	E2: Accountable Outcome 7.2 Output 7.2.2	C21	Support NS to learn from innovative financing mechanisms and engagement strategies to fund urban programs
		C22	Explore opportunities at the regional level to support funding of urban programming for NS



Objective C Organisational Resilience

Key Outputs	IFRC Plan and Budget 2021 - 2025	Activities	
3. Innovative approaches to recruit and manage urban volunteers are developed and strengthened	SP2 Outcome 2.1 Output 2.1.2	C31	Explore current volunteer management systems/approaches and entry points for urban youth volunteer management
		C32	Facilitate dissemination of good practices and lessons learned in volunteer management in regional and global platforms
	E3: Trusted Outcome 8.2 Output 8.2.4	C33	Assess main challenges and needs facing NS for volunteer management in urban contexts
		C34	Support the improvement or development of innovative approaches or tools to enhance volunteer engagement and management in urban areas
4. Business continuity (and or contingency plans) are in place and integrated with city-wide emergency planning	SP 2 Outcome 2.3 NS PER	C41	Facilitate the dissemination of relevant information and advocacy on the importance of Business Continuity Plans for NS through webinars and workshops related to their development
		C42	Provide specific technical support for Interested NS in the development of business continuity plans

Timeline for implementation of Organisational Resilience activities

Activity Code	Year 1		Year 2		Year 3	
	S1	S2	S1	S2	S1	S2
C11/C12/C13/C14						
C21/C22						
C31						
C32						
C33						
C34						
C41						
C42						

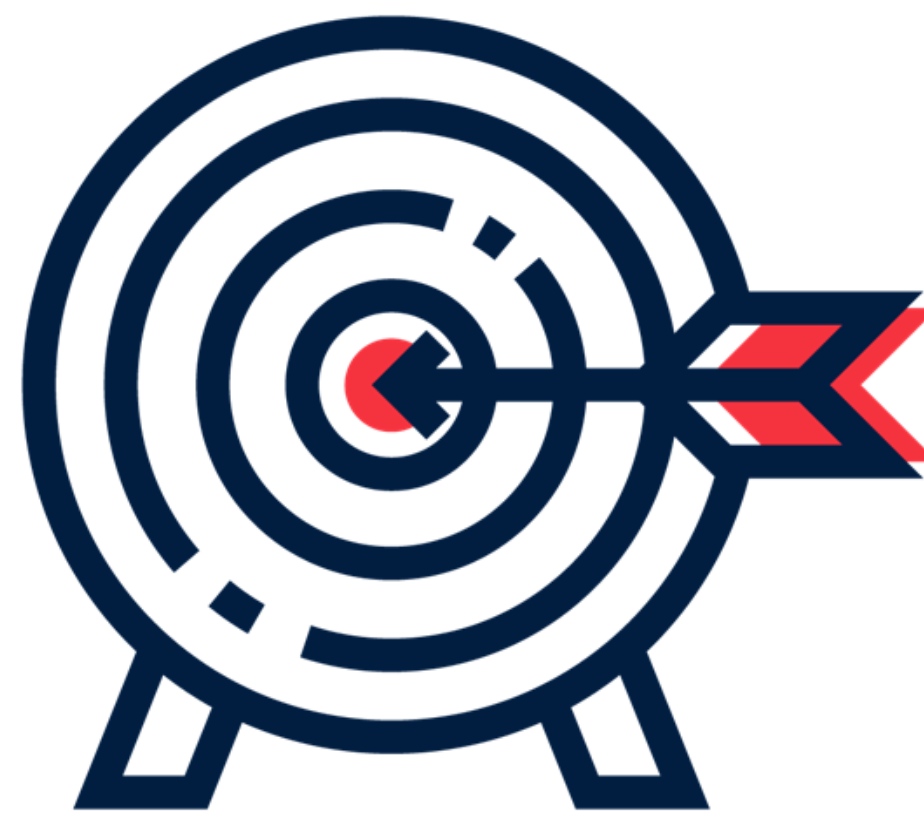
Urban Hub Milestones

Year 1 – 2021

- Development and launch of the Urban Hub Roadmap
- Consolidation of the Urban Hub Network
- Identification of specific technical needs to work in urban areas
- Strengthen knowledge sharing mechanisms
- Consolidate Small Grants as a mechanism to operationalise learning in community resilience and support innovative approaches for urban programming in the region.

Key Indicators:

1. Number of National Societies with urban community resilience focal point identified and engaged in the Urban Hub
2. Number of active Technical Working Groups
- 3.3 Small Grants (CHF 10,000/each) for Learning and knowledge activities funded



Year 2 – 2022

- Enhancement of NS capacity for urban coalition building at the city level
- Improvement of knowledge and skills for urban programming in Asia Pacific
- Strengthen of leadership role of the RCRC Movement for urban work at the regional
- Adoption of urban strategy/goal/vision by Asia Pacific National Societies

Key Indicators:

1. Number of NS that are part of urban coalitions or city networks.
2. Number of NS trained on conducting urban assessments
3. Number of NS conducting city-wide risk assessments
4. Number of NS with urban strategy/goal/vision

Year 3 – 2023

- Assessment and review of the Urban Hub Roadmap



