

# ISO 22371:2024-12 (E)

## Security and resilience - Community resilience - Principles, framework and guidelines on urban resilience

---

### Contents

Page

- Foreword..... v
- Introduction ..... vi
- 1 Scope..... 1**
- 2 Normative references ..... 1**
- 3 Terms and definitions ..... 1**
- 4 Principles for urban resilience ..... 3**
- 5 Framework for delivering urban resilience ..... 4**
- 6 Organize and define ..... 5**
  - 6.1 Governance, leadership and commitment.....5
    - 6.1.1 General.....5
    - 6.1.2 Leadership.....5
    - 6.1.3 Commitment.....6
    - 6.1.4 Urban resilience policy .....6
    - 6.1.5 Governance structure.....6
  - 6.2 Vision, objectives and benefits of the urban resilience strategy .....8
    - 6.2.1 Vision and objectives .....8
    - 6.2.2 Articulating benefits.....9
  - 6.3 Communication and engagement.....10
    - 6.3.1 General.....10
    - 6.3.2 Identification, mapping and analysis of stakeholders .....10
    - 6.3.3 Communication and outreach .....11
    - 6.3.4 Strategies for effective community engagement.....12
  - 6.4 Allocation of resources.....12
  - 6.5 Data collection, assessment and sharing .....13
- 7 Assess and prioritize ..... 13**
  - 7.1 General.....13
  - 7.2 System value and benefits.....14
  - 7.3 System definition and understanding.....14
    - 7.3.1 System mapping.....14
    - 7.3.2 Interdependencies and critical components .....15
  - 7.4 Risk identification and assessment.....16
  - 7.5 System baseline urban resilience assessment.....17
    - 7.5.1 System risk.....17
    - 7.5.2 System capacity.....18
    - 7.5.3 Gap analysis .....18
  - 7.6 Scenario planning and urban resilience testing .....18
  - 7.7 Identify and prioritize urban resilience needs .....18
- 8 Strategy development ..... 19**
  - 8.1 General.....19
  - 8.2 Risk appetite and treatment.....19
  - 8.3 Development of urban resilience initiatives .....19
    - 8.3.1 General.....19
    - 8.3.2 Adaptation pathways .....22
  - 8.4 Prioritization of urban resilience initiatives .....23
    - 8.4.1 Benefits analysis.....23
    - 8.4.2 Stakeholder engagement.....23
  - 8.5 Insurance and risk transfer .....23

<b>9</b>	<b>Implementation</b>	<b>24</b>
9.1	General	24
9.2	Portfolio and project management structure	24
9.3	Programme and project delivery	24
	9.3.1 Ownership	24
	9.3.2 Development	25
	9.3.3 Schedule	25
	9.3.4 Budget	25
	9.3.5 Partners	25
	9.3.6 Procurement	26
9.4	Financing urban resilience	26
	9.4.1 General	26
	9.4.2 Business case for investment	26
<b>10</b>	<b>Continual improvement</b>	<b>27</b>
10.1	Overview	27
10.2	Monitoring	27
	10.2.1 General	27
	10.2.2 Enhance situational awareness through real-time data collection	27
	10.2.3 Monitor progress of the urban resilience strategy	27
	10.2.4 Horizon scanning	28
	10.2.5 Reporting and auditing	28
10.3	Identifying further actions and implementing improvements	28
10.4	Learn, innovate and transform	29
10.5	Re-measuring	29
10.6	Incentivizing continual urban resilience improvement	29
	<b>Annex A (informative) Checklist for delivering the urban resilience framework</b>	<b>31</b>
	<b>Annex B (informative) Financing instruments and incentives</b>	<b>35</b>
	<b>Bibliography</b>	<b>37</b>