

The Manchester Briefing on COVID-19

International lessons for local and national government recovery and renewal

Nineteenth briefing: Week beginning 24th August 2020

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What is 'The Manchester Briefing on COVID-19'?

The Manchester Briefing on COVID-19 is aimed at those who plan and implement recovery from COVID-19, including government emergency planners and resilience officers.

We bring together international lessons and examples which may prompt your thinking on the recovery from COVID-19, as well as other information from a range of sources and a focus on one key topic. The lessons are taken from websites (e.g. UN, WHO), documents (e.g. from researchers and governments), webinars (e.g. those facilitated by WEF, GCRN), and other things we find.

We aim to report what others have done without making any judgement on the effectiveness of the approaches or recommending any specific approach.

This week

We have provided four briefings:

Briefing A: Managing change for COVID-19 recovery

Briefing B. Lessons you may find helpful from across the world

Briefing C: Disability-inclusive recovery and renewal from COVID-19

Briefing D: Useful webinars

**Please register at
ambs.ac.uk/covidrecovery
to receive future briefings**

Other information

If this is the first briefing you have received and would like to access the previous ones, they can be found [here](#)

If you would be willing to contribute your knowledge to the briefing (via a 30-minute interview) please contact Duncan.Shaw@manchester.ac.uk

We also produce a blog series which you can access [here](#) along with other news about our team and our work.

Briefing A: Managing change for COVID-19 recovery

Introduction

The rapid and unexpected changes resulting from the COVID-19 pandemic impacted all levels of society. The uncertainty, impact, and magnitude of change created frustrations and a sense of loss and insecurity. This pressure inevitably led to more resistance which was observed through people breaking lockdown and social distancing guidelines (e.g. crowded beaches and private parties at homes). This aggravates the problem in the short-term and can hinder effective recovery and renewal.

The extensive study of change management from a range of perspectives, over many years, can contribute to our understanding of the reaction to COVID-19, and how resistance to change may be reduced. This briefing considers the COVID-19 experience from a change management perspective and suggests ways Local Authorities (LAs) can reduce resistance to change during response and recovery.

When facing emergencies, it is common to enter a protective mode where the focus is on protecting resources and freezing the current state, hoping to return to functioning as usual. This is an intuitive response and expresses the desire of many to go back to 'normal' during or after COVID-19. However, evidence shows that this strategy is mostly counterproductive because those who adopt this approach often find themselves regarded as outdated in a changed world. Despite use of the phrase 'new normal', for many it feels more comfortable to desire the old normal. Being responsible for coordinating response, recovery and renewal, LAs can build on the call for a new normal to enhance the resilience and viability of their institutions and communities. Rather than being optional, change may be the only survival mechanism for the medium and long term.

Types of change

To support response and recovery from COVID-19, considering the following four types of change might be helpful. These differ according to scale (*incremental* and *transformational*) and positioning relative to external events (*proactive* and *reactive*) (see Figure 1¹).

- **Tuning:** involves making *incremental* changes over a long period. Changes are *proactive* and based on early anticipation of changes in the environment.
- **Adaption:** involves making smaller changes as a response to changes in the environment that may threaten viability.
- **Re-orientation:** proactively making fundamental changes that transform the ways things are done or doing totally different things. It is possible only when there is capability for effective anticipation of opportunities and threats.
- **Re-creation:** fast and simultaneous holistic transformation in response to surprising pressure from the environment. This involves changing the fundamentals and the basic elements of systems.

¹ From Nadler, D. A. & Tushman, M. L. (1995) 'Types of organisation change: from incremental improvement to discontinuous change', Nadler, D. A., Shaw, R. B., Walton, A. E. & Associates (eds) in *Discontinuous change: leading organisation transformation*: Jossey Bass, San Francisco.

Figure 1: Four types of change relevant to the response and recovery from COVID-19

		Scale	
		<i>Incremental</i>	<i>Transformational</i>
Position relative to external events	<i>Proactive</i>	Tuning	Re-Orientation
	<i>Reactive</i>	Adaption	Re-creation

COVID-19 response

The fast spread and impact of COVID-19 as an unavoidable external influence forced most countries into *reactive* change, but the scale of change varied. Countries and cities with advanced technological infrastructure and ample resources managed to avoid re-creation by adapting their approaches. Technological advancement was the foundation of moving swiftly to working from home, communicating with the public, and establishing track and trace systems. Also, governments with more resources were able to dispense funds and reduce the urgency of change and avoid (or delay) re-creational change.

Re-creation is the most stressful and risky type of change because it requires making strategic but urgent decisions when information, resources, and time are scarce. Even when decisions about change are made, leaders and managers are likely to face strong resistance and significant operational challenges when implementing the change.

Whether adaption or re-creation, the change resulting from COVID-19 was feasible in cities and places that showed resilience. This feasibility depended on government capabilities, and the state of its stakeholders at the time of the COVID-19 impact. In addition to existing technology and resources, government capability includes key factors such as the flexibility and openness of institutional culture, credibility, ability to secure extra resources, and being future-oriented (innovative). The state of stakeholders (e.g. society, service users, supply chain) concerns their receptivity and ability to change. For example, countries such as Singapore had societies that use technology heavily, which helped in applying the track and trace systems rapidly. Similarly, countries that had suppliers who could quickly adapt were able to purchase PPE and other medical equipment faster and with less disruption.

The implications for Local Authorities

Capability and engagement with stakeholders are crucial in enabling change, and LAs may consider and assess the current state and take action to improve as appropriate.

Considerations for recovery from COVID-19

Incremental and transformational change

Figure 1 shows that there are two types of change: *incremental* and *transformational*, which differ in scale. While some believe that *incremental* change (continuous improvement) can lead eventually to fundamental changes, others disagree and believe that *transformational* change is needed periodically, or when faced with events such as COVID-19. There is no clear consensus on this.

The aim of recovery and renewal should be to minimise the probability of being forced into re-creation change. For this, LAs need to be proactive and start thinking of recovery and renewal as early as possible. Details of how this could be done were provided in the briefing in week 7². This should minimise the amount and extent of urgent change required in order to continue operation during future surges, or if the current surge continues. The results of impact assessments and the likelihood of similar events in the future should guide decision-makers on the type of change required.

Proactive and reactive change

Figure 1 also has a second dimension; that of *proactive* and *reactive* change, which are relative to external events. An effective strategy may involve a mix of *reactive* and *proactive* change. For example, LAs may consider *tuning* as the appropriate type of change during the response and short-term recovery to improve institutional capacity and enhance the preparedness level of LAs. They may consider *re-orientation* during strategic recovery (renewal) to reduce the change required for future incidents, and to make communities more receptive emotionally and technically to innovative solutions. In this example, both these types of change are proactive and to a large extent under the influence of the LA.

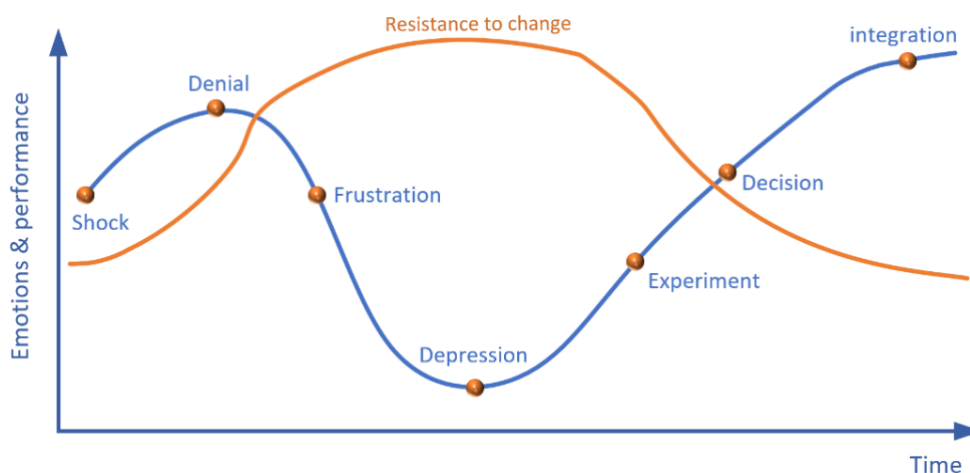
The implications for Local Authorities

As much as possible, proactive change approaches can be used, differing according to the state of response and recovery, with renewal focusing on minimising the likelihood of being forced into re-creation.

Reaction and resistance to change

During change, people go through emotional challenges that impact their performance and receptivity to change (Figure 2). The period between frustration and experiment is where an individual's performance and emotions are lowest, and their resistance to change is at its peak. Although recovery from COVID-19 may be viewed as one strategic project, people experience the emotional curve for each sub-change that impacts their lives (e.g. remote working, online shopping, home-schooling).

Figure 2: Emotional curve and resistance to change

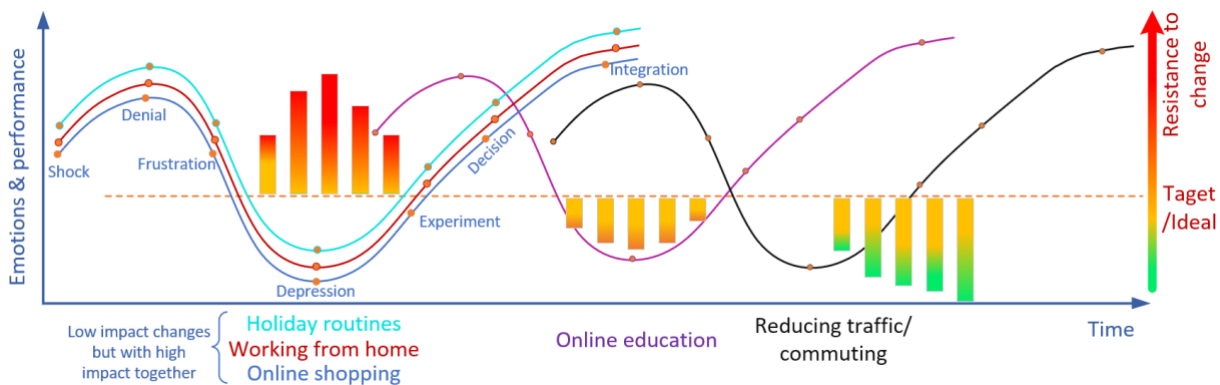


² <https://www.alliancembs.manchester.ac.uk/research/recovery-renewal-resilience-from-covid-19/briefings/>

LAs should consider the severity of the emotional impact of each change. LAs with a diverse community profile should also consider that a single change can have a different emotional impact on different communities and individuals. For instance, the impact of working from home was more impactful on families with children. Also, home-schooling should consider the educational level and cultural aspects of affected communities. Many changes occurring simultaneously can expose communities to increased levels of emotional impact, which may lead to frustration, depression, and more resistance to change.

LAs may consider categorising planned changes according to their emotional impact and implementing them in stages to sustain a level of resistance to change that ensures communities' wellbeing and societal functionality (see Figure). Considering the demographics and profile of communities mitigates what is called *future shock*³ - experiencing the symptoms of cultural shocks but permanently, which threatens the sustainability of recovery and renewal. Whilst not all changes can be planned (some will be *reactive*), consideration of the impact remains important as emotional reaction to one change will influence the reaction to future changes.

Figure 3: Examples of changes and corresponding levels of emotional impact and resistance to change



The implications for Local Authorities

LAs need to understand the cycles of emotional impact and their effect on resistance to change, providing appropriate timely support to their communities.

Agile change

Given COVID-19 uncertainty and community reaction to change, LAs could consider an agile approach to change management. This involves being open to amending plans based on continuous evaluation, as outlined in the Viable System Model intelligence function in The Manchester Briefing Weeks 16-18⁴. For instance, in Figure , decision-makers may decide to postpone/pause applying changes to holiday routines if the accumulative impact of other changes is already higher than expected. This will minimise the likelihood of communities becoming overwhelmed and therefore developing resistance to further change.

The implications for Local Authorities

Continuously review the vision and aims of current and possible change initiatives/programmes in order to be agile and flexible, and so that communities are not overwhelmed.

³ Toffler, A. (1970). *Future shock*.

⁴ <https://www.alliancembs.manchester.ac.uk/research/recovery-renewal-resilience-from-covid-19/briefings/>

Summary

In general, LAs may consider

- Capability and engagement with stakeholders, which is crucial in enabling change. LAs may consider assessing the current state and taking improvement actions as appropriate
- Utilising proactive change approaches as much as possible, differing according to the state of response and recovery, with renewal focusing on minimising the likelihood of being forced into re-creation.
- Ensuring understanding across their systems, the cycles of emotional impact and their effect on resistance to change; providing appropriate timely support to their communities.
- Continuously review the vision and aims of current and possible change initiatives/programmes in order to be agile and flexible, and so that communities are not overwhelmed.

The changes resulting from COVID-19 are more wide-ranging than anything in the recent past. Identifying and understanding the types of change, and the extent to which change can be *proactive* rather than *reactive*, will support the development of resilience in local authorities and their communities.

Briefing B. Lessons you may find helpful from across the world

We provide the lessons under six categories, with sub-categories for ease of reference. We have selected lessons that are of specific interest to the recovery process although many also relate to the response phase, and the likely overlap between response and recovery.

This week our lessons on humanitarian assistance focus on the wider implications to health and wellbeing from COVID-19 and lockdown as a result of working, socialising and living in small spaces. Economic lessons consider regeneration through the digitization of arts and culture, and the accelerated adoption of safer, inclusive digital financial mechanisms. Infrastructure lessons focus on how organisations can enhance their cybersecurity, how staff may be able to permanently work they are most productive, and guidelines for public transport operators. Environmental lessons consider how to address COVID-19 and climate change risks simultaneously. Communications lessons focus on finding out about ongoing research projects to contribute to COVID-19 activities, providing transparent information about the overall costs of COVID-19, and providing fact-checking services to counter misinformation about COVID-19. Governance and legislation includes lessons on encouraging staff to take online training on emergency planning topics.

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Recovery: Categories of impact	Actions	Country/ Region	Source
Humanitarian Assistance			
Health and wellbeing	<p>Consider the wider health and wellbeing implications of COVID-19 including those associated with lockdown. The health impacts of COVID-19 such as organ scarring, and long-term lung problems are gradually coming to light. However, wider implications from lockdown on working socialising and living in small spaces is less understood. Consider the impacts of this and the steps that can be taken to address them:</p> <ul style="list-style-type: none"> ▪ Eye strain. Consider the amount of time being spent on online calls e.g. on Zoom or Skype: <ul style="list-style-type: none"> ○ Where possible replace Zoom with phone calls ○ Make meetings shorter and limit them to 40 minutes ○ Use the 20/20/20 rule. In a 40 minute meeting, take a mid-time break to rest your eyes and look at something 20 feet away for 20 second ▪ Back pain. Consider impacts of home working environments on back pain such as working from the sofa: <ul style="list-style-type: none"> ○ Ensure employees have a set-up that's fit for purpose like they do at their office ○ Do not stay seated all day as the spine is out of alignment – set reminders to walk every hour for a few minutes or do simple stretches ▪ Circulation. Improve awareness of the risk from poor circulation as a result of moving less: <ul style="list-style-type: none"> ○ Look for signs of varicose veins such as aching legs, swollen ankles, and red or brown stains around the ankles ○ Keep hydrated and mobile to decrease the risk of deep vein thrombosis (DVT), or clotting in the deep veins of the legs ○ Maintain contact with your doctor as DVT is associated with underlying health issues that may go undiagnosed 	UK	https://www.telegraph.co.uk/health-fitness/body/lockdown-has-done-bodies-fix/

Recovery: Categories of impact	Actions	Country/ Region	Source
Economic			
Public sector	<p>Consider digitizing museums, archaeological sites and parks, libraries, archives, cinema and music catalogues. Engaging with art and culture can contribute to well-being, serenity and intellectual stimulation, and can help build resilience in the community. Consider:</p> <ul style="list-style-type: none"> How to digitize as many cultural assets as possible to maintain public engagement with arts/culture That some organisations may have been negatively impacted financially and could benefit from operating online Providing national and local lists of available online arts and culture content Promotion of smaller independent venues, artists and collections 	<p>Austria</p> <p>USA</p> <p>Italy</p>	<p>https://www.staatsoerlive.com/vod</p> <p>https://www.nps.gov/yell/learn/photosmultimedia/virtualtours.htm</p> <p>https://www.beniculturali.it/mibac/export/MiBAC/Contenuti/MibacUnif/Comunicati/visualizza_asset.html_422536076.html</p>
Economic strategy	<p>Consider how to adopt or accelerate measures to digitize economies to provide safer, more inclusive financial mechanisms. Consider:</p> <ul style="list-style-type: none"> How digitization can facilitate capacity for longer-term economic recovery. For example, in Nigeria, Egypt, and South Africa, increased migration from cash to digital transactions has resulted in more account-to-account transfers and e-commerce sales which boosts economic activity and maintains social distancing The role of digital-payment platforms in increasing financial inclusion outside of traditional banking systems e.g. in Togo through cash transfers that disburse social welfare payments through mobiles Collaboration with banks and non-bank payments players to restructure transaction fees and limits to encourage digital payments Promoting easier access to digital-payment tools e.g. the Ghanaian government eased account-opening regulations 	<p>Nigeria, Egypt, South Africa, Togo, Ghana</p>	<p>https://www.mckinsey.com/~media/mckinsey/industries/financial%20services/our%20insights/how%20the%20covid%2019%20crisis%20may%20affect%20electronic%20payments%20in%20africa/how-the-covid-19-crisis-may-affect-electronic%20payments-in-africa.pdf</p>

Recovery: Categories of impact	Actions	Country/ Region	Source
Infrastructure			
Digital	<p>Consider advising organisations how to enhance their cybersecurity. COVID-19 has meant organisations have had to rapidly innovate online. This has required them to embrace some unfamiliar digital tools. Those with a relative lack of skill or confidence in this unplanned digital transformation, are at heightened risk from cybercrime. Consider actions:</p> <ul style="list-style-type: none"> ▪ That determine an organisations' confidence: <ul style="list-style-type: none"> ○ Gather information on the digital skills and confidence in businesses, and what they need to improve these ○ Raise awareness of the risks of cybercrime ○ Provide appropriate support to businesses as they innovate online ▪ That organisations should implement now: <ul style="list-style-type: none"> ○ Secure remote access/ collaboration services ○ Increase anti-phishing measures ○ Address business continuity ○ Establish a culture of cyber hygiene by resourcing and managing/monitoring assets ▪ That organisations should implement soon: <ul style="list-style-type: none"> ○ Understand your security and the effectiveness of controls ○ Put security actions into all decision making ○ Secure users' confidence, and data, protect your brand ○ Prioritise security in budget allocations ▪ That organisations should implement in the future (12 months): <ul style="list-style-type: none"> ○ Think longer term about security of processes and architectures ○ Prioritise, adopt and accelerate the execution of strict access control and security through virtual network functions ○ Automate to improve security of users, devices and data 	All	<p>World Economic Forum</p> <p>https://www.weforum.org/agenda/2020/07/covid-19-cybersecurity-disruption-cyber-risk-cyberattack-business-digital-transformation/</p>

Recovery: Categories of impact	Actions	Country/ Region	Source
Workforce/ staffing	Consider allowing staff to permanently work where they are most productive. COVID-19 has made companies have a major re-think about how and where their staff work. Germany's Siemens as decided to let its employees work from wherever they want for two or three days a week, where they feel most productive. These changes are based on outcome focused work, rather than time spent in an office.	Germany	https://sightsinpl.us.com/news/jobs-news/siemens-to-let-staff-work-from-anywhere-permanently/?amp
Workforce/ staffing	Consider guidelines for public transport operators. Business continuity of transport systems is critical while ensuring safe conditions for staff and passengers. IAPT provide early advice to considering: <ul style="list-style-type: none"> ▪ Preparing – follow their recommendations for all public transport networks ▪ Personal protection – increase personal protection and hygiene measures to reassure both staff and passengers ▪ Reduced service – may be required in outbreak areas ▪ Reduced contact – reduction of contact measures for affected areas 	Brussels	International Association of Public Transport https://www.uitp.org/sites/default/files/cck-focus-papers-files/Corona%20Virus_EN.pdf
Environmental			
General environment	Consider how to address COVID-19 recovery and climate change simultaneously. Many countries face multiple risks from COVID-19 and natural hazards. To combat these dual challenges consider how to: <ul style="list-style-type: none"> ▪ Integrate climate change into green recovery plans post COVID-19 ▪ Use COVID-19 as an entry point to engage communities in preparing for other diseases that may be brought about by climate change ▪ Engage the local community in designing local preparedness and response plans e.g. to address COVID-related food insecurity, distribution of PPE, local finance solutions that meet the communities needs 	Kenya All	https://blogs.worldbank.org/climatechange/natural-disasters-and-vulnerable-groups-insights-inclusive-and-sustainable-recovery-from-COVID-19-coronavirus

Recovery: Categories of impact	Actions	Country/ Region	Source
Communications			
Connectivity between health and the wider system	<p>Consider finding out what ongoing research projects can contribute to your COVID-19 activities: There is research being done on most conceivable topics related to COVID-19. Many projects are looking to expand the range of governments, cities, organisations and individuals that will get involved in the project to contribute information into the project and provide a testbed for their work. Participation may enable you to influence the project towards your priorities, get early access to project findings that could change the ways you deliver, get funding to support your involvement, and provide access to a wider network that can help you in your job. Consider whether to:</p> <ul style="list-style-type: none"> ▪ Identify what knowledge gaps you have in your organisation that research could usefully help to fill ▪ Identify the information that you can feed into projects and other contributions you can make to a project ▪ Approach local universities and research institutes to partner on research or mutual interest ▪ Talk to national bodies on what research they have funded ▪ Contact national and overseas researchers to request participation and/or early notice of their emerging findings ▪ Joining research webinars, research network email-lists, and research observatories to receive notification of project results ▪ Join advisory boards of projects to direct their focus ▪ Search databases of funded projects to find those that align with your interests 	<p>East Asia</p> <p>Europe</p> <p>Global</p>	<p>https://www.eria.org/database-and-programmes/topic/covid-19/</p> <p>https://euraxess.ec.europa.eu/worldwide/asean/additional-%E2%82%AC122-million-made-available-urgent-research-covid-19-calls-open</p> <p>https://www.ukri.org/research/coronavirus/</p> <p>https://docs.google.com/document/d/1JWeD1AaIGKMPrY_EN8GjlqwX4J4KLQIAqP09exZ-ENI/preview#heading=h.3wgnf7t31bot</p> <p>https://www.who.int/research-observatory/resources/databases/en/</p>

Recovery: Categories of impact	Actions	Country/ Region	Source
General communications	Consider providing transparency in the overall costs of COVID-19. The public know that there are vast amounts of money being committed to tackling the COVID-19 pandemic. However, in many countries they do not know how much this is costing as the spending is constantly being adjusted as new responses and recovery initiatives are released. Consider producing an easy to read statement to make the costs transparent. See Japan's example: https://www.mofa.go.jp/files/100061342.pdf	Japan	Ministry of Foreign Affairs of Japan website https://www.mofa.go.jp/files/100061342.pdf
General communications	Consider providing fact-checking services to counter misinformation on COVID-19. There is a glut of information on COVID-19 and more often we are seeing news outlets attempting to check and correct misinformation that be being shared. This should aim to ensure that the public have conclusions about the virus which are substantiated, correct, and without political interference. Myths can be debunked, misinformation corrected, and poor advice challenged. Consider whether to: <ul style="list-style-type: none"> ▪ Provide your own fact-checking website ▪ Contribute to others' fact-checking sources ▪ Check facts of colleagues and partners to ensure correct information prevails ▪ Remind others of the importance of not spreading misinformation and checking other peoples' facts Link your website to official sources of information so not to promulgate misinformation	Hawaii Northern Ireland UK	https://www.hawaiinewsnow.com/2020/03/17/could-that-be-true-sorting-fact-fiction-amid-coronavirus-pandemic/ https://www.cdhn.org/covid-19-fact-checks https://fullfact.org/health/coronavirus/

Recovery: Categories of impact	Actions	Country/ Region	Source
Governance and legislation			
Emergency Planning	<p>Consider encouraging staff to take online training on various topics on emergency planning. FEMA (USA) has made freely available some training materials on a range of topics. The trainings below are not specific to COVID-19 but are helpful to the broader issues of planning for emergencies. These links are to just the slides, but they provide a helpful background and sources for further study. Consider reviewing the materials in the following FEMA courses:</p> <ul style="list-style-type: none"> ▪ <u>Animals in Disasters: Awareness and Preparedness</u> https://training.fema.gov/is/courseoverview.aspx?code=IS-10.a ▪ <u>Animals in Disasters: Community Planning</u> https://training.fema.gov/is/courseoverview.aspx?code=IS-11.a ▪ <u>An Introduction to Exercises</u> https://training.fema.gov/is/courseoverview.aspx?code=IS-120.c ▪ <u>Leadership and Influence</u> https://training.fema.gov/is/courseoverview.aspx?code=IS-240.b ▪ <u>Decision Making and Problem Solving</u> https://training.fema.gov/is/courseoverview.aspx?code=IS-241.b ▪ <u>Effective Communication</u> https://training.fema.gov/is/courseoverview.aspx?code=IS-242.b ▪ <u>Developing and Managing Volunteers</u> https://training.fema.gov/is/courseoverview.aspx?code=IS-244.b <p>Each of these courses have online materials available on the URLs given above – often over 100 slides are freely available.</p>	USA	https://training.fema.gov/is

Briefing C: Disability-inclusive recovery and renewal from COVID-19

Inclusive recovery practices are essential as additional groups of vulnerable people emerge from the COVID-19 pandemic, alongside data on the disproportionate effects of COVID-19 on vulnerable and marginalised people. In particular, people living with visible and invisible disabilities have been adversely impacted by the virus due to challenges in accessing health services, and because they are at greater risk of experiencing complex health needs, worse health outcomes, and stigma⁵.

While disability alone may not be related to an increased risk of contracting COVID-19, some people with disabilities might be at a higher risk of infection or severe illness because of their underlying medical conditions⁶. In particular, *“adults with disabilities are three times more likely than adults without disabilities to have heart disease, stroke, diabetes, or cancer than adults without disabilities”*². In the UK, working-age women with a disability are more than 11 times more likely to die from COVID-19 than women without a disability, and for men, the death rate was 6.5 times higher than for men without a disability⁷.

Health-care staff should be provided with rapid awareness training on the rights and diverse needs of people living with disabilities to maintain their dignity, safeguard against discrimination, and prevent inequities in care provision⁸. Advice on how to do this is extremely important. In the UK, guidance on how to safely care for people with disabilities is provided to protect carers and the person they are caring for, and includes consideration of⁹:

- Protecting yourself and the person you care for e.g. appropriate use of PPE in specific settings
- Supporting the person you care for through change e.g. providing accessible information
- Maintaining the health and wellbeing of carers

In recovery, some people with disabilities may have restricted access to social networks, systems that provide support, job security, consistency of income, education – aspects that others may take for granted. *“The more a person is excluded, the more challenging the recovery, and persons with disabilities often fall in this category.”*¹⁰ Recovery from COVID-19 must therefore reflect disability-inclusive strategies to provide action-oriented directions for government officials and decision makers responsible for post-disaster recovery and reconstruction.

The Disability-Inclusive Disaster Risk Recovery Guidance Note¹¹ developed by the World Bank / Global Facility for Disaster Reduction and Recovery (GFDRR) aims to accelerate global action to address the needs of persons

⁵ [https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667\(20\)30076-1/fulltext](https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667(20)30076-1/fulltext)

⁶ https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/people-at-increased-risk.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fneed-extra-precautions%2Fpeople-at-higher-risk.html

⁷ <https://www.bbc.co.uk/news/uk-53221435>

⁸ [https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667\(20\)30076-1/fulltext](https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667(20)30076-1/fulltext)

⁹ <https://www.gov.uk/government/publications/covid-19-supporting-adults-with-learning-disabilities-and-autistic-adults>

¹⁰ <https://blogs.worldbank.org/sustainablecities/ensuring-equitable-recovery-disability-inclusion-post-disaster-planning>

¹¹ <http://documents1.worldbank.org/curated/en/559111587448620405/pdf/Disability-Inclusive-Disaster-Recovery-Guidance-Note.pdf>

with disabilities. Overall, the World Bank and GFDRR estimate that a quicker and more inclusive recovery could reduce losses to well-being by \$65 billion a year¹².

Disability-inclusive recovery is about including people with disabilities in recovery planning and enabling equal opportunities through the removal of barriers. This can be done by gathering baseline disability data and incorporating it into needs assessments, by mainstreaming disability inclusion in recovery programmes, and by recommending specific interventions. There are four essential steps to support inclusive risk planning:¹³

- Collect data on barriers and accessibility improvements to understand and assess disability inclusion in recovery and reconstruction
- Adopt appropriate disability legislation to support a disability-inclusive recovery process that will prioritize needs and allocate resources. New policies should be in alignment with the UN Convention on the Rights of Persons with Disabilities to guide disability-inclusive recovery and reconstruction
- Establish institutional mechanisms to ensure the meaningful participation of persons with disabilities in the planning and designing of recovery and reconstruction processes. Also identify and designate an agency with responsibility for coordinating and overseeing disability affairs in recovery and reconstruction. Additionally, ensure standards for disability inclusion in recovery are established and communicated
- Target households and groups that have limited ability to self-recover, including households with persons with disabilities, to receive financial support and other interventions. Set standards for disability inclusion in budgeting and procurement quickly and ensure they are applied across the recovery and reconstruction process. Also require full consideration of accessibility, including the principles of universal design, as a condition of financial contributions and assistance by all involved in recovery.

Disability-inclusive recovery can help reduce poor representation of people living with disabilities in post-disaster recovery efforts. This provides an opportunity to build a more accessible environment that is inclusive and resilient to future disasters, and to reduce the disproportionate risks faced by people living with disabilities by¹⁴:

- Making infrastructure resilient and accessible (barrier-free buildings and land use planning)
- Setting up programs to actively employ persons with disabilities, such as hiring them in the recovery and reconstruction planning and implementation process
- Making healthcare and education readily available and ensuring healthcare is accessible to persons with disabilities before and after a disaster
- Communicating hazard exposure and risk information in a way that can be understood and acted upon (for example, sign language interpretation and plain language)
- Improved accessibility before and after a disaster also benefits older people, those who are ill or have been injured, pregnant women, and some indigenous and non-native language speakers

Recovery is often tumultuous and traumatic, but it is also an opportunity to renew systems and processes by understanding and addressing unequal practices and structures. By making disability inclusion a priority in the recovery agenda, we can ensure more self-sufficient, inclusive, and resilient societies for all.

¹² [https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667\(20\)30076-1/fulltext](https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667(20)30076-1/fulltext)

¹³ <https://blogs.worldbank.org/sustainablecities/ensuring-equitable-recovery-disability-inclusion-post-disaster-planning>

¹⁴ <https://blogs.worldbank.org/sustainablecities/ensuring-equitable-recovery-disability-inclusion-post-disaster-planning>

Briefing D: Useful webinars

Taken place in the past week	Webinar Title	Link to presentation
23.7.2020	Water, Sanitation and Hygiene in Crisis and Recovery	https://medium.com/@resilientcitiesnet/work/coronavirus-speaker-series-sharing-knowledge-to-respond-with-resilience-5a8787a1eef5
31.7.2020	Post COVID: The skills challenge for construction	https://www.youtube.com/watch?v= MJTwN4BpaM
7.8.2020	South-South Cooperation on Leveraging Digitalization for the Recovery and Growth of Tourism	https://www.southsouth-galaxy.org/webinar-travel-south-over-cloud-south/
Coming up		
Date	Webinar Title	Link to registration
15.9.2020	Make or break: The implications of COVID-19 for crisis financing	https://phap.org/PHAP/Events/OEV2020/OEV200915.aspx?EventKey=OEV200915
14.10.2020	Preparing for and responding to chemical risks: re-starting industry	https://register.gotowebinar.com/register/5708257960425999887
20.08.2020	Cities on the Frontline Speaker Series #24: Healthy cities	https://wbgevent.webex.com/mw3300/mywebex/default.do?nomenu=true&siteurl=wbgevent&service=6&rnd=0.7041913833652831&main_url=https://wbgevent.webex.com/ec3300/eventcenter/event/eventAction.do%3FtheAction%3Ddetail%26%26%26EMK%3D4832534b000000049c35254d7fbac3122b8cdab0ed110de2a1137bbb4b0f0ee6b1d35fe6741eca02%26siteurl%3Dwbgevent%26confViewID%3D169462307765653564%26encryptTicket%3DSDJTSwAAAAQCJKs76DmEarFhbf3y_aueGluJvbPhplfEr6ij8eifVg2%26