

1.6.0

SERIES 1

Establishing Resilience Principles



Contents of Set

1.6.0: Guide

1.6.1: Activity 1

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REVIEW AND NEXT STEPS

The Series 1 Training Materials that you just completed are a refined version of the tools and exercises developed for the Asian Cities Climate Change Resilience Network (ACCCRN), based on the experiences of the ACCCRN cities and national facilitating partners. In our work with the ACCCRN cities, ISET observed a number of common activities and lessons in the resilience process that we believe are highly valuable for cities new to the process to consider carefully before they begin. These five lessons can save significant time and effort throughout the whole process if you consider them at the beginning of your process and before you move onto doing vulnerability and risk assessments (Series 2).

IN THIS SET YOU WILL:

- ✓ Briefly review the steps you completed in Sets 1.1 through 1.5; and
- ✓ Think about the steps you will need to take in the next few months, based on the five lessons presented in this set, before beginning your vulnerability and risk assessments.

Lessons Learned from the ACCCRN City Engagement

LESSON 1
Form City Working
Groups

LESSON 2
Engagement And
Participation Are
Critical

LESSON 3
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LESSON 4
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Asian Cities Climate Change Resilience Network (ACCCRN) is a network of ten cities in India, Indonesia, Thailand and Vietnam, experimenting with a range of activities that will collectively improve the ability of the cities to withstand, to prepare for, and to recover from current and future impacts of climate change that are difficult to predict. ACCCRN represents a unique initiative to develop, test and demonstrate practical strategies for responding to the impacts of climate change on urban areas.

FOR MORE INFORMATION: WWW.ACCCRN.ORG



Lesson 1: Form City Working Groups

A working group needs to be identified that will coordinate or conduct vulnerability and risk assessments, identify and prioritize resilience activities and policies, ensure such things are implemented, and manage the day-to-day activities associated with resilience processes. The members of the working group need to be decided by your city. The most effective working group members for resilience planning are not necessarily those with technical skills, but rather people and agencies who have the authority and capacities to coordinate technical expertise. This group should include organizations, groups, and communities who will be directly and clearly affected by climate change.

In Set 1.2 (Agent Identification), you identified different organizations, individuals, and groups that might be important to your resilience process. Generically, from Set 1.2, we discussed why you might want to include:

- Staff from various government departments,
- Researchers from universities and institutes,
- Members of community and religious groups,
- Members from various businesses or economic sectors,
- Members of under-represented and minority communities, and
- Non-governmental organizations.



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Each of the ACCCRN cities formed a “core group” that acted as a repository of information and capacity, and led or coordinated the vulnerability assessments and integration across sectors. In India, where broad, multi-stakeholder SLDs were not used, city advisory committees were formed. These committees were vital to grounding the process, testing and validating lessons from the vulnerability assessments and pilot studies, and providing local data inputs. In Indonesia and Vietnam, city working groups were formed. These teams functioned as the lead planners and researchers. Though not technical agencies, the Department of Foreign Affairs (Da Nang, Vietnam) and BAPPEDA (Semarang, Indonesia) were highly successful in fostering collaboration, integrating priorities of diverse stakeholders, and laying the strategic groundwork to influence city planning and policy processes.

Lesson 2: Engagement and Participation are Critical

You will have to engage with multiple stakeholders—community and religious groups, private businesses, service and health care providers, and non-governmental organizations, among others—beyond those involved in the city working group to ensure a successful resilience process. Not everyone you identified as important to the resilience process in Set 1.2 will participate in the city working group. However, they should be involved in some manner in the resilience process because they have important information, experience, and capacities to share. In engaging with groups who will be directly impacted by climate change using a variety of techniques, such as holding meetings, conducting interviews, workshops, shared learning dialogues (Set 1.3), focus group discussions, and community visits.

Consistent participation of the members of the working group is critical to a successful resilience process. Your working group will not be able to effectively coordinate the process or conduct the necessary research unless the same people attend all working group meetings and are involved at all steps of the process. Ensuring the participation of working group members—especially if they are government staff—might require special arrangements with government leaders to secure local staff time.



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In ACCCRN, each of the cities used the shared learning dialogue process, introduced in Set 1.3. The SLD process facilitated engagement between diverse stakeholders and created opportunities for shared learning between them. Local partners reported that the SLD process proved innovative and helpful as a platform for learning and planning. In Vietnam, the experience of convening scientific and local knowledge in the same forum was new for most participants and led to significant gains in understanding and consensus on actions. In Indonesia, the SLDs provided the first occasion for local government to work directly with local NGOs, and helped create opportunities for their ongoing engagement in local planning processes.

In ACCCRN, it proved impractical for local staff involved on the working groups to take on the effort required to lead and “own” the resilience planning process on a part-time basis. ACCCRN working group members found that the process was a full-time job and got permission to work only on the process.

Lesson 3: Flexible Timeline

Resilience processes require a flexible timeline:

- To absorb new information and feedback;
- To reflect on existing information and re-evaluate what you think you already know;
- To build trust and collaboration between members of your city working group, and larger sets of stakeholders;
- To deal with unexpected challenges and delays;
- For studies to be rigorously completed and examined; and
- For you to rethink how your city plans for the future.

Allow for sufficient time to work through all the steps in the resilience process that we introduce in these sets. Taking time—to foster relationships, build understanding, complete analyses, integrate information, apply learnings, and track impacts—is critical to a successful outcome and to building relationships with key stakeholders throughout and beyond the initial engagement.



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Condensed timeframes in ACCCRN created considerable tension and confusion. The ACCCRN program allowed only 12-18 months from the introduction of climate change information to each of the cities to the production of local resilience plans. In all four countries, this created a tight timeline in which city working groups felt rushed and unable to fully assess their vulnerabilities and resilience options. In Indonesia and Thailand, where the timeframe was shortest, haste contributed to early analytical errors in the climate data. In Indonesia, the vulnerability assessment had to be re-worked. In both countries, a logical sequencing of analysis in the planning process could not be maintained and sequential steps had to be undertaken in parallel. This resulted in weaker analysis, less opportunity for review and absorption of concepts, and reduced local control and ownership by forcing partners to rely more on external support.

Lesson 4: Work in Your Language

It is important to communicate and work in your language, and this requires that time be built in for translation of complex new terminology and agreeing on definitions. Translation is a special example of the time required to introduce new concepts and practices to local practitioners. It takes time to develop the capacity of translators for this technical work. As part of this set, we provide lexicons of common terms you might encounter—such as adaptation, resilience, and vulnerability—in English and Vietnamese. If you are not working in one of the provided languages, development of a clear lexicon for the language you are operating in will be necessary, either as part of your preliminary resilience process activities, or on-going as common definitions for these terms are worked out in your language by the working group and facilitator. However, even if working in the language of one of the provided lexicons, you should allow time to discuss, explore and refine the definitions given for the various terms. These terms are complex, and sometimes only subtly different. You want to make sure that everyone in your city working group has a shared understanding of the terms and is using the same language throughout the resilience process. You spent some time in Set 1.4 (Principles) and will spend time in Set 2.1 (Vulnerability and Risk Definitions) discussing definitions and concepts and developing language that makes sense to you.



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The ACCCRN project introduced new concepts and terminology to local partners who had very limited exposure to these issues before. The city working group members were not national level experts but local NGOs, practitioners, businessmen and bureaucrats. Many of the terms and concepts had to be clarified first even in English. Compounding this challenge further, many of these terms—resilience, redundancy, and strategic planning, for instance—did not have good analogues in the local language.

Lesson 5: Secure Buy-in

Securing the support of senior city leadership is a major advantage; it can help to ensure participation of other key players and increases the likelihood that results will be integrated into decision-making. Ultimately, it will be necessary for departments from your city government to become key stakeholders that are willing and able to integrate climate change priorities into their activities. However, experience also indicates that it can be risky to rely on a few key figures that may leave office or change positions because of elections. Involving multiple government staff in the working group ensures gaining a wider base of knowledge and their support reduces the risks of changing leadership.

Ownership of the process and results is enhanced by authorship. The resilience strategies and adaptation actions your city working group identifies and proposes as part of this process are more likely to be implemented by the city government or relevant organizations if they are involved in all phases of the resilience process. If individuals from various government departments and other key stakeholder groups—like community or business organizations—are involved in your city working group, and drive the resilience process, it is more likely that your city will adopt and implement what the working group recommends.



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The City Steering Committees in Vietnam developed their cities' resilience plans and drove the resilience process. The working groups in these cities were responsible for analysis, drafts and revision of the city Climate Resilience Strategies, with their members most intimately familiar with the informational inputs and analysis. In India, the City Advisory Committee (Indore and Surat) and City Steering Committee (Gorakhpur) contributed to generation of insights from sector studies and approved the strategies, with TARU and GEAG, national facilitating partners, responsible for drafting, analysis and revisions. In Thailand and Indonesia, the national facilitating partners prepared the resilience strategies with varying degrees of local input. In all cities, the process of drafting the resilience strategies engaged key decision makers and representatives of multiple agencies not only in understanding city vulnerabilities, but in helping to define and prioritize activities for implementation. In this way, those who drafted or contributed to the resilience strategies were also the owners, users, and part of the intended audience.