

RESILIENCE ALLIANCE

Strategy plan 2023

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Preface



Dear reader,

It is with great pleasure, that I present to you the Strategy Document of the Resilience Alliance.

After working in the resilience-field for quite some time, I was playing with the idea to set-up a group of likeminded people to bundle Dutch initiatives around resilience. In 2019, we assembled with a group of motivated individuals to discuss our vision on this topic. Each of us facing similar challenges, both as citizens and professionals. What brought us together was our shared belief that collaboration and collective action are key in addressing the resiliency challenges we, and our society, face.

The need for a Resilience Alliance has become increasingly apparent as we continuously face more frequent and severe disruptions. I'm convinced that, by fostering collaboration and communication, we can create a more holistic approach to resiliency. As the initiation of our group took place right through the Covid-19 pandemic, we noticed its benefits right away. We built a group based on trust and collaboration, that helped each other to bounce ideas and different perspectives as we navigated through this high impact event.

I am proud of what we have achieved so far and am confident that this strategy will serve as a roadmap for our continued work towards building a more resilient society.

- Claire Bakker
Secretary

Purpose of this document

This is the formal strategy document for the Resilience Alliance (formally: *Stichting Resilience Alliance*) to achieve compliance with ANBI requirements.

The document first addresses our founding and view on resilience. It then provides an overview of our ambition, together with the pillars we identified as our basis, explaining our setup and way of working. It also provides an overview of our roadmap for 2023 and for the medium term (up to 2028), and of the funding sources we seek to engage with to enable the execution of our projects.

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About us



Founding the Resilience Alliance

The Resilience Alliance was founded in November 2019, following the initiative of a couple of individuals who wanted to contribute to the resilience of society beyond their professional capacity. Crisis management professionals and academic experts from the public and private sector came together for an initial workshop in Amsterdam on how to enhance the resilience of Dutch society. At that point in time, the Resilience Alliance did not yet exist in name or formal set up, just through the participants' joint goal of using their skills and knowledge to contribute to enhancing, strengthening and unlocking resilience.

With Covid-19 soon afterwards claiming the attention of most participants, further steps were steadily taken slower. However, project meetings were still held. Covid-19 was a first case to discuss approaches to organizational resilience and crisis setups, albeit only among members of the group at the time. In the meantime, steps were taken towards the formalization of the Resilience Alliance, with the aim of establishing the group as a 'Stichting' (Foundation). This process was completed in November 2022.

Ambassadors of the Resilience Alliance

All participants ('ambassadors') of the Resilience Alliance have a background in, and/or work in various roles connected to societal resilience, both in the public and the private sphere. This encompasses crisis management and/or business continuity work across various sectors, but also knowledge generation and teaching, as well as work evolving around enhancing social cohesion. With knowledge and experience across sectors such as local governance, finance, academia, consulting, etc., all ambassadors share the same conviction: a holistic approach is required to face disruptions and the challenges it brings for society. All ambassadors participate in the Resilience Alliance **pro bono** and **independent** of their respective employers.

Goal

Our motivation aligns with our goal: using and sharing the knowledge we gained throughout our professional lives to enhance societal resilience against disruptive events. We use the knowledge and expertise in the Resilience Alliance network to support societal resilience through advice, research & information and education activities and building a network.

Our vision on Resilience (1/2)



Resilience is a broad concept which ultimately evolves around the capacity to anticipate, respond and recover from disruptive, impactful and often unexpected events. This encompasses people's ability to adjust to, and deal with the various practical and mental well being demands they are subjected to when facing and responding to such an event.

Examples of events that call for resilience include **sudden disruptive events**, such as (but not limited to) sudden natural disasters, war, financial crises, pandemics and energy or housing crises, but also **slow-burn events**, such as climate change, dealing with the increasing polarization of society and the related aspects of a decrease in trust within society towards governmental organizations. The latter are particularly challenging to recognize, as changes occur gradually over time and may have already significantly evolved before being noticed.

Resilience as a term is at times contested. On the one hand due to its broadness, on the other hand because some interpret it as 'people are left to their own devices' and need to find their own resources to recover, without 'help'. We believe that everyone will ultimately be impacted by disruptive events at some point and to some extent and a strong source of resilience is found within ourselves. However, a world where everybody leans back and waits for official services to help them with every aspect is not in line with reality. We are a society and we are a part of the solution.

We call ourselves Resilience '**Alliance**'. As such, we believe that a key aspect of resilience lies in reaching out to the people around us. Being an Alliance means that we aim at connecting people and perspectives – not only the usual ones, but also new ones. It needs complexity to face complexity. Resilience can only be realized if various disciplines and organizations work together. We aim at getting out of our own bubbles and enlarging our own horizons in order to be with our expertise of service to the society at large. Standing together, searching for and using our diversity makes it possible to co-create and co-shape a truly resilient, inclusive society.

Resilience is a continuous process that needs to be nurtured and strengthened continuously, as times, people, societal setup, and circumstances continue to change. It means **being aware of the challenges** we as people and society are facing and **being equipped with the information and knowledge** to recover from disruptive events. This includes **empowering people to step up** to consider how public safety, well-being, and dealing with challenges is handled, and how we can make ourselves, our communities, and our society as a whole more resilient.

Our vision on Resilience (2/2)



Opportunities

We believe that enhancing societal resilience is in everybody's interest. Against the background of a myriad of on-going crises and challenges across the world, societies - and individuals forming the basis of those - are increasingly exposed to deal with the effects of this instability, and disruptions of varying kinds. In response to these, individuals are increasingly required to use their own resources to help themselves and each other, and to cope with an increasing number of challenges.

We believe that the greatest resource people can draw from is themselves: their own experiences, skills and knowledge. The latter in particular can be shaped and informed, to enable individuals to draw from such knowledge whenever required by a new challenge or crisis. The Resilience Alliance seeks to foster individuals' ability to unlock their resilience, and thereby that of Dutch society overall. We realize that individuals cannot do so alone, this is always a collaboration between individuals, organizations, governments and public institutions.

Challenges

Preparing for the unexpected is becoming the main challenge of societies, at a time when disruptive events subjectively appear to become more frequent and are closer to home (from a Dutch perspective). With the goal of 'unlocking individual resilience' we refer to enhancing people's abilities to better deal with such challenges, considering that society has been caught off-guard by the (scale of) recent disruptions (e.g. Covid-19, political conflicts) and as a result everyone had to significantly adjust their plans and actions at the same time. However, it should also be noted that disruption and crisis can also bring sustainable change for the better: It is not only surviving a crisis, but also to learn from it and to become better and happier in the long-run.

Empowering resilience thus allows individuals, and therefore Dutch society as well, to better prepare for threats, prevent crises, and react to disruptive events if they do happen.



Our ambition



Our goal

As indicated previously, the core goal of the Resilience Alliance is to contribute to enhance Dutch society's resilience. This is against the background of an increasing frequency of disruptive events. We aim to build a network of resilience experts. With the varied skills, knowledge and experience of these ambassadors, we aim to run a variety of projects and activities that contribute to this goal from many angles.

What we've been doing so far

Since the founding meeting, the ambassadors of the Resilience Alliance have been building up a growing network of resilience experts who want to use and share their knowledge to contribute to our goal. Given the broadness of the term resilience and the immense variety of challenges individuals and Dutch society overall are subjected to, the Resilience Alliance's approach to enhancing resilience is spread across **three pillars**. These will be executed simultaneously, while leveraging the Resilience Alliance's **ambassador network**.

Pillars

The following pillars are detailed in this strategy plan:

- 1 **Advice**
- 2 **Research**
- 3 **Inform and educate**

What we plan to do

Our milestones for this year are to :

- 1 **Increase the Resilience Alliance's visibility**
- 2 **Set up and execute projects & activities**
- 3 **Grow the ambassador pool**



In the upcoming years, we plan to expand the scope from focusing primarily on Dutch society towards a broader audience, as described under the pillars and in our short and long-term roadmap.

Foundation and pillars



The foundation of the Resilience Alliance is **built on the network of people** that the Resilience Alliance enfold. Because the Resilience Alliance is a group of experts, it benefits from a variety of expertise. This helps everyone who is involved to broaden their horizons and get inspired through the interaction with other Resilience Alliance ambassadors (see Resilience Alliance set-up). The unique characteristic of the foundation is that the network of experts challenges itself in thinking outside the box when it comes to enabling resilience.

The three pillars arise from this foundation. Activities and projects that are executed by the Resilience Alliance can be linked to one of the three pillars. The following pages describe what the pillars are, why we defined each pillar and how we use it to execute the strategy.



Pillar I – Advice



Focus

The Resilience Alliance is a group of experts who provide advice on the topic of creating resilience on individual and societal level.

Why

There may be situations where an organization* representing society or a community needs advice on how to organize societal resilience. They may not know who to turn to, because they are not sure if whatever concerns them is crucial enough to justify bringing in paid and potentially expensive advice. In such case, these organizations may approach the Resilience Alliance to help them determine the scale of their concern and first steps to take.

How

The network of experts within the Resilience Alliance can provide confidential advice to individuals or organizations* representing society or a community for instance as a reference point or as an inventory of possibilities for future action. They can freely speak about their concerns and the Resilience Alliance will provide expert advice as a reference point, an opinion or possibilities for future action.



* Note, this excludes commercial businesses

Pillar II – Research



Focus

As a Resilience Alliance we believe that we should learn from past disruptive events that already happened, to be able to improve our response to those events that are yet to come – thereby improving our level of resilience.

Why

The current era is characterized by increasing complexity and uncertainty. Therefore, our resilience is challenged by high impact events that are predicted to become more frequent. To be more resilient we have to cope with the fact that:

- High impact events require some sort of improvisation in its response, since it's not always clear what to expect;
- Events will always be messy;
- Imperfect information will always be there;
- Training individual's resilience empowers community resilience.

How

By executing research and sharing information, we can increase our knowledge on lessons learned from past crises and identify how to apply these lessons learned to prepare for the (unexpected) future high impact events.



Linking projects:

Polarization project

Resilience Alliance

Pillar III – Inform and educate



Focus

Within this pillar, the Resilience Alliance will actively reach out to specific audiences to inform and educate. For example through events, workshops and training.

Why

Information and education allow people to gain insight in what activities they can execute to increase their resilience. Empowering individuals' knowledge on resilience eventually empowers Dutch society's resilience as well. Through informing and educating activities, people receive the tools necessary to prepare for and cope with future high impact events.

How

The key in educating is that practice makes perfect. Receiving information on how to enable resilience is one part. The second part includes putting this knowledge into practice. The Resilience Alliance enables individuals to practice with tools that allow people to prepare for threats and respond to disruptive events.



Linking projects:
National Resilience Day
Resilience event

Resilience Alliance

Resilience Alliance set-up (1/2)



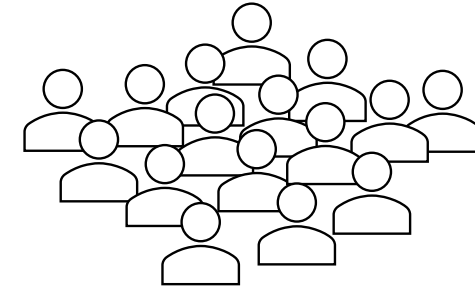
The Resilience Alliance is designed based on several roles and responsibilities. The overview on the right visually shows the set-up.

The Resilience Alliance most valuable asset is its network of experts. These are referred to as **ambassadors**. The ambassadors can contribute to the **execution of projects**, which are **organized bottom up** and linked to the **three pillars** presented on the following pages. Several projects can be conducted under each of the pillars.

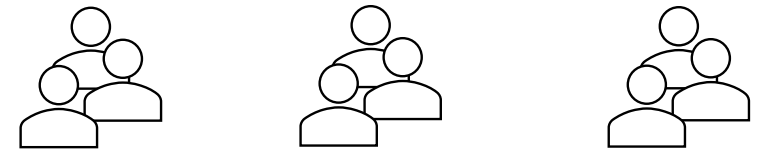
To ensure the link with the Resilience Alliance's goal and to ease alignment, the pillars have a **pillar lead**, who is responsible to maintain oversight of the activities taking place within the respective pillar and to align this with the board. The overall responsibility for the (administrative concerns of the) Resilience Alliance is delegated to the **board**.

The following page describes the roles and responsibilities in more detail.

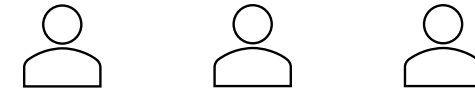
Ambassador's pool



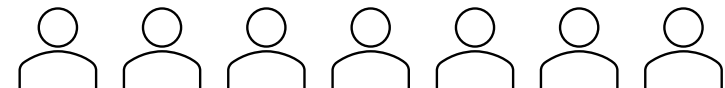
Project groups linked to pillars



Pillar leads



Board



Resilience Alliance set-up (2/2)



Who	Role	Tasks
Ambassadors' pool	Pool of interested people who are invited to take part in the networking and project activities	<ul style="list-style-type: none">• Provide input for pillars, activities or projects• Receive input from pillar leads or project teams about related projects• Engage in projects in line with interests and availability
Project groups linked to pillars	Group of ambassadors who contribute to executing activities and projects	<ul style="list-style-type: none">• Run a project from beginning to end• Align with pillar lead• Align with marketing on project successes or events
Pillar lead	Individual who serves as first point of contact for the specific pillar	<ul style="list-style-type: none">• Keep track of activities and projects executed within the pillar• Define new opportunities for the pillar
Board	Overall formal responsibility to lead the Alliance	<ul style="list-style-type: none">• Fulfill specific roles as per legal requirements• Take overall accountability• Facilitate the direction of the Alliance

Roadmap 2023



Resilience Alliance set up

Increase visibility by:

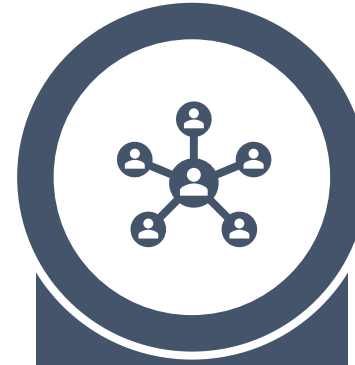
- Launching website
- Appointing pillar leads
- Growing brand



Projects

Execute projects by:

- Finalizing polarization project
- Organizing National Resilience Day
- Designing new project



Network

Grow ambassadors' pool by:

- Organizing new-members activities
- Organizing ambassador events
- Forming project groups to execute projects

Roadmap 2023 - 2028



Resilience Alliance set up

Goals:

- The Resilience Alliance is fully set up
- The visibility is steadily growing
- Funding for project is received

Actions:

- Establish well-functioning processes
- Create website and presence on other platforms and maintain them
- Create a fundraising strategy



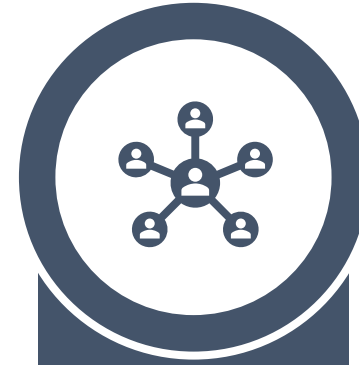
Projects

Goals:

- Multiple projects are running every year
- Projects are fully aligned with goals and pillars
- The scope of projects expands

Actions:

- Facilitate project setup and funding
- Set targets for the execution of projects



Network

Goals:

- The group of ambassadors grows steadily
- Ambassadors are part of project groups
- The Resilience Alliance is known by relevant stakeholders
- The Alliance has relevant collaborations

Actions:

- Reach out to new people for our ambassadors' networks
- Make successes and progress known to the network
- Target relevant professionals

Funding (1/2)



We envision the following funding possibilities:

- Donations
 - E.g. from our organizations (many financially support voluntary work of employees)
- Sponsoring
 - Provide sponsoring packages – organisations are able to sponsor a specific project
- Partnerships
 - Organisations are recognized partners of the Resilience Alliance and provide general support
- External assistance for raising funds
 - [Subsidiegezocht.nl](https://www.subsidiegezocht.nl)
- Organizing resilience events
 - Entry fee for events organised by the Resilience Alliance

Funding (2/2)



Managing and distribution of funds:

- Management of funds
 - Deposited on current account
 - Current account managed by dagelijks bestuur – minimum of 2 signatures required for transactions
 - A financial prognosis is made each year
 - The Resilience Alliance maintains an accounting administration which shows expenses and income
 - The yearly financial report and accounting may be checked by members of the algemeen bestuur and/or an expert nominated by algemeen bestuur
- Remuneration
 - The directors receive no salary/payment for carrying out their function
 - Pre-approved expenses are reimbursed
- Distribution of funds
 - The funds of the Resilience Alliance will be used to achieve the goals of the Stichting, for example, but not limited to:
 - Operational costs for running the Resilience Alliance
 - Expenses related to projects
 - Expenses related to building and maintaining the network
 - Expenses related to fund raising
- Reserves for following years
 - Not yet applicable