

1.2.0

SERIES 1
Establishing Resilience
Principles



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IDENTIFYING KEY AGENTS THROUGH ORGANIZATIONAL REVIEW

In this set, you will learn how to identify who should be involved in your city's climate resilience process by thinking through these categories:

- Who should be part of the working group who will conduct analyses of your city's vulnerabilities and future climate risks, and identify and prioritize resilience strategies.
- Who—which organizations, government agencies, or community groups—currently provide key services, like waste management, and functions to your city.
- Who—like the mayor or the city council—is likely to actually be in charge of developing and implementing into policy and practice the various resilience strategies the working group identifies.
- Who is likely to be impacted negatively by climate variability and change—like particularly poor populations or various business sectors—and therefore needs to be involved in the resilience process.

IN THIS SET YOU WILL:

- ✓ Identify key city services and functions.
- ✓ Identify the agents—the government agencies, community groups, or individuals—that currently provide or maintain such services and functions for the city as a whole or for particular areas of your city.
- ✓ Figure out the power relationships between these agents and organizations to know who has the most influence over how services or functions are provided, and how decisions are made in your city.

Overview

Climate change will directly impact many of your city's functions and services and the people living and working in your city. Climate change will also indirectly impact your city. By thinking about your city's functions and services, you can begin to identify who should be involved in the analysis and who is likely to be involved in implementation of strategies over the next several years due to existing organizational power relationships and policy priorities. You will also begin to identify the agents that provide providing critical services or function and gain some sense of how well they are able to do so through this exercise. It might also be that in particular informal communities that no-one actually provides a key service to that community, and that each household individually must fend for itself in accessing a particular service or function like drinking water. These communities or business sectors are often vulnerable to current climate hazards and are likely to be negatively impacted by climate change in the future. This knowledge is a critical component of your vulnerability assessments. You will learn more about vulnerability assessments and assessing the direct and indirect impacts of climate change on your city in the sets associated with Series 2: Understanding Vulnerability and Risk. It is also important knowledge for building your city's resilience, especially in knowing who to involve at which steps of the processes, and who might help or hinder the process.

Conducting an organizational review allows you to identify key agents in each category and to figure out the power relationships between them. Once you have identified key agents through this set, you can begin contacting them and engage with them. It could be that there will be overlap between people in all categories. Ideally, you want your city's various government agencies and service-providing organizations involved in all steps of the resilience process to ensure that all city policies and practices actually incorporate climate resilience.

There is no 'correct' way to conduct an organizational review; it can be used for multiple purposes in your resilience planning efforts and will likely need to be repeated as you learn more about your city's vulnerabilities, risks, and development visions. As indicated at the beginning of this set, the individuals and organizations involved in conducting your vulnerability and risk assessment might not be the same stakeholders who will prioritize resilience strategies or implement them into your city's policies. Certain populations, community groups, or business organizations might not be involved in the working group that conducts the analysis, but should be involved in the resilience process through SLDs (Set 1.3) or other stakeholder engagement endeavors to inform the overall resilience process. You will have

to decide, based on what you know about your city's governing organizations, policies and priorities, who should be involved in which stages of your urban resilience process.

This set does not tell you how you should organize and set-up the working group(s) who will analyze your city's climate vulnerability and risk or who will implement them. The appropriate group formation is up to you, based on what you learn/know about your city's governance structure (through this organizational review set) and policy (through the policy review Set 1.5). We provide you with a few suggestions and things to think about from this set and Set 1.5's outcomes that can be used when you form these groups. This set also does not tell you how you should involve people in your city's resilience process. You will have to figure out how to engage and involve various individuals, organizations, and government agencies, and at which stages, as you develop your resilience process. There is no single 'correct' way to involve people, and it may take some time to figure out and develop working relationships, terms of reference, or memorandums of understanding.