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U-SCORE: Lessons learned from conducting self-assessments on disaster risk reduction at the local level in Europe



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There were 346 reported disasters caused by natural hazards worldwide last year, resulting in over US\$ 66.5 billion of economic damage and almost 23,000 human lives lost, with nearly 100 million people affected. Europe had 23 reported disasters, including France's heat wave in the summer of 2015, which caused 3,275 deaths and over US\$ 1 billion of damage, and the floods in the United Kingdom, which cost the country over US\$ 3.6 billion in economic losses.¹ The real impact of 'silent' disasters such as droughts, coastal erosion, cascading effects and others has not been quantified, but is believed to be substantially larger than previously estimated. In addition, climate-related hazards will increase in frequency, intensity, spatial extent and duration as a result of a changing climate, according to the IPCC's Fourth Assessment Report.



Participants at the U-SCORE kick-off meeting in Amadora, Portugal, 16-17 April 2015. Credit@ Amadora, Portugal.

Urban risk is continually increasing. It has been estimated that, currently, more than 50 per cent of the world's population is living in urban areas. By 2030, more than 60 per cent of the world's population is expected to live in cities, with record concentrations in large urban conglomerations and megacities in the developing world. For this reason, countries need to focus their collective energies to create a safer world for urban dwellers and develop a series of innovative approaches to meet this challenge.

Building resilience is crucial for European cities, and disaster risk reduction (DRR) at the local level is already well integrated in several EU-wide initiatives and frameworks led by the European Commission's Humanitarian Aid and Civil Protection department (DG ECHO). EU civil protection legislation, for example, frames the implementation of a European cross-sector disaster management policy, and implementing resilience through better risk assessments, analysis and DRR action plans in EU cities is a practical translation of this policy.

Further, it has been recognized that disaster risk reduction is an important component of climate change adaptation. For example, the European Commission Directorate-General for Climate Action (DG CLIMA) 'Covenant of Mayors for Climate and Energy' initiative acknowledges disaster risk reduction as a key pillar in European climate change adaptation policy, and DRR action plans at the local level can be an integral part of

¹ EM-DAT (25th January 2016): The OFDA/CRED – International Disaster Database www.emdat.be Université catholique de Louvain Brussels – Belgium.

European cities' climate change adaptation strategies.

Disaster risk reduction at the local level is also crucial to sustainable development more generally. The EU Committee of the Regions recognizes that DRR should be integrated into existing planning processes, and calls for embedding resilience in development policies. In its priorities for 2015-2020, the Committee of the Regions highlights “promoting building resilience to disasters as one of the fundamentals for sustainable growth and jobs”, where local and regional authorities play a key role. Further, the European Commission Directorate-General for Regional and Urban Policy (DG REGIO) has allocated considerable funds specifically to climate change adaptation and risk prevention within the framework of the 2014-2020 Cohesion Policy, and has included disaster resilience and risk prevention and management within funds allocated towards sustainable development within the European Structural and Investment Funds for 2014-2020.

On the global level, disaster risk reduction has been recognized as a top priority for the international political agenda and a critical component of sustainable development, as evident from its inclusion in all the key sustainable development instruments, such as the 2030 Agenda for Sustainable Development, Paris Agreement on Climate Change and the Addis Ababa Action Agenda for Financing for Development.

In 2015, the international community adopted the Sendai Framework for Disaster Risk Reduction 2015-2030, outlining the way forward in building resilience to disasters. The Framework specifically acknowledges the role of local governments in risk reduction, and the importance of tackling disaster risks at the local level to reduce the vulnerability and impact of both large- and small-scale disasters that are increasing in intensity and frequency due to climate change and urbanization. Of the seven global targets agreed in the Sendai Framework, the first and primary task is to “increase the number of countries with national and local disaster risk reduction strategies by 2020”.

In order to increase resilience at the local level, UNISDR has been working with local governments and partners to develop tools for self-assessment on disaster risk reduction so as to help communities identify strengths and weaknesses and address areas requiring improvement. The self-assessments are based on the ‘Ten Essentials’ of the UNISDR Making Cities Resilient campaign, which constitute the guiding framework for resilience at the local level based on the Sendai Framework. The Local Government Self-Assessment Tool (LGSAT) was originally developed in 2011 to measure resilience at the local level. More than 700 self-assessment reports had been received by 2015, 120 of which were from European cities. Based on an evaluation of the LGSAT tool, UNISDR – together with IBM and AECOM – developed the UNISDR Disaster Resilience Scorecard tool, which was released in 2014 and was comprised of more in-depth indicators capturing in more detail local-level disaster resilience.



Participants at the U-SCORE midterm meeting in Salford, United Kingdom, 1-2 October 2015. Credit @ Salford, United Kingdom.

U-SCORE project

The European Commission-supported U-SCORE project was launched in 2015 in order to pilot the UNISDR Disaster Resilience Scorecard tool in Europe and provide valuable feedback so as to improve the tool and indicators based on the Ten Essentials. The UNISDR Disaster Resilience Scorecard was tested by five European cities: Amadora, Portugal; Salford and Stoke-on-Trent, United Kingdom; and Jönköping and Arvika, Sweden. In addition, the project also engaged the Portuguese National Authority for Civil Protection, the Swedish Civil Contingencies Agency and the UK Cabinet Office Department of Communities and Local Government. The project offered opportunities for exchanging good practices in local-level resilience at the European level including also with the city of Lisbon, Portugal.

Conducting the UNISDR Disaster Resilience Scorecard in the five participating cities led to several important outcomes. On the one hand, they allowed the cities to evaluate their own resilience to disaster, and recognize and build on existing good practices. On the other hand, the valuable feedback from the cities contributed to the development of new local-urban indicators aligned with Sendai Framework and Sustainable Development Goal (SDG) Goal 11 through the participation of project partners in relevant UNISDR workshops and working groups. The new indicators will replace those in existing tools such as the City Disaster Resilience Scorecard and LGSAT and are currently being tested in cities across the world – one of them being Lisbon, Portugal, due to the city’s exchange with the project cities during the course of the project and its subsequent familiarity with the indicators.

After the U-SCORE project, continuation of the work in European and international cities that desire to assess their disaster resilience will build on the outcome of the U-SCORE project. This will be achieved through city-to-city exchanges – the first one of which took place at the final workshop meeting of the project in Jönköping, Sweden, on 7-8 April 2016, at which the cities of Aqaba, Jordan, and Saida, Lebanon, participated. Further, the dissemination of project results will be ensured through the present publication, which can be accessed online in e-format, and distributed to interested partners at European and international conferences and events.

The successful results from the U-SCORE project have inspired the U-SCORE2 project proposal, which aims at developing a tool for implementing city-to-city peer reviews for disaster risk reduction.

Project outcomes: Lessons learned

The main recommendations of the U-SCORE cities to cities planning on using a self-assessment tool for disaster resilience include the following:

1. **Focusing on establishing an ongoing process** (e.g. establishing a platform where stakeholders can exchange on a regular basis), rather than focusing on the scoring itself, is key. Hence, it is important for DRR to be embedded in the day-to-day work of cities. This consideration also points to the **importance of regular monitoring and reporting** to ensure accountability.
2. It is important to **start with defining the city’s aim and desired result, as well as the appropriate stakeholders**, so as to focus their work on the most important issues early on, anticipating that completion of the UNISDR Disaster Resilience Scorecard/self-assessment can be time-consuming.
3. **Developing a clear stakeholder engagement strategy** (e.g. user-friendly application/platform), which includes early communication of the context, deliverables and potential wider benefits to ensure a successful multi-stakeholder approach. In this regard, using the suggested UNISDR Disaster Resilience Scorecard methodology, which includes a consultative and inclusive approach, will yield stronger outcomes.
4. Further, because the self-assessment enabled cities to provide updated and reliable information to the public, **increased citizen awareness on disaster risk reduction** was a general positive side effect of the activity, which should be capitalized upon.
5. Finally, **aiming to integrate the resilience action plan into the municipal master plans** (e.g. land-use planning, development, etc.) was mentioned as a strategy to mainstream DRR and for easier access to funding for the proposed DRR activities.

Overall, the results revealed that the main benefits of conducting the self-assessment were to evaluate ongoing work and identify strengths and weaknesses, and subsequent actions to be taken to address gaps. Further, cities report that the UNISDR Disaster Resilience Scorecard process has helped them to identify new – and involve a wide range of – stakeholders previously not involved in disaster resilience work. In this regard, the UNISDR Disaster Resilience Scorecard was deemed useful for cities considered advanced in disaster risk reduction capacity, providing a systematic methodology for ensuring a broad understanding of resilience that includes developing resilient places, institutions, communities and governance. Finally, gaining a collective understanding of risks and resilience between the diverse departments and stakeholders, and contributing to the national thinking about resilience – such as the setting of standards nationally – were identified as additional benefits.



Participants at the U-SCORE final meeting in Jönköping, Sweden, 7-8 April 2016. Credit@ Jönköping, Sweden.

In terms of the main challenges of the UNISDR Disaster Resilience Scorecard/self-assessments, cities reported that some of the indicators were very resource-demanding (human and financial resources). Further, it was highlighted that numerical scoring in some cases might be overly simplistic, as is the view of a city as a single, self-contained entity with a single (autonomous) governance system. Lack of a clear link with national planning instruments and strategies was highlighted. Because the UNISDR Disaster Resilience Scorecard has been designed as a global tool for use across many different countries with different arrangements, on occasion cities needed to adapt indicators to suit local circumstances. Scoring as such was only seen as beneficial for tracking a city's own progress, rather than for comparison between cities. Involving the private sector, including gathering possibly sensitive data from this sector, was sometimes difficult. Cities reported that while processes and inputs to resilience (e.g. use of social media) were a focus in the UNISDR Disaster Resilience Scorecard, desired outcomes to be achieved (e.g. communication) may have been a more useful parameter. The language barrier was also highlighted, as it can be difficult to translate technical terminology in particular into local languages.

Most of the cities completed the entire or close to the entire self-assessment, and all developed an action plan to address certain identified gaps. To do so, the cities developed their own methodologies, ranging from data collection online and over the phone, to multi-stakeholder meetings and workshops. All of the cities consulted a wide range of stakeholders. Further, the majority of participants developed their own separate tools to manage the volume of collected data, such as spreadsheets and reports.

Amadora, Portugal



Size: 24 km².

Population (2011): 175,575.

Main hazards:

Earthquake, Flood, Heat Wave, Land Slide, Technical Disaster.

Essentials completed:

1-10.



Action Plan developed:

Yes.

Methodology used:

Stakeholder meetings; one-to-one meetings; online questionnaire.

Stakeholders involved:

- Local councils.
- Local authorities.
- Municipal services.
- Private sector.
- NGOs.
- Public/private institutions.



*Local multi-stakeholder workshop in Amadora, Portugal.
Credit@ Amadora, Portugal.*

Additional tools developed: No.

Main benefits of UNISDR Disaster Resilience Scorecard/self-assessment:

- Useful tool to understand the major gaps and how to improve the organisational resilience at local level.
- Stakeholders provided the necessary data to complete indicators (multi-agency discussion and involvement).
- Social media coverage and positive feedback from citizens (facebook and YouTube).
- Political involvement and commitment in all UNISDR Disaster Resilience Scorecard processes.
- Process that complements LGSAT.

Main drawbacks of UNISDR Disaster Resilience Scorecard/self-assessment:

- Difficulty in translating some technical concepts (to Portuguese).
- The online questionnaire (methodology) used for some Essentials wasn't effective in completing the indicators.
- Private sector involvement (insurance companies and financial system).
- Measure scale: we don't have information at neighborhood level, which is needed for several indicators.

Main recommendation to other cities conducting UNISDR Disaster Resilience Scorecard/self-assessment:

- The work developed in the Making Cities Resilient campaign, in Amadora, has been crucial to involving stakeholders in the UNISDR Disaster Resilience Scorecard process.
- Well-designed process to understand the local-level capacity to promote resilience.

Arvika, Sweden



Size: 1,659 km² (The municipality of Arvika)
16.36 km² (The City of Arvika).

Population (2014): 25,914.

Main hazards :

Flood, Fire (through dangerous activities).

Essentials completed:

1-6, (partially 8), 9-10. Some indicators were not completed.

Action Plan developed: In development.

Methodology used:

Different methods were used depending on which stakeholders were involved. Local authorities familiar with projects such as the UNISDR Making Cities Resilient campaign and/or crisis management received the full UNISDR Disaster Resilience Scorecard tool, explaining the aims and benefits of conducting the self-assessment. All local authorities conducted the UNISDR Disaster Resilience Scorecard as requested; however, they were unclear mostly about how to self-grade. Therefore, it is not recommended to send out the UNISDR Disaster Resilience Scorecard to stakeholders.

With stakeholders from the private sector, telephone interviews were conducted one-on-one. When using this method, the qualitative data gathered through the interviews was used by the interviewers to score the respective indicators. This method led to a comprehensive discussion around the indicators of concern and a good exchange of knowledge.

The third method used in Arvika was a desk review of previous work conducted in risk management and continuity planning. Swedish legislation requires municipalities to regularly report on local risks and capabilities in case of a crisis. This ongoing process in identifying risks and continuity planning was the main source of most data collected for the UNISDR Disaster Resilience Scorecard. Due to budgetary and capacity constraints, it was crucial for Arvika to be able to build on existing structures and data-collection methods.



Luftmätning – local authorities are measuring the air in central Arvika to make sure it is decent. Because of the topography Arvika has trouble with air pollution. Credit@ Arvika, Sweden

Stakeholders involved:

During this process, many different stakeholders were involved. However, due to the ongoing risk management work, most questions could be answered without contacting additional stakeholders.

- Ambulance.
- Arvika Teknik (corporation owned by the local authority that manages water, electricity, waste disposal, and other public services).
- Building department.
- Private electrical company.
- Property owners.
- Insurance company.
- Schools.
- Environmental engineers.
- Urban planners.
- Police.



Tillsyn nybygge – Every new building is regulated by a large number of laws. To make sure builders follow the regulations local authorities do supervisions a number of times during the building process. Credit@ Arvika, Sweden

- Civil protection.
- The Risk Group.
- The Crisis Advisory Group.

Additional tools developed: Yes.

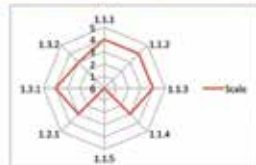
Additional tools examples:

To manage the large amount of data, the Ten Essentials and indicators were organized in an Excel sheet. The result of each Essential was presented in a diagram including colour codes.

Essential 1 Organise for disaster resilience					Action plan				
Subject/Issue	Item measured	Stakeholder	Scale	Comments	Local forum	What to do	Who	When	
1.1. Organisation and coordination	1.1.1	Arvika Crisis Advisory group	4	The project "common grounds" will improve this. Some stakeholders are missing in this network. Eg. schools.					
	1.1.2	Civil Protection	4						
	1.1.3	Arvika Crisis Advisory group	4	The project "reinforcement resources" will help to improve this indicator.					
	1.1.4	Private stakeholders	3						
	1.1.5			1	There is no such plans. All resources are devoted to prevention.				
1.2. Integration of disaster resilience with other initiatives	1.2.1	Local authorities	3	Arvika do not have that kind of info. No cost-benefit analysis are made. This is mainly a planning issue.					
	1.3. Capture, publication and sharing of data	1.3.1	Risk group, workshops and continuity planning	4	It part of the process of making a risk and vulnerability report.				
		1.3.2		4	This information is available in different documents and handled by different stakeholders.				

Main benefits of UNISDR Disaster Resilience Scorecard/self-assessment:

The main benefit of the UNISDR Disaster Resilience Scorecard/self-assessments is to develop the municipality's ongoing work and to get a pointer of the quality.



Credit@ Arvika, Sweden

Main drawbacks of UNISDR Disaster Resilience Scorecard/self-assessment:

Some of the indicators are very resource-demanding.

Main recommendation to other cities conducting UNISDR Disaster Resilience Scorecard/self-assessment:

The main recommendation is to use the UNISDR Disaster Resilience Scorecard/self-assessment as a tool to develop ongoing work. The most important step is to establish a platform where stakeholders can exchange on a regular basis. The scoring itself is not the most important activity.



Civil protection – this is the hub of the joint action in crisis management and the resilient work in Arvika. Education and information, drills and analysing risks are some of the work civil protection manage. Credit@ Arvika, Sweden

Jönköping, Sweden



Size: 1,500 km².

Population (2012): 129,478.



Main hazards:

Cold Wave, Epidemic & Pandemic, Flood, Land Slide.

Essentials completed:

1 – 10. Not all indicators have been assessed though due to lack of relevance for Jönköping, lack of information or being unsuitable for public disclosure.

Action Plan developed:

Jönköping aims to incorporate the work with and the findings from the UNISDR Disaster Resilience Scorecard into existing structures, work or fora. Hence the Action Plan will rather consist of an identification of the relevant fora and how they can be improved, or any supplementary work which should be added. The UNISDR Disaster Resilience Scorecard findings have already proven useful in some fora, by adding new aspects to local work or for use in future work.

Methodology used:

The UNISDR Disaster Resilience Scorecard has been used mostly for the crisis management coordinating function. Therefore, it has not been sent out as such, but has been included in different work 'behind the scenes'. The indicator assessments are mostly based on ongoing or previous work, complemented with interviews and/or included in workshops or meetings. They have helped to identify gaps in the existing work as well as new stakeholders or projects related to DRR. Two examples are a planned new identification of ecosystem services where we aim to include DRR, and in a new green infrastructure plan for the municipality.

The scenario-specific assessments were based on two scenarios: the most severe was an ice storm assessed in a previous project. The project included over 30 stakeholders at local, regional and national levels. The most probable scenario was based on an actual heavy rain event from July 2013, which affected several critical functions (also on local to national levels) assessed in the UNISDR Disaster Resilience Scorecard.

Stakeholders involved:

Both internal and external (both public and private) stakeholders have been involved. The UNISDR Disaster Resilience Scorecard has also helped in identifying the need to extend the work to new stakeholders, which is currently being planned but will take some time to set up in order to form long-term sustainable fora.

Additional tools developed:

A spreadsheet was developed. It includes the indicator assessments (0 – 5, N/A or no assessment), comments on the assessment, comments on the indicators (for the project), indicator form, relevant existing work and further work (the last columns forming the basis of the Action Plan).

Main benefits of UNISDR Disaster Resilience Scorecard/self-assessment:

The UNISDR Disaster Resilience Scorecard has given us a useful second opinion on existing work and has helped to find gaps, identify ‘new’ stakeholders or work where DRR should be included. The project itself has also given us good inspiration from other cities.

Main drawbacks of UNISDR Disaster Resilience Scorecard/self-assessment:

We have previously used a scenario-based method, and are currently trying to work away from using scenarios. We try to achieve a general planning, which also includes handling consequences of unexpected events, for example by using continuity planning for critical functions. The UNISDR Disaster Resilience Scorecard is largely scenario-based, which made it harder for us to integrate in local work. It may suit other cities better, for example cities facing one major risk rather than a wide range of (relatively) less-severe risks.

Main recommendation to other cities conducting UNISDR Disaster Resilience Scorecard/self-assessment:

We recommend to start with defining the city’s aim and desired result (e.g. to start a process, to review ongoing work or other), as a basis for how to use it and which stakeholders to involve. The UNISDR Disaster Resilience Scorecard work is comprehensive so this may help the city to identify and concentrate on the most important parts. The main recommendation is to use the UNISDR Disaster Resilience Scorecard in any way suitable to the city – whichever way it is used it may provide useful input to improve local work.

Salford City Council on behalf of the Greater Manchester City Region, United Kingdom



Size: 1,276 km².

Population (2011): 2,710,000.

Main Hazards:

Epidemic & Pandemic, Flood, Heat Wave, Technical Disaster.

Essentials Completed:

1-10 (4 indicators were not scored).



Action Plan developed:

Yes. The main themes identified in completing the UNISDR Disaster Resilience Scorecard have been captured in the Greater Manchester Scorecard (final report). Specific tasks that could be considered for inclusion in the Action Plan were detailed within each Essential. The action plan will be incorporated into a Greater Manchester Resilience Strategy.

A number of actions are already under way:

- The Greater Manchester risk methodology has been reviewed and a new process is being piloted.
- Closer relationships have been established with a number of key stakeholders.
- A bid is being prepared to potentially fund a PhD student to take forward some further research into societal resilience.
- Mechanisms to supplement the UNISDR Disaster Resilience Scorecard with a city-to-city peer review tool are being explored.

Methodology used:

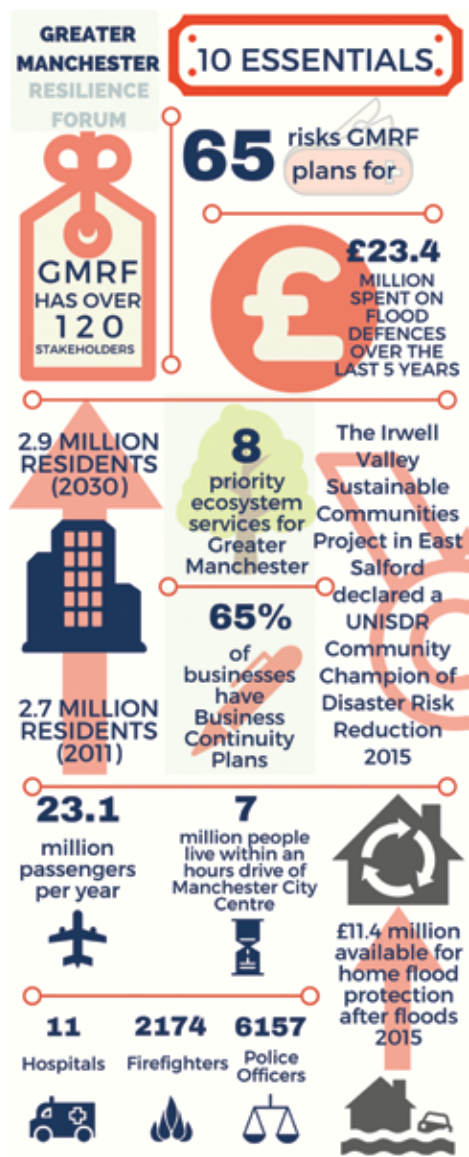
In completing the UNISDR Disaster Resilience Scorecard Greater Manchester benefited from the participatory nature of the methodologies adopted and the debates between a wide range of stakeholders. Methods used to collect data and to score each indicator included:

- Multi-stakeholder workshops.
- Templates to collect data.
- One-to-one meetings between the project team and stakeholders.
- Sector-led discussions.
- Completion by expert practitioner sub-groups within Greater Manchester’s resilience governance structures.
- Completion by practitioners within one stakeholder organisation.

The first multi-stakeholder workshop was held in May 2015 and during the subsequent year, as each Essential was scored, the outcomes were approved through Greater Manchester’s resilience governance structures.

Stakeholders involved:

Approximately 40 stakeholder organisations have been engaged in completing the UNISDR Disaster Resilience Scorecard, including organisations from the public sector, private sector, voluntary sec-



tor, academic partners and central government.

Additional tools developed: Yes. These include the following:

- Data-collection template.
- Infographic.
- Revised risk assessment methodology (being piloted).
- Project Implementation Document (PID) / Project management spreadsheet.
- Reports and presentations.

Main benefits of UNISDR Disaster Resilience Scorecard/self-assessment:

- Provided a structured approach for identifying strengths and areas where Greater Manchester is good at resilience, together with areas that can be strengthened, informing a Resilience Strategy and Action Plan.
- Helped to embed the Ten Essentials into Greater Manchester’s approach to resilience, broadening Greater Manchester’s collective understanding of resilience.
- Built new relationships and stronger collaboration with both individual agencies and wider networks, together with encouraging inter-agency learning as stakeholders compared and contrasted their differing approaches to the same issues and risks.
- Informed specific pieces of work including the Greater Manchester approach to risk assessment, the Greater Manchester Spatial Framework and civil protection in the context of city region devolution.
- Contribution to national thinking about resilience including a potential city resilience British Standard.

Main drawbacks of UNISDR Disaster Resilience Scorecard/self-assessment:

Because the project objective was to capture potential improvements for the UNISDR Disaster Resilience Scorecard, the benefits vs drawbacks are not balanced in that the work focused on drawbacks/limitations. The main drawbacks were as follows:

- Resource intensive with greater clarity required when starting out about the value that the process could add to city resilience.
- Complexity and diversity of stakeholder networks and relationships that needed to be engaged.
- Potentially an over-simplistic view of a city as a single, self-contained entity with a single governance system controlling all activity, the built environment, infrastructure etc.
- Lack of clarity about the theoretical underpinning and approach taken to risk.
- Offers a quantitative assessment; however, many attempts at deriving numeric values were over-simplistic.
- A focus on processes and inputs to resilience (e.g. use of social media) where a focus on desired outcomes to be achieved (e.g. communication) may have been more helpful.

Main recommendation to other cities conducting UNISDR Disaster Resilience Scorecard/self-assessment:

Taking a participatory multi-stakeholder approach that recognizes the significant input of time and resources required to fully complete the UNISDR Disaster Resilience Scorecard will generate stronger outcomes. Developing a clear stakeholder engagement strategy which includes early communication of the context, deliverables and potential wider benefits to ensure a successful multi-stakeholder approach.



Stoke-on-Trent, United Kingdom



Size: 93 km².

Population (2013): 250,000.

Main Hazards :

Cold Wave, Epidemic & Pandemic, Flood, Heat Wave, NBC – Nuclear, Biological, Chemical, Technical Disaster.

Essentials Completed:

1-4, (most of) 6-10; 5 was deemed unnecessary.

Action Plan developed:

Yes.

Methodology used:

We held stakeholder meetings, carried out an online survey, followed up with stakeholders for further clarification via telephone and emails. Initially we also developed a spreadsheet to work out what Essentials were applicable to each stakeholder as we did not want to waste resources if certain Essentials were not applicable.



Stakeholders involved:

- Police.
- British Transport Police.
- Fire.
- Ambulance.
- Civil Contingencies Unit (CCU).
- Stoke on Trent City Council (SoTCC).
- Staffordshire Resilience Forum (SRF).
- Department for Communities and Local Government (DCLG).
- Environment Agency.
- Department for Environment Food & Rural Affairs (DEFRA).
- Health and Safety Executive (HSE).
- Highway.
- Health.
- Government Decontamination Service (GDS).
- Military.
- Mobile Operators.
- British Telecom (BT).
- Western Power.
- Severn Trent.
- National Grid.
- First Buses.
- Network Rail.
- London Midland.
- Virgin Rail.
- Academies (Schools).
- Local Authority Schools.
- Petrol Stations.

Additional tools developed:

Stakeholders spreadsheet (see image).



Local multi-stakeholder workshop in Stoke on Trent, United Kingdom. Credit@ Stoke on Trent, United Kingdom.

Main benefits of UNISDR Disaster Resilience Scorecard/self-assessment:

- Useful starting point for a city to produce an action plan.
- Improved cross-organisational and partner conversations.
- Provides a platform to come to a shared understanding of a city’s strengths and weaknesses.

Main drawbacks of UNISDR Disaster Resilience Scorecard/self-assessment:

Requires better clarity over some of the questions.

- Assuming the absolute autonomy of the local government. This might vary from country to country. Therefore, the UNISDR Disaster Resilience Scorecard/self-assessment must be flexible and cannot be ‘on-size-fits-all’. Cities should be allowed to cherry pick which aspects they want to score. The idea should be to enable a city to identify as far as possible what it does well and what needs improving so it can produce an action plan. Any scoring should be purely for the benefit of each city to compare itself against itself over a period of time to identify change. It is less useful to compare one city with another.
- It may be better in the UK to look at Local Resilience Forum areas rather than individual cities.



Local multi-stakeholder workshop in Stoke on Trent, United Kingdom. Credit@ Stoke on Trent, United Kingdom.

Main recommendation to other cities conducting UNISDR Disaster Resilience Scorecard/self-assessment:

- Completion of the UNISDR Disaster Resilience Scorecard/self-assessment is very time consuming. This should be anticipated.
- Some stakeholders may not be willing to share certain information because of commercial sensitivity.
- Not to be concerned with ‘bench marking’ a city against others cities as each city is different and as such will score differently. The purpose is rather to identify weaker areas that could be improved within the city itself.

Essential Indicator	UNISDR Disaster Resilience Scorecard					
	Emergency Services	Government	Infrastructure	Private Sector	Vol Sec	
1	1.1.1					
	1.1.2					
	1.1.3					
	1.1.4					
	1.1.5					
2	2.1.1					
	2.1.2					
	2.1.3					
	2.1.4					
	2.1.5					
3	3.1.1					
	3.1.2					
	3.1.3					
	3.2.1					
	3.3.1					
	3.3.2					
	3.3.3					
4	4.1.1					
	4.1.2					
	4.2.1					
	4.2.2					
	4.3.1					
5	5.1.1					
	5.1.2					
	5.1.3					

Lisbon, Portugal²



Size: 84.8 km².

Population: 540,765.

Main Hazards :

Earthquake, Flood, Heat Wave,
Land Slide, Tsunami.

Essentials Completed:

1-2, 4-7, 9-10.

Action Plan for Resilience developed:

In development.

Methodology used:

- Desk review of potential stakeholders.
- Workshops.
- Public consultations.



Stakeholders involved:

- Municipal Commission of Lisbon's Civil Protection: Mayor, Municipal Coordinator of Civil Protection, Fire Brigade Commander, volunteer fire brigades, police forces, Captain of Lisbon's Port of Lisbon, health officer, hospitals, Social Security Institute, parish councils, Portuguese Red Cross, National Institute of Legal Medicine and Forensic Sciences, the Public Ministry, universities and national organisations, critical infrastructure, public and private services, solidarity institutes, NGOs, etc.
- Municipal Commission of Lisbon's Forest Protection.
- Internal structure of the local authority.
- Citizens.

Additional tools developed:

- Spreadsheets.
- Local database to organize data.

Main benefits of UNISDR Disaster Resilience Scorecard/self-assessment:

- Defines the Framework strategy for the city development and contributes to strengthening resilience.
- Increases partnerships and encourages exchanges of methodologies, information and experts, and the possibility of sharing good practices, ideas and knowledge (at different levels).
- Identifies barriers (financial, political and linguistic) and promotes solutions.
- To understand the threat's impact at different administrative levels of the city.
- Enables city to provide updated and reliable information to the public.

Main drawbacks of UNISDR Disaster Resilience Scorecard/self-assessment:

- Resource and time intensive.
- Difficult to translate in local languages, especially technical terminology.
- Difficulty with selection of the data source and in obtaining systematic data, especially from the private sector.
- High number of indicators, some of them not appropriate for the context.
- Difficulties in assessing all parameters in a quantitative manner and difficult application of the measuring scale.

² Lisbon, Portugal, took part in the activities of the U-SCORE project on a voluntary basis and was not an official participant.



Local multi-stakeholder workshop in Lisbon, Portugal. Credit@ Lisbon, Portugal.



Local multi-stakeholder workshop in Lisbon, Portugal. Credit@ Lisbon, Portugal.

Main recommendation to other cities conducting UNISDR Disaster Resilience Scorecard/self-assessment:

- Needs to be clearly linked with the legal planning instruments in force and national strategies.
- Building a user-friendly application/platform to centralize all the relevant information/data and share with all the stakeholders to improve awareness.
- Define a baseline and select a set of appropriate indicators for a specific goal to be achieved.
- Aim to integrate the resilience action plan into the municipal master and emergency civil protection plans.
- Maintain the multi-stakeholder dialogue even after finalizing the self-assessment.

