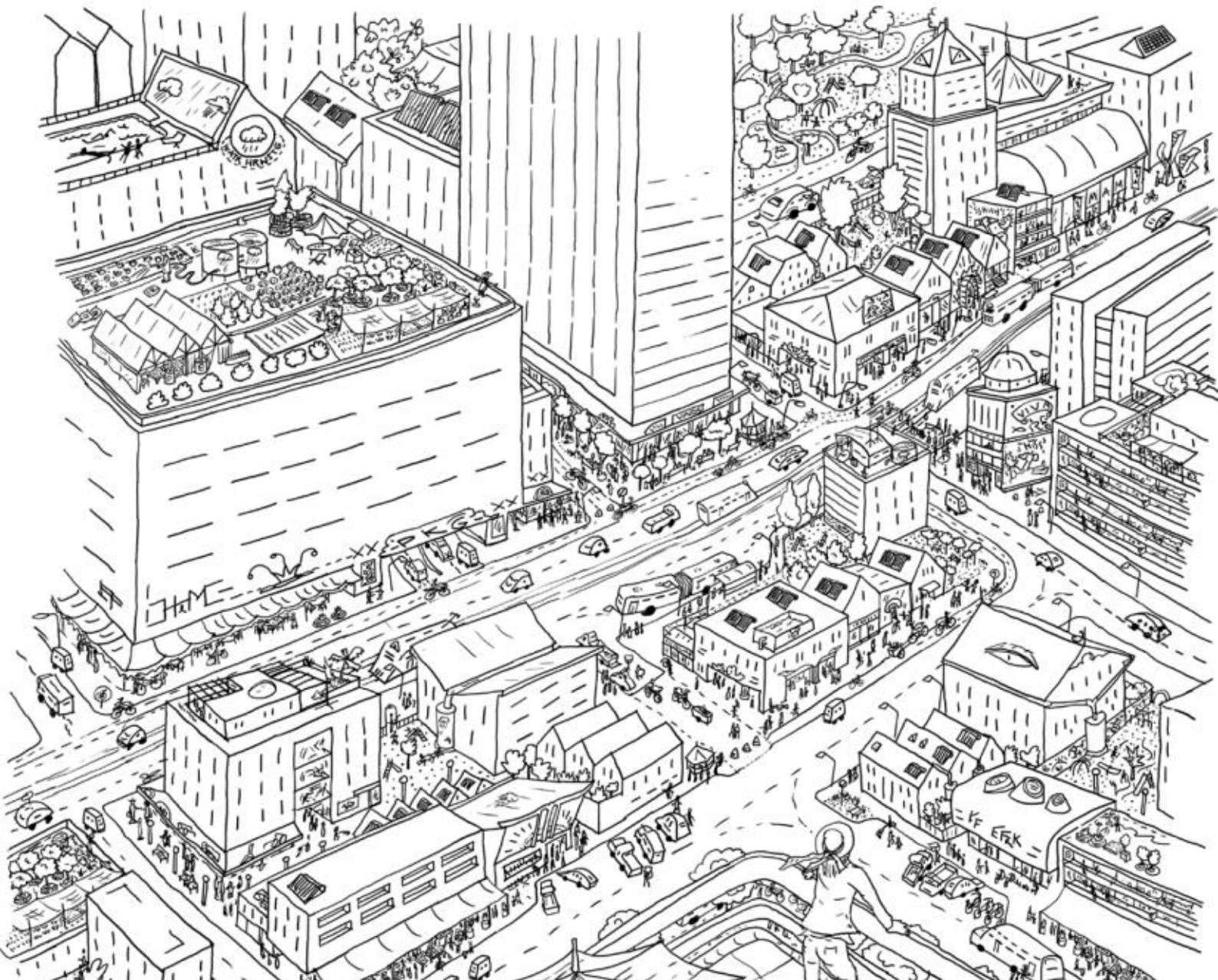


CityRAP Tool

CITY RESILIENCE

ACTION PLANNING



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INTRODUCTION

URBANISATION AND VULNERABILITY

Sub-Saharan Africa is one of the fastest urbanising regions of the world today. The urban population growth is expected to triple in absolute numbers between 2015 and 2050. Small and intermediate sized cities house the largest portion of the urban population (54%), and will continue to do so in the decades to come. African cities are generally ill-prepared to cater for such an explosive population growth. Similar trends are witnessed in Asia and the rest of the developing world.

Much of the urban growth in least developed/fast developing countries is occurring spontaneously, i.e. not following official planning frameworks, even when they exist. As a result, large numbers of urban residents live in informal settlements that are oftentimes vulnerable to natural and man-made hazards. At the same time, climate change has increased the frequency and intensity of natural hazards, affecting millions of urban dwellers. Consequently, a range of urban risks are accumulating and there is an urgent need for developing the capacity of cities in the developing world regarding risk reduction and resilience planning.

In this context, the United Nations Human Settlements Programme (UN-Habitat) and the Technical Centre for Disaster Risk Management, Sustainability and Urban Resilience (DiMSUR) collaborated to develop a tool to strengthen the capacity of city managers and technicians in the developing world to build their city's resilience and effectively reduce urban risks.

The City Resilience Action Planning (CityRAP) Tool aims to enable local governments of small to intermediate sized cities, or neighbourhoods/

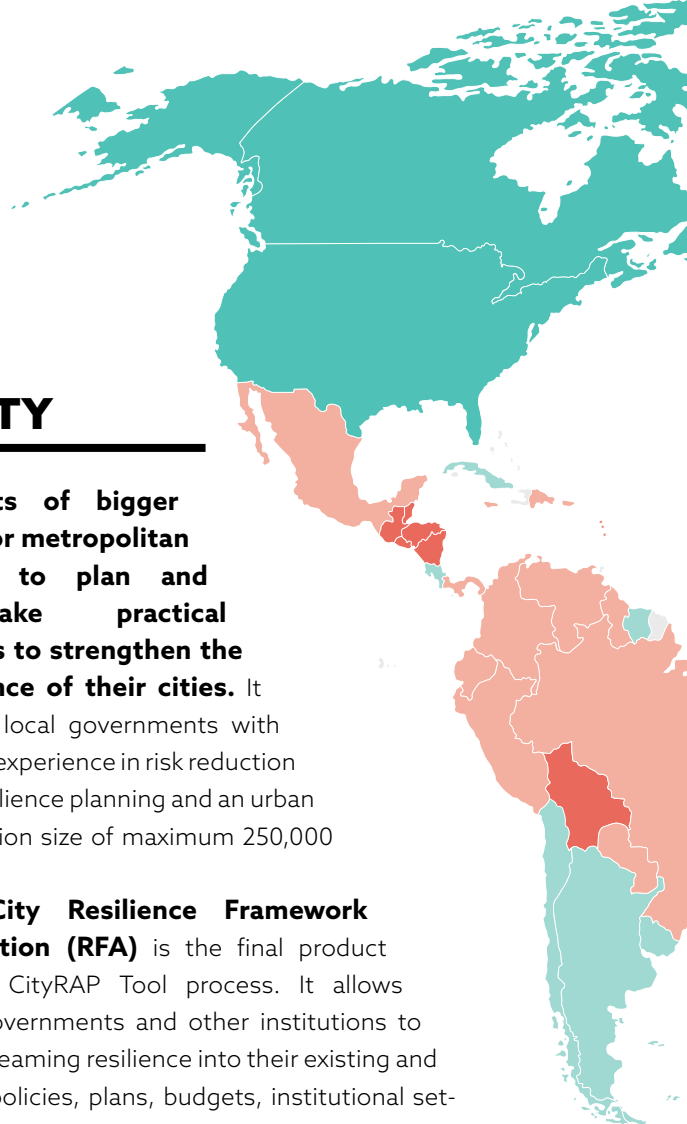
districts of bigger cities or metropolitan areas, to plan and undertake practical actions to strengthen the resilience of their cities. It

targets local governments with limited experience in risk reduction and resilience planning and an urban population size of maximum 250,000 people.

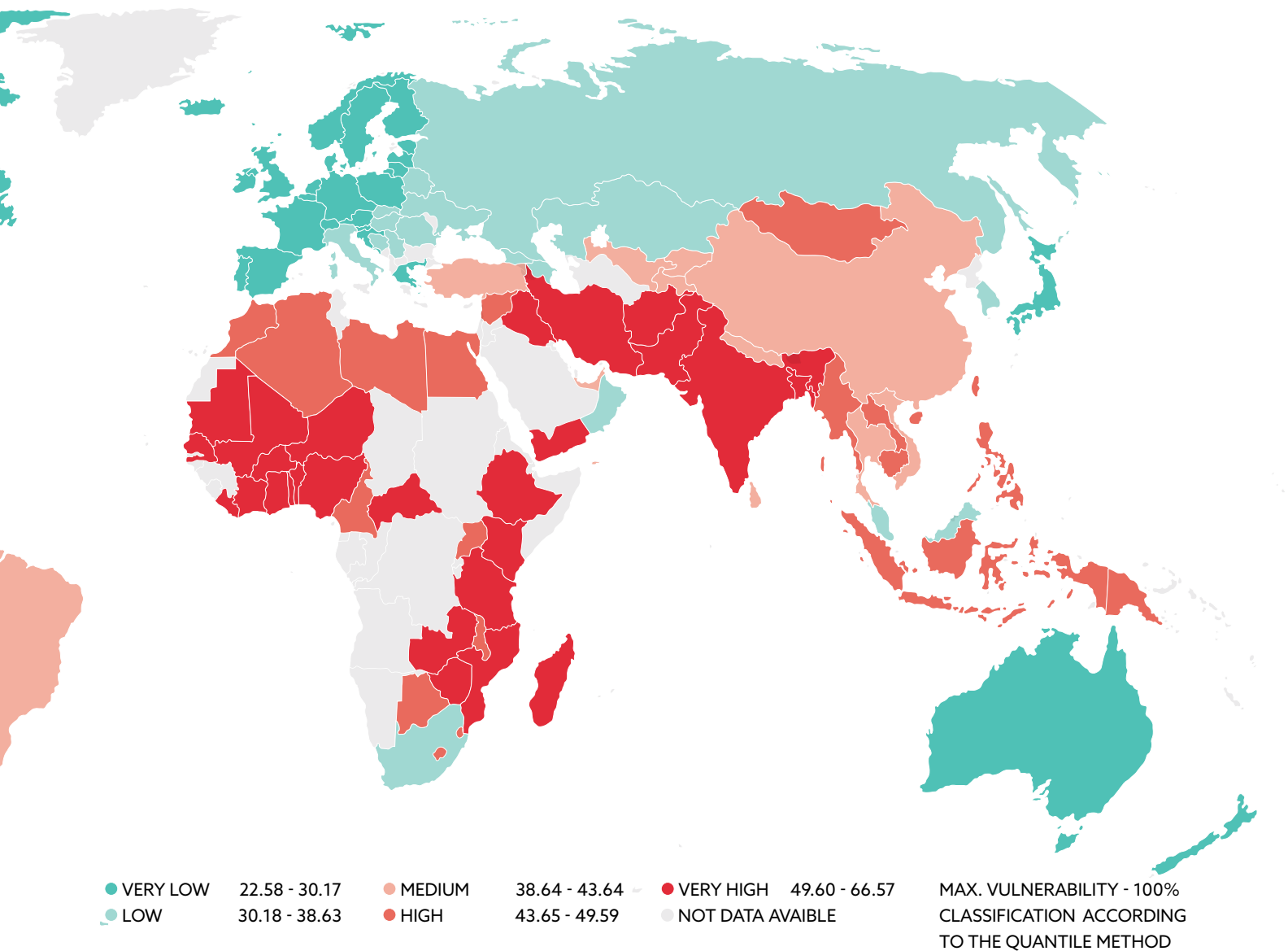
The City Resilience Framework for Action (RFA) is the final product of the CityRAP Tool process. It allows local governments and other institutions to mainstreaming resilience into their existing and future policies, plans, budgets, institutional set-ups and actions.

Importantly, **the CityRAP Tool puts local governments and urban stakeholders in the driver's seat of urban resilience planning from Day 1.** The tool is designed so that local governments can adapt and implement it with minimal intervention from outside technical experts, using practical methods to leverage local knowledge.

A key principle of the tool is bottom-up planning. Relevant stakeholders, communities and urban dwellers are engaged in the process through participatory risk mapping exercises, focus group discussions and cross-sectorial action planning.



¹ Founded by the Governments of Madagascar, Malawi, Mozambique and the Union of Comoros, DiMSUR aims to develop local, national and subnational capacities for vulnerability reduction and building resilience to natural disasters in the southern Africa region. The Centre performs a wide range of services towards disaster risk reduction, adaptation to climate change and urban resilience. For additional information, kindly visit: www.dimsur.org.



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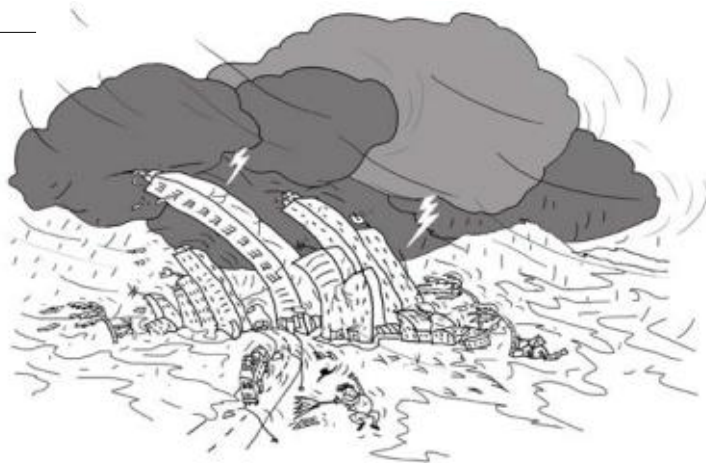
Capacity Development refers to the inherent capacity that exists in all countries, cities and communities stakeholders, which can be strengthened. The CityRAP Tool aims to support, facilitate, complement and deepen existing development processes and capacities to ensure that a city is able to reinforce its resiliency, as an endogenous process.

URBAN RESILIENCE

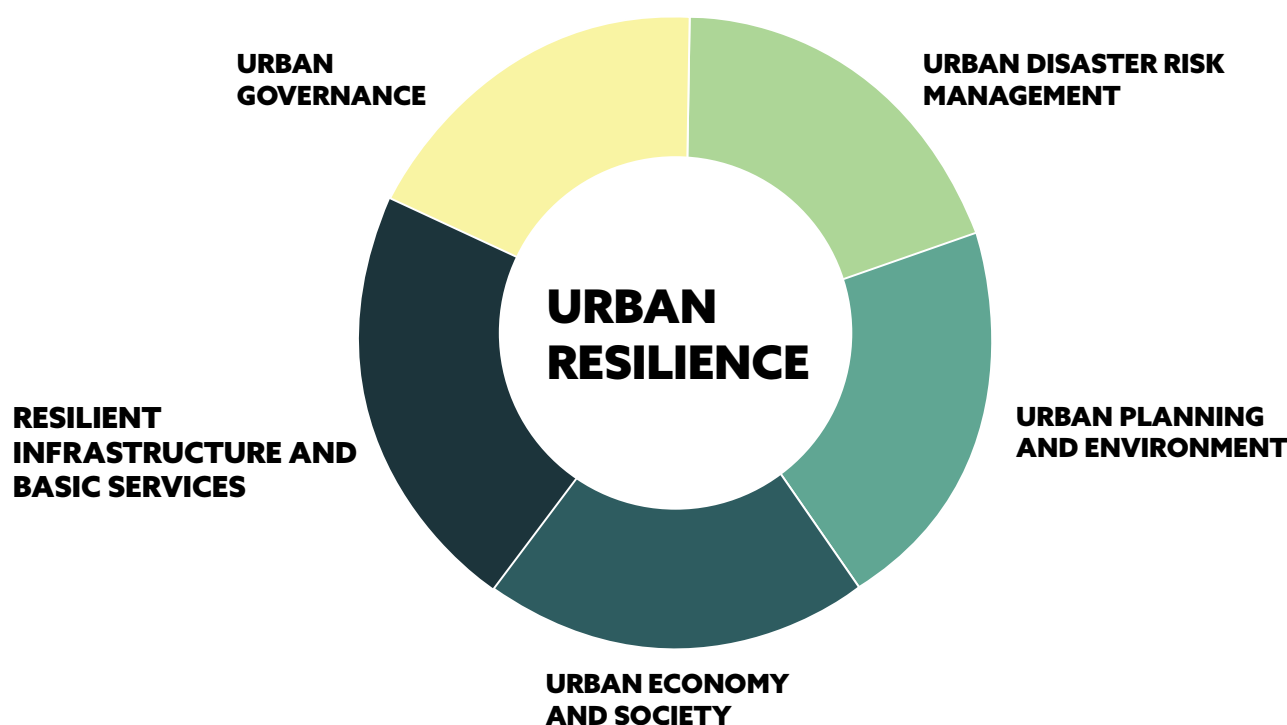


“

“The ability of any urban system, with its inhabitants, to maintain continuity through all shocks and stresses, while positively adapting and transforming toward sustainability”



THE FIVE RESILIENCE PILLARS OF THE CITYRAP TOOL



URBAN GOVERNANCE

Urban governance refers to the processes and structures that allow all local actors participating in the decision-making process and influencing public policies and strategies for improved urban planning, management and development. This pillar focuses on the relationship between citizens and the local government, and requires adequate and efficient legal, policies, administrative and operational frameworks. Urban governance is the “software” that enables urban “hardware” to function.

RESILIENT INFRASTRUCTURE AND BASIC SERVICES

Ensuring equal access to infrastructure and basic services is crucial to meet vital needs of the urban population and to allow a city to function and develop properly. This pillar refers to the urban “hardware” mentioned in the previous pillar and includes, among others: streets and roads, bridges, drainage, water and electricity supply, sanitation and solid waste management, hospitals, schools, etc. Considering the increasing number of shocks and stresses that affect cities around the world in recent years, it is essential that the design and management of infrastructure and basic services fully integrate the concept of resilience.

URBAN ECONOMY AND SOCIETY

This pillar refers to the processes, mechanisms and activities that allow cities to becoming drivers of economic and social development in a country or region, by creating jobs, increasing households’ income, generating investments, reducing social tensions and crime, increasing equality and inclusion, promoting social mix, and enhancing security and safety, among other aspects.

URBAN PLANNING AND ENVIRONMENT

This pillar includes all aspects related to planning and design of the urban space, the quality of the natural environment (air, water, soil), public/green spaces and climate change.

URBAN DISASTER RISK MANAGEMENT

This refers to the ability of the local government and communities, in terms of capacity, knowledge, processes and systems in place, to prevent, anticipate, respond to, and recover rapidly from the impacts of natural or man-made threats in the city.

It is important to underline that the hereby-proposed resilience framework with five inter-related pillars is specific to the CityRAP Tool and does not intend to be fully comprehensive or to replace other existing frameworks in literature. The intention is just to define a theoretical structure to collect data at city level related to resilience. Other frameworks could be proposed.

OVERVIEW OF THE CITYRAP TOOL

The CityRAP Tool is a step-by-step participatory resilience planning methodology that includes a set of training exercises and activities targeting municipal authorities, communities and local stakeholders. The implementation of the tool lasts approximately two to three months that are divided into four phases, as described below. A small group of at least three people should be trained to lead the

process at the city level, hereafter referred as the Municipal Focal Points. They play a very important role as they lead the CityRAP Tool roll-out process, thus collecting data, supporting data analysis, facilitating discussions, ensuring effective communication with partners/stakeholders, actively engaging with communities through participatory approach, and drafting the City RFA.

PREPARATORY PHASE



PREPARATORY PHASE

Before starting the implementation of the CityRAP Tool in a given city, it is fundamental to prepare for it well. In particular, the target municipality or local government needs to be fully informed and committed to the process, with a clear understanding that the City RFA is ultimately meant to serve the city to build its resiliency. The active engagement of the city, especially through the Municipal Focal Points, is crucial to ensure the success of the exercise.

During the preparatory phase, the external Team of Trainers providing support to the exercise collects general data about the city to adapt the CityRAP Tool roll-out process to the local context and conditions (see the detailed activities under this phase in the next table). It is recommended that contact with the target city is established at least one month prior to the start of Phase 1.

ACTIVITY	DESCRIPTION
Preparatory meeting with the Mayor and city management	An initial meeting is held with the Mayor and his/her office to explain the CityRAP Tool roll-out process and ensure a high-level commitment for its smooth implementation. The Mayor signs a Term of Commitment (see Annexes) stating the city's obligations to the CityRAP exercise.
Selection of Municipal Focal Points	As mentioned earlier, the CityRAP Tool roll-out process is implemented mainly by the Municipal Focal Points with the external support of a Team of Trainers in three specific moments. The municipality should select at least three (3) staff members (among which at least one is a woman) who will be responsible for leading all tasks from Phase 2 to Phase 4, as well as their alternates to cover them when they are not available.
Completion of the preparatory questionnaire	A range of information is needed to contextualise the CityRAP Tool roll-out process to the local conditions and to adequately prepare the exercise. The municipality needs to provide this information by completing the preparatory questionnaire (see Annexes).
Preliminary stakeholder analysis	To ensure that the right people and organizations are part of the CityRAP Tool roll-out process, a stakeholder analysis is carried out (see methodology in the Annexes) to identify them and to make sure that they will be invited to participate in the various training and consultative workshops, and in the field activities.

DURATION

5 days, including 4 days to deliver the Crash Course and one day to train the Municipal Focal Points.

OBJECTIVE AND BRIEF DESCRIPTION

An external Team of Trainers or Experts is mobilised to carry out the Crash Course targeting municipal and local stakeholders. The objective is to build basic understanding regarding urban risk and resilience concepts, focusing on demystifying their complexity. The course is organised as a series of interactive activities/sessions, group exercises, games, audio-visual materials, debates, etc. The last day of Phase 1 is dedicated to train the Municipal Focal Points to carry out the tasks of the next phase.

EXPECTED RESULTS

- > All participants of the Crash Course understand and feel at ease with key concepts of urban risk and resilience;
- > All participants are familiar with a wide range of issues and potential solutions to strengthen their city's resiliency;
- > All participants understand the logic of the CityRAP Tool roll-out process;
- > The Municipal Focal Points are prepared to autonomously lead Phase 2 of the CityRAP Tool;
- > A risk map of the city is produced in a participatory manner.

PHASE 1

UNDERSTANDING URBAN RESILIENCE

ACTIVITY 1:

KEY CONCEPTS OF URBAN RISK AND RESILIENCE

By the end of the session, the participants will:

- > Understand the concepts of risk probability, vulnerability, exposure, sensibility, coping and adaptive capacity;
- > Be aware of the different types of risks and their impacts on cities;
- > Getting some knowledge of urban trends in the region and in the country, and highlight existing urban challenges and vulnerabilities.

- 1.** Urban resilience refers to the capacity of an urban system to withstand and rapidly recover from the impact of shocks and stresses, and to transform by assuming a new balance that fosters sustainable development.
- 2.** Cities should strengthen their resilience to both shocks (sudden acute events such as natural disasters) and stresses (chronic events such as unemployment, or food and water shortage).
- 3.** A hazard (an extreme natural or man-made event) does not trigger a disaster by itself. Disasters occur when people and assets are exposed to hazards and are unable/not designed to cope with them.
- 4.** Rapid and unplanned urbanisation, as observed in least developed/fast developing countries, increases the level of vulnerability to threats/hazards in cities.
- 5.** The most vulnerable groups in a city are generally poor communities living in informal settlements, often located in high-risk areas prone to flooding, erosion, fire, landslides, etc.
- 6.** Natural or human-made disasters have an impact on a wide range of issues, such as health, environment, infrastructure, society, economy, etc.
- 7.** Climate change is increasing the frequency, severity, and uncertainty of disasters, serious challenging cities, which are generally unprepared in the developing world.

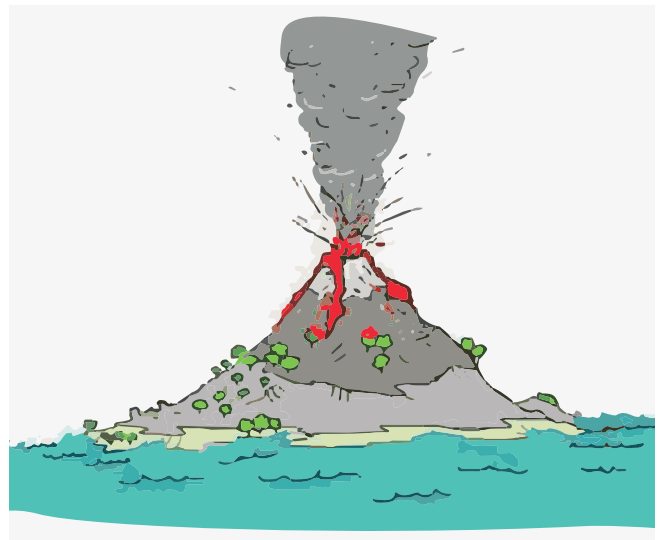


IMAGE A

The existence of an extreme threat or hazard is not enough to trigger a disaster. A volcanic eruption in an uninhabited island, for example, will not result in a disaster.

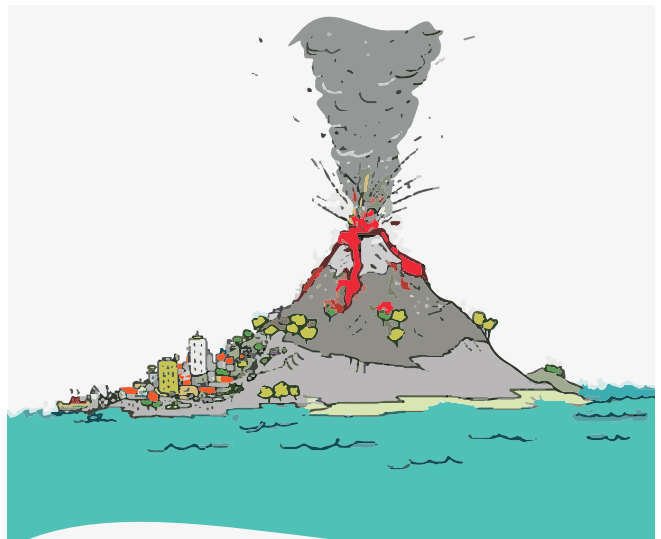


IMAGE B

Disasters occur when people and assets are exposed to threats and are unable/were not designed to cope with them. Hence, if the island is inhabited, there is a high risk of disaster.



The Change (<https://vimeo.com/75911282>) is an educational cartoon without dialogues that explains the problems arising from climate change and possible solutions for communities to adapt to it. The aim is to raise awareness and stimulate debate about increasing climate risks on human settlements.

ACTIVITY 2: PRESENTATION OF THE CITYRAP TOOL

“

During this session the four phases of the CityRAP Tool are presented from a methodological perspective, including the main principles governing the tool.

By the end of the session, the participants will have:

- > Gained knowledge about their own territory and associated natural and socio-economic risks;
- > Produced a draft participatory map at city level;
- > Selected at least two among the most vulnerable neighborhoods where to carry out the participatory planning exercise at community level during Phase 2.



ACTIVITY 3:

PARTICIPATORY MAPPING AT CITY LEVEL



The Team of Trainers delivering the Crash Course makes a presentation regarding the importance of participatory planning and the role played by maps in the process.

WHY ADOPTING PARTICIPATORY PLANNING?

Experience shows that adopting participatory planning increases the chance of success of a given project or initiative. Participatory planning means that all relevant stakeholders are involved from the very beginning of the process, with the objective of confronting their ideas with each other and taking consensual decisions. This approach improves social cohesion since it helps building trust and solving potential conflicts among the different parties, ensuring transparency in decision-making. It is also a cost-effective method since it builds upon existing local knowledge and ultimately facilitates the implementation of planned activities, hence avoiding resistance to the implementation of adopted decisions as all concerned stakeholders were involved in decision-making from the beginning. Finally, participatory planning creates ownership among stakeholders, identifies clear responsibilities and promotes mutual commitment of the different parties involved.

For a successful participatory planning process, fulfilling the three following conditions is of crucial importance:

- > Choice of the participants: make sure that all relevant stakeholders are represented, including traditional and religious authorities, representatives of local, sub-national and central government authorities, local

associations and non-governmental organizations, the private sector, academic institutions and the media (NB: this list is not exhaustive and needs to be adapted to each local context). Also ensure that there is an adequate representation of women, the youth and the elderly among the participants (gender balance).

- > Use of a good quality satellite image: it provides to all participants a real picture of the existing situation in the study area. By recognising the area where they live in the satellite image, which provides an accurate spatial representation of the reality being studied, participants are stimulated to actively take part in the analysis of problems and in the identification of solutions. The image plays a pivotal role around which all the participatory planning process is carried out.
- > Selection of a good facilitator: choose a neutral facilitator to lead the participatory planning process, someone who is respected by all parties and possesses the required technical and communication skills. His/her main role is to ensure a fruitful dialogue among all local stakeholders, to help them understanding and locating themselves in the satellite image, to facilitate the identification of problems and viable solutions for the area being studied, and to support participants in prioritising actions.

The Team of Trainers then shows some printed satellite images of the city (e.g. extracted from Google Earth) to the participants. Some guidelines (see below) are provided to them on how to carry out the participatory mapping exercise in groups, following these steps:

- >> Baseline mapping: Using the satellite image and different colours and symbols, participants classify it as much as possible in terms of: land use and land cover, location of main infrastructure and services, and other important urban features (see guidelines in the next table); a legend is prepared accordingly.

- >> Environmental & risk mapping: as a second step, participants are supposed to identify environmentally sensitive areas prone to flooding, fire, landslides, erosion, etc.; other relevant socio-economic risks should also be mapped, such as areas with high-level of poverty, crime, etc.; safe areas/havens and evacuation routes need to be clearly marked.

GUIDELINES FOR CARRYING OUT THE PARTICIPATORY RISK MAPPING AT CITY LEVEL

PILLAR	GUIDELINES
URBAN GOVERNANCE	Locate the various administrative/government buildings in your city, including at the neighbourhood level, as applicable.
RESILIENT INFRASTRUCTURE AND BASIC SERVICES	<p>Locate the following services/infrastructure in your city:</p> <ul style="list-style-type: none"> > Communication: radio/TV station, cell phone towers and existing telecommunication infrastructure; > Security services: fire services, police stations , etc.; > Water, sanitation and energy: primary drainage network, main water tanks/water storage facilities, waste water treatment infrastructure, etc. > Transportation: main roads, bus station, airport, train station & rail tracks, etc. > Main public facilities: university, schools, health centres, markets, etc.
URBAN PLANNING AND ENVIRONMENT	Distinguish planned from unplanned areas; then identify, as appropriate: industrial areas, agricultural areas, environmentally-sensitive areas, main public spaces (e.g. public squares, parks, sport and recreation facilities, etc.), other relevant land uses.
URBAN DISASTER RISK MANAGEMENT	<p>Map the areas of your city that were affected by natural hazards in the past, such as floods, strong winds, fire, erosion, landslides, etc.</p> <p>Identify also the safe places/havens and the evacuation routes.</p>
URBAN SOCIETY AND ECONOMY	<p>Identify the poorest areas of the city, as well as areas where there were outbreaks of epidemics/diseases (e.g. cholera, malaria, etc.) or where high levels of crime are observed.</p> <p>Identify the location of important economic facilities (banks, business centres, shopping malls, markets, etc.).</p>

While conducting the city risk mapping, at least two among the most vulnerable neighbourhoods are selected according to pre-defined environmental and socio-economic criteria. For that purpose, participants are split into groups and are tasked to reply to the following questions:

1. What areas of the city are most affected by natural hazards (for example: floods, fire, strong winds, erosion, landslides, among others)?
2. What are the neighbourhoods where higher levels of criminality and social discontent are registered, lacking of basic services or where key infrastructure is missing?

The groups will then explain the rationale they have followed for selecting the priority neighbourhoods. In a subsequent plenary discussion, consensus is reached among all participants on which vulnerable neighbourhoods are being considered for collecting data during Phase 2.

ACTIVITY 4:

HOW TO BUILD THE RESILIENCY OF YOUR CITY?



During this session, the different pillars of urban resilience and the set of practices that contribute to building urban resilience are presented. Some examples of actions for each resilience pillar are presented below:

By the end of this session, the participants have acquired knowledge of concepts and best practices for each resilience pillar of the CityRAP Tool:

(1) Urban governance; (2) Resilient infrastructure and basic services; (3) Urban economy and society; (4) Urban disaster risk management; and (5) Urban planning and environment.

RESILIENCE PILLAR	EXAMPLES OF GOOD PRACTICES
URBAN GOVERNANCE	<ul style="list-style-type: none"> > Increase the organisational capacity of the different stakeholders (city council, community, civil society organizations, etc.) > Guarantee participation during key decision-making processes > Set up functioning municipal finance systems > Critically review/enforce municipal by-laws
URBAN PLANNING AND ENVIRONMENT	<ul style="list-style-type: none"> > Generate data and establish effective information systems for planning > Promote participatory planning, especially for upgrading informal settlements in-situ > Improve/disseminate/enforce building codes > Design and create safe public spaces > Take environmental care/protection under serious consideration while planning for the future city's growth
RESILIENT INFRASTRUCTURE AND BASIC SERVICES	<ul style="list-style-type: none"> > Improve access to basic/social services, such as water, sanitation, schools and health services, especially targeting underserved areas of the city > Design, build and maintain adequate drainage conditions > Promote the 3 R (reduce, re-use and re-cycle) for solid waste management, as well as access to clean/renewable energy > Ensure more efficient mobility in the city by re-thinking the road network and promoting public transport services
URBAN ECONOMY AND SOCIETY	<ul style="list-style-type: none"> > Create employment/income generation opportunities in the city, suiting different profiles including non-skilled/trained labour > Promote social inclusion and cohesion through social mix in the city, i.e. different social categories living in the same neighbourhood > Improve urban safety and women empowerment through awareness raising, proper design of public spaces, better public lightning and promotion of community policing > Promote peri-urban agriculture to establish a solid basis for strengthening food security in the city
URBAN DISASTER RISK MANAGEMENT	<ul style="list-style-type: none"> > Raise awareness about the different types of urban risks at community level, as well as the identification of feasible solutions for disaster prevention and preparedness > Promote the culture of building back better

EXERCISES, GAMES AND INTERACTIVE ACTIVITIES

The city vision

WHAT IS OUR VISION OF A RESILIENT CITY?

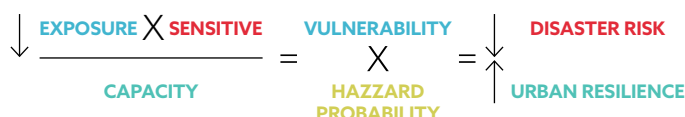
Imagine your city becoming more resilient, the way you would like it to be, and express it to the other participants through a statement, a drawing or a song.

Example: *“Maputo, Mozambique – a global, vibrant and inclusive African city, enhanced by its diversity and providing true quality of life. Maputo, a resilient and adaptive city.”*

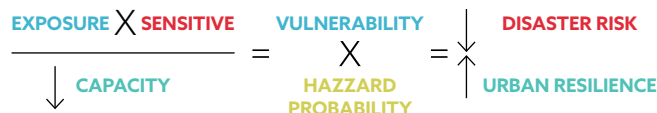
The Equation Game

The exercise aims at understanding different concepts related to disaster resilience by examining their mathematic equation.

HOW TO REDUCE EXPOSURE TO HAZARDS, SHOCKS AND STRESSES?



HOW TO INCREASE CAPACITY?



Provoking the debate

Look at the following drawings and try to answer the questions. Let's have a fruitful discussion on key issues related to urban risk and resilience.

WE SEE THIS HAPPENING EVERY DAY, MORE AND MORE. WHY IS THIS HAPPENING?

The Resilient City Game

During this exercise participants will put what have been learned into practice. Each group will have to define what are the priority actions to be undertaken to build the resilience of their city depending on its specific risk profile.



ACTIVITY 5:

TRAINING OF THE MUNICIPAL FOCAL POINTS FOR PHASE 2

By the end of this one-day training, the Municipal Focal Points selected to lead the implementation of the CityRAP Tool roll-out process are prepared to autonomously carry out the tasks of Phase 2.

This training consists of simulating the different tasks of Phase 2:

- > For Activity 1 of Phase 2, the Municipal Focal Points are supposed to interview the different municipal departments and fill in the self-assessment questionnaire. During the simulation, the Team of Trainers stresses the importance of explaining to each municipal department the four (4) available options when answering to each questions and the need for selecting a single answer per question. The Team helps the Municipal Focal Points in organising their agenda to carry out the interviews the following week.

- > Activity 2 of Phase 2 concerns participatory planning at the level of the selected vulnerable neighbourhoods. Some of the key principles highlighted during the training on participatory mapping at city level should be repeated. In particular, the Team of Trainers insists on the importance of having a gender-balanced audience and of mediating the community's opinions until consensus is reached on the priority issues to be considered to build the resiliency of their neighbourhood and the potential solutions likely to be applied. Ideally, if time allows, the Team of Trainers should accompany the Municipal Focal Points to one of the selected neighbourhoods and contact the community leaders in preparation to the participatory planning session to be carried out.
- > Concerning Activity 3 of Phase 2, the Municipal Focal Points are explained how to compile the data resulting from the simulation using the self-assessment questionnaire (Activity 1 of Phase 2 above) and from a hypothetical participatory planning session at community level, in preparation to Phase 3.

DURATION

3-4 weeks

OBJECTIVE AND BRIEF DESCRIPTION

Collect and organise the necessary data and information regarding the status of the city's resiliency as perceived by the different municipal departments, and the community's priorities to strengthen the resiliency of their neighbourhoods. This is done using a self-assessment questionnaire, satellite images to carry out the participatory planning sessions at community level, and a matrix of results.

EXPECTED RESULTS

- > All municipal departments have completed the self-assessment questionnaire; an answer sheet is prepared, compiling all responses;
- > Communities from at least two vulnerable neighborhoods are actively involved in the process through participatory planning;
- > All collected information is compiled in the matrix of results and as list of priority issues per neighbourhood.

PHASE 2

DATA COLLECTION AND ORGANISATION

ACTIVITY 1: MUNICIPAL SELF-ASSESSMENT

The objective of this activity is to collect data from the different municipal departments using a self-assessment questionnaire concerning the status of the city's resiliency. The questionnaire includes a set of four (4) optional answers for which only one is to be selected per department.

The Municipal Focal Points make an appointment with each municipal department and explain the objective of the activity (i.e. to collect their opinions/perceptions regarding the status of the city's resiliency). At least two

members of the department should be present, with enough the time to respond to all questions. Consensus should be reached in selecting only one answer out of the four (4) available options for each question. As the questions get answered, the Municipal Focal Points fill in the answer sheet for each municipal department, including comments in case there are important issues to be noted, to be further discussed during Phase 3.

EXAMPLE OF HOW TO FILL THE ANSWER SHEET

Name of the interviewed municipal department	Possible answers for each questions. Circle one answer that has been consensually agreed by the municipal department staff	When there are disagreements between the consulted department staff on a specific answer, comments should be detailed here
MUNICIPAL SECTOR: OFFICE OF THE MAYOR		

PILLAR 1: URBAN GOVERNANCE

THEME	N°	QUESTIONS	ANSWERS				COMMENTS
			4	3	2	1	
ORGANISATIONAL CAPACITY	1	Does your municipal department have enough staff to carry out its daily responsibility?	Yes, the staff have the required skills to carry out their daily responsibilities	The majority of the staff have the required skills	Less than half of the staff have the required skills	The department has only few skilled staff	
	2	Does your municipal department have staff with understanding or knowledge of issues related to climate change and/or risk management?	Yes, the staff do understand and have knowledge of issues related to climate change and/or risk management	Yes, the department has some staff with that kind of understanding or knowledge	Yes, the department has at least one staff with that kind of understanding or knowledge	No, nobody in our department has the staff has this kind of understanding or knowledge	

Filling in the answer sheet

SELF-ASSESSMENT QUESTIONNAIRE

PILLAR 1: URBAN GOVERNANCE

THEMES	N°	QUESTIONS	ANSWERS				COMMENTS
			4	3	2	1	
ORGANISATIONAL CAPACITY	1	Does your municipal department have enough skilled staff to carry out its daily responsibilities?	Yes, the staff has the required skills to carry out the daily responsibilities	The majority of the staff has the required skills	Less than half of the staff has the required skills	The department has only few skilled staff	
	2	Does your municipal department have staff with understanding or knowledge of issues related to climate change and/or disaster risk management?	Yes, the staff do understand and have knowledge of issues related to climate change and/or risk management	Yes, the department has some staff with that kind of understanding or knowledge	Yes, the department has at least one staff with that kind of understanding or knowledge	No, nobody in our department has this kind of understanding or knowledge	
	3	Does your municipal department have the required equipment to carry out its work?	Yes, the department has the required equipment to carry out its work	The department has most of the required equipment	The department has some of the required equipment	The department has not enough equipment to carry out its work	
	4	Do you feel that there is support from the municipality's management for staff who want to enhance their skills?	Yes, there is a strong support from management for such a purpose	Yes, there is some support from management	The management does not oppose to it but also does not actively encourage it	So far, there is no policy in place by management for such a purpose	
	5	Is there a maintenance plan for basic services and infrastructure in the city, such as those related to water, sanitation, education, health, waste management, roads, drainage, electricity, etc.?	Yes, there are effective mechanisms in place for ensuring a good maintenance and functioning of most basic services/infrastructure in all parts of the city	There are effective maintenance mechanisms for most basic services and infrastructure in place in the majority of the city	There are mechanisms in place to maintain some basic services and infrastructure but not necessarily covering the whole city	There are almost no mechanisms in place to effectively maintain basic services and infrastructure in the city	
	6	Does your municipality have the capacity to enforce urban legislation (e.g. urban plans, building codes, etc.)?	Yes, there is good capacity in the municipality to enforce urban legislation	The municipality has moderate capacity to enforce urban legislation	There is little enforcement capacity	The enforcement capacity is very weak	

GOVERNANCE STRUCTURE	7	Do you believe that the current municipal structure allows each department to effectively carry out its work?	Yes, the current structure is good and allows each department to effectively carry out its work	The current structure requires some improvements for effective delivery	The current structure is not good enough for that purpose	No, the current structure is weak and needs major improvements
	8	How well is the municipality cooperating and coordinating with externals such as government, private sector, civil society, etc.?	The municipality has established strong cooperation and coordination mechanisms with a number of external partners and institutions	The cooperation and coordination of the municipality with externals is overall good but could be further improved	The municipality's cooperation and coordination with externals is not good enough	The municipality has poor cooperation and coordination mechanisms with externals
	9	Do you think that coordination and cooperation among the different municipal departments is efficient?	Yes, mechanisms are in place to ensure efficient coordination and cooperation among the different municipal departments	The coordination and cooperation among the departments is overall good but could be further improved	Coordination and cooperation mechanisms among the departments is not good enough	The municipality has poor coordination and cooperation mechanisms among its departments
MUNICIPAL FINANCE	10	In your opinion, in case of a cut in central government transfers, could the municipality ensure the delivery of its basic functions/ responsibilities solely based on local revenue?	Yes, the municipality would be able to deliver its basic functions/ responsibilities	Yes it could, but not for all its basic functions/ responsibilities	Not for all its basic functions/ responsibilities, and for a very limited time	No, that is not possible
	11	How predictable are the municipal financial resources for the coming year?	Very predictable	Sufficiently predictable	Not sufficiently predictable	Unpredictable
	12	Do you believe your department has sufficient financial resources to carry out its tasks?	The department's budget is sufficient to efficiently carry out all tasks and caters for contingency reserves	The department's budget is sufficient to carry out almost all necessary tasks	The department's budget allows the department to carry out only the most basic tasks	The department's budget is very limited and it is often not sufficient to carry out the most basic tasks

PARTICIPATION & CIVIL SOCIETY	13	To what extent does the municipality undertake participatory planning processes where residents are consulted on their needs and ideas?	Participatory planning is systematically undertaken; the public is frequently consulted on its needs and ideas for planning purposes	The public is often consulted on its needs and ideas for planning purposes	The public is rarely consulted on its needs and ideas for planning purposes	There is no policy in place for participatory planning
	14	Is up to date information about planning and budgeting available and accessible to city residents?	Yes, the city residents are regularly informed and can easily access this kind of information	Yes, most of this information is available and accessible	This kind of information is available, but not easily accessible to the public	This kind of information is rarely available/accessible
	15	Does the municipality ensure gender-balance in decision-making processes?	Yes, there are mechanisms in place which ensure systematic gender-balance in decision-making processes	Gender-balance is ensured most of the times in decision-making processes	Gender-balance is only occasionally taken into consideration in these processes	There are no specific mechanisms in place to ensure gender-balance in decision-making processes

PILLAR 2: URBAN PLANNING AND ENVIRONMENT

THEMES	N°	QUESTIONS	ANSWERS				COMMENTS
			1	2	3	4	
PLANNING INFORMATION SYSTEMS	16	Does your department efficiently gather information for planning purposes?	Yes, a large amount of disaggregated information is systematically being collected for planning purposes	Yes, data is collected on various issues but not systematically and not always disaggregated	Some data is collected when specific needs for planning arise	No, very little information for planning purposes is collected	
	17	Does your municipal department make use of maps for planning purposes?	Yes, maps are systematically used for planning purposes	Yes, maps are used for most planning purposes	Maps are occasionally used for planning purposes	No, maps are rarely used for planning purposes	
URBAN PLANNING AND LAND MANAGEMENT	18	Do you think that existing urban plans take into consideration future city growth and identify expansion areas?	Yes, urban growth is fully taken into account in existing urban plans	Urban growth is mostly being taken into account in existing urban plans	Urban growth is not enough taken into account in existing urban plans	No, it is not taken into consideration/urban plans do not exist	

	19	Do you think that your department takes into account data on natural hazards and the effects of climate change in planning processes?	Yes, data on natural hazards/effects of climate change is fully integrated in planning processes	Yes, such data is frequently used in planning processes	This kind of data is occasionally used in planning processes	No, this kind of data is not available or not used for planning purposes
	20	Are sensitive areas (e.g. flood plains, coastline, erosion-prone areas, etc.) considered as protected (i.e. no construction allowed) in urban plans?	Yes, all sensitive areas are considered as protected	Most sensitive areas are identified as protected	A few sensitive areas are considered as protected	No, sensitive areas are not taken into account/ urban plans do not exist
	21	How effectively are urban plans implemented in your city?	All plans are effectively implemented	Most urban plans are effectively implemented	Only some plans are implemented	Urban plans are poorly implemented/ urban plans are not existing
	22	If you consider the quality of existing housing in your city, how vulnerable is it to natural hazards such as floods, cyclones, earthquakes, etc.?	Not vulnerable , as housing is built to withstand natural hazards	Moderately vulnerable	Vulnerable	Very vulnerable
	23	Are building codes designed to address the most probable and most severe risks that the city is exposed to?	Yes, building codes take into account all probable risks that the city is exposed to	Yes, building codes take into account most of the risks	Building codes take into account some risks	Building codes do not sufficiently take into account the risks
	24	Do existing building codes take into account eco-friendly techniques and/ or the use of local/renewable material?	Yes, building codes take the use of eco-friendly techniques and/or local/renewable materials fully into account	Yes, building codes mostly mention these aspects	Building codes do not sufficiently mention these aspects	Building codes do not take into account these aspects
BUILDING CODES	25	Do you think that the city has enough public spaces to ensure adequate quality of life, circulation of people and vehicles, access to services and recreational activities, etc.?	Yes, the city has sufficient public spaces	The city has public spaces but there should be some more to ensure adequate quality of life, etc.	The city has few public spaces and major efforts are needed to improve the situation	The city has almost no public spaces
PUBLIC SPACES						

INFORMAL SETTLEMENTS

26	Do you think existing public spaces in the city are spatially well-distributed so citizens have equal access to them?	Yes, sufficient public spaces are present in all neighbourhoods in a balanced way	Public spaces are available in most of the neighbourhoods , but they are lacking in some informal areas	Some public spaces are available in the city, but only in formal/urbanised neighbourhoods	The only public spaces available are located in the city centre
27	Are existing public spaces adequately maintained?	Yes, maintenance is carried out regularly in all public spaces	Maintenance of public spaces is carried out with most of the times	Maintenance of public spaces is occasional and concerns only in some areas	There is almost no maintenance of existing public spaces in the city
28	In your estimation, what is the proportion of population living in informal settlements in your city?	Less than 25%	Between 25% and 50%	Between 50 and 75%	More than 75%
29	How efficient are the strategies and/or activities undertaken by the municipality for upgrading informal settlements?	Upgrading strategies/activities are efficient as they have substantially improved the living conditions in informal settlements, especially in terms of access to basic services/infra-structure and security of tenure	Strategies and activities are moderately efficient	Strategies and activities are not efficient enough to substantially improve the life of slum dwellers	There are no such strategies/activities in place
30	How efficient are the strategies and/or activities undertaken by the municipality for preventing the formation of new informal settlements?	Strategies and activities are rather efficient and have effectively prevented the formation of new informal settlements	Strategies and activities in place are moderately efficient as new informal settlements are still forming, although at a slower pace than before	Strategies and activities are not efficient enough , as informal settlements are continuously forming at a fast pace	There are no such strategies/activities in place
31	In your estimation, how vulnerable are informal settlements to natural hazards due to their specific location?	Informal settlements in the city are not exposed to natural hazards	Only few informal settlements are located in areas exposed to natural hazards	Most of the informal settlements are located in areas exposed to natural hazards	All informal settlements are located in areas exposed to natural hazards

ENVIRONMENTAL MANAGEMENT	32	Does upgrading of informal settlements result in security of tenure?	Yes, once informal settlements are upgraded, all residents get a land title/ leasehold	Yes, once informal settlements are upgraded, the majority of the residents get a land title/ leasehold	Once informal settlements are upgraded, only few residents get a land title/ leasehold	There is no in-situ upgrading of informal settlements in the city, only urban renewal activities that push away the urban poor
	33	Is the municipality undertaking any efforts for greening the city?	Yes, the municipality undertakes greening activities throughout the city	Yes, the municipality undertakes some greening activities in specific areas of the city	The municipality undertakes few greening activities	The municipality does not undertake any greening activities
	34	To your knowledge, is the municipality implementing activities and/ or projects to preserve natural resources?	Yes, the municipality has a long-term strategy and implements various projects/ activities to preserve natural resources	Yes, the municipality has some activities for the preservation of natural resources	The municipality only occasionally engages in such initiatives	There are no such initiatives

PILLAR 3: RESILIENT INFRASTRUCTURE AND BASIC SERVICES

THEMES	N°	QUESTIONS	ANSWERS				COMMENTS
			1	2	3	4	
HEALTH AND EDUCATION FACILITIES	35	Do health and education facilities in the city have enough qualified personnel?	Yes, all health and education facilities have enough qualified personnel	The majority of the health and education facilities have enough qualified personnel	Few health and education facilities have enough qualified personnel	Most of the health and education facilities do not have enough qualified personnel	
	36	Are health and education facilities designed according to the principles of adaptive architecture, and as such adequately built and prepared to withstand the impacts of natural hazards (flood, cyclone, earthquake, etc.)?	Yes, all of them are designed according to principles of adaptive architecture	Most of them are designed according to principles of adaptive architecture	Few of them are designed according to principles of adaptive architecture	There is almost no consideration of the principles of adaptive architecture in the design of these facilities	

WATER, DRAINAGE AND SANITATION	37	Are health and education facilities strategically used as safe havens in case of a natural hazard?	Yes , these facilities are used as safe havens in case of a natural hazard, as part of existing disaster risk management strategies	Some of these facilities are used as safe havens, but there is room for improvement	Very few facilities are used as safe havens	There is still no strategy in place for using these facilities as safe havens in case of a natural hazard
	38	Do you think health and education facilities are organised to ensure continuity of their services in case of a disaster?	Yes , there are contingency mechanisms in place which efficiently ensure the continuity of their functions in case of an emergency	There are some mechanisms in place to that effect, but they do not always work effectively in case of a disaster	There are very few facilities which would be able to continue functioning in case of a disaster	There are still no mechanisms in place to that effect in the city
	39	To your knowledge, are there enough water storage facilities which are safe in case of an emergency?	Yes, there are enough water storage facilities to withstand the period of a flood or drought, and they are safely located (e.g. elevated, withstanding strong storms, etc.)	There are some water storage facilities that provide the majority of the population with drinking water and that are safe in case of an emergency	There are few safe water storage facilities in the city	There are almost no safe water storage facilities in case of an emergency
	40	To your knowledge, are existing drainage and sanitation facilities (drainage channels, latrines, toilets, wastewater management facilities, sewerage system, etc.) adequately designed to withstand heavy rains or flooding?	Yes, most of the city is equipped with drainage and sanitation facilities that were designed for such a purpose, and they work well in case of heavy rains or flooding	There are some neighbourhoods of the city that are equipped with such drainage and sanitation facilities, and they work reasonably well in case of heavy rains or flooding	There are few neighbourhoods of the city that are equipped with such drainage and sanitation facilities, but they cannot withstand heavy rains or flooding	There are almost no drainage and sanitation facilities designed for such a purpose in the city
	41	Are there tax collection mechanisms in place in your city to finance basic services delivery (water, sanitation, solid waste management, etc.) and drainage/road maintenance?	Yes, there are effective tax collection mechanisms in place to adequately finance basic services delivery and drainage/road maintenance in most parts of the city	There are tax collection mechanisms in place which enable basic services delivery and drainage/road maintenance in some parts of the city	There are tax collection mechanisms in place but these only enable basic services delivery and drainage/road maintenance in one or two neighbourhoods of the city	There are no effective tax collection mechanisms in place for this purpose in the city

WASTE MANAGEMENT	42	Do you think the solid waste disposal site of the city is well located, adequately designed and effectively managed?	Yes, the solid waste disposal site is well located, adequately designed and effectively managed , with minimal pollution impact	Yes, the solid waste disposal site is well located and adequately designed but it could be better managed	Yes, the solid waste disposal site is well located but there are air/water pollution impacts due to poor design and management	No, the solid waste disposal site is neither well located, nor adequately designed (e.g. affected by floods in case of rain, located in the middle of the city, etc.), nor effectively managed
	43	Is recycling part of waste management activities in your city?	Yes, the city has proper waste recycling mechanisms in place benefiting all neighbourhoods	Yes, there are some recycling mechanisms in place benefiting the majority of the neighbourhoods	Waste recycling only benefits few parts of the city	No, waste recycling mechanisms are not yet in place in the city
ENERGY	44	How often do you experience power cuts?	No more than once a month	Less than 5 times per month	At least twice a week	Almost every day
	45	Does the city have contingency mechanisms in place in case of major disruption of energy supply?	Yes , energy can always and promptly be reestablished in case of a disruption	Yes, there are some mechanisms in place and energy supply can generally be re-established within a short period of time	Yes, there are mechanisms in place but in general power cuts can last for several hours	The mechanisms in place are not reliable
TRANSPORT AND COMMUNICATION	46	In your estimation, what proportion of city residents has access to radio or TV on a daily basis?	More than 75%	Between 50% and 75%	Less than 50%	Less than 25%
	47	In your estimation, what proportion of city residents has access to a telephone (either through a land line or mobile phone)?	More than 75%	Between 50% and 75%	Less than 50%	Less than 25%
	48	In your estimation, what proportion of city residents has access to the internet?	More than 75%	Between 50% and 75%	Less than 50%	Less than 25%

49	How would you qualify traffic flow in critical areas of the city?	Smooth , even during peak hours	Moderately heavy during peak hours	Heavy , especially during peak hours	Very heavy at day time
50	Are existing roads in the city well-designed and flood proof?	Yes, almost all the roads of the city are well-designed and can withstand heavy rains and floods	Yes, the majority of the roads of the city are well-designed and flood proof	Only some roads of the city can withstand heavy rains and floods	The city has no roads that are designed to withstand heavy rains and floods
51	Does the city have a well-functioning public transport system?	Yes, there is a well-functioning, frequent and affordable public transport system covering the whole city	Yes, there is a well-functioning public transport system covering most of the city	Yes, but such a system only covers few neighbourhoods	No, the public transport system in place does not work well or is totally insufficient

PILLAR 4: URBAN ECONOMY AND SOCIETY

THEMES	N°	QUESTIONS	ANSWERS				COMMENTS
			1	2	3	4	
URBAN ECONOMY	52	Is the municipality supporting small and medium enterprises (SMEs) and microcredit mechanisms?	Yes, there are several initiatives promoted by the municipality to support SMEs and microcredit mechanisms, targeting also women, the youth and the elderly	Yes, the municipality does support some SMEs and microcredit mechanisms but there is room for improvement	The municipalities has developed a strategy for supporting SMEs and microcredit mechanisms but it is not yet being implemented	There are no such strategies/initiatives in place yet	
	53	Is there a municipal strategy to create job opportunities and market activities?	Yes, there is a municipal strategy for creating job opportunities and market activities that works well and takes into account the specific needs of youth, elderly and women.	Yes, there is such a strategy in place and some initiatives are being promoted by the municipality but it is not yet working so well	There are few initiatives being promoted by the municipality for such a purpose, but without significant results so far	No, there is no such a municipal strategy in place , nor initiatives of this kind being promoted by the municipality	

URBAN SAFETY	54	How diversified is the economy of your city in terms of actors and sectors?	The city's economy is highly diversified , involving several actors and sectors such as agriculture, industry and services, and citizens have several possible sources of livelihood	The city's economy is diversified , but more could be done to improve the overall situation	There are very few economic sectors in the city, and this generates some problems in terms of livelihood of the citizens	A single sector dominates the economy of the city , which reduces the possible sources of livelihood of the citizens
	55	Which statement best describes the situation of your city in relation to crime and safety?	In general, people feel safe in the city at all times	There are isolated pockets of crime in the city and action is being taken to mitigate such risks	Several neighbourhoods can be characterised as unsafe due to crime	The city is overall unsafe and dangerous and crime is high
	56	Do you think that the municipality is doing enough to keep public spaces safe (including road safety)?	Yes, safety issues are fully taken into account by the municipality and public spaces are safe , with due consideration of women, children and minorities	Yes, safety is taken into account by the municipality, and the majority of the city's public spaces can be considered as safe	The municipality is not yet taking this aspect sufficiently into account; as a result, some crime incidents are reported in public spaces and road accidents occur regularly	The majority of the city's public spaces are unsafe , and there are many roads accidents in the city
	57	How would you describe the police presence (including community policing) in your city?	Generally, police force is present at all times in all parts of the city	Police force is present in most parts of the city but not at all times	Overall, the police presence is not sufficient to ensure adequate security in the city	The police presence in the city is very weak
	58	What is being done in your city to prevent sexual violence?	There is a municipal strategy in place to prevent sexual violence in the city, which is effectively being implemented through various measures (e.g. awareness raising campaigns, hotlines, specific trainings, sensitive urban planning to safety issues, etc.)	There are some measures in place for such a purpose, but improvements are still required for ensuring their effective implementation	There are few measures in place for such a purpose, and most of the times they are not carried out effectively	Overall, very little is being done for such a purpose, and cases of sexual violence occur often

FOOD SECURITY	59	How would you characterise access to food in your city?	Food is available and affordable for all , and there are effective food storage/supply mechanisms in place in case of a disaster/crisis	Overall, food is available and is affordable for the majority of the citizens, but there are no mechanisms in place in case of a disaster/crisis	Overall, food is available , but it is not affordable for the majority of the citizens	There are food shortages in the city, with frequent peaks in prices for some items
	60	What is being done in the city to improve access to food for all?	A lot is being done to secure access to food in the city, for example by facilitating transport of food from the surroundings to the city and promoting peri-urban agriculture	Some initiatives are being carried out but more needs to be done to improve access to food for all citizens	Very few initiatives are being carried out for improving access to food in the city	Nothing significant is currently being done for improving access to food in the city
PUBLIC HEALTH	61	Does your city have a public health strategy?	Yes, the city has comprehensive public health strategy that includes health education, disease prevention and access to treatment, including for the most vulnerable	Yes, the city has a public health strategy in place , but it is not yet being fully implemented	No, the city has no such a strategy in place , but some efforts are being made to improve public health	No, the city has no such a strategy in place , and very few activities are being carried out to improve public health
	62	Is the municipality carrying out awareness raising activities on epidemics that can spread quickly in an urban environment (e.g. HIV/AIDS, Ebola, Yellow Fever, etc.)?	Yes, the municipality carries out frequent awareness raising activities to prevent disease outbreaks in all neighbourhoods	Yes, the municipality carries out some awareness raising activities on epidemics in most parts of the city	The municipality carries out this kind of activities occasionally , especially once epidemics break out	The municipality generally does not to carry out this kind of activities

PILLAR 5: URBAN DISASTER RISK MANAGEMENT

THEMES	N°	QUESTIONS	ANSWERS				COMMENTS
			1	2	3	4	
RISK AWARENESS AND KNOWLEDGE	63	In your opinion, how aware are residents of your city of the natural hazards and risks they are exposed to?	All residents are well aware of the risks they are exposed to	The majority of residents are aware of the risks they are exposed to, but the level of awareness could be improved	The majority of residents are not aware of the risks they are exposed to	Only few residents are aware of the risks they are exposed to	
	64	Are there any campaigns and activities in your city that inform and educate about disasters and the impact of climate change?	Yes, the municipality has a strategy in place and carries out regular awareness raising activities that ensures residents are informed and educated about disasters and climate change impact	Yes, the municipality has a strategy and carries out some activities in the city for increasing disaster/climate change impact awareness, but not regularly	The municipality carries out only occasionally activities for increasing disaster/ climate change impact awareness	Generally, the municipality does not carry out activities for increasing disaster/ climate change impact awareness	
	65	Does your municipality make use of vulnerability and risk assessments for city management and planning purposes?	Yes, the municipality regularly undertakes vulnerability and risk assessments, which are systematically used for city management and planning	The municipality undertakes some vulnerability and risk assessments that are used for city management and planning, but improvements are required	In general, the municipality has little access to vulnerability and risk assessments, and only occasionally uses such information for city management and planning purposes	The municipality has no access to vulnerability and risk assessments concerning the city	
	66	Is municipal staff trained in disaster risk management?	Yes, all municipal staff is well trained and prepared to manage disaster risks	Most municipal staff has received training for disaster risk management	Only some municipal staff has received training for disaster risk management	Very few/no municipal staff has received training for disaster risk management	

PREPAREDNESS AND RESPONSE	67	How well do early warning systems work in the city?	Early warning systems function very well and effectively reduce disaster risk	Early warning systems function well but could be improved	Early warning systems are not working well	There are no early warning systems in place
	68	How efficient are the coordination mechanisms of your municipality with other government institutions in preparing for and responding to disasters?	Coordination mechanisms are very efficient and increase disaster preparedness and response capacities	Coordination mechanisms are operational but could be improved	Coordination mechanisms in place rarely lead to effective results in terms of disaster preparedness/ response	There are no coordination mechanisms in place for such purposes
	69	Does your municipality have a contingency plan that defines the role of each department and is efficiently implemented in times of disaster?	Yes, the municipality has good contingency planning mechanisms in place, which clearly define the role of each department and are efficiently implemented in times of disaster	Yes, the municipality has a contingency plan in place , but experience shows that its implementation in times of disaster could be improved	The municipality has some kind of contingency planning mechanisms in place, but implementation has not been effective so far	The municipality has no contingency planning mechanisms in place
RECOVERY AND RECONSTRUCTION	70	How capable is your city to re-establish basic service delivery in the aftermath of a disaster?	The municipality is well organised and is capable to ensure a prompt reestablishment of basic services delivery following a disaster in all neighbourhoods	Reestablishment of basic services delivery can be ensured in the majority of neighbourhoods and within a reasonable time after a disaster	The municipality is capable of re-establishing critical basic services delivery only in few neighbourhoods within a reasonable time	In general, the re-establishment of basic services delivery in the city can take long periods of time after a disaster
	71	To what extent is the municipal staff familiar with the building back better approach (i.e. to rebuild damaged infrastructure or construction in an improved way after a disaster, so that it can better resist/ withstand the next event)?	All relevant municipal staff has been adequately trained and is capable of applying the building back better approach when needed	Some of the relevant municipal staff has knowledge and skills regarding the building back better approach	Only few of the relevant municipal staff has some knowledge about the building back better approach, but no practical skills for applying it	In general, none of the municipal staff is familiar with the building back better approach

PREVENTION	72	Does your municipality enforce any regulation (e.g. zoning law) that prevents the construction of housing and infrastructure in areas exposed to hazards?	Yes, the municipality is capable to enforce regulations that prevent constructions in all areas demarcated as vulnerable	The municipality is only capable of partially enforcing regulations that prevent constructions in vulnerable areas	The municipality has very little capacity to enforce regulations that prevent constructions in vulnerable areas	The municipality has no capacity to prevent constructions in vulnerable areas
	73	Does your city have protective infrastructure (e.g. dams, seawalls, avalanche barriers, etc.) in place that can prevent exposure to disasters?	Yes, the city has enough and well-maintained protective infrastructure in place that prevents the exposure to disasters	Yes, the city has some protective infrastructure in place but there could be more/ better maintenance of the same	The city has little protective infrastructure and/or it is poorly maintained	The city does not have protective infrastructure in place to prevent the exposure to disasters
ADAPTATION	74	Does your municipality promote built or non-built adaptation solutions (e.g. adaptive architecture, risk sensitive planning, etc.) that improve the capacity to cope with the effects of climate change?	Yes, the municipality mainstreams various adaptation solutions into all sectors of urban planning and management	Yes, the municipality promotes some climate change adaptation solutions in relevant sectors	The municipality has piloted very few climate change adaptation solutions	The municipality has not yet included climate change adaptation into its policies/ plans
	75	To your knowledge, is the municipality doing enough to reduce carbon emissions?	Yes, reduction of carbon emission is a priority and various measures are being implemented (e.g. LED lighting, carbon tax, vehicle inspections, industrial regulations, etc.)	The city implements some measures to reduce carbon emission, with various degrees of success	The city implements few measures to reduce carbon emission, and they are generally not very successful	The city has no strategies in place to reduce carbon emissions
MITIGATION						

ACTIVITY 2:

PARTICIPATORY PLANNING AT NEIGHBOURHOOD LEVEL

This activity is meant to carry out participatory planning in the vulnerable neighbourhoods selected during Phase 1, Activity 3, in order to: (i) collect and map information regarding the potential risks affecting these neighbourhoods, based on the community's knowledge and experience, and list them in order of priority; and (ii) discuss viable solutions with the community to reduce the identified risks and build resilience.

This fundamental activity ensures that the most vulnerable communities are heard and participate actively in the resilience planning process of the city, thus empowering them and making sure that their needs and ideas are duly taken into consideration. It consists basically of three steps:

Step 1. Preparation of the community consultation

Before consulting with the communities, the Municipal Focal Points should carry out the following tasks:

1. Print a large copy (ideally in A0 or A1 format) of a high-resolution satellite image (e.g. extracted from Google Earth) of the neighbourhood to serve as main geographical support during the participatory planning session. This satellite image will greatly help the consulted communities to recognise their territory (NB: it should be possible to easily distinguish single houses in it) and to purposefully contribute to the exercise.
2. Familiarise themselves with the guiding questionnaire (see Figure xxx) and adapt the relevant questions to the specific community consultation, as needed.
3. Meet with the community leaders of the targeted neighbourhood to adequately prepare for the exercise. In particular, all relevant local stakeholders (e.g. traditional and religious leaders, representatives from education, health, business sectors, etc.) who are supposed to participate in the consultation need to be identified, ensuring a proper gender-balance. For an effective discussion to take place, the total number of participants should not exceed 40 people, who will represent all groups and different interests within the community.

GUIDING QUESTIONNAIRE FOR PARTICIPATORY PLANNING AT NEIGHBOURHOOD LEVEL

1. Using the satellite image of the neighbourhood, kindly ask the participants to identify the location where the consultative meeting is being held. Provide them with some key references, such as the main roads/avenues, religious buildings (e.g. church or market), markets, most important administrative buildings, schools or health facilities, public squares, etc. Once the participants will be able to locate themselves in the image and recognise their neighbourhood, they will be able to meaningfully contribute to the participatory planning exercise.
2. Complete the satellite image recognition exercise by identifying with the participants the main infrastructure/services of the neighbourhood, such as: (i) transport facilities (train station, bus terminal, rail tracks, main roads, etc.); (ii) communication services (radio station, cell phone towers, etc.); (iii) basic services (main water and sanitation facilities, like primary drainage channels, water reservoirs/stand pipes, wastewater treatment facilities, etc.; electrical power lines/facilities; etc.); (iv) other services/facilities (i.e. police station, fire brigade, education/health facilities, markets, etc.); as well as the main natural/environmental features (e.g. river streams, wetlands, hills, green/forest areas, etc.).
3. Identify with the community members the main hazards and risks in the neighbourhood and, as much as possible, locate them in the satellite image and rank them according to their degree of importance. These could be: floods, strong winds, erosion, land slide, fire, criminality, unemployment, inadequacy of housing conditions, lack of access to basic services, among others.
4. Engage in an open discussion with the community to identify feasible risk mitigation/reduction measures. Try to use as much as possible the satellite image during the discussion. The following can serve as guiding questions:
 - > What are the main problems arising from the identified hazards/risks?
 - > How does the community usually cope with these hazards/risks?
 - > What more could be done? What other potential and feasible solutions/measures would you suggest?
 - > What would be your contribution to implement these solutions/measures?

Step 2. Implementation of the community consultation

The Municipal Focal Points are the main facilitators of the participatory planning session. Firstly, they present themselves and get acquainted with the identity and main representational function of all the meeting's participants. Then they start the consultation by explaining the purpose and overall approach of the consultation, making sure that all participants, especially women and the most vulnerable people are given an opportunity to talk and express their needs and opinions.

The satellite image of the neighbourhood is presented and the Municipal Focal Points follow the methodology presented in the guiding questionnaire. In particular, the participants are encouraged to draw directly on the satellite image the information collected or discussed about the location of the main services and infrastructure, the different types of risks and hazards, and the potential solutions/measures to be applied. For this purpose, different symbols and/or colours can be used, which are to be explained in a legend.

Step 3. Prioritisation of risk reduction and resilience building actions at neighbourhood level

Based on the ranking of the identified risks as per the guiding questionnaire, and on the answers provided by

the community, a list of potential and feasible solutions/measures to reduce risk and strengthen the resiliency of the neighbourhood is prepared.

The Municipal Focal Points should mediate the discussions during the prioritisation exercise, making sure that community's representatives of all the different groups and stakeholders have a say. Importantly, they need to insist on what is more feasible, based on their own knowledge and according to available financial and human resources in the neighbourhood, avoiding relying totally on the municipal authorities. In particular, attention should be paid to aspects related with sustainability, equality, and alignment to existing plans for that area of the city. The prioritised solutions/measures (or risk reduction and resilience building actions) need to be mapped in the satellite image, as much as possible.

It is essential that the list of priority actions and the maps elaborated in each consulted neighbourhood are effectively used during Phase 3 of the CityRAP Tool roll-out process, as they reflect the needs and opinions of the most vulnerable communities of the city. These should be taken into account while elaborating the City RFA during Phase 4.



ACTIVITY 3: DATA COMPILATION AND ORGANISATION

The objective of this activity is to compile and organise all data and information collected during Activities 1 and 2 of Phase 2 with the intention of presenting and analysing them during the focus group discussions in Phase 3.

The Matrix of Results is filled in using the answer sheets from the self-assessment questionnaire, while the priority issues identified in the neighbourhoods where the participatory exercises were carried out are summarised and harmonised.

For this Activity the following steps are undertaken:

Step 1. Filling the Matrix of Results

The Matrix of Results is populated for each resilience pillar using the answer sheets from the self-assessment

questionnaire collected during Activity 1 for each municipal department. The matrix follows the same structure as the answer sheet. This is the procedure to be followed:

- > Using the Matrix of Results template, the names of the municipal departments are written down in the area highlighted in blue in figure 4.2.
- > Using the answer sheets from each municipal department, all 75 rows of the Matrix of Results are filled in with the corresponding scores (1, 2, 3 or 4) in the area highlighted in pink in figure 4.2. If the colour of the answer is green, the scoring is 4; if it is yellow, the scoring is 3; if it is orange, the scoring is 2; and if it is red, the scoring is 1.

PILLAR 1: URBAN GOVERNANCE					
THEME	N° QUESTIONS	ANSWERS			
		4	3	2	1
ORGANISATIONAL CAPACITY	1 Does your municipal department have enough staff to carry out its daily responsibilities?	Yes, the staff have the required skills to carry out their daily responsibilities	The majority of the staff have the required skills	Less than half of the staff have the required skills	The department has only few skilled staff
	2 Does your municipal department have staff with understanding or knowledge of issues related to climate change and/or risk management?	Yes, the staff do understand and have knowledge of issues related to climate change and/or risk management	Yes, the department has some staff with that kind of understanding or knowledge	Yes, the department has at least one staff with that kind of understanding or knowledge	No, nobody in our department has the staff has this kind of understanding or knowledge

The corresponding score of the answers circled for a particular municipal department...

are transferred in Result Matrix template as follows

PILLAR 1: URBAN GOVERNANCE										
THEME	N° QUESTIONS	ANSWERS				MUNICIPAL DEPARTMENTS				
		4	3	2	1	OFFICE OF THE MAYOR	FINANCE	URBAN PLANNING	ENERGY AND WATER	(ALL DEPARTMENTS)
ORGANISATIONAL CAPACITY	1 Does your municipal department have enough staff to carry out its daily responsibilities?	Yes, the staff have the required skills to carry out their daily responsibilities	The majority of the staff have the required skills	Less than half of the staff have the required skills	The department has only few skilled staff	2				
	2 Does your municipal department have staff with understanding or knowledge of issues related to climate change and/or risk management?	Yes, the staff do understand and have knowledge of issues related to climate change and/or risk management	Yes, the department has some staff with that kind of understanding or knowledge	Yes, the department has at least one staff with that kind of understanding or knowledge	No, nobody in our department has the staff has this kind of understanding or knowledge	1				

■ To be filled in with the names of all municipal departments

■ To be filled in with the answers from the self assessment questionnaire

Figure 4.2. Matrix of Results template

- Once all the rows of the matrix have been filled in, a total score for the "municipality as a whole" (i.e. all municipal departments together) is calculated for each question by summing up the different municipal departments' scores

reflected in the corresponding row. For example, in Figure 4.3, the total score for question number 1 is: $2 + 4 + 2 + 3 + 2 + 2 = 15$; while the total score for question number 2 is: $1 + 2 + 1 + 2 + 2 + 2 = 10$; and so on for all questions/rows.

PILLAR 1: URBAN GOVERNANCE												
THEME	N° QUESTIONS	ANSWERS				MUNICIPAL DEPARTMENTS					MUNICIPAL AS A WHOLE	
		4	3	2	1	OFFICE OF THE MAYOR	FINANCE	URBAN PLANNING	ENERGY AND WATER	(ALL DEPARTMENTS)		
ORGANISATIONAL CAPACITY	1	Does your municipal department have enough staff to carry out its daily responsibility?	Yes, the staff have the required skills to carry out their daily responsibilities	The majority of the staff have the required skills	Less than half of the staff have the required skills	The department has only few skilled staff	2	4	2	3	2	15
	2	Does your municipal department have staff with understanding or knowledge of issues related to climate change and/or risk management?	Yes, the staff do understand and have knowledge of issues related to climate change and/or risk management	Yes, the department has some staff with that kind of understanding or knowledge	Yes, the department has at least one staff with that kind of understanding or knowledge	No, nobody in our department has the staff has this kind of understanding or knowledge	1	2	1	2	2	10
Average for Organizational Capacity												12.5

Figure 4.3. Calculating the municipal average for each resilience theme

- The minimum/maximum possible scores for the "Municipality as a whole" should also be indicated in the top of the column (see Figure 4.3), as follows: the minimum score is equal to the number of municipal departments (for example: 6 departments, MIN. SCORE = 6); the maximum score is equal to the number of municipal departments multiplied by 4 (for example: 6 departments, MAX. SCORE = $6 \times 4 = 24$).
- Calculate the average score for each of the themes of the questionnaire, to be inserted in the blue boxes of the last column entitled "Municipality as a whole" (see the blue highlights in figure 4.3). The average score for the theme is calculated by summing up the total scores in the last column for each question and dividing the sum by the number of questions for that particular theme. For example, in figure 4.3 the theme "Organizational Capacity" is composed of two questions totalising 15 (for question 1) and 10 (for question 2) in the last column. Therefore, the municipal average for this theme is the sum of these total scores ($15 + 10 = 25$) divided by 2 ($25/2 = 12.5$).

- Once all the averages have been calculated, the Municipal Focal Points can colour in red the five or six lowest averages, in yellow and orange the intermediate ones, and in green the highest ones, for example. Colouring the matrix will facilitate the focus group discussions in Phase 3.

Step 2. Summarising the comments

The Municipal Focal Points should elaborate a summary of all comments from the answer sheets per resilience pillar. These should then be used and further debated during the focus group discussions in Phase 3.

Step 3. Harmonising the priority issues identified at the community level

The priority issues identified in the vulnerable neighbourhoods where the participatory planning sessions were carried out need to be harmonised into a single list, so that they can be taken in account during the discussions/debates in Phase 3.

Step 4. Collecting additional information

Information from existing plans, strategies, policies or other key documents at the city level that is relevant to the decision-making/prioritisation process during Phase 3 is collected.

Step 5. Inviting the participants for the focus group discussions

The logistics for the focus group discussions to be held during the three first days of Phase 3 should be prepared one week in advance. In total, five focus group discussions will be held, one per resilience pillar. Each discussion should bring together a maximum of 15 participants who are knowledgeable of the topic/resilience pillar being discussed (see example in the next table regarding the pillar "Urban Governance"). The Municipal Focal Points will be responsible for identifying a (gender sensitive) list of participants for each session and sending the corresponding invitations. For such a purpose, the stakeholder analysis carried out during the preparatory phase should be used. Importantly, time slots for each session and the location of the discussions should be defined in advance.

FOCUS GROUP I **URBAN GOVERNANCE**

TYPE	PARTICIPANTS (TOTAL MAXIMUM:15)
MUNICIPAL STAFF	1 representative from each of these offices (or similar): <ul style="list-style-type: none"> > Office of the Mayor > Human resources office/capacity building > Finance participation/transparency > Urban Planning > Urbanisation, Basic Services and Infrastructures or similar
COMMUNITY MEMBERS	2-4 community representatives from vulnerable neighbourhoods
OTHER LOCAL	Representative from organisations linked to public governance, participation and inclusion, transparency or similar: <ul style="list-style-type: none"> > 1 representative from a ONG > 1 representative from a CSO > 1 or 2 representatives from the private sector



DURATION

OBJECTIVE AND BRIEF DESCRIPTION

EXPECTED RESULTS

1 week

Analyse and discuss the data collected during Phase 2 through focus group discussions, and select the priority issues that constitute entry points to progressively build the city's resiliency by reaching consensus among all local stakeholders during the prioritisation workshop.

- > Five (5) focus group discussions are held, one per resilience pillar; results are summarised in presentations to be delivered in the morning of the prioritisation workshop;
- > Maximum six (6) priority issues for building urban resilience are selected during the prioritisation workshop;
- > Municipal Focal Points are trained to carry out Phase 4, which consists in developing the City Resilience Framework for Action (RFA) based on the selected priority issues.

SUGGESTED AGENDA FOR PHASE 3

The agenda below indicates how all the key activities of Phase 3 could be organised in a week.

Hour	Monday	Tuesday	Wednesday	Thursday	Friday
9:00-13:00	Debriefing and Preparation with Focal Points	FOCUS GROUP 2 Resilient Infrastructure and Basil Services	FOCUS GROUP 4 Urban Disaster Risk Management	PRIORITISATION WORKSHOP	Training of Focal Points for action planning
13:00-14:00	LUNCH	LUNCH	LUNCH		LUNCH
14:00-17:00	FOCUS GROUP 1 Urban Governance	FOCUS GROUP 3 Urban Economy and Society	FOCUS GROUP 5 Urban Planning and Environment		

PHASE 3

DATA ANALYSIS AND PRIORITISATION

ACTIVITY 1: PREPARING THE FOCUS GROUP DISCUSSIONS

Before the focus group discussions, the Municipal Focal Points meet with the external Team of Trainers to review the information collected during Phase 2 and ensure that it is organised in a proper way.

The preparation for the focus group discussions follows these steps:

Step 1. Analysis of the Matrix of Results

The Matrix of Results is reviewed for each resilience pillar to ensure that the information collected through the municipal self-assessment is adequately reflected, calculations are correct and the colour coding is consistent and clear. The comments compiled in Step 2, Activity 3, Phase 2, are also reviewed; the most important ones to be reported during the focus group discussions are highlighted. If time permits, the Municipal Focal Points have a preliminary discussion on the matrix's main findings with the Team of Trainers.

Step 2. Updating the city risk map

The maps at neighbourhood level prepared with the consulted communities during Phase 2 are analysed and compared with the map resulting from the participatory risk mapping at city level (Activity 3, Phase 1). Therefore,

based on the single list of priority issues at community level compiled in Step 3, Activity 3, Phase 2, the city risk map is updated in a newly printed satellite image, including a legend (i.e. priority issues at community level), so that it can be used effectively during both the focus group discussions and the prioritisation workshop.

Step 3. Preparation of additional documentation

Additionally, the Team of Trainers has to review the following information in preparation to the focus group discussions:

- > The preliminary questionnaire completed during the Preparatory Phase, from which relevant information for each resilience pillar is extracted;
- > Key information for decision-making/prioritisation purposes that was collected by the Municipal Focal Points in Step 4, Activity 3, Phase 2, from existing plans, strategies, policies and other relevant documents at the city level.

Step 4. Double-check on logistics

The Team of Trainers reviews all logistical arrangements made by the Municipal Focal Points (see Step 5, Activity 3, Phase 2) for holding the focus group discussions.



ACTIVITY 2:

FOCUS GROUP DISCUSSIONS

A total of five (5) focus group discussions are carried out, one for each resilience pillar, namely: (i) urban governance; (ii) urban planning and environment; (iii) resilient infrastructure and basic services; (iv) urban economy and society; and (v) urban disaster risk management. Each focus group discussion should last between 2 to 3 hours and be attended by no more than 15 participants. The latter should be as much as possible gender-balanced and composed by a mix of municipal technical staff, community representatives, NGO representatives, practitioners, academicians, private sector representatives, among other local stakeholders, who have a say/relevant experience regarding the resilience pillar topic to which they were invited as discussants.

The focus group discussions represent a key moment during the CityRAP Tool roll-out process for knowledgeable stakeholders to exchange views and analyse the data collected during previous phases. Importantly, based on these discussions, each group will propose key issues for each resilience pillar to be presented and reviewed during the prioritisation workshop.

The following steps are proposed for guiding the focus group discussions:

Step 1. Introduction

- All participants introduce themselves.
- A focus group leader is elected. He/she will be responsible for presenting the outcomes of the discussion meeting during the prioritisation workshop. Another participant is selected as rapporteur. The latter has the important task to take extensive notes of the meeting.
- The facilitator (ideally a Municipal Focal Point, supported as needed by a member of the Team of Trainers) needs to ensure proper interaction and participation throughout the meeting. He/she makes a short introduction by explaining quickly the CityRAP Tool roll-out process and the specific role played by the focus group discussion within the overall methodology.
- The facilitator presents the methodology of the meeting (see following steps) and the material to be used for this purpose, which is relevant to the resilience pillar under discussion, namely:

- The Matrix of Results and the summarised list of comments;
- The updated city risk map and the list of priority issues from the consulted communities;
- Additional information extracted from the preliminary questionnaire and from any other key documentation (existing plans, strategies, policies, etc.) that was reviewed by the Team of Trainers.
- Finally, the facilitator explains what is expected from the focus group discussion: a list of maximum five (5) key issues belonging to the pillar that need to be addressed to build the city's resiliency, which will be presented and debated during the prioritisation workshop.

Step 2. Analysis of the Matrix of Results

- > First of all, the facilitator provides an overview of the Matrix of Results deriving from the municipal self-assessment for the respective pillar.
- > The scores and patterns of responses per municipal department are broadly analysed, theme by theme; the colour coding helps structuring the discussion starting from the questions within the themes showing the lowest score (red), for which more attention is needed to build the city's resiliency, to those showing the highest scores (green).
- > The following questions could guide the discussion:
 - Do you agree that the questions with the lowest scores (coloured in red) correspond to the most pressing issues to be addressed?
 - Is there one municipal department that tends to answer more positively or negatively than others? Can you think of a possible explanation?
- > A more in-depth discussion is then carried out for each theme under the resilience pillar being analysed. For example, in the figure below, the first question to be discussed is number 7 (as it corresponds to the lowest score), followed by number 9 and number 8.

PILLAR 1: URBAN GOVERNANCE

THEME	N° QUESTIONS	ANSWERS				MUNICIPAL DEPARTMENTS							TOTAL
		4	3	2	1	URBAN PLANNING	HUMAN RESOURCES	FINANCE	BASIC SERVICES	NATURAL RESOURCES	ECONOMY	CIVIL DEFENCE	
GOVERNANCE STRUCTURE	7 Do you believe that the current municipal structure allows each department to effectively carry out its work?	Yes, the current structure is good and allows each department to effectively carry out its work	The current structure requires some improvements for effective delivery	The current structure is not good enough for that purpose	No, the current structure is weak and needs major improvements	1	1	1	1	3	2	3	12
	8 How well is the municipality cooperating and coordinating with externals such as government, private sector, civil society, etc.?	The municipality has established strong cooperation and coordination mechanisms with a number of external partners and institutions	The cooperation and coordination of the municipality with externals is overall good but could be further improved	The municipality's cooperation and coordination with externals is not good enough	The municipality has poor cooperation and coordination mechanisms with externals	1	2	4	4	4	2	4	23
	9 Do you think that coordination and cooperation among the different municipal departments is efficient?	Yes, mechanisms are in place to ensure efficient coordination and cooperation among the different municipal departments	The coordination and cooperation among the departments is overall good but could be further improved	Coordination and cooperation mechanisms among the departments is not good enough	The municipality has poor coordination and cooperation mechanisms among its departments	1	3	4	2	4	1	4	19
Total for Governance Structure													18

For this particular case, the following guiding questions could be asked to the group:

- In your opinion, what are the reasons for the municipal structure being assessed with a low score (question number 7)?
- Why is a well-functioning municipal structure relevant for building the resiliency of your city?
- Why does the issue of external relations and cooperation (number 9) score relatively better?
- Based on this discussion, what is/are the main issue/s to be addressed for resilience building under this theme?

> Importantly, when discussing each theme, the facilitator should also report to the group the compiled list of comments. This can lead to a more in-depth analysis. For instance, for the theme 'Urban Planning and Land Management' (see example below) under the pillar 'Urban Planning and Environment', there is a question that looks at the efficient implementation of urban plans. The facilitator should try to provoke more insight into what exactly hampers the implementation of these plans, such as the lack of qualified personnel, poor planning standards, weak legal framework, etc. For this purpose, it could help looking at the compiled comments under this theme, as some of the main factors impacting the implementation of urban plans might be mentioned there.

ORGANISATIONAL CAPACITY	4	Do you feel that there is support from the municipality's management for staff who want to enhance their skills?	Yes, there is a strong support from management for such a purpose	Yes, there is some support from management	The management does not oppose to it but also does not actively encourage it	So far, there is no policy in place by management for such a purpose
	5	Is there a maintenance plan for basic services and infrastructure in the city, such as those related to water, sanitation, education, health, waste management, roads, drainage, electricity, etc.?	Yes, there are effective mechanisms in place for ensuring a good maintenance and functioning of most basic services/infra-structure in all parts of the city	There are effective maintenance mechanisms for most basic services and infrastructure in place in the majority of the city	There are mechanisms in place to maintain some basic services and infrastructure but not necessarily covering the whole city	There are almost no mechanisms in place to effectively maintain basic services and infrastructure in the city
	6	Does your municipality have the capacity to enforce urban legislation (e.g. urban plans, building codes, etc.)?	Yes, there is good capacity in the municipality to enforce urban legislation	The municipality has moderate capacity to enforce urban legislation	There is little enforcement capacity	The enforcement capacity is very weak

Step 3. Analysis of the city risk map and list of priority issues at community level

Theme by theme, as applicable, the facilitator will draw attention to the spatial aspects of the issue under discussion using the updated city risk map, and refer to the list of priority issues resulting from the community consultations.

Step 4. Analysis of relevant additional information collected during previous phases

Last but not least, during the focus group discussion, the facilitator needs to refer to any other information collected during previous phases (i.e. preliminary questionnaire; existing plans, strategies or policies; etc.) that are relevant to the themes being analysed.

Step 5. Identification of key issues for the pillar and proposed solutions

Based on the discussion, participants will make a collective decision and select maximum five key issues belonging to the pillar that need to be addressed for building the

city's resiliency. Once the key issues have been identified, participants should propose possible solutions for each of them. The following questions could guide this process:

- How can this key issue be addressed to better contribute to the overall resiliency of the city?
- What specific solutions can be proposed for this purpose?
- How can these efficiently be implemented?

Step 6. Preparation for the prioritisation workshop

Finally, once all proposed solutions have been proposed for the pillar being analysed, under the leadership of its representative and with the support of the rapporteur and the facilitator, each focus group prepares a brief presentation for the prioritisation workshop. The presentation should be no longer than five (5) slides using Power Point and focus on the key issues that were identified as well as the proposed solutions. The presentation should make a clear reference to the list of priority issues identified at the community level, and integrate any additional information (e.g. from the preliminary questionnaire or from existing plans, strategies or policies) deemed relevant. The leader of the group will present the slides in the prioritisation workshop.

ACTIVITY 3: PRIORITISATION WORKSHOP

Once all five focus group discussions have been held, the group leaders, rapporteurs and all relevant participants identified during the preparatory stakeholder analysis convene a one-day prioritisation workshop to collectively choose the priority issues that will serve as entry points for building the city's resiliency. To carry out an efficient workshop, all materials produced throughout the CityRAP Tool roll-out process so far should be clearly displayed, in particular the Matrix of Results, the updated city risk map, and the list of priority issues identified at community level.

The agenda of the prioritisation workshop is organised according to the following steps:

Step 1. Presentation of the CityRAP Tool roll-out process so far and definition of the workshop's main objective (10 min)

- > The workshop facilitator, a member of the Team of Trainers, summarises all the activities carried out so far and presents quickly the materials produced so far, i.e. the Matrix of Results, the updated city risk map, and the list of priority issues identified at community level;
- > He/she should make clear that the main objective of the workshop is to identify in a consensual manner maximum six (6) priority issues that will constitute the entry points for building the city's resiliency.

Step 2. Presentation and debate in plenary around the results of the focus group discussions (15 min x 5 focus groups)

- > The leader of each focus group uses maximum 10 min to present the key issues to be addressed for building the city's resiliency under each pillar, including the envisaged solutions;
- > After each group presentation, the workshop facilitator moderates a 5 min discussion in plenary; members of the focus group may assist their representative in replying to the questions/comments from the audience, as needed;
- > The workshop facilitator uses a flip chart and writes down the key issues to be addressed under each resilience pillar, the proposed solutions and even the relevant underlying issues.

Step 3. Identifying common issues (30 min)

- > The workshop facilitator helps identifying and isolating issues (i.e. key issues to be addressed, proposed solutions or underlying issues) that are common to two or more resilience pillars, which have been mentioned repeatedly during the focus groups' presentations or follow-up debates;
- > The facilitator triggers a plenary discussion around the identified common issues, emphasising the linkages and inter-relations among the different resilience pillars. Thereby the pillar structure gradually fades away and is replaced by common issues that will serve as entry points for building the city's resiliency as a whole.

Step 4. Presentation of the Resilience Diagramme (10 mins)

- > The facilitator introduces the Resilience Diagramme (see figure x) depicting three (3) cross-cutting themes (i.e. climate change adaptation and mitigation, city growth and safe and inclusive city) which underlie the entire urban resilience concept.
- > The three cross-cutting themes (and the way they intersect) are explained in detail, as they will serve as filters for refining the prioritisation exercise.

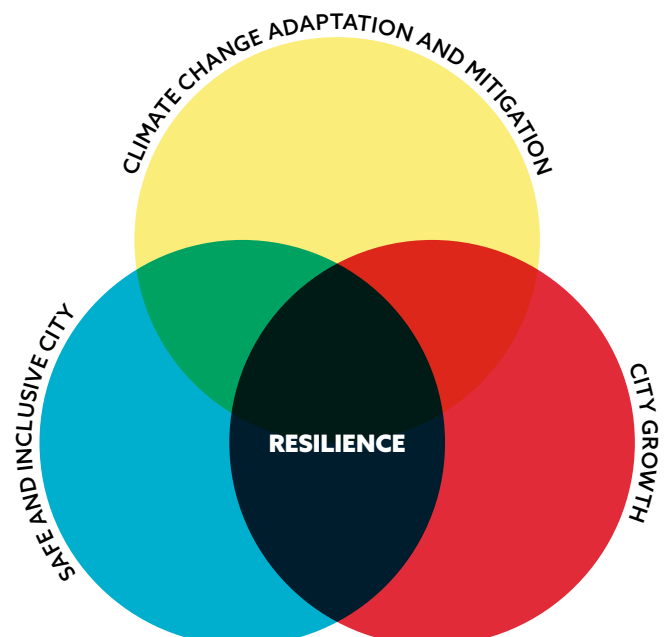


Figure x. Cross-cutting issues of urban resilience

CLIMATE CHANGE ADAPTATION AND MITIGATION

Climate Change Mitigation refers to strategies and interventions to reduce greenhouse gas emissions that are contributing to global warming, while Climate Change Adaptation refers to the measures designed and applied for adapting to its impacts. Both are meant to contribute to poverty reduction and sustainable development. It is critical that climate change is not approached as an isolated, stand-alone issue, but as part and parcel of the overall city planning and development process, thus it needs to be incorporated in the process of building resilience.

CITY GROWTH

This cross cutting issue refers to both the special and economic development dimensions of the city, which absolutely need to be considered when strategizing for building urban resilience. Cities are centres of economic growth and need to be planned and managed adequately, with a clear vision of how they will develop in the future. For example, from a spatial perspective, if a city is expanding at a rapid pace, proper planned city extensions are required.

SAFE AND INCLUSIVE CITY

This cross cutting issue refers to urban safety, promotion of equality, citizens participations and the establishment of more inclusive urbanisation processes. It is much related to good urban governance, but also includes access to basic services for all, reduced criminality and social cohesion, among other aspects. These are essential to be considered when planning for city resilience.

Step 5. Placing the identified common issues into the Resilience Diagramme (20 min)

- > The workshop facilitator writes the identified common issues in different post-its/cards and leads the process of placing each of them in the Resilience Diagramme, through a plenary discussion;
- > Consensus should be found regarding the best location of the identified common issues within the Resilience Diagramme. It is clear that the post-its/cards placed at the intersection of the three cross-cutting themes, represent potential entry points for addressing the city's resiliency as a whole, and should therefore be prioritised.

Step 6. Differentiating priority issues from the components of the city Resilience Framework for Action (20 min)

- > The workshop facilitator projects a Power Point slide (or draws a table in the flip chart) that shows the structure of the City Resilience Framework for Action (RFA) (see figure xx), which distinguishes priority issues to be addressed to build the city's resiliency (titles of the rows) from components (titles of the columns). There are five (5) RFA components, i.e. (i) policies and legislation; (ii) urban plans (both spatial plans and development plans); (iii) finance (i.e. budgetary issues, funding availability,

	COMPONENTS OF THE RFA				
	POLICIES & LEGISLATION	URBAN PLANS	INSTITUTIONAL SET-UP	FINANCE	INTERVENTIONS
DRAINAGE					
INFORMAL SETTLEMENTS					
SOLID WASTE MANAGEMENT					
JOB CREATION					
PUBLIC SPACES					

Figure xx: Structure of the City RFA

etc.); (iv) institutional set-up (who does what?); and (v) interventions (concrete projects and/or activities). The RFA components are defined as the available tools/means/actions that the local administration can use to effectively manage the city.

- > The facilitator then removes the prioritised post-its/cards related to the RFA components from the Resilience Diagramme and places them under the corresponding component.
- > Only the prioritised post-its/cards that are more thematic and can be addressed through the RFA components (i.e. through appropriate policies and legislation, urban plans, adequate finance mechanisms, improved institutional set-up, and concrete interventions) are to be considered for the next step.

Step 7. Agreeing on the priority issues starting from which the city's resiliency will be progressively built (10 min)

- > The workshop facilitator carries out a plenary discussion to analyse one by one those prioritised post-its/cards to see if they can be interlinked through cause-effect relationships or joined under a broader heading (e.g. water and sanitation, or slum upgrading).
- > The post-its/cards within the different circles of the Resilience Diagramme are discussed to agree on the focus of the City RFA (NB: the latter could focus more on climate change, on city growth, or on inclusion/safety) and decide on the final list of priority issues (6 maximum) to be considered for Phase 4.

ACTIVITY 4:

TRAINING THE MUNICIPAL FOCAL POINTS FOR PHASE 4

Finally, once the prioritisation workshop is concluded and the priority issues on which the City RFA will focus on are selected, the Team of Trainers organises a half-day training session with the Municipal Focal Points to prepare them for carrying out Phase 4. For this purpose, the instructions

of Phase 4 (see next chapter) are explained by the Team of Trainers, and clarifications provided as needed. Importantly, the Municipal Focal Points elaborates a calendar of activities to carry out Phase 4 and individual responsibilities are assigned.





DURATION

OBJECTIVE AND BRIEF DESCRIPTION

EXPECTED RESULTS

3-4 weeks

The objective of this phase is to elaborate the draft City Resilience Framework for Action (RFA) based on the results of the prioritisation workshop, and to prepare a final version by integrating the feedback received during the review workshop, which is then validated by the relevant authorities.

The City RFA is the ultimate product of the CityRAP Tool roll-out process. The City RFA is meant to provide a reference framework for gradually building the city's resiliency, in which existing and future policies/ by-laws, plans, financial and institutional arrangements and concrete interventions (i.e. the RFA components) can fit. The City RFA is composed of Priority Actions to be implemented through tangible activities (in the short term), bankable projects (in the medium term) and guiding principles (in the long term) leading the path to enhanced urban resilience.

> A baseline assessment of the identified priority issues is carried out;

> A list of Priority Actions is validated during the review workshop;

> The Priority Actions are broken down into activities, projects and guiding principles in the short (0-2 years), medium (3-5 years) and long term (6-10 years) respectively, and located in a synthetic city map when applicable;

> A monitoring and evaluation mechanisms is set up;

> The final City RFA document is completed and validated.

PHASE 4

DEVELOPMENT OF THE CITY RESILIENCE FRAMEWORK FOR ACTION (RFA)

ACTIVITY 1:

BASELINE ASSESSMENT

A baseline assessment is carried out for each priority issue selected during the prioritisation workshop. The assessment consists of indicating how well the priority issue is currently performing (baseline), on a scale from 1 (lowest score) to 3 (highest score), vis-à-vis the five (5) RFA components (i.e. policies/legislation, urban plans, institutional set-up, finance, and interventions), so that gaps can be identified which will inform the formulation of Priority Actions. This activity is implemented through two steps:

Step 1. Research and compilation of information

The Municipal Focal Points collect all necessary information and consult experts and local stakeholders (e.g. concerned governmental institutions, service providers, the academia, NGOs, etc.) to assess the state of the priority issues selected during the prioritisation workshop in relation to each RFA component. For instance, in case “drainage” was chosen as one of the priority issues, information is gathered concerning policies and legislation, plans, institutional set-up, financial structure and interventions relevant to the drainage conditions in the city. The list below outlines the information to be collected for each RFA component in relation to “informal settlements”.

RFA COMPONENTS	INFORMATION NEEDED	EXAMPLE: “INFORMAL SETTLEMENTS”
POLICIES AND LEGISLATION	<ul style="list-style-type: none"> > What are the policies at national, sub-national and local levels that are related to this priority issue? > Which relevant legislation/regulations do define how to deal with this priority issue? 	<p>National Level:</p> <ul style="list-style-type: none"> > Relevant policies/strategies: National Urban or Housing Policy, National Development Strategy or Plan, National Informal Settlements Upgrading Strategy, etc. > Legislation regarding land tenure, adequate housing conditions, access to basic services, human rights, building codes, minimum urban development standards, etc. <p>Local level:</p> <ul style="list-style-type: none"> > City by-laws on land use planning, management and regularisation > City-wide informal settlements upgrading strategy
URBAN PLANS	<ul style="list-style-type: none"> > Is this priority issue addressed in any of the existing urban plans (city master plan, detailed urban plans, etc.) or city development strategies? 	<ul style="list-style-type: none"> > How informal settlements are taken into account in existing urban plans? > Is there a specific city development plan/strategy for upgrading informal settlements?
INSTITUTIONAL SET-UP	<ul style="list-style-type: none"> > Is there a municipal department, unit or a focal point responsible for tackling this priority issue within the city administration? > Which other municipal or central government departments play a role in addressing this issue? > What is their current level of capacity? > Are there other governance mechanisms at the community level or within civil society dealing with this issue? 	<ul style="list-style-type: none"> > Relevant municipal departments dealing with informal settlements related aspects, e.g. Urban Planning, Environment, Infrastructure/Basic Services, Finance and Administration, etc. > Existing institutional mechanism, task force group, unit or dedicated municipal staff working on informal settlements upgrading; what is there capacity? > What are the mechanisms in place at the community level to deal with informal settlements?

FINANCE	<ul style="list-style-type: none"> > What is the current budget dedicated to this priority issue? > What are the relevant financial mechanisms in place? > What are the strategies to mobilise resources for addressing this issue? 	<ul style="list-style-type: none"> > Budget spent for informal settlement upgrading in the last fiscal year > Are there specific financial mechanisms in place for addressing informal settlements (e.g. taxes, municipal revenues, financial transfer from central government, revolving fund)?
Interventions	<ul style="list-style-type: none"> > What concrete physical interventions have been carried out lately to address this priority issue? > What results have been achieved through relevant projects? 	<ul style="list-style-type: none"> > List of informal settlements upgrading interventions/projects (e.g. improving security of tenure, opening of roads in informal settlements, increasing access to water and sanitation, etc.)

The Municipal Focal Points distribute tasks among themselves to collect all relevant information to carry out the baseline assessment. For instance, one Municipal Focal Point could be responsible for researching and compiling information/data regarding all five RFA components related to one specific priority issue. Conversely, he/she could be responsible for collecting information for all priority issues in relation to one specific RFA component (e.g. if there is someone from the financial department in the team of Municipal Focal Points, he/she could be responsible for investigating the finance component of the RFA).

Step 2. Filling in the baseline assessment table

Once all needed information/data have been retrieved, the Municipal Focal Points will collectively decide on a score qualifying how well each priority issue performs in relation to a particular RFA component, using a scale from 1 (weak performance) to 3 (good performance) (see Figure XXX).

Figure XXX: Grading scale for the baseline assessment

RFA COMPONENTS	SCORE = 1	SCORE = 2	SCORE = 3
POLICY AND LEGISLATION	There are currently no relevant policies, strategies or by-laws at any level regulating this issue	<ul style="list-style-type: none"> > This issue is taken into account but the relevant policies and legislation is out of date > This issue is taken into account is not yet sufficiently/ adequately taken into account in existing policies/ legislation 	There are policies and laws in place that adequately regulate this issue
URBAN PLANS	<ul style="list-style-type: none"> > This issue is not taken into account in any urban spatial or development plan > There are currently no valid urban plans for the city 	The existing urban plans are out-dated, inadequate or only take some aspects related to this issue into account taken into account	This issue is sufficiently incorporated in key urban spatial/ development plans of the city
INSTITUTIONAL SET-UP	There is no department, specialised institution or focal person assigned for managing this issue at the municipal/local level	One or more municipal departments, specialised institutions or focal persons are responsible for dealing with this issue, but not in a clear manner and with insufficient capacity	Roles/responsibilities of different departments/ institutions are clearly defined for dealing with this issue at city level, with enough capacity

FINANCE	There is no budget allocated for managing this issue at the local level, nor financial mechanisms in place	<ul style="list-style-type: none"> > The available budget to deal with this issue is insufficient > It is not clear how the budget for this issue is spent > The financial mechanisms in place are weak 	The available budget allocated for this issue is sufficient and there are adequate financial mechanisms in place
INTERVENTIONS	No concrete interventions are currently being implemented to improve this issue	There are few/insufficient projects/interventions that tackle this issue	There are sufficient/adequate projects/interventions planned or on-going to address this issues

Therefore, the Municipal Focal Points fill in the baseline assessment table, as depicted in Figure XXXX below. It is clear that the City RFA will then focus mainly on the lowest scores to define Priority Actions in order to build progressively the city's resiliency.

Figure XXXX. Example of baseline assessment for Moroni city, Comoros

	RFA COMPONENTS	POLICIES AND LEGISLATION	URBAN PLANS	INSTITUTIONAL SET-UP	FINANCE	INTERVENTIONS
PRIORITY ISSUES						
SOLID WASTE MANAGEMENT	1	1	2	2	2	
WATER, SANITATION AND DRAINAGE	2	1	2	1	2	
URBAN ECONOMY/ JOB CREATION	3	3	2	1	1	
URBAN PLANNING/ PUBLIC SPACES	3	1	1	1	2	
ENERGY	3	2	2	2	2	

ACTIVITY 2:

FIRST DRAFT OF THE CITY RFA AND REVIEW WORKSHOP

The objective of this activity is to prepare the first draft of the City RFA with the support of the external Team of Trainers. Since the latter will be on mission during only one week, in order to maximise their presence, the following schedule is proposed.

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<ul style="list-style-type: none"> > Review of the baseline assessment > First draft of Priority Actions of the RFA 	<ul style="list-style-type: none"> > Finalising the RFA Priority Actions > Preparation of the Review Workshop 	Review Workshop	Start developing further the City RFA based on the inputs received during the workshop	The Team of Trainers provides guidance to the Municipal Focal Points to finalise the City RFA

This activity is carried out according to the following Steps:

Step 1. Review of the baseline assessment table

The Municipal Focal Points explain to the Team of Trainers the rationale they followed for the scoring they applied to the selected priority issues against the RFA components, by presenting a clear justification and making reference to key documentation from the research they carried out during Activity 1. The group (Municipal Focal Points and Team of Trainers) jointly reviews the scoring and amend it as needed.

Step 2. Definition of Priority Actions

The definition of Priority Actions is based on the baseline assessment, especially by looking at the lowest scoring

cells (score = 1 or 2), i.e. where there are major gaps to be addressed to start building the city's resiliency. To define these actions, the group members should ask themselves: "What Priority Actions should be undertaken to increase the scoring? What are the aspects that are interlinked and could be grouped under a single Priority Action? What are the most important root causes for the city's vulnerability that need to be urgently addressed?"

Although identifying many actions may be tempting, the City RFA should remain realistic and feasible, hence it is recommended to define maximum six Priority Actions. The latter should focus on the most crucial and urgent aspects to be addressed, as they will serve as entry points for progressively building the city's resiliency.

An example is provided below for defining the Priority Actions of the RFA for the city of Moroni, Comoros.

Example X – Definition of Priority Actions for Moroni city based on the baseline assessment

	POLICIES AND LEGISLATION	URBAN PLANS	INSTITUTIONAL SET-UP	FINANCE	INTERVENTIONS
SOLID WASTE MANAGEMENT	1	1	2	2	2
WATER, SANITATION AND DRAINAGE	2	1	2	1	2
URBAN ECONOMY/ JOB CREATION	3	3	2	1	1
URBAN PLANNING/ PUBLIC SPACES	3	1	1	1	2
ENERGY	3	2	2	2	2

Priority Action 1:

Design and implementation of a solid waste management strategy for the greater Moroni (i.e. Moroni city and surrounding municipalities) including a sustainable financing mechanism.

Priority Action 2:

Elaboration and implementation of urban plans paying special attention to basic infrastructure layout/service delivery (water, sanitation, drainage, energy) and to the identification of priority economic areas for investment/job creation.

Priority Action 3:

Identification and operationalization of effective financing mechanisms for urban planning and management.

Priority Action 4: Set up and strengthening of the institutional framework for the effective management of the greater Moroni area.

Priority Action 5:

Promotion of ecotourism and tertiary economy for youth employment.

Step 3. Review workshop

The purpose of this workshop is to gather with the relevant stakeholders (i.e. municipal staff, government representatives, community members, NGOs, the private sector, service providers, the academia, etc.), review the proposed Priority Actions for the RFA, and start detailing them out by defining activities, projects and guiding principles in the short (0-2 years), medium (3-5 years) and long term (6-10 years) respectively.

The logistics for the event should have been carried out by the Municipal Focal Points well in advance, while the Team of Trainers supports the preparation of the main presentation and reviews the workshop agenda the day before the workshop. The main agenda items are:

- > Summary of the CityRAP Tool roll-out process so far: one member of the Team of Trainers provides a concise but complete summary of the process carried out until the day of the workshop, since there will likely be participants in the room that were not involved in previous phases. Then the objective and expected outcomes of the event are explained.
- > Review and validation of the proposed Priority Actions: the Municipal Focal Points explain the baseline assessment carried out and the rationale applied for scoring the identified priority issues against the RFA components. The derived Priority Actions are then presented, followed by a plenary discussion in which suggestions are made to improve what has been

proposed. The following questions can be used to moderate the discussion: "Do these Priority Actions contribute effectively in building the city's resiliency? Do they truly address the priority issues selected during the prioritisation workshop? Are there any other pressing issues that create risk and are not being properly addressed by the proposed Priority Actions?" As a result, the Priority Actions are reviewed on the spot and validated by the participants.

- > Assigning responsibilities: for each Priority Action, the participants suggest a lead institution that will be responsible for its effective implementation in collaboration with other concerned stakeholders/partners. The effectiveness of the work of the lead institution will be assessed every two years, as part of the monitoring and evaluation system to be set up in support to the implementation of the City RFA.
- > Group discussions: Participants are divided into groups. One Priority Action is assigned to each group. Therefore, participants should choose a group in which they feel that they will be able to contribute meaningfully to the discussions (i.e. they are knowledgeable of the topics related to the Priority Action being discussed). Each group is tasked with making suggestions for formulating an implementation strategy of the Priority Action assigned to them, which they will then have to present in plenary. For this purpose, the group should try to answer the following guiding questions:
 - (i) What is the long-term (10 years) vision or the expected outcome for this Priority Action? Which guiding principles can be proposed to fulfil this vision/reach the expected outcome?
 - (i) Can you propose ideas for formulating feasible/bankable projects to be implemented in the medium term (3-5 years) for which partnerships need to be developed (with which entities?) and funds leveraged (through which mechanism)?
 - (i) Realistically, what concrete activities can be carried out in the short-term (0-2 years) using available means and resources?

Step 4. Producing the first draft of the City RFA

Based on the workshop's results/inputs, the Municipal Focal Points continue working with the Team of Trainers during the remainder of the week to produce the first draft of the City RFA. Besides the review workshop, any material, information, data or idea collected since the beginning of the CityRAP Tool roll-out process can be useful for this purpose.

ACTIVITY 3:

FINALISATION OF THE CITY RFA

The Municipal Focal Points, with the remote support from the Team of Trainers, work towards the finalisation of the City RFA. The following steps are carried out:

Step 1. Consolidating the City RFA structure

The core structure of the City RFA is determined by the Priority Actions. Each Priority Action should include: (i) a lead institution and key collaborating entities; (ii) a 10-year vision or expected outcome, which is further refined by guiding principles that orient the course of the action in the long-term; (iii) some feasible/bankable projects to be implemented in the medium term (3-5 years), presented in the form of 2-pager fiches (see a proposed outline in Figure Z below); (iv) a list of concrete activities to be carried out in the short-term (0-2 years) using available means/resources.

Figure Z. Outline of the project fiche

Project title:
 Rationale and justification:
 Objective:
 Expected results:
 Planned activities:
 Outputs/deliverables:
 Implementation arrangements:
 Key partners:
 Risks and assumptions:
 Timeframe:
 Estimated budget required:

Step 2. Synthetic city map

Once the City RFA core structure is consolidated, the Municipal Focal Points elaborate a synthetic/schematic map of the city in which the concrete activities (0-2 years) and bankable projects (3-5 years) that can be spatially located are visualised. The map serves as illustration for grounding the RFA to the city's reality.

Step 3. Monitoring and evaluation framework

Importantly, a monitoring and evaluation framework is set up in support to the effective implementation of the City RFA. In the latter document, roles and responsibilities of the key institutions/entities are clearly defined and their fulfilment should be checked. An external/independent body/consultant could be responsible for monitoring the progress

made in implementing the City RFA every two (2) years, and report back to the municipal assembly or, if not existing, to another relevant body with oversight responsibilities on the municipal/city council/government. In particular, a new assessment of the identified priority issues against the RFA components should be carried out and compared to the baseline to see if significant progress was made.

Overall, the monitoring and evaluation framework should respond to the following questions:

- > To which extent is the implementation of the City RFA activities (0-2 years) following what was planned?
- > To which extent are resources being mobilised as expected through the formulated projects (3-5 years)?
- > To which extent has the City RFA been used as reference framework when plans, policies and strategies are being implemented or elaborated (e.g. in occasion of the mandatory planning cycles of the municipality)?
- > To which extent has the implementation of the RFA impacted the overall state of resiliency of the city?

Step 4. Completion and lay-out of the City RFA

The Municipal Focal Points, with the remote support of the Team of Trainers, finalise the City RFA formulation process by drafting one final encompassing document. It is important that the latter shows the rationale behind the CityRAP Tool roll-out process and how the Priority Actions were identified as entry points for building the city's resiliency. The following outline can be used as reference:

- 1.** Introduction
- 2.** Rapid city risk profile, using the preliminary questionnaire and the updated city risk map
- 3.** The CityRAP Tool roll-out process, which includes details of the different implementation stages (e.g. municipal self-assessment, participatory planning at community level, focus group discussions, prioritisation workshop, baseline assessment, review workshop)
- 4.** Priority actions for building urban resilience, including:
 - > Lead institution and collaborating entities
 - > Long-term (10 years) vision and guiding principles
 - > Project sheets with estimated budgets (3-5 years)
 - > Short-term activities (0-2 years)
 - > Synthetic city map
- 5.** Monitoring and evaluation framework
- 6.** Conclusion and way forward

ACTIVITY 4: VALIDATION OF THE CITY RFA

Once the RFA is finalised, the Municipal Focal Points should submit it to the relevant authorities and make sure that the necessary steps to validate it according to the local context are followed. Ideally, a validation workshop should be organised for such a purpose, in which high-level authorities should be present as well as potential donors, key partners and the media. Similarly to the review workshop, it is advisable that the whole CityRAP Tool roll-out process is described again so that participants understand all the work done and the importance of the City RFA, which was ultimately prepared by the city itself! After presenting the RFA, room should be given for questions and answers. The event should end with an official endorsement of the document by the municipal authorities, followed by a dissemination campaign.



GLOSSARY

ADAPTIVE ARCHITECTURE

Adaptive Architecture is a multi-disciplinary field concerned with buildings that are specifically designed to adapt to their environments, their inhabitants and objects as well as those buildings that are entirely driven by internal data.

BUILDING CODES

Building codes are a collection of regulations adopted by a city to govern the construction of buildings. This includes regulations concerning materials, structural design, construction practices, safety, building services (lighting, ventilation, electricity, heating/air conditioning, escalators, plumbing, water supply, drainage and so forth) and specifications for appropriate administrative and technical control. Building codes set forth standards and requirements for construction, maintenance, and occupancy of buildings in the interest of health, safety, and welfare of the public.

COORDINATION MECHANISMS

Concerns the effective communication and administration among various government departments and other stakeholders to design or implement policies or concrete measures. On the implementation level, a coordination mechanism could define the flow of information among the different governmental layers in order to define steering structures for a certain program or review its effectiveness. The coordination mechanism also facilitates the distribution of funding and financing among the different governmental levels to implement measures. Coordination mechanisms are the processes by which the viewpoints of multiple decision makers are aggregated to address collective choice problems.

CONTINGENCY MECHANISMS

A contingency plan is a course of action designed to help an organization respond effectively to a significant future event or situation that may or may not happen. It ensures continuity of their services in case of a disaster or event. The need for drawing up contingency plans emerges from a thorough analysis of the risks that the city faces. It's also useful in thinking about new and ongoing projects: what happens when 'Plan A' doesn't go as expected?

DISAGGREGATED INFORMATION

Disaggregated data refers to numerical or non-numerical information that has been (1) collected from multiple sources and/or on multiple measures, variables, or individuals; (2) compiled into aggregate data—i.e., summaries of data—typically for the purposes of public reporting or statistical analysis; and then (3) broken down in component parts or smaller units of data to a more detailed level to that at which detailed observations are taken.

DISASTER RISK

Disaster risk is expressed as the likelihood of loss of life, injury or destruction and damage from a disaster in a given period of time. Disaster risk is widely recognized as the consequence of the interaction between a hazard and the characteristics that make people and places vulnerable and exposed.

EARLY WARNING SYSTEMS

An early warning system (EWS) is technology and associated policies and procedures designed to predict and mitigate the harm of natural and human-initiated disasters and other undesirable events. Early warning systems for natural hazards include those designed for floods, earthquakes, avalanches, tsunamis, tornadoes, landslides and drought. Other systems exist for a variety of events including missile launches, road conditions and disease outbreaks.

ENVIRONMENTALLY SENSITIVE AREA (ESA)

Environmentally sensitive areas are places that have special environmental attributes worthy of retention or special care. These areas are critical to the maintenance of productive and diverse plant and wildlife populations. Examples include rare ecosystems (such as the Garry oak and associated ecosystems found in southwestern British Columbia), habitats for species at risk (such as sagebrush grasslands) and areas that are easily disturbed by human activities (such as moss-covered rocky outcrops). Some of these environmentally sensitive areas are home to species which are nationally or provincially significant, others are important in a more local context. They range in size from small patches to extensive landscape features, and can include rare and common habitats, plants and animals.

GENDER BALANCE

Gender balance is commonly used in reference to human resources and equal participation of women and men in all areas of work, projects or programs. In a scenario of gender equality, women and men are expected to participate proportionally to their share of the population. In many areas, however, women participate less than what would be expected based on the sex distribution in the population (underrepresentation of women), while men participate more than expected (overrepresentation of men).

GREENING ACTIVITIES

Greening activities in urban areas includes cities striving to lessen their environmental impacts by reducing waste, expanding recycling, lowering emissions, increasing housing density while expanding open space, and encouraging the development of sustainable local businesses. Urban greening activities usually include

creation and maintenance of green space, such as parks; planting and care of trees; and the creation of green infrastructure such as rain gardens and green roofs.

INFILL DEVELOPMENT

Infill development is the process of developing vacant or underutilized lands within existing urban areas that are already largely developed. Most communities have significant vacant land within city limits, which, for various reasons, has been passed over in the normal course of urbanization. Ideally, infill development involves more than the piecemeal development of individual lots. Instead, a successful infill development program should focus on the job of crafting complete, well-functioning neighborhoods. Infill development is critical to accommodating growth and redesigning cities to be environmentally and socially sustainable.

MICROCREDIT MECHANISMS

Systems and processes that are in place to ensure the availability and provision of microcredit to those that need it. Microcredit is the extension of very small loans (microloans) to impoverished borrowers who typically lack collateral, steady employment and a verifiable credit history/ those who cannot qualify for loans from traditional financial institutions. It is designed not only to support entrepreneurship and alleviate poverty. Many borrowers are illiterate, and therefore unable to complete paperwork required to get conventional loans.

NATURAL HAZARDS

Natural hazards are naturally occurring physical phenomena caused either by rapid or slow onset events which can be geophysical (earthquakes, landslides, tsunamis and volcanic activity), hydrological (avalanches and floods), climatological (extreme temperatures, drought and wildfires), meteorological (cyclones and storms/wave surges) or biological (disease epidemics and insect/animal plagues).

PERI-URBAN AGRICULTURE

Peri-urban agriculture is generally defined as agriculture undertaken in places on the fringes of urban areas. There is no universally agreed definition, and usage of the term generally depends on context and operational variables. The Food and Agriculture Organization of the United Nations defines peri-urban agriculture as "agriculture practices within and around cities which compete for resources (land, water, energy, labor) that could also serve other purposes to satisfy the requirements of the urban population."

The term "peri-urban" used to describe agriculture, while difficult to define in terms of geography, population density, percentage of labor force in agriculture, or any other variable, often serves the purpose of indicating

areas along the urban-rural continuum. These are places with dynamic landscape and social change and are often invoked in conversations about growth of cities.

PUBLIC SPACE

A public space is a social space that is generally open and accessible to people. Roads (including the pavement), public squares, parks and beaches are typically considered public space. To a limited extent, government buildings which are open to the public, such as public libraries are public spaces, although they tend to have restricted areas and greater limits upon use. Although not considered public space, privately owned buildings or property visible from sidewalks and public thoroughfares may affect the public visual landscape, for example, by outdoor advertising.

SECURITY OF TENURE

Legal protection afforded to tenants of dwelling houses (usually under a rent act) against arbitrary rent increases and landlord's attempts to repossess the property through eviction after informal settlements are upgraded. The tenant of the property holds the right to occupy it after upgrading unless a court should order otherwise.

URBAN LEGISLATION

Urban law is the collection of policies, laws, decisions, and practices that govern the management and development of the urban environment.

VULNERABILITY AND RISK ASSESSMENT

Vulnerability and Risk Assessment (VRA) develops a holistic, landscape-wide understanding of vulnerability and links up actors across various levels of governance to jointly identify hazards and risks and analyze root causes of vulnerabilities for distinct social groups and the environment. Later, VRA's design programs and risk reduction initiatives accordingly, ensuring that they are equitable, gender-sensitive and effective.

ZONING LAW

Land use and zoning law is the regulation of the use and development of public and private real estate. Zoning is the most common form of land-use regulation, used by municipalities to control local property development.

Zoning regulations typically divide a municipality (such as a city) into residential, commercial, and industrial zones. Thus, zoning laws are intended to maintain a level of order and efficiency within a municipality, while keeping each zone optimized for its intended purpose. For example, zoning laws reassure home owners that a factory or department store will not open across the street. Zoning laws also regulate specific requirements for the types of buildings allowed in each zone (height restrictions, etc.), location of utility lines, parking requirements.



CityRAP Tool

CITY RESILIENCE

ACTION PLANNING

UNHABITAT
FOR A BETTER URBAN FUTURE

DiMSUR 
Disaster Risk Management,
Sustainability and Urban Resilience