

# AN INTERNATIONAL PEER REVIEW OF DISASTER RISK REDUCTION

## What is UScore2

Uscore2 is a peer review process designed for cities by cities. Using funding from the European Commission, Uscore2 enables cities across the world to share their experiences and learn from each other about good practice in Disaster Risk Reduction (DRR).



# Disaster Risk Reduction (DRR) Context

- Last 10 years: a rising trend in natural and man-made disasters
- EU Civil Protection legislation advocates sharing best practice and helping each other to identify where additional effort is needed to reduce risks
- Sendai Framework for Disaster Risk Reduction (DRR) 2015-2030 includes a global target to “substantially increase the number of countries with national and local DRR strategies by 2020”

# City level interest in peer reviews

- Local governments closest to communities
- Municipalities often convene DRR preparations in the city
- DRR assurance
- Tools include:
  - Guidance
  - Self-assessment
  - Value in collaboration

# Uscore (1!)



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# Managing Urban Risks in Europe: Implementation of the City Disaster Resilience Scorecard (Uscore)

- Municipality of Amadora, Portugal
- Stoke-on-Trent City Council, United Kingdom
- Salford City Council, United Kingdom
- City of Jönköping, Sweden
- City of Arvika, Sweden
- in cooperation with the UK Cabinet office / DCLG, ANPC, MSB
- UNISDR (United Nations International Strategy for Disaster Reduction)



# Benefits of self-assessment in Uscore

- Data collection against indicators
- Improved cross-sector and partner conversations
- Useful starting point for a city to produce a baseline and inform an action plan
- Positive political engagement
- Thorough understanding of UNISDR Making Cities Resilient framework
- Establish the city as a global leader in resilience putting cities on the global stage
- **City-to-city learning exchanges**



# Recommendations made after self-assessment through Uscore

- Be clear about the aim and expected outcomes of self-assessment: it is an investment
- Developing a clear stakeholder engagement strategy
- Capitalizing upon increased citizen / stakeholder awareness on disaster risk reduction: use the outcomes
- Establishing an ongoing process dialogue and city-level multi-agency platform (vs one-off self-assessment)



# Learning from Uscore that cities wanted to address

- A focus on practical issues of relevance to cities
- Recognising the complexity of topics and stakeholder engagement
- Demonstrating investment proportionate to outcomes
- Enabling cities to focus on topics of most relevance to their context
- Recognising a qualitative assessment can be as valuable, if not more so, than a numeric one
- Building on the city-to-city exchanges that offered new ideas and perspectives
- Assistance in creating DRR strategies and action plans

# Uscore2



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# Uscore2 inception

- Self-assessment tools were available to cities but peer reviews were only available at a national level
- Peer review of cities' civil protection mechanisms would help to deliver independent assessments supporting efforts to build local resilience
- Conducting rigorous city-to-city peer reviews was a challenge for practitioners and policy-makers who wanted to learn from best practice as this had not been assembled into an easy to use tool

# Uscore2 specific objectives

- 1.To design a practical city-to-city peer review tool for measuring city resilience and resilience action planning
- 2.To apply the peer review tool to 3 EU cities to support DRR in those cities as well as refine the tool to enable it to be more broadly applicable.
- 3.To develop and apply an impact evaluation methodology to evaluate the peer review tool and gauge its impact on enhancing city resilience
- 4.To disseminate the peer review tool and impact evaluation methodology to ensure wide take-up



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# The peer review tool should be designed to:

- a. ensure that the peer review tool reflects a comprehensive, all-of-society approach to DRR
- b. identify data, information and evidence that is useful when conducting a city-to-city peer review
- c. aid the implementation of the Sendai Framework at local and therefore national/international levels through alignment to local indicators developed in accordance with the Sendai Framework
- d. ensure the peer review tool is useable by cities at all levels of maturity in DRR planning

# Viggiano, Italy

- Population 3,148
- Decreasing population since 1861
- Area 89.03 km<sup>2</sup>
- In Province of Potenza, Basilicata Region
- Home to Europe's biggest oilfield with increasing oil production from 75,000 barrels per day to 150,000 barrels per day
- Adjacent to Val D'Agri forest area with important ecosystems
- Key risks: earthquake, forest fires, landslides, industrial

# Amadora, Portugal

- Population 176,000
- Area 23.78 km<sup>2</sup>
- Population density: 7,363 per sq km (the densest municipality in Portugal)
- Average monthly income of workers 1,249 Euros
- Average age of residents: 41.5 years
- Key risks: floods, urban and forest fires, traffic accident, earthquakes, landslides



# Greater Manchester, UK

- 2.71 million people, 1.15 million households
- 7 million within one hour's drive of city centre
- Generates £51 billion GVA
- Culturally diverse, over 150 languages spoken
- Population grew by 7% in last decade
- 100,000 new jobs and 3% growth in GVA forecast by 2023
- Key risks: pandemic flu, floods, industrial risks, loss of electricity

# Importance of the peer review for Viggiano's Resilience

- create a **focal point** on resilience inside the administrative structure and allocate resources
- create a **database** on relevant resilience issues to improve data collection, sharing and distribution (Viggiano has an excellent City Emergency Plan but not a general database on all the resilience information)
- define a **resilience strategy** consistent with the Sendai Framework
- good community resilience and response preparation, but need improvement in **communication** to the population
- improve collaboration with external stakeholders through a permanent **common platform** with the relevant stakeholders

# Amadora actions following peer review

- create a multi-stakeholder **local platform** for resilience that brings partners together formally on a regular basis
- capitalise on recognised **good practice** to make further progress in the city
- opportunity to **feedback to stakeholders** and raise the **visibility** of DRR
- strengthen the cross-stakeholder **training programme**
- turn the findings into action through an **action plan** and ensure there is time to implement it before a follow-up review
- continue to learn, promoting **city-to-city** exchanges

# Greater Manchester benefits

- heightened awareness of DRR as an **international agenda** to which a city can make a meaningful contribution
- emphasised the importance of evaluating **recovery after disasters** and the importance of involving the community's views
- reinforced the scale and complexity of city infrastructure and the need for **collaboration** in resilience planning
- brought a focus on understanding the risks and plans in place for **high impact, low probability** events

# What did all 3 cities learn?

- We could all help one another and learn from examples in each other's cities
- Whether being part of the peer review team or part of the city team being peer reviewed, we took away new perspectives and new knowledge
- Peer reviews make a difference on the ground – both through the process itself and also through consideration of the findings
- A good peer review takes time to prepare, carry out and write up but it is a good investment for the city

# In summary: benefits to cities of undertaking a DRR peer review

1. Demonstrate commitment to international and European frameworks and regulation
2. Create the opportunity to assess current situation and potential improvements
3. Receive supportive challenge from expert panel
4. Build confidence in and ownership of DRR agenda within the city
5. Initiate a policy dialogue helping to improve consistency in DRR
6. Structured learning process with ways to demonstrate the value of the time and resource invested
7. Personal and professional development

# Uscore2: How to conduct a Peer Review

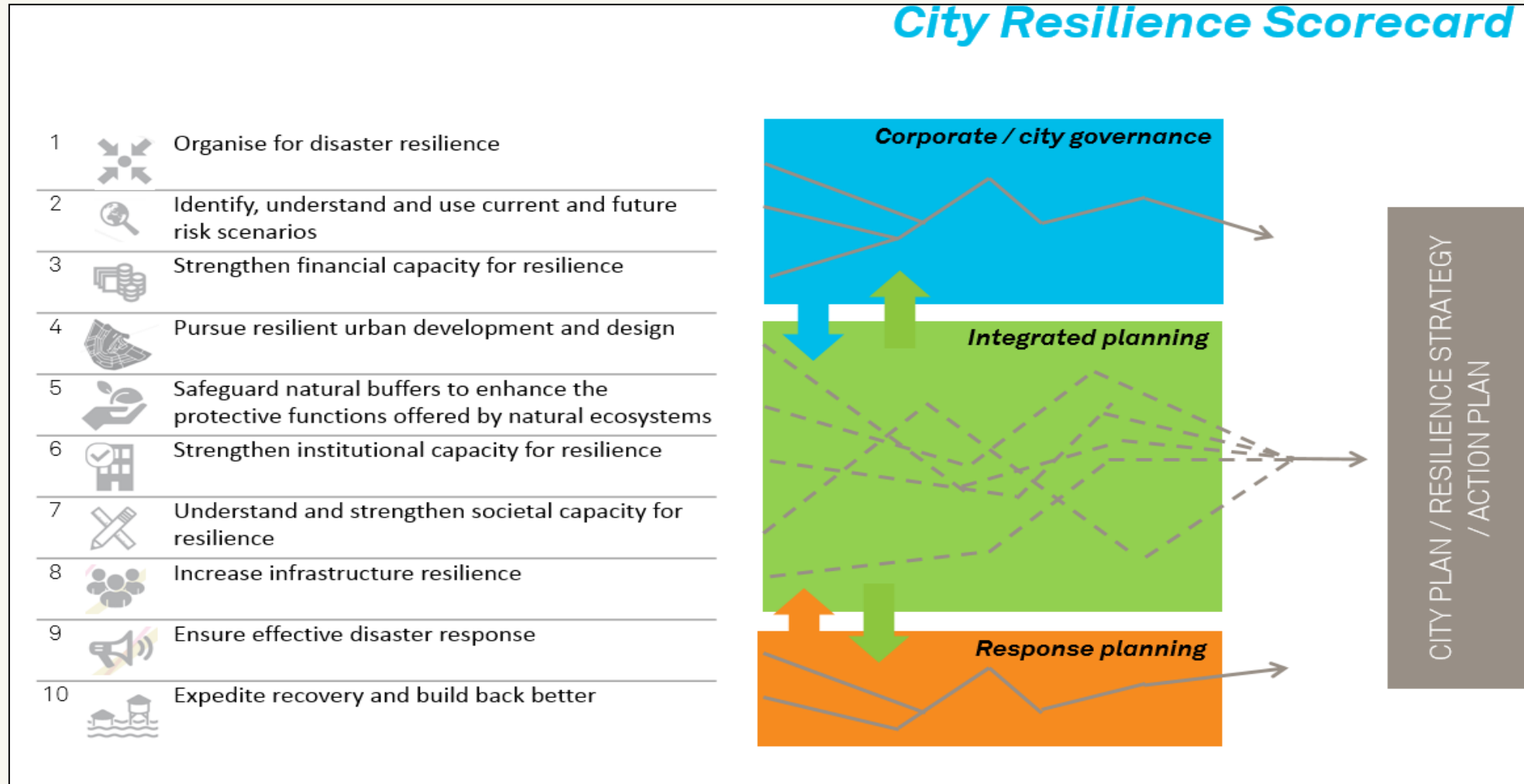
Dr Kathryn Oldham OBE  
Chief Resilience Officer  
Greater Manchester



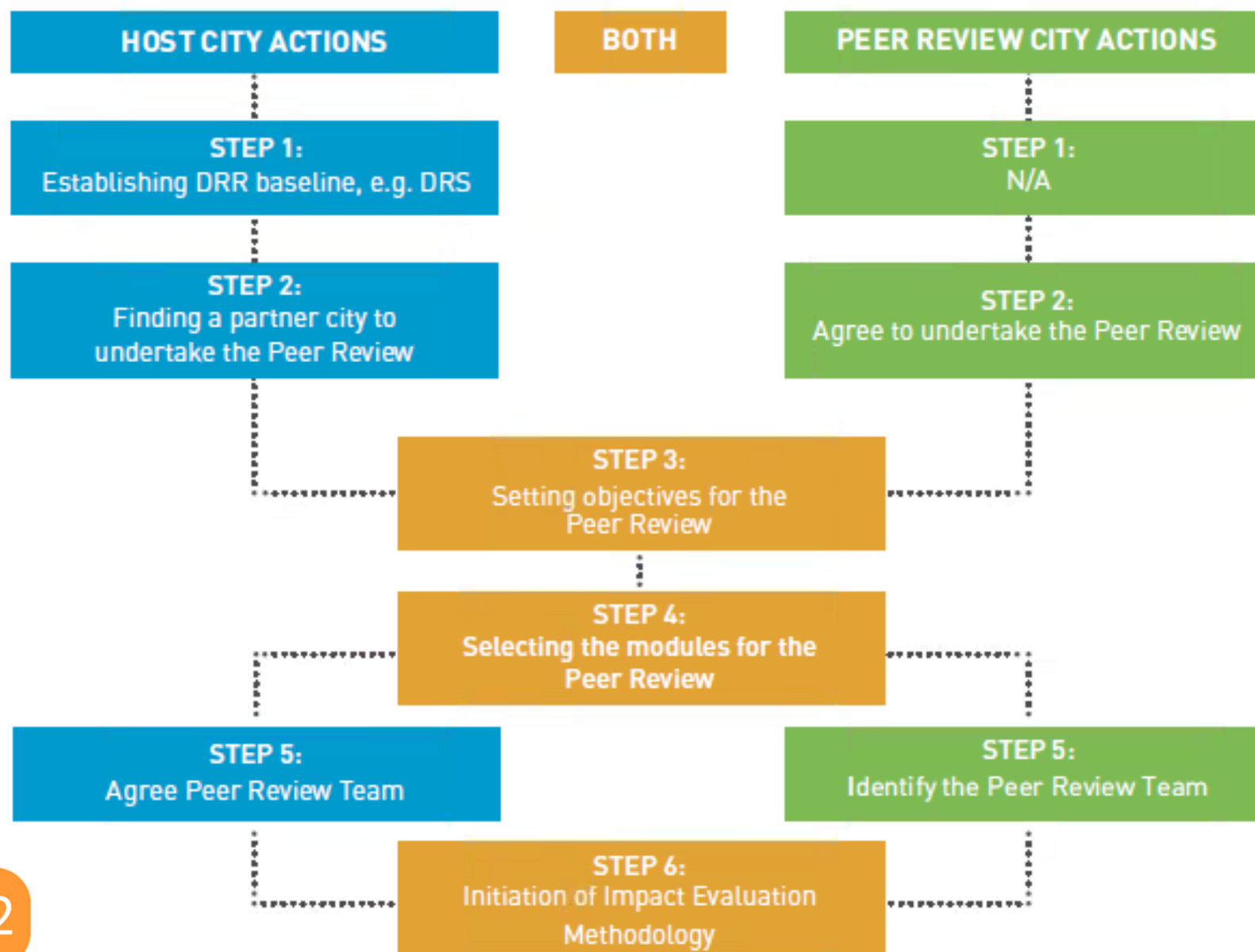
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# Making Cities Resilient: 10 Essentials



## Phase 1: Planning The Peer Review



By the end of Phase 1:

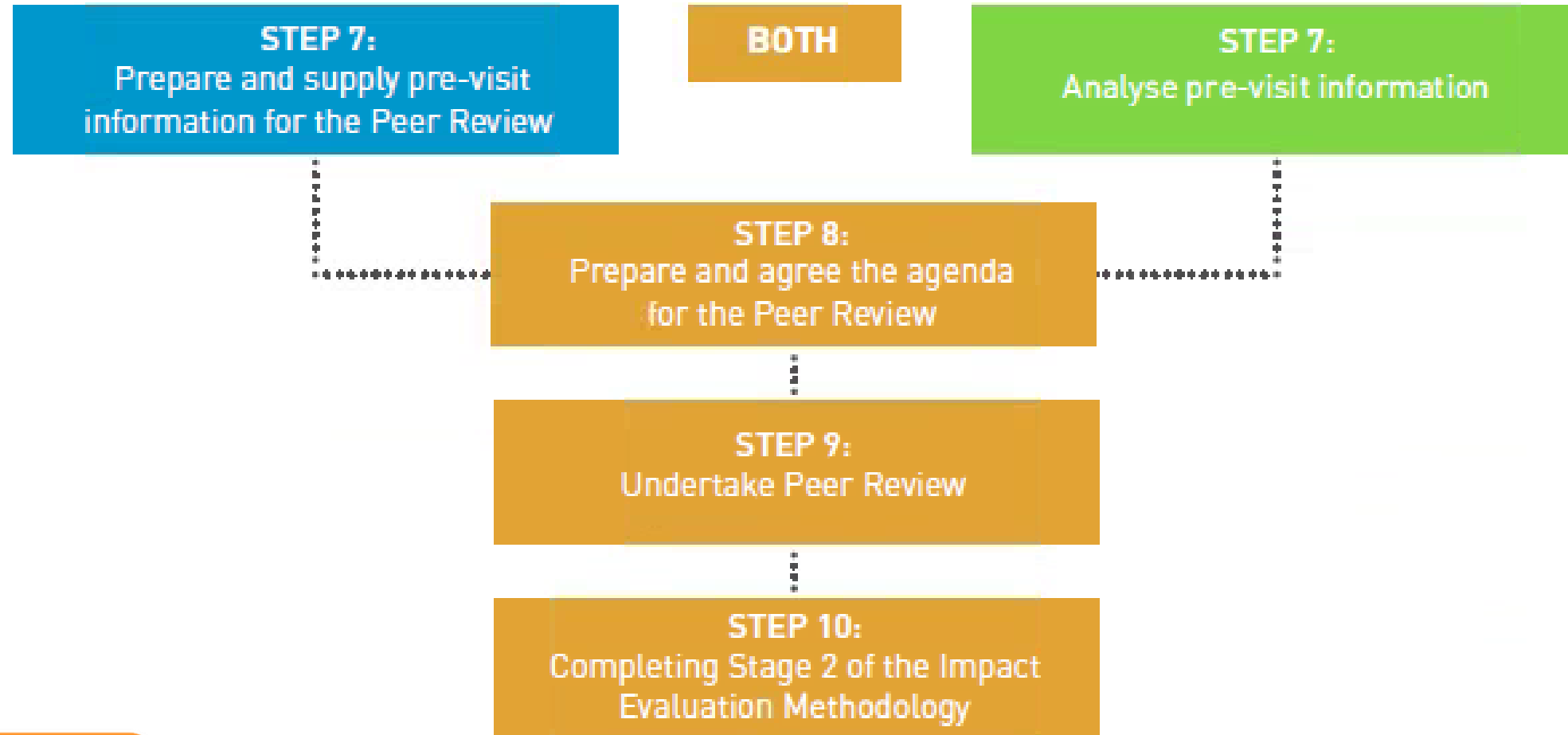
#### Host City will have

- set the baseline and secured funding
- engaged a Review City
- put contracts in place with the Review City
- identified and agreed objectives of review
- identified and agreed modules to review
- approved the suggested Review Team
- completed Stage 1 of the IEM self-assessment to determine the expected benefits and impacts of the peer review

#### Review Team will have

- secured key stakeholder commitment to the review
- agreed contracts on funding and rights
- agreed objectives for the review
- agreed modules to be reviewed
- engaged an appropriate Review Team
- completed Stage 1 of the IEM self-assessment to determine the expected benefits and impacts of the peer review

## Phase 2: Undertaking The Peer Review



By the end of Phase 2:

### Host City will have

- agreed and distributed pre-review evidence pack
- identified and engaged those to be interviewed
- agreed review activities
- created and agreed a review timetable
- facilitated the Review Team visit
- completed Stage 2 of IEM

### Review Team will have

- read and analysed the pre-review evidence pack
- requested and received any additional relevant information
- agreed review timetable
- conducted peer review visit and made comprehensive notes of the visit
- completed Stage 2 of IEM

## Phase 3: After The Review



### By the end of Phase 3:

#### Host City will have

- received, agreed and adopted the peer review report
- informed the wider Host City community of the outcome of the review
- considered creating a Resilience Strategy and an action plan to implement improvements in DRR identified in the review
- completed Stage 3 and 4 of the IEM to determine the realised benefits and impacts of the peer review

#### Review Team will have

- drafted and agreed the peer review report including recommendations for the Host City
- considered and captured any learning by the Review Team that could be recommended for implementation within the Review City
- completed Stage 3 and 4 of the IEM to determine the realised benefits and impacts of the peer review



# Peer reviews for cities: principles

- Peer reviews are collaborative and about trying to find new solutions, not just confirming what cities already know
- Peer reviews should be tailored to the city context: one size does not fit all and a focused peer review is perhaps more valuable than one that is too ambitious
- City practitioners are involved in peer reviewing and being peer reviewed: there must be benefit to both teams
- Working city to city can help with a route map to implementation, turning findings into actions
- Cities have limited resources: this must represent value for money

# Why did Salford choose to be peer reviewed?



## **MAKING CITIES RESILIENT**

In 2014 Salford and Greater Manchester became the first UK city region to join the UN's Making Cities Resilient Campaign



## **UN ROLE MODEL**

In 2014 Salford and Greater Manchester were recognised as a Making Cities Resilient Campaign Role Model for Total Resilience



## **USCORE**

In 2015 and 2016, Salford and Greater Manchester piloted the UN's Disaster Resilience Scorecard and contributed to the development of indicators for the global agreement to reduce disaster risk: the Sendai Framework for Disaster Risk Reduction 2015-2030



## **100RC**

In 2016 Greater Manchester joined the 100 Resilient Cities programme (100RC)



## MODULE 8A: INFRASTRUCTURE RESILIENCE , REVIEW OBJECTIVES

- Recognising the complex interdependencies between different infrastructure types in a large urban context, to explore the resilience to disaster risks of infrastructure providing essential services to the city region.

## MODULE 10: RECOVERY, REVIEW OBJECTIVES

- Understanding that the city region has, in the last 12 three years, used its recovery plans after several emergencies, to seek an independent perspective on the recovery processes to validate current planning and to inform their future development.





## How was the Salford peer review carried out?



**Review Duration:**  
3 Days (July 9-11, 2018)



**Review Team:**  
Three international experts on civil protection from Amadora, Portugal.



**Methodology:**  
Presentations, interviews, focus groups, document reviews and site visits across the city region with public and private sector engagement and the involvement of community representatives.



“

“Greater Manchester proactively nurtures resilience since it underpins the city region’s capacity to generate prosperity within its communities.”

USCORE2 REVIEW TEAM

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# Areas of strength and good practice



## INVESTMENTS

Salford City Council and the wider city region have invested their resources to reduce the impacts of floods on communities

## FINANCIAL SUPPORT

A range of mechanisms were put in place to provide financial support to those affected by the 2015 floods

## TRAINING AND EXERCISING

Disaster response planning with regular training is common practice across all organisations that own and manage critical infrastructure providing essential services to people living and working in the city region.



# Areas for future work in Salford and Greater Manchester

Explore greater use of social media to raise awareness amongst communities at risk about how to prepare for flooding

Review plans for high impact and low probability emergencies to ensure they remain fit for purpose

Build on existing networks to consult people

Develop ways of working with the private sector to secure new funds that help the city region to invest in infrastructure, the environment and reducing the risk of future emergencies

Consider the links between sectors and their associated risks

Improve the sharing of information between infrastructure providers and emergency responders

Continue to promote joint learning exercises to rehearse the response to emergencies and to recovering from them





# Has the review already made a difference?



PEER REVIEWS PROVIDED A  
STRUCTURED LEARNING  
EXPERIENCE WITH PARTICIPANTS  
GAINING NEW PERSPECTIVES AND  
IDEAS



PREPARING FOR THE PEER REVIEW  
HELPED EMERGENCY RESPONDERS  
TO SELF-ASSESS THEIR EMERGENCY  
PLANS AND TO THINK ABOUT  
HOW TO TELL OTHERS ABOUT THE  
WORK THEY DO



THE INFRASTRUCTURE OWNERS  
AND UTILITIES COMPANIES WERE  
OPEN ABOUT SHARING  
INFORMATION AND THEIR  
APPROACHES TO PREPARING FOR  
EMERGENCIES.