



Urban Thinkers Campus: Resilient Cities

Bridging the Humanitarian and Development Divide

Introduction

Climate change, unguided urbanization and an unprecedented level of forcibly displaced populations moving to cities - among other factors - have increased the likelihood, intensity, and impacts of urban crises. At the same time, cities have become the main drivers of sustainable development, equality, and inclusivity. The challenge of our time is to ensure that The City We Need is capable of adapting to its future risks and is informed by many different stakeholders, including, but not solely bound to, humanitarian and development actors. **The City We Need is Resilient.**

On February 11, 2016, World Vision International (WVI) and the International Rescue Committee (IRC), representing both humanitarian and development actors, co-hosted an Urban Thinkers Campus (the Campus) focused on urban resilience. Held virtually, the Campus focused on **the role of resiliency in bridging the humanitarian and development divide in order to achieve durable, sustainable, and multi-dimensional outcomes appropriated to the local context in cities.** Using urban resilience as a common framework, the Campus put forth *Resilience Recommendations*¹, a set of guidelines and principles, to support relevant urban actors to both plan for and build resilience-enhancing strategies for all cities, no matter their risks, resources, or capacity.

The Campus viewed urban resilience as an integral part of *the City We Need 2.0* with the understanding that a city is only truly sustainable if it can manage its risks well enough to prepare for, withstand, and recover from future crises. It is the collective responsibility of the international community and local stakeholders, including local governments, to meet the challenge of urban resilience, and both humanitarian and development actors play a crucial role. Whereas humanitarians have the expertise to respond to crises, development actors have the expertise to build from them. Resiliency asks for both; that international and local actors learn to not only respond to crises and aid the communities they affect in equal measure, but, in doing so, to improve those communities to be better prepared for future crises and have a higher overall quality of life; particularly the most vulnerable groups (including children, women and youth).

Partners and Participants

WVI and IRC, as lead co-organizers, welcomed its Campus partners, including: Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP), the International Institute for Environment and Development (IIED), the UK Department for International Development (DFID), and the Global Alliance for Urban Crises (the Global Alliance). These partners contributed to both the organization of the Campus and to the recommendations put forth to participants during the event as both IIED and the Global Alliance are actively developing their own recommendations related to resilience and urban crises response.²

The Campus itself was held through a virtual webinar hosted via ALNAP's Urban Response Community of Practice platform. Over 120 attendees participated in the webinar from over 90 organizations, universities, think tanks, media outlets, and municipalities from across the globe. They represented 40 countries from the continents of North America, South America, Europe, Asia, and Australia. Attendees included representatives

¹ The preliminary Resilience Recommendations discussed during the Campus and put forward for public comment are available here: <http://www.alnap.org/resource/21846>. The final Resilience Recommendations, updated to reflect public comment, appear in this report.

² Specifically, IIED is engaged in the Ecology and Resilience Policy Unit for Habitat III and the Global Alliance is responsible for recommendations on improved urban humanitarian response for the World Humanitarian Summit.

from humanitarian organizations such as Action Against Hunger and the British Red Cross; development organizations such as UNDP and Oxfam; universities such as Harvard University; and municipalities such as Byblos, Lebanon.

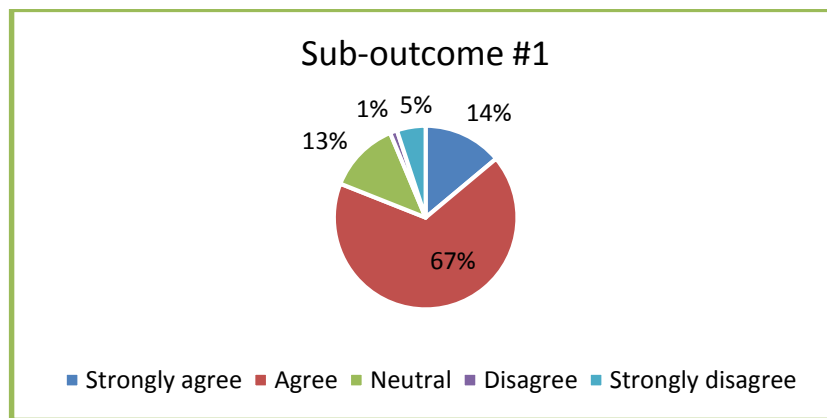
Key Outcomes

The main outcome of the Campus is the consensus that **planning for and building resilient cities is a collaborative process that requires the expertise and participation of humanitarian, development, and local actors as well as the communities they serve.** This is because building urban resilience should strive to either prevent or mitigate urban crises in a manner that improves the overall development and quality of life for urban residents, particularly the most marginalized, vulnerable, and at-risk.

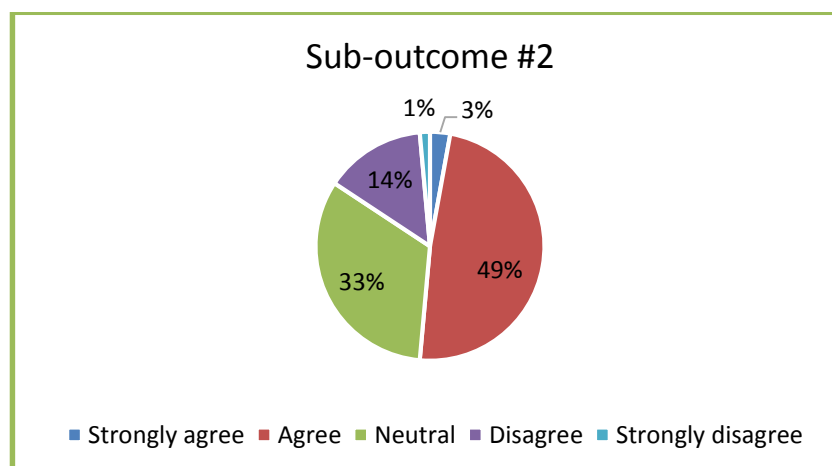
With this outcome as a foundation, the Campus put forth ten *Resilience Recommendations* for consideration from both Campus participants and subsequently for online public comment. During the Campus, participants reached consensus on the following sub-outcomes, as they relate to the Resilience Recommendations as a comprehensive set of principles in planning for and building urban resilience.

Sub-outcomes

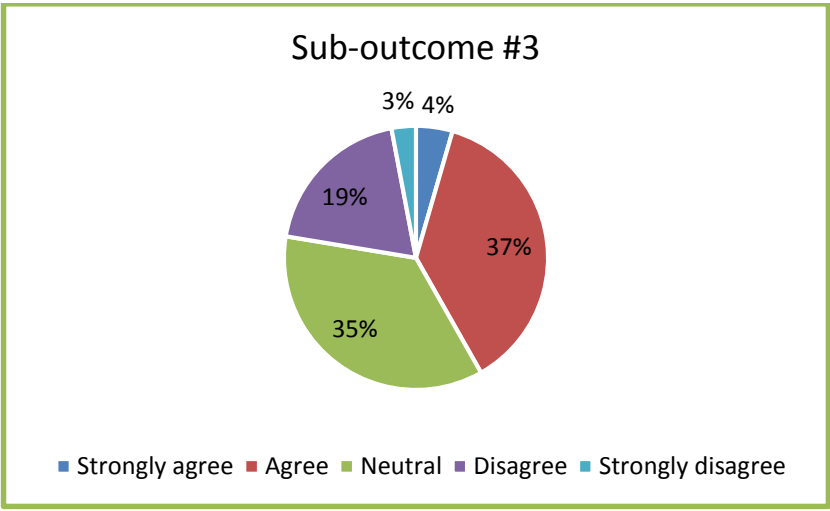
1. Urban resilience provides an adequate framework through which we may bridge the humanitarian and development divide.



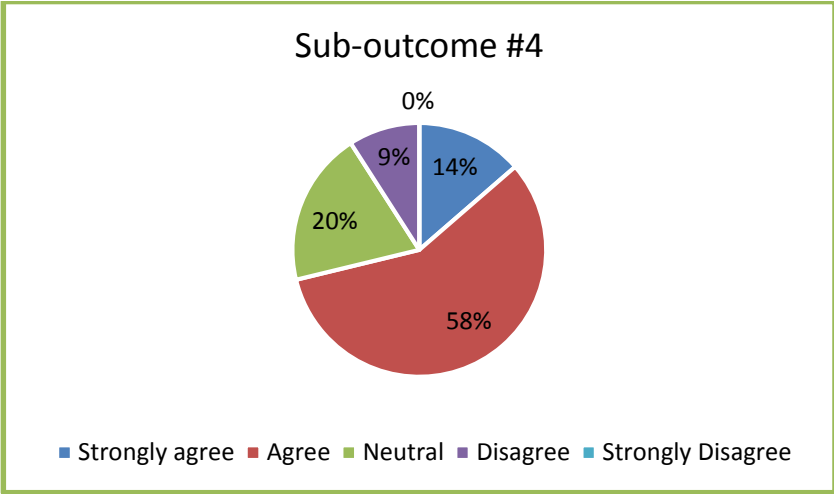
2. The Resilience Recommendations adequately cover humanitarian and crisis response considerations required in planning for and building resilient cities.



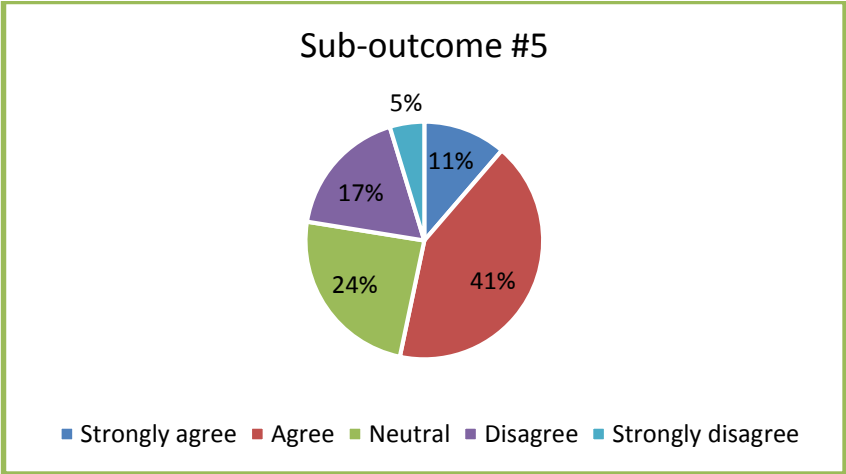
3. The Resilience Recommendations adequately cover durable development solutions required in planning for and building resilient cities.



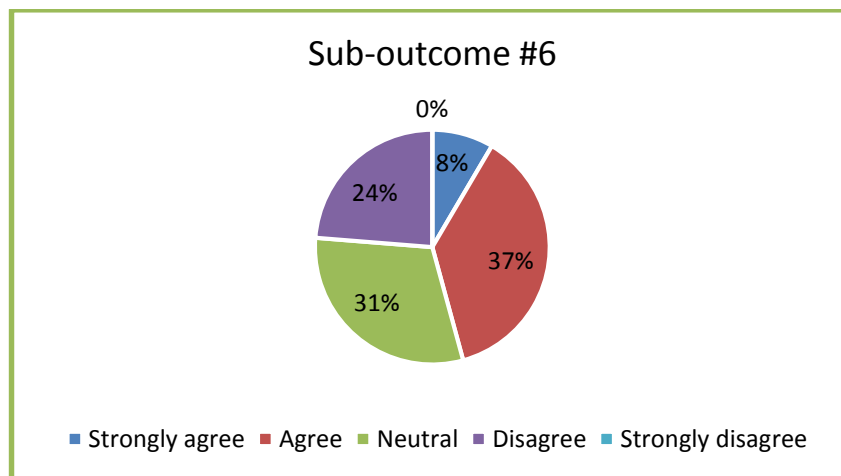
4. The Resilience Recommendations are useful for humanitarian, development and local actors as a general framework for building resilient cities.



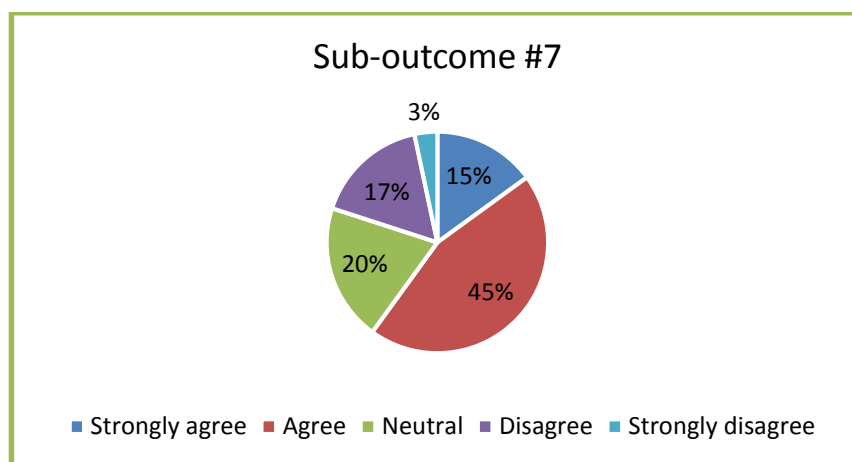
5. The Resilience Recommendations address concerns around vulnerable, displaced and marginalized populations and their role in resilience building.



6. The Resilience Recommendations address the various shocks, stresses and hazards cities face and the need for a holistic understanding of resilience.



7. The Resilience Recommendations are applicable to all cities, regardless of their capacities, resources, or levels of risk.



Key Recommendations

The recommendations are designed so that they may be linked with other global initiatives, such as the Sustainable Development Goals, the World Humanitarian Summit, and the New Urban Agenda. They are drawn from several existing endeavours and organizations whose mandates are to define, advocate for and build urban resilience. These endeavours/organizations include 100 Resilient Cities³, Arup’s Resilience Framework⁴, the Habitat III Ecology and Resilience Policy Unit⁵, the Habitat III Issue Paper on Resilience⁶, and the World Humanitarian Summit’s Global Alliance for Urban Crises⁷. The recommendations relate to the planning and design of resilience strategies and what the strategies themselves should aim to achieve.

Using these recommendations as a starting point, it is this Urban Thinkers Campus’ vision that humanitarian, developmental, human rights, and local actors adopt urban resilience as a common framework through which they may align their shared goals and work together to build more sustainable, inclusive, and resilient cities, and that these recommendations are useful both in addressing urban crises and building better from them.

³ www.100resilientcities.org

⁴ Report available at: http://publications.arup.com/Publications/C/City_Resilience_Framework.aspx

⁵ Draft for public comment available at:

<https://www.habitat3.org/bitcache/bf3707e74dfb5aa370d8e176e16235fe458ea769?vid=566127&disposition=inline&op=view>

⁶ Paper available at: http://unhabitat.org/wp-content/uploads/2015/04/Habitat-III-Issue-Paper-15_Urban-Resilience-2.0.pdf

⁷ https://www.worldhumanitariansummit.org/whs_urban

The planning and building of resilient cities should be:

1. Holistic and Sustainable

Ensure that cities are able to holistically prepare for, withstand, and recover from economic, environmental and social disruptions. Actors should strive for cities that operate on resilient systems⁸; that is, systems (financial, governmental, infrastructural, ecological, societal, etc.) that are adaptable, robust, redundant, integrated, inclusive, resourceful and flexible. Ensure resiliency – including climate adaptability and environmental responsibility - is recognized as a driver of sustainable development as well as a quality of it.

2. Possible and Prioritized for All Cities

Ensure that all cities – especially those experiencing protracted humanitarian crises - have the tools and technologies to assess their risks and vulnerabilities and the appropriate frameworks required to develop resiliency strategies that draw upon input from multiple stakeholder groups. Resiliency strategies, especially those for cities in crisis, should build interventions on existing urban service delivery systems, people's own recovery mechanisms, and the strength of the urban economy. For developing cities, resilience should be articulated as a means to supporting continued development and lessening the impacts of crises.

3. Disaster Resilient

Ensure that cities address underlying environmental and physical disaster risks before a crisis occurs by investing in a sustainable network of urban systems and human communities that reduce vulnerability to a range of shocks and stresses. In the recovery process, seek ways for urban systems to learn and transform in order to build back safer. Humanitarian and development actors can assist to reduce the risk of future crises by facilitating a reconstruction process that engages local neighbourhoods, municipalities, urban planners and the private sector, among others at various scales.

4. Realized through Local Governance and Social Will

Work through local governance structures to ensure resiliency strategies are tailored to the local context, designed and implemented by local stakeholders and representative of the city's cultural diversity. Recognize the inherent resilience of urban residents, particularly the most vulnerable, and their willingness to act on it. Support localized social resilience to leverage and enhance the ability of individuals, households, neighbourhoods/communities and organizations to respond to shocks and stresses while restoring and strengthening the urban systems that support them, such as social safety nets. Resilience planning should include community engagement and awareness building, community-based needs assessments, and stakeholder and political economy mapping, among other urban planning practices.

5. Considerate of Urban Displacement

Ensure that resiliency strategies manage the impacts of urban displacement, specifically as an opportunity to strengthen existing services and infrastructure in host communities. Additionally, cities should plan for more resilient urban growth, with socially inclusive communities and local policies that promote the accommodation, and, where possible, the integration of new urban residents towards a greater social cohesion.

6. Innovative and Provide Multi-Faceted Solutions

⁸ Systems view the city as a combination of inter-dependent parts working together.

Ensure that resiliency strategies are informed by an integrated group of local communities (and resourceful sub-groups within them, such as urban youth) and urban professionals (such as academics, engineers, legal experts, humanitarian and development actors, municipalities, among others) in order to achieve innovative solutions appropriated to urban complexity. Ensure that resilience is scalar by making it a priority at multiple levels of governance that shape the lives of individuals and the functionality of communities, cities and nations.

7. Inclusive and Empowering for All

Ensure that urban resiliency planning includes and empowers the voices of the most vulnerable populations. Give special consideration to the participation of children, women, youth, elderly, and disabled populations in resiliency planning and needs assessments while recognizing their unique risks and vulnerabilities as well as available community-based protection mechanisms. Special considerations should be given to ensure the input of all residents and the diversity of opinions that stem from faith, social status, ethnicity, gender, sexual orientation, ability, age, and legal standing.

8. Spatially Balanced and Manage Urbanization

Given the spatial dimension of vulnerabilities and challenges related to access to services in cities, ensure that actors employ strategies that strengthen spatial resiliency, such as area-based / citywide approaches, neighbourhood improvements, or engineering interventions. Ensure that resilience strategies address the spatial implications of conflict, violence, and marginalization by striving for de-escalation, social cohesion, and stronger legal standing for those living in areas that may be considered spatially separate, especially by ensuring that the systems serving those areas remain functional before, during, and after crises and that the most vulnerable have legal access to those systems.

9. Linked to Urban Economics

Ensure that resiliency strategies prioritize investment in local economic development and job creation. Engage the private sector as a means of achieving financial systems that offer opportunities for savings, loans, credit and skill-building for vulnerable groups of people, especially the youth segment. In crises, consider cash-based programming or strengthening infrastructural access to markets as a viable method of meeting immediate needs while strengthening market resilience in the long term.

10. About Betterment

Ensure that resilience building seeks to achieve a higher overall quality of life, improved access to livelihoods and economic gains, stronger institutions, and the betterment of the city. Resilience is about more than surviving; it is about thriving.

Key Actors

To advance towards the resilient city we need, the lists below highlight the main stakeholder groups and their individual responsibilities, building resilient cities is an endeavor that requires meaningful collaboration. Participation in resilience planning and building is a responsibility shared by all key actors.

Humanitarian Actors

- As stipulated by the World Humanitarian Summit Core Responsibility #3, leave no one behind, particularly in resilience-building planning and implementation.⁹

⁹ <http://sgreport.whsummit.org/>

- As stipulated by the World Humanitarian Summit Core Responsibility #4, shift the humanitarian focus from delivering aid to ending need.¹⁰
- As stipulated by the World Humanitarian Summit Core Responsibility #5, shift from humanitarian funding to financing by investing in resilience-enhancing programs, local authorities and communities, and market-based approaches, especially during urban crisis response.¹¹
- Engage in participatory programs that seek not only to empower program beneficiaries, particularly the most vulnerable, but to also build the capacity and leadership qualities of local stakeholders.
- Consider urban economics, disaster risk reduction, and vulnerability reduction while implementing humanitarian programs.

Development Actors

- Strive to implement development solutions during and immediately after urban crises, be they shocks or stresses.
- Consider urban economics, disaster risk reduction, and vulnerability reduction while implementing development programs.
- Ensure that urban sustainable development is closely tied to resilience principles and the stipulations of the UN's Sustainable Development Goal #11.¹²

Local Stakeholders (i.e municipalities, civic and community-based organizations, private sectors)

- Look to international good practices, case studies, and resources while planning resilience strategies and implementation.
- Strive for contextually-appropriate and locally-owned resilience strategies and to take leadership in resilience planning and building.
- Ensure that local plans and projects are closely tied to resilience principles, such as addressing vulnerabilities, reducing risks, and planning for future crises.
- Strive to address the resilience needs of all city residents, particularly the most vulnerable, marginalized, and at-risk, while leveraging social resilience in city-wide plans.

Matrix of Linkages

This section provides ways in which The City We Need original principles can be adapted in *The City We Need 2.0*, and how they can be manifested in practice regarding the Campus's Resilience Recommendations and the planning for and building of resilient cities.

The city we need is socially inclusive

A resilient city is socially inclusive not only in achieving resiliency for all communities, but by also promoting inclusive decision-making, planning, implementation and monitoring of resilience strategies. This can be achieved through processes such as community consultation, collective engagement and ensuring accountability mechanisms are in place and being used.

The city we need is well planned, walkable and transit-friendly

¹⁰ Ibid.

¹¹ Ibid.

¹² The UN's Sustainable Development Goal #11 calls to "make cities inclusive, safe, resilient, and sustainable," and to "substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement... holistic disaster risk management at all levels" by 2020

A well planned city understands how its risks and vulnerabilities relate to its geography, both by addressing them within specific neighborhoods and by promoting connections between neighborhoods so that the effects of a disaster may be less impactful in vulnerable areas and spatially balanced across the city. For example, if flooding affects one neighborhood, reliable and resilient transit connections may limit the number of people affected by allowing them to move around the city safely and reducing the impact of the flooding.

The city we need is a regenerative city

Increased attention to more sustainable and protective infrastructure systems, such as transit systems that are powered by renewable energy and protective of passengers from extreme heat, will help cities of the future become more resilient and regenerative. Whereas sustainability generally relates to minimizing the need of valuable inputs and harmful outputs in regards to urban functionality, resiliency relates to a city's ability to survive and recover from future shocks and stresses. Those differences made clear, sustainability and resiliency are closely linked as they each ensure a city's future and the overlaps between them are numerous.

The city we need is economically vibrant and inclusive

A vibrant and inclusive urban market is a resilient market as it is more likely to withstand and better recover from shocks or stresses. Small businesses and the livelihoods of vulnerable populations typically have more exposure to disaster risks and therefore particular attention should be given to their ability to prepare for, survive, and recover from disasters that impact local economic systems. Creating employment opportunities for youth builds urban resilience by creating economically vibrant cities now and in the future.

The city we need is a safe city

A resilient city is able to ensure the safety of all during a crisis. This means not only addressing safety issues directly related to the crisis itself, but also safety issues that may arise during periods of heightening instability and insecurity (i.e. rises in crime during the aftermath of an earthquake). Safety issues of concern include, but are not limited to, safe access to city resources, safety of mobility, special concerns regarding vulnerable populations (including women, children, youth, the elderly, and the disabled) among others. This also means avoiding these safety issues entirely by adequately reducing risks of and preparing for future crises.

The city we need is a healthy city

Public health must be a key determinant for a resilient city, particularly in building resilience against public health crises. Furthermore, resilience planning must take into account the health needs of vulnerable populations, such as by ensuring continued access to life-saving medical procedures or medications during and following a disaster. Preventative measures to avoid both public and personal health concerns are also a critical component of urban resident's resilience.

The city we need is affordable and equitable

The most vulnerable or financially marginalized must not be excluded from resilience programs or resilient systems, particularly more resilient housing or the ability to formally participate in local markets. Furthermore, lack of financial resources should not translate to increased vulnerability. Sound economic principles such as affordability, accessibility and financial sustainability must be applied to resilience programming.

The city we need is managed at the metropolitan level

The roles of local government, key partners and NGOs at the municipal level are critical to planning and building resilient cities and for local stakeholders to take ownership of resilience programs. All communities, including women, children, and youth, and through the planning processes of local governments, must be active participants in decision making, particularly as it relates to identifying their risks, vulnerabilities, needs,

suitable strategies, and overall vision for a resilient future.

Input into *The City We Need 2.0*

Given these linkages, the Campus organizers suggest that *The City We Need 2.0* include the additional principle that: **The city we need is resilient.** It effectively builds the capacities of local stakeholders, individuals, and communities to prepare for, withstand, and recover from acute shocks and chronic stresses. It uses urban resilience as a unifying framework for the city and its inhabitants, particularly the most vulnerable, marginalized and at-risk, in order to ensure their long term survival, sustainability, and a heightened overall quality of life.

Outstanding Issues

While the Campus and its Resilience Recommendations are useful as a framework to promote collaboration between humanitarian and development actors involved in resilience building, there remains a lack of meaningful examples where these actors collaborated to realize urban resilience. While each sector is improving its work in engaging and working with or under the leadership of local stakeholders, partnerships between these sectors do not happen often and enough. Collaboration across the humanitarian and development divide remains an exception to the rule and how to operationalize equitable and efficient partnerships is an outstanding issue, as some Campus participants mentioned. As such, there is a gap in evidence that delineates clear channels for collaboration between humanitarian and development actors and it is unclear as to whether research or on-the-ground real time program design will help to reveal them.

Additionally, several Campus participants raised concerns regarding the lack of evidence on how to build resilience against urban conflict and violence, particularly in Latin American cities. While recommendation number 8 asks that resilience planning considers the spatial implications of conflict and violence, effective strategies to prevent such occurrences remain an outstanding issue.

Appendices

Urban Thinkers Campus on Resilience Agenda

Time	Topic	Speaker
9:00 – 9:05	Welcome remarks	Samer Saliba (IRC)
9:05 – 9:20	Introduction & overview: The need to bridge the gap	Samer Saliba & Aline Rahbany (WVI)
9:20 – 9:40	Case Study 1: Mogadishu, Somalia	Abdiaziz Bashir (IRC)
9:40 – 10:00	Case Study II: Stepanavan, Armenia	Gurgen Boshyan (WVI)
10:00 – 10:10	Kick-off discussion: Resilience recommendations and drawing from WHS recommendations on urban crises	Filiep Decorte (UN Habitat)
10:10 – 10:30	Open forum: Discussion of resilience recommendations	Open Discussion
10:30 – 10:55	Polling on recommendations	Leah Campbell (ALNAP)
10:55 – 11:00	Overview of next steps and closing remarks	Aline Rahbany (WVI)

List of Participating Organizations

100 Resilient Cities	Building and Social Housing Foundation
AARP	Building Resilience Workshop
Abar	Bundibugyo Hospital
Abu Dhabi Education Council	C&A Foundation
ACDI/VOCA-SANP	CAFOD
Acedt	CARE international
Action	CARE International Lebanon
Action Against Hunger	CARE International UK
Adam Smith International/ WASH Sector	CARITAS
ADEME	CARITAS Pakistan
AECOM	Catholic Relief Services
Affordable Housing Institute	CDHAM
ALKON TECNOLOGIAS	Centre for Humanitarian Action, University
All Hands Volunteers	College Dublin
American Institute of Architects	CENTRO DE MUJERES AYMARAS
American Red Cross	CANDELARIA
Apnalaya	ChildFund
Architecture for Humanity Bogota	Christian Aid
ARDD-Legal Aid	CHS Alliance
Association for Reintegration and Education of Young Returnees (AREJR Burundi)	Church World Service
Avenir Analytics Ltd.	Cities for Children
Beacon srl	Citiscopes
Biodiversity Secretariat at Environmental Ministry	City of Tulsa
Blue Glass Development	CODATU
British Red Cross	Concern Worldwide
	Conflict Dynamics International

Consortium for Sustainable Urbanization	Future Earth Ltd
Cordaid	G.Almon Emergency Consulting Services
Coventry University	Gans Studio/NYC Districts
CRS	Gencap
CUHK Centre for Global Health	GHD
Deakin University	Global ETD
Department of Urban and Regional Planning, Curtin University	Global Impact
DFID	GOAL
DHS/FEMA	Habitat for Humanity
Dri	Harvard University
Ecological Sequestration Trust	Health Research and Social Development Forum
EISA	Huairou Commission
ELRHA	Human Health Aid-Burundi
ENVIROSOURCE	Human Rights Institute Pedro Arrupe (Deusto University)
Equity for Children	Humanitarian OpenStreetMap Team
eThekwini Municipality	IA
European Commission, ECHO	IBM
European Cyclists' Federation	ICDR
FAO	ICOMOS Hungary
Federal Emergency Management Agency	ICRC
Feinstein International Center	IEDA Relief
FOCUS Humanitarian Assistance	IFRC-Shelter Research Unit
Ford Foundation	IIA
Free Lancer	IIED
French Agency for Development	IMC Worldwide
Frisa	University of Hargeisa

Urban Thinkers Campus on Resilience Pre-Read

The City We Need can survive, adapt, and grow no matter what type of crises, be they chronic stresses or acute shocks, it experiences. **The City We Need is resilient.**

On February 11, World Vision International and the International Rescue Committee are co-hosting the first Urban Thinkers Campus focused on urban resilience. Held virtually, the Campus will explore **the role of resiliency in bridging the humanitarian and development divide in order to achieve durable, sustainable, and multi-dimensional outcomes appropriated to the local context following urban crises.**

The Campus invites participants to hear two different case studies, one from a humanitarian context and the other from a development context, and use the lessons learnt to propose recommendations on how we may achieve resiliency in our future cities. Key outputs from the event will feed into the New Urban Agenda, to be launched at the UN Conference for Housing and Sustainable Urban Development this October.

Background

Urbanization is heightening the role of cities as incubators for innovation, safe havens for the world's marginalized, and examples of how we may collectively live more connected, sustainable lives. At the same time, climate change and the risk of extreme weather events is threatening our urban livelihoods, a threat that is becoming more serious by the day. Rising sea levels are claiming urban land area and rising global temperatures are increasing the risk of drought and increased storm intensity. If this weren't enough, the world is experiencing the greatest refugee crisis since World War II. The majority of the forcibly displaced are making their way to cities, where they live on the fringes of urban society, marginalized in a way that only exacerbates their vulnerabilities and increases their risk. Given the tremendous challenges we are facing in urban resiliency, **we cannot claim that a city is sustainable if it cannot manage its risk well enough to prepare for, withstand, and recover from future crises.**

Recognizing this, the UN's Sustainable Development Goal #11 calls to "make cities inclusive, safe, resilient, and sustainable," and to "substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement... holistic disaster risk management at all levels" by 2020. It is the collective responsibility of the international community and the localities we serve to meet the challenge of urban resilience, and we cannot do so without relying on both humanitarian and development actors. Whereas humanitarians have the expertise to respond to crises, development actors have the expertise to build from them. Resiliency asks for both; that we learn to not only respond to crises and aid the communities they affect in equal measure, but, in doing so, to improve those communities to be better prepared for future crises and have a higher overall quality of life; especially for groups that are most marginalized.

Links

Partners

- [World Vision International's Centre for Expertise in Urban Programming](#)
- [International Rescue Committee's Urban Crises Programme](#)
- [ALNAP's Urban Humanitarian Response Portal](#)
- [World Humanitarian Summit Urban Track](#)
- [International Institute for Environment and Development Urban Crises Learning Fund](#)

Media

- [Citiscopes article on the Urban Thinkers Campus on Resilience](#)
- [Citiscopes reporting on all Urban Thinkers Campuses](#)

Video

- [Online recording of the Urban Thinkers Campus on Resilience, hosted by ALNAP](#)

Resources

- [100 Resilient Cities website](#)
- [Arup's City Resilience Framework](#)
- [Habitat III Issue Paper on Resilience](#)
- [Habitat III Ecology and Resilience Policy Unit Draft Recommendations](#)

Acknowledgement

The Urban Thinkers Campus Resilience webinar was generously funded by the UK Department for International Development (DFID) through the DFID–IRC Advocacy and Learning Partnership on Urban Crises. The partnership is part of the DFID Urban Crises Programme on the urban aspects of humanitarian action, which involves the International Rescue Committee (IRC) and the International Institute for Environment and Development (IIED).

Outputs from the programme will feed into a broader consultative process on the urban aspects of humanitarian action, focused on the World Humanitarian Summit and Habitat III. The process is led by the World Humanitarian Summit Secretariat, UN-Habitat, IRC and DFID.

For more information on this project, visit <https://www.rescue-uk.org/what-we-do/urban-crisis>.

