§§§ THE RESILIENCE SHIFT

Request for Expression of Interest

Making resilience practical, tangible and relevant

March 2018

A SAFER AND BETTER WORLD THROUGH
RESILIENT INFRASTRUCTURE
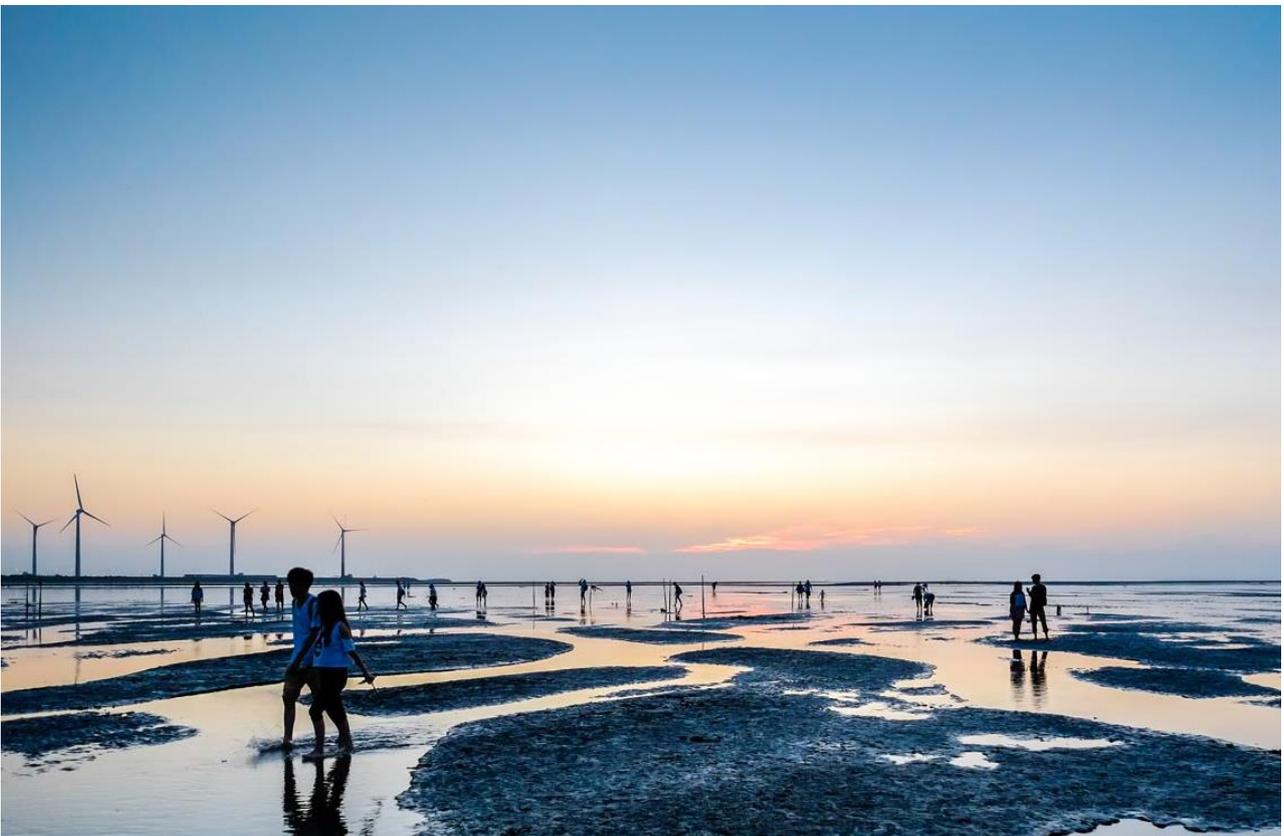
≋ THE RESILIENCE SHIFT

Note to applicants: Interested applicants should note that this is not the only opportunity to [work with us through 2018 and beyond](#).

[The Resilience Shift](#) Opportunity 1 is about the "ways and means" to make resilience practical, tangible and relevant. Our work to date tells us that there is some level of disconnect between available tools and approaches to enhance resilience of critical infrastructure, and those who could or should be using them. Specifically, we want to create the go-to place for approaches and tools and a buzzing community of experts to help accelerate the shift from theory to practice. We will achieve this by:

- Identifying available tools and approaches to enhance resilience of critical infrastructure in practice and foster resilience-based design

- Assessing current use of tools and approaches (users profile and uptake, maturity, case studies)

- Identifying how tools and approaches contribute to create value on the resilience value chain

- Creating an open-access and searchable repository of tools and approaches

- Identifying gaps and customer needs for new tools and approaches

- Engaging developers of tools and connecting them with users, or potential users, of tools

- Working with existing and potential users of tools

We will achieve success by teaming up with thought partners with the right domain knowledge, a global reach and vision, strong convening power who share our vision of a world that has embraced and adopted resilience concepts and practices in infrastructure.

If you are interested in working with us on these activities, please respond to this expression of interest with the following details:

- Contact details of applicant

- Organization name and location

- Brief introduction to the organization (200 words)

- What is your experience with applying, developing or assessing tools and approaches either in the specific field of critical infrastructure resilience, or in related fields? (500 words)

- How can you help us achieve success? (500 words)

Please respond by 16th April 2018.

Please find further detail on The Resilience Shift at www.resilienceshift.org

Please contact info@resilienceshift.org with your queries.

Our terms and conditions are available on request.

Annex A – A value chain approach for critical infrastructure

There are currently many approaches and tools to enhance resilience at a different level of maturity, some of them directly related to critical infrastructure and others not yet connected. All tools and approaches have been developed to serve a specific purpose.

The Resilience Shift is identifying these approaches and tools and will assess them from the perspective of **the value they deliver.**

Value is a relative concept. For example, it depends on who we are delivering value to, and for what purpose. The value we want to focus on can be described as:

for critical infrastructure to deliver critical functions - i.e. to protect, provide and connect - under ordinary and extraordinary circumstances to the users/beneficiaries.

In order to assess the approaches and tools the Resilience Shift is developing an understanding of how this value is created, using a value chain approach.

A 'value chain' describes the full range of activities required to bring a product or service from conception, through the different phases of production (involving a combination of physical transformation and the input of various producer services), delivery to consumers and disposal after use (Kaplinsky and Morris 2001[1]). Value chain analysis has been used to understand how to create value (reduce costs, increase efficiency, provide access, etc) and to develop plans for change. Value chains are used for the simple reason that they help focus attention on the right questions and provide practical answers to them

In applying and testing the value chain approach to the resilience of critical infrastructure, we envisage we will follow a 3-step process:

Step 1   Develop a suitable value chain framework that we want to work with. This will help with establishing what is the value we want to create and what are the steps involved to deliver that value.
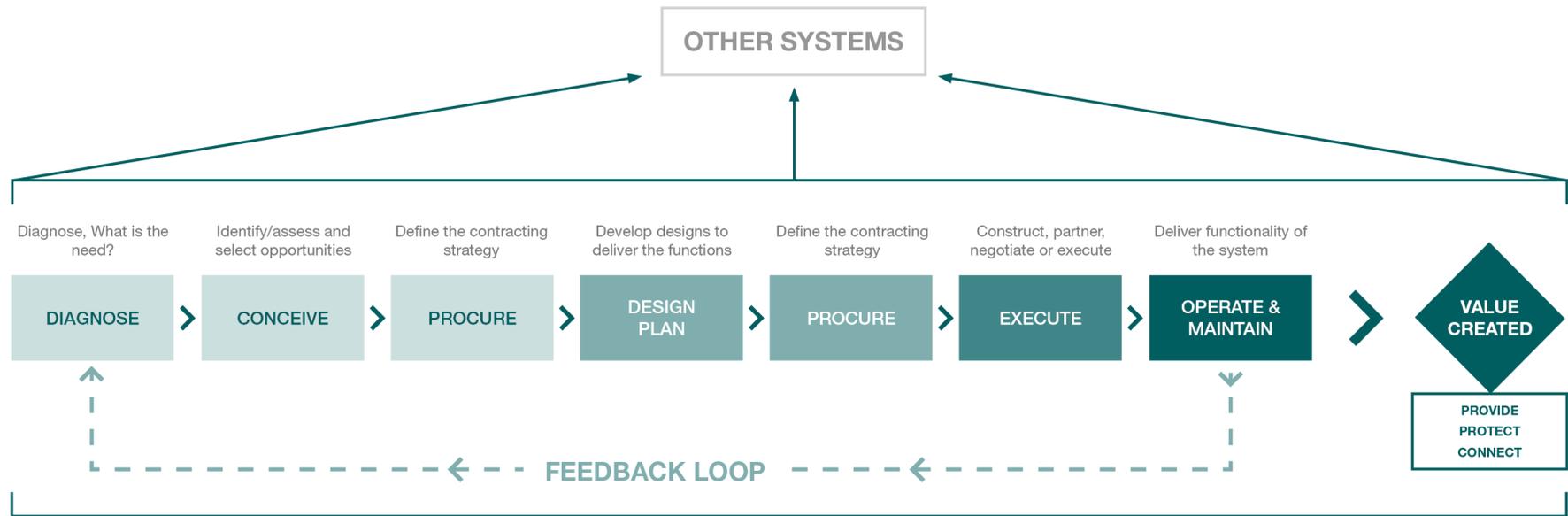
Some initial work has gone into developing a resilience value chain framework (see figure overleaf) and the various stages involved in delivering the critical functions, see graphics below. We started this from the traditional Critical infrastructure value chain. The purpose of the value chain framework is to provide a holistic view of all activities that contribute to the creation of value i.e. delivering the critical functions (provide, protect and connect) in ordinary and extraordinary circumstances.

Step 2   Map all approaches and tools according to their role and contribution to this value chain, how they support one or more steps or connections between steps to deliver value. This analysis will include understanding who they are targeting as beneficiaries, what is their role in the value chain and how the tools and approaches will help them in their work.

Step 3   Identify gaps, creating opportunities for new tools and approaches and how different tools and approaches can complement each other. We expect also the value chain approach to help us identify how we can translate tools and approaches form one sector to another understanding the specific value chains.

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[1] Kaplinsky, Raphael & Morris, Mike. (2001). A Handbook for Value Chain Research. 113.

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OTHER SYSTEMS

Diagnose, What is the need?	Identify/assess and select opportunities	Define the contracting strategy	Develop designs to deliver the functions	Define the contracting strategy	Construct, partner, negotiate or execute	Deliver functionality of the system	
DIAGNOSE	CONCEIVE	PROCURE	DESIGN PLAN	PROCURE	EXECUTE	OPERATE & MAINTAIN	VALUE CREATED

PROVIDE
PROTECT
CONNECT

FEEDBACK LOOP

**A SAFER AND BETTER WORLD THROUGH
RESILIENT INFRASTRUCTURE**