

# The Manchester Briefing on COVID-19

## International lessons for local and national government recovery and renewal

**Twenty-fourth briefing: Week beginning 2<sup>nd</sup> November 2020**

Produced by Professor Duncan Shaw, Dr Jennifer Bealt, Dr Nat O'Grady and Professor Ruth Boaden  
The University of Manchester, UK

### 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: Renewal of People: Reconciliation & Reparation**

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

**Briefing C: Renewal of People: Insights from international lessons**

**Briefing D: Useful webinars**

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[ambs.ac.uk/covidrecovery](https://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-2@manchester.ac.uk](mailto:Duncan.shaw-2@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: Renewal through People: Reconciliation and Reparation

### Background

As part of our ongoing efforts to understand *Renewal* as a longer-term, transformational, and positive change activity that is ambitious, multi-disciplinary, and achieved through strategic partnership working, this week we consider what *Renewal* may look like (See [The Manchester Briefing \(TMB\): Week beginning 21st September 2020](#)). We do this in the context of *People*, *Places* and *Processes*, all underpinned by *Power* and *Partnerships*<sup>1</sup>. This week's briefing focuses on *People*; such as key workers, staff, the homeless, marginalised groups, vulnerable people, children, and volunteers – in essence everyone who has felt the impacts of COVID-19.

We consider the *Renewal* through *People* to include *Reconciliation* and *Reparation* which are defined as<sup>2</sup>:

- **Reconciliation** – developing the means for collective healing through renewed policies that seek to address the root causes of systemic inequalities and inequities that exacerbate vulnerabilities. For example, addressing the systemic difficulties that some marginalised people in our communities have in accessing services which leave them more vulnerable
- **Reparation** – surrender of resource to those affected during the response, making amends for their loss due to a lack of effective service delivery, while acknowledging wrongs and committing to non-repetition

We also recognise that *Reconciliation* and *Reparation* relate to the notion of *Place*, *Process*, *Power* and *Partnerships*. *Place* considers where we live, access to available infrastructure and services, businesses and our neighbourhoods; *Process* considers ways of working, rules, procedures, services, and resource management. These are underpinned by *Power* which recognises that *Reconciliation* and *Reparation* are influenced by formal and informal power, including legislative powers, democratic power wielded by citizens, and 'people power' driven by groups of individuals united in a place or for a particular cause. In addition, *Reconciliation* and *Reparation* can be influenced by *Partnerships* that enable national and local actions through multi-departmental, cross-organisational working, and power relations.

While issues relating to *Place*, *Process*, *Power* and *Partnerships* permeate the impacts on *People* and are inextricably linked with their experiences of COVID-19, the main focus of this briefing is *Renewal* through *Reconciliation* and *Reparation*. To frame these issues we first discuss some of the overarching conditions that influence why *Renewal* through *People* may be needed. Such conditions relate to social inequities that have resulted in some people being disproportionately impacted by COVID-19. Then, we present our initial thinking on *Reconciliation* during COVID-19, consider why *Reconciliation* is important, who to reconcile with, and how this

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<sup>1</sup> The Manchester Briefing (B4): Week beginning 27th April 2020

<https://www.alliancembs.manchester.ac.uk/media/ambs/content-assets/documents/news/the-manchester-briefing-on-covid-19-4-wb-27th-april-2020.pdf>

<sup>2</sup> The Manchester Briefing (B4): Week beginning 27th April 2020

may be done. Following this we discuss considerations for *Reparation*, including examples from the COVID-19 pandemic.

### Why Renewal of People may be needed

In [TMB 21](#) we discussed the notion of slow and structural violence to explore the impact of unequal social and economic relationships, these ‘violences’ address processes that have accumulated over time and expose people to gradual danger and harm, including those which are systemic and inter-related in nature. These ‘violences’, which may also be physical, signify the types of conditions that create circumstances where *Reconciliation* and *Reparation* may be needed. Below, we have collated some examples of conditions that have exposed people COVID-19 (see Table 1).

*Table 1 Examples of conditions that have exposed people to COVID-19*

<b>Examples from COVID-19 and TMB</b>
Disproportionate impacts of COVID-19 on <b>older people</b> who are also at increased <b>risk of other health conditions, to extreme hot or cold weather, social isolation</b> and from poor access to <b>adequate health and social care</b> (TMB 2, 6, 9, 15)
Compounding health factors which put people at more risk of contracting or dying from COVID-19. This may be the result of <b>health inequalities, exposure to environmental conditions</b> such as pollutants <sup>3</sup> , obesity linked to <b>poorer and vulnerable populations</b> <sup>4</sup> , and <b>food insecurity</b> (TMB 6, 9, 14, 19, 22)
Disproportionate impacts of COVID-19 on <b>those with disabilities who may have difficulty in accessing services</b> they need, or have become exposed to additional <b>safeguarding concerns as result of reduced services</b> , and may face discrimination. Impacts may also be acutely felt by <b>family and carers trying to access support</b> for themselves or someone they care for (TMB 9, 10, 16, 21)
COVID-19 has heightened awareness of the <b>strain on mental health services</b> due to a vast increase in demand for services as a result of the pressures of COVID-19 on people’s home, family and work life. This is demonstrated by increases in Post-Traumatic Stress Disorders ( <b>PTSD</b> ) in <b>frontline workers</b> increases in suicide, substance abuse, and domestic violence. Strains on services are inextricably linked with policies of austerity which can be seen as potentially harmful over time (TMB 3, 8, 9, 10, 12, 13, 16, 17, 23)
Women are more exposed to COVID-19 through their professions and <b>lack of access to gender quality and inclusive policies</b> and practice (TMB 7, 15, 17, 23)
Due to systemic inequity relating to sex and gender <b>women are at higher risk of physical violence</b> . COVID-19 saw a global spike in domestic violence and abuse and heightened risks of human trafficking. (TMB 6, 7, 14, 15, 17, 22)
Children face many of the same risks as women and have been more exposed to <b>online predators of children</b> during COVID-19. They are also at risk of <b>not being heard</b> , of being adversely <b>impacted socially and educationally</b> as a result of missing school and the <b>digital divide</b> from online learning. Additionally, young people face risks of <b>unemployment, limited job prospects and low wages</b> over the long-term due to COVID-19 (TMB 16, 17, 20)
Disproportionate impacts of COVID-19 as a result of <b>systemic inequalities faced by people of different races and ethnicities</b> including poor health and access to healthcare and poverty (TMB 8, 10, 11, 17, 22)

<sup>3</sup> Nixon, Rob. *Slow Violence and the Environmentalism of the Poor*. Harvard University Press, 2011.

<sup>4</sup> <http://users.clas.ufl.edu/burt/%20Tempest%20Drown%20before%20reading/lauren%20Berlant%20slow%20death.pdf>

Disproportionate impacts of COVID-19 as a result of vulnerabilities associate with <b>sexuality or gender identification which can inhibit access to healthcare</b> , and puts many people at risk of abuse (emotionally, sexually, physically) and at risk of homelessness. Within this groups, the risks are also greater for those of different races and ethnicities (TMB 8, 17)
People in precarious work are <b>exposed to poor working and living conditions</b> and can experience exploitation of wages and of their person (TMB 13, 17, 20)
Poor investment in digital infrastructure can <b>increase loneliness, impede access to education and learning</b> , and hamper the survival of smaller businesses during COVID-19 (TMB 9, 12, 13, 16)
Rental markets increase <b>housing insecurity</b> , and housing insecurity has become even more acute with increased financially instability and the loss of income to pay rent as a result of COVID-19 (TMB 5, 9, 12, 13)

## Reconciliation

### Why reconcile?

COVID-19 has compounded pressures on people and their relationships with each other, with the government, and with organisations and services. Measures taken to control and contain the virus *“have interrupted most transitional justice processes and many political ones as well. They have largely halted economic life, which in turn has made life unbearable for the most vulnerable and precarious for innumerable others... the crisis has worsened political, social, and economic problems rooted in historical inequality, exclusion, and injustice”*<sup>5</sup>.

Reconciliation processes are needed to (re)build and encourage shared moral respect, recognise moral worth and dignity, and enhance tolerance to address fractures (e.g. xenophobia) which may have emerged/strengthened within society<sup>6</sup> during the pandemic. Addressing the systemic and emergent issues highlighted by COVID-19 is important due to the all-encompassing nature of the pandemic. Although COVID-19 is a public health emergency, for some it has also become an emergency for human rights, justice<sup>7</sup>, trust, cooperation, and economic recovery and renewal<sup>8</sup>. To address reconciliation effectively, consideration needs to be given to *who* should be reconciled, which we discuss next.

### Who to reconcile?

Reconciliation may need to consider a number of societal dimensions as different groups will have different grievances e.g. those who have lost family members, those who have lost their income or homes. In other cases, there may be whole-of-society issues that should be reconciled to build trust, such as the cessation of people's freedoms during lockdown – particularly in areas where freedoms were more curtailed and for longer periods of time.

<sup>5</sup> <https://www.ictj.org/news/special-report-covid-19-keeping-justice-sight>

<sup>6</sup> Verdeja, E. (2009). *Unchopping a Tree: Reconciliation in the Aftermath of Political Violence*, Temple University Press.

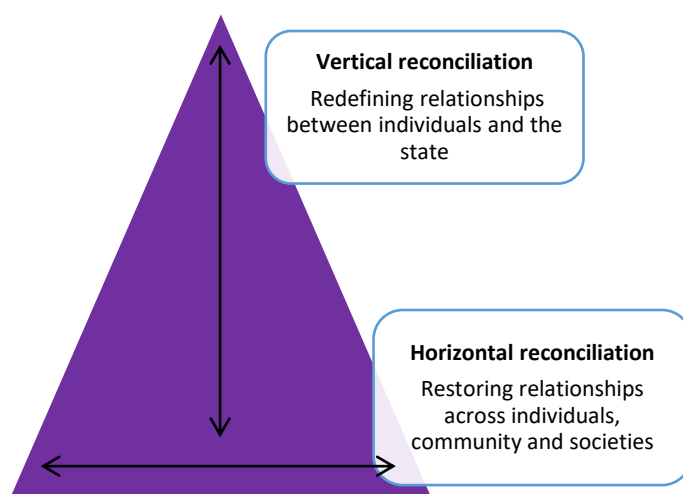
<sup>7</sup> <https://www.ictj.org/news/special-report-covid-19-keeping-justice-sight>

<sup>8</sup> <https://blogs.lse.ac.uk/government/2020/07/15/repairing-trust-is-just-as-crucial-as-rebuilding-economies-to-recover-from-the-covid-19-crisis/>

One way to think about this is vertical or horizontal reconciliation<sup>9</sup>:

1. **Vertical reconciliation**: Includes redefining the relationships between individuals and the state, especially if trust, rights and accountability need to be re-established and policies changed
2. **Horizontal reconciliation**: Includes restoring relationships across individuals, community and societies, including mechanisms for apology, forgiveness and reparation

Figure 1. Vertical and horizontal reconciliation



To ensure all voices are heard, both vertical and horizontal reconciliation should consider a partnership approach with groups that have an interest and role in planning for and enabling the reconciliation of people. Vertical and horizontal reconciliation should both include a mix of individuals and groups. However, depending on the purpose and type of reconciliation, the focus may be more on one group or set of individuals who may either be leading that process, or the main recipients of it.

In terms of partnership working:

**Partnerships involved in vertical reconciliation** may include:

- **National government and associated departments** that are responsible for policy and legislative changes to drive short, medium- and longer-term recovery for example to restore services and support economic recovery
- **Regional and local partnerships** (e.g. Local Resilience Forums, Local Enterprise Partnerships) that will lead local recovery planning ensuring the restoration of services (e.g. emergency preparedness, economic activities, transportation, public works, well-being services) and should consider reconciliatory approaches. These partnerships include wider societal interests in the economy, health, public and social health, community safety and resilience as well as national and local political influences<sup>10</sup>

<sup>9</sup> <https://www.peacemakersnetwork.org/wp-content/uploads/2019/08/Mapping-on-Approaches-to-Reconciliation.pdf>

<sup>10</sup> The Manchester Briefing (B4): Week beginning 27th April 2020

**Partnerships involved in horizontal reconciliation** may include:

- **Local communities** who have the potential power to be drivers of reconciliation at a local level through the people and the place where they are based. This will include small place-based 'third sector'/non-profit/civil society organisations which will form an important part of both recovery and renewal
- **People as individuals** who can influence reconciliation through in-depth knowledge of local communities, histories and their needs. This knowledge should be used to coproduce meaningful ways of moving forward in the community which is likely to vary greatly across the country and across communities

Reconciliation may also involve **individual organisations**, operating in the private, public and third sector. The type of reconciliation required **may be vertical or horizontal depending on the type of organisation** e.g. it may require vertical reconciliation if dealing with deaths in care homes, or patients waiting for non-COVID-19 treatment on the NHS, or horizontal reconciliation if dealing with loss of income or unethical treatment of employees. **Individual organisations** will need to reconcile internally and externally – to address their own operations and the impacts of their service delivery. They may need to attend to their statutory and business functions, the welfare and well-being of their people, and new ways of delivering services that account for any harm or neglect that may have ensued

Next we consider *how* individuals, organisations and governments can be reconciled by discussing some possible approaches.

### **How to reconcile**

There are several helpful perspectives on reconciliation:

- Berlant (2016) discusses the notion of 'commons' which is described as "*an action concept that acknowledges a broken world and the survival ethics of a transformational infrastructure*"<sup>11</sup>. This draws on acknowledging the need for repair and creating 'commons' through recognition of the adjustments people have made during this crisis. This has bearings on how we reconcile, for example considering the adjustments people have made in living with COVID-19, and how coordinated action or compassion could form the basis for post-COVID-19 community building.
- Verdeja (2009)<sup>12</sup> provides perspectives on how to reconcile. Verdeja identifies 3 key approaches to reconciliation that can be considered on a scale that can help determine the level of reconciliation that may be needed<sup>13</sup> (Figure 2):

1. **Minimalist** approaches include '**moving on**' where differences can be worked through

<sup>11</sup> Berlant, L. (2016). 'The commons: Infrastructures for troubling times, Environment and Planning D: Society and Space, 34(3), pp. 393–419.

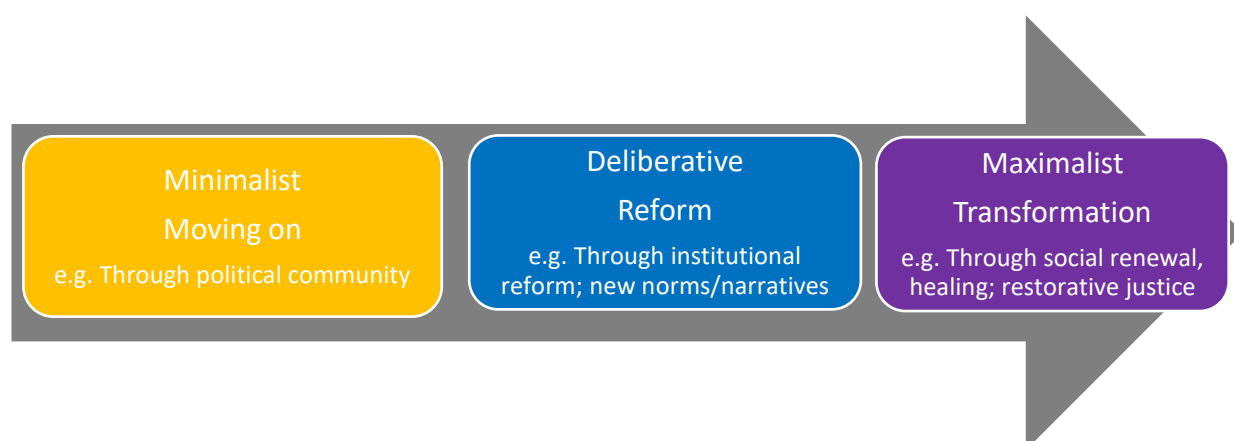
<sup>12</sup> Verdeja, E. (2009). *Unchopping a Tree: Reconciliation in the Aftermath of Political Violence*, Temple University Press.

<sup>13</sup> <https://www.peacemakersnetwork.org/wp-content/uploads/2019/08/Mapping-on-Approaches-to-Reconciliation.pdf>



2. **Deliberative** approaches require **reform** such as truth commissions, special inquiries and institutional reforms
3. **Maximalist** approaches require **transformation through social renewal** such as restorative justice to come to terms with history and psychosocial narratives that may have caused damage to individuals and wider society

Figure 2. The Minimalist-Maximalist spectrum (adapted from Keyes (2019)<sup>14</sup> and Verdeja (2009)<sup>15</sup>)



The approach to reconciliation may be undertaken vertically or horizontally and with a range of partners depending on the people and relationships that need to be reconciled. Table 2 provides examples of vertical or horizontal reconciliation that adopt a Minimalist, Deliberative or Maximalist approach, with examples drawn from COVID-19

<sup>14</sup> <https://www.peacemakersnetwork.org/wp-content/uploads/2019/08/Mapping-on-Approaches-to-Reconciliation.pdf>

<sup>15</sup> Verdeja, E. (2009). *Unchopping a Tree: Reconciliation in the Aftermath of Political Violence*, Temple University Press.

Table 2. Examples of vertical and horizontal reconciliation for minimalist-maximalist approaches

	Minimalist	Deliberative	Maximalist
<b>Vertical</b>	<ul style="list-style-type: none"> <li>Acceptance of procedural actions during the COVID-19 pandemic</li> </ul> <p><b>Example</b> The UK government slogan “Stay at home, protect the NHS, save lives” reconciled many in the UK with restrictions on their personal freedom which imposed a general understanding and acceptance of not being able to travel to see family or friends, go on holiday, go to work or live life as you had before</p>	<ul style="list-style-type: none"> <li>Truth Commissions or Special Inquiries; for example, regarding the management of Care Homes and the number of COVID-related deaths</li> <li>Make emergency planning part of reconciliation by acting on lessons learnt and identifying where current practices have caused harm, and to whom. Consider how to take responsibility and encourage trust and healing in developing new plans</li> </ul> <p><b>Example</b> In France, police have gathered evidence from the homes of senior government and health officials as a court launches an inquiry into the handling of the coronavirus pandemic<sup>16</sup>. This could help reconcile people and the state in the long-run as citizens see that their governments are accountable</p>	<ul style="list-style-type: none"> <li>Social renewal through transformative and inclusive policies e.g. poverty reduction, human rights approaches and improving equity and equality. Approaches should recognise that previous policies may have caused people harm, through processes such as special inquiries etc.</li> <li>Implement reconciliation mechanisms beyond punitive justice systems in order to address the complex, painful needs of COVID-19 survivors, family members and communities e.g. truth and reconciliation commissions<sup>17</sup></li> </ul> <p><b>Example</b> In Amsterdam, policy makers have discussed adopting the 'doughnut model', which shifts from economic models of supply and demand to ones that drive health and well-being, a minimum standard for a good life derived from the UN's sustainable development goals (i.e. access to education, healthcare, gender equality, income and political voice), and consideration of the ecological ceiling (TMB 2)</p>

<sup>16</sup> <https://www.bbc.co.uk/news/world-europe-54535358>

<sup>17</sup> <https://www.euforumrj.org/en/heal-covid-19-wounds-we-need-truth-and-reconciliation-commission>



<b>Horizontal</b>	<ul style="list-style-type: none"> <li>▪ Building trust in communities which have been heavily socially policed by one another through reporting non-compliance to the authorities, or confronting people face-to-face</li> <li>▪ Carefully consider partnerships in reconciliation activities ensuring such activities are inclusive and include those from diverse and marginalised populations</li> <li>▪ Identify community-based reconcilers and convene them to help design and implement the reconciliation processes.</li> </ul> <div data-bbox="284 913 627 1283"> <p><b>Example</b></p> <p>In the USA Community Representation Groups for recovery were established to ensure the community's views were represented and that these would feed into government mechanisms for recovery and renewal (TMB 3)</p> </div>	<ul style="list-style-type: none"> <li>▪ Incorporating and engaging with marginalised people disproportionately impacted by COVID-19 to rebuild communities where divides have been acute, and to ensure they contribute to institutional reform</li> <li>▪ Ensure cooperative multi-level networks involving all the relevant institutions and agencies, and encourage all actors concerned to take responsibility</li> </ul> <div data-bbox="659 813 1054 1317"> <p><b>Example</b></p> <p>In the UK, community surveys such as The LGBT Foundation's community survey on COVID-19<sup>18</sup> that shed light on how COVID-19 has exacerbated the health and social care inequalities experienced by LGBT+ people (and minorities within this group) has led to a push for reforms to health and well-being services, both COVID-19 and non-COVID-19 related (TMB 17)</p> </div>	<ul style="list-style-type: none"> <li>▪ Restorative justice approaches that encourage the empowerment of people and communities. These can bring the community together to voice and acknowledge people's struggles, and to commit to improving a sense of belonging and eradicate exploitative behaviours for all people</li> </ul> <div data-bbox="1082 622 1527 1126"> <p><b>Example</b></p> <p>Pacific Island countries have been working on encouraging localised gender-inclusive and responsive services as women are more likely to be adversely impacted by disasters and more likely to be failed by recovery efforts that do not meet their needs. This includes localised work to tackle the drivers of gender inequalities in the community and systemically, involving women's rights organisations, and vulnerable or marginalised women (TMB 23)</p> </div>
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## Reparation

Reparation is broadly defined as the act of making amends, offering expiation, or working towards satisfaction for a wrong or injury<sup>19</sup>. The concept of reparation has a long history in tackling racial injustices related to the chattel slavery and the Atlantic slave trade, more recently with Jewish victims of the Holocaust, and survivors of massacres, and commonly with interstate negotiations about indemnities after war<sup>20</sup>. Our thinking on reparation does not aim to replace or overshadow this important foundation, rather to consider how the notion of reparation can also be applied to consider those who have suffered after disasters such as the COVID-19 pandemic.

<sup>18</sup> <https://lgbt.foundation/coronavirus/hiddenfigures>

<sup>19</sup> <https://www.merriam-webster.com/dictionary/reparation>

<sup>20</sup> <https://www.cips-cepi.ca/2020/07/01/claims-for-reparations-politics-and-covid-19/>

Our thinking on reparation for COVID-19 considers the principles of amending wrongs which can take multiple forms<sup>21</sup>:

### Types of Reparation

Reparations may be individual or collective, according to the harm suffered, and may require one, or a combination of approaches that account for *People, Place* and *Process*. Types of reparations include:

- Acknowledgement: Can provide relief to people through the provision of services and public acknowledgements that recognise and account for wrongdoing
- Satisfaction: Includes symbolic reparations such as public apologies, and verifying facts
- Restitution: Seeks to restore people to their position before harm or violation occurred
- Compensation: Is a financial award for harms that can be accounted for in an economic sense
- Rehabilitation: Provides care and services for victims beyond monetary payments
- Non-repetition: Provides assurance to people that harm or violation will not occur again, and that they are safe from retaliation or future harm

The type of reparation needed has to be considered in relation to the damages done whether these are inter-community or between the people and the state. Determining appropriate *Reparation* is heavily linked to reconciliatory processes, and the outcomes of these process can help inform the type of *Reparation* required. However, we also differentiate between *Reparation* and *Reconciliation* as *Reparation* specifically requires the surrender of resources. Such resources do not have to be defined by a monetary value, they may also include restitution of property, or resources for rehabilitation, memorials, apologies and institutional reform<sup>22</sup>. We provide examples in Table 3 of reparation during the COVID-19 pandemic in reference to six recovery categories<sup>23</sup>; details on these examples [can be found](#) in the various TMBs referred to.

We recognise this is not an exhaustive list and provide these examples without making any judgement on the effectiveness of the approaches or recommending any specific approach. An emergent list of vulnerable people and the types of impacts they may face during the pandemic can be found in [Briefing A of The Manchester Briefing \(B12\): Week beginning 22nd June 2020](#). It is also worth noting that some of these measures enable temporary reparation, and that some have the potential to become longer-term solutions. E.g. actions to address health disparities in certain groups could lead to non-repetition if transformative approaches to repair and reconciliation were considered.

<sup>21</sup> [http://syriaaccountability.org/wp-content/uploads/PILPG-Reparations-Memo-2013\\_EN.pdf](http://syriaaccountability.org/wp-content/uploads/PILPG-Reparations-Memo-2013_EN.pdf)

<sup>22</sup> <https://theconversation.com/why-calls-for-reparations-from-china-for-coronavirus-are-an-unfeasible-distraction-139684>

<sup>23</sup> The Manchester Briefing on COVID-19 (B5): Week beginning 4th May 2020

Table 3. Examples of reparation during COVID-19

Six Recovery Categories	Example and related TMB
Humanitarian Assistance	<ul style="list-style-type: none"> <li>▪ <b>Reducing the digital divide</b> for school children through increased provision of resources – Spain (TMB 16)</li> <li>▪ Increased <b>online contact with healthcare providers</b> including mental health provisions – New Zealand (TMB 14)</li> <li>▪ Increased <b>acknowledgement of the disproportionate impacts</b> of COVID-19 on <b>minority groups</b>, and actions to specifically support their health and wellbeing – Iceland (TMB 5)</li> <li>▪ Increased acknowledgement of the <b>disproportionate impacts</b> of COVID-19 on <b>those with disabilities</b>, and consideration of additional support required – UK (TMB 9, 10)</li> </ul>
Economic	<ul style="list-style-type: none"> <li>▪ Furlough schemes, tax breaks and mortgage holidays – UK (TMB 13)</li> <li>▪ Increased <b>collaboration with local business</b> associations to support local business and economic regeneration – Denmark (TMB 11)</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>▪ Implementing sensory devices to monitor indoor air quality in organisations to <b>mitigate COVID-19 spread and other risks</b> that have impacts on human health – Dubai (TMB 21)</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>▪ <b>Integrating climate change, societal and pandemic learning</b> into environmentally sustainable programmes Italy, Netherlands, Denmark (TMB 5, 11)</li> </ul>
Communication	<ul style="list-style-type: none"> <li>▪ Investment in national surveys to <b>collate people's views and opinions</b> on how COVID-19 is changing daily life – UK (TMB 21)</li> </ul>
Governance and Legislation	<ul style="list-style-type: none"> <li>▪ Development of guidance and legislation that acknowledges <b>long and short-term actions</b> to combat the effects of COVID-19 and consideration of pre-existing vulnerabilities such as local socio-economic conditions, and environmental risk such as heatwaves and floods – Colombia, USA (TMB 13)</li> </ul>

The discussion, design and delivery of reparation should consider a partnership approach to ensure all voices are heard and may also benefit from alignment of reparation with reconciliation. Consider:

- Designing reparation informed by reconciliation approaches (e.g. transformative justice) to make amends for and address key determinants of people's vulnerability to COVID-19 e.g. disparities in healthcare, education, housing provision and the systemic racial and social inequalities that underpin these. This may include reform to provision of affordable housing, implementation of a basic universal income etc.
- Ensuring the importance of symbolic and non-financial reparation is explicitly defined, and the contribution to healing is clear to the relevant community, and co-designed and accepted by them
- Developing legal frameworks to support reparation created from the outcomes from truth commissions and independent enquires held as part of the reconciliation process
- Challenging national reparation measures that may be detrimental to accountability e.g. countries early on in the pandemic seeking reparation from China for COVID-related deaths in their country<sup>24</sup> may in fact deflect attention from a country's own management of the pandemic and ensuing deaths
- Ensuring mechanisms such as special inquiries, truth commissions and public involvement are used to determine what the terms of reparation should include - consider using partnership working developed

<sup>24</sup> <https://www.cips-cepi.ca/2020/07/01/claims-for-reparations-politics-and-covid-19/>

during reconciliation processes and consider both vertical and minimalist-maximalist frameworks for reparation as well as reconciliation

- Understanding when reparation should be handled at a national or local level, and being careful not to create new societal divides in communities as everyone has felt the impacts of COVID-19

## Conclusion

*Reparation* is only one step in the process of helping people recover and move forward from COVID-19. *Reparation* alone is not able to address all suffering, or structural and systemic inequalities that have contributed to the number of deaths from COVID-19 and the hardships felt. Therefore, an approach that considers *Reconciliation* **and** *Reparation* is required to build trust, and encourage healing in, and between individuals, communities, organisations and levels of government.

In addition to *Reconciliation* and *Reparation*, considerations may also be given to *Repair*. *Repair* is a concept we have discussed in a [previous TMB](#), and is defined as the total reconceptualization of a service's proposition, purpose, value, location, and ethics through appreciating that it is broken, has violated its relationship with stakeholders, and needs to change broadly and fundamentally. *Repair* through *Reconciliation* and *Reparation* can help provide a set of values that help people to claim accountability<sup>25</sup>, make amends for harmful actions through recognition of the impacts crises can bear on *People*, and to integrate this acknowledgment into governance, and to encourage new narratives and norms for social transformation and *Renewal*. In addition, *Repair* can facilitate a more transformative process of *Renewal* that integrates *People*, *Place* **and** *Process* in combined strategies – this is a topic we will discuss in a later briefing after we have addressed the specificities of *Renewal of Place*, and of *Renewal of Process*.

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<sup>25</sup> <https://theconversation.com/why-calls-for-reparations-from-china-for-coronavirus-are-an-unfeasible-distraction-139684>

## 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 creation of voluntary sector-led wellbeing hubs to reduce pressure on health and social care systems, and how to provide effective support for those who are anxious at work. Economic lessons consider investments into a circular economy to promote healthier and resilient cities, and how larger companies can provide support for smaller retailers who are struggling through COVID-19. Infrastructure lessons focus on the deepening digital divide as children continue to rely on technology for their education, adequate training of teachers to adapt to increasing provision of online lessons, and support for middle managers in creating healthy working environments in light of people's concerns about COVID-19. Environmental lessons consider how lessons from COVID-19 can improve city design and future resilience; thinking about health and social care challenges. Communications lessons focus on the release and use of open government data to address the scale and timeliness of information needed to support response and recovery. Governance and legislation includes lessons evaluating and revision non-statutory guidance on emergency preparedness, drawing on lessons from COVID-19.

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Recovery: Categories of impact	Actions	Country/ Region	Source
Humanitarian Assistance			
Health and wellbeing	<p><b>Consider creating voluntary sector-led ‘wellbeing hubs’ to reduce pressure on the health and social care system.</b> Well-being hubs strategically placed across a location could build on successful initiatives already delivered by the voluntary sector. Such hubs can be used to tackle health inequalities, and help reduce the rise in mental health issues due to the COVID-19 pandemic. Hubs would ideally offer face-to-face support, and would have to ensure COVID-19 safety measures. Hubs may support:</p> <ul style="list-style-type: none"> <li>Health services during the COVID-19 pandemic and relieve pressures on the system through partnership working between healthcare providers, local councils, housing and the voluntary sector e.g. The Hubs in Wakefield, West Yorkshire, relieve pressure on primary care - in six months The Hubs have seen almost 2,000 people including 636 urgent referrals</li> <li>Preventative health and wellbeing policies that protect people and reduce potential strains on health and social care services</li> <li>Social prescribing, whereby local agencies can refer people to a Link Worker who support people in focusing on ‘what matters to me’ and taking a holistic approach to health and wellbeing. They connect people to community groups and statutory services for practical and emotional support</li> </ul>	UK	<p><a href="https://vcsleadershipgm.org.uk/wp-content/uploads/2020/09/Building-Back-Better-in-GM.pdf">https://vcsleadershipgm.org.uk/wp-content/uploads/2020/09/Building-Back-Better-in-GM.pdf</a></p> <p><a href="https://www.england.nhs.uk/personalisedcare/social-prescribing/">https://www.england.nhs.uk/personalisedcare/social-prescribing/</a></p> <p><a href="https://www.england.nhs.uk/integratedcare/case-studies/nhs-and-social-care-hub-helps-people-at-risk-stay-well-and-out-of-hospital/">https://www.england.nhs.uk/integratedcare/case-studies/nhs-and-social-care-hub-helps-people-at-risk-stay-well-and-out-of-hospital/</a></p>



Recovery: Categories of impact	Actions	Country/ Region	Source
Health and wellbeing	<p><b>Consider that many people may be anxious about returning to workplaces and how effective support can be offered.</b> Many people may be concerned about the rising cases in some areas and the risks of returning to work. So, the return to workplaces, including the risks this may pose to people's health, may cause anxiety due to a heightened sense of risk of COVID-19 infection and uncertainty. Consider how new routines may be developed to avoid people becoming overwhelmed. Consider:</p> <ul style="list-style-type: none"> <li>Regular team meetings and debriefs to discuss anxieties about returning to work and any concerns or learning that may arise</li> <li>Allocating dedicated 'buddies' to support colleagues at work. These people could be from other departments to support confidentiality, and have specific training on helping people to manage their anxieties, on the organisations' process and plans for safe working, and additional services staff may want to access</li> <li>Clear and simple protocols that outline how workplaces will keep employees safe and any workplace adaptations that have taken place</li> <li>Accessible 'Frequently Asked Questions' sections on organisations' websites to provide answers to the most common concerns, including signposting to other relevant services such as health and wellbeing support at work</li> <li>Providing opportunities for e-learning or training on managing anxiety about returning to work and COVID-safe practices in the workplace</li> <li>Surveying staff to understand their enthusiasm for returning to work and addressing concerns raised</li> </ul>	UK	<p><a href="https://www.priorygroup.com/blog/managing-anxiety-about-returning-to-work-after-coronavirus-lockdown#:~:text=Make%20sure%20that%20your%20stomach,have%20about%20returning%20to%20workrk.">https://www.priorygroup.com/blog/managing-anxiety-about-returning-to-work-after-coronavirus-lockdown#:~:text=Make%20sure%20that%20your%20stomach,have%20about%20returning%20to%20workrk.</a></p> <p><a href="https://www.cardinus.com/insights/covid-19-hs-response/anxiety-returning-to-work-post-covid-19">https://www.cardinus.com/insights/covid-19-hs-response/anxiety-returning-to-work-post-covid-19</a></p>

Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Economic</b>			
Economic strategy	<p><b>Consider how to invest in a circular economy to promote healthier, more resilient cities.</b> Alongside the health and environmental risks, COVID-19 has exposed the vulnerability of current economic models. Circular economies are those that produce significantly reduced waste with the aim of producing zero through sharing, reusing and recycling products and byproducts – and the circular economy is becoming increasingly relevant during COVID-19. Consider:</p> <ul style="list-style-type: none"> <li>▪ Developing more ‘pay for service’ models that do not require people to own goods in times of financial uncertainty e.g. using launderettes rather than having the burden of owning a washing machine provides alternatives to manage consumption, either by reducing expenditure, or opting for the basic alternative. These can be designed to support social distancing and COVID-19 measures</li> <li>▪ Redefining and classifying what is considered essential if resources are limited or strained in order to prioritise needs. The circular economy may require redefining and rethinking the importance of certain roles, tasks, products and services e.g. the shift in perceptions of those in retail or waste management have been classified as essential workers</li> <li>▪ Focus on local supply chains. Local supply chains can be more environmentally friendly and can also be more secure. De-globalization is a clear post COVID-19 trend. World trade is expected to contract between 13% and 32% in 2020, which indicates reliance on international supply chains may be seen as riskier than sourcing products and components locally</li> <li>▪ Incentivize businesses, big and small, to become part of the circular economy e.g. encouraging businesses to take more responsibility for providing reusable facemasks to their staff, or supporting projects which aim to clean up and protect ecosystems from plastic waste such as disposable gloves and masks</li> </ul>	Uruguay  South Africa  New Zealand	<a href="https://resilientcitiesnetwork.org/urban_resiliences/waste-circular-economy/">https://resilientcitiesnetwork.org/urban_resiliences/waste-circular-economy/</a>  <a href="https://www.weforum.org/agenda/2020/06/opportunities-circular-economy-post-covid-19/">https://www.weforum.org/agenda/2020/06/opportunities-circular-economy-post-covid-19/</a>

Recovery: Categories of impact	Actions	Country/ Region	Source
Economic strategy	<p><b>Consider how to support small retailers and protect them from the impacts of COVID-19 through strengthening digital capacities.</b> Many smaller retailers have less digital capabilities, and it is these skills which can help smaller business survive the pandemic. The loss of smaller retailers will inhibit the economic recovery at the local and national level. Consider how to encourage partnerships between larger and smaller companies to help accelerate digital transformation for small business owners:</p> <ul style="list-style-type: none"> <li>▪ Offer digital solutions to support infrastructure development of small business to establish brands via mobile apps and digital menu applications for consumers. Additionally, develop simple online supply platforms for small and medium-sized business e.g. <a href="#">Menu</a> in Brazil and <a href="#">MiMercado</a> in Mexico</li> <li>▪ Encourage financial inclusion through affordable financial products and services. Consideration may be given to the development of local fintech services and partnerships that extend credit to small retailers to help save businesses and make them more competitive</li> <li>▪ Encourage collaborative platforms to share knowledge between well-established, experienced companies and vulnerable business e.g. <a href="#">Movimento Nós</a> in Brazil an initiative created by eight of the main food and beverage companies in the country (Coca-Cola, Heineken, Nestlé etc.) to help 300,000 small businesses employing one million people, to get through COVID-19 and guarantee their reopening when possible. This will support the recovery of smaller supply chains and encourage customers and suppliers, which in turn will continue to have a positive impact on global supply chain recovery</li> </ul>	Brazil  Colombia	<a href="https://www.weforum.org/agenda/2020/09/covid-19-has-intensified-the-digital-divide">https://www.weforum.org/agenda/2020/09/covid-19-has-intensified-the-digital-divide</a>

Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Infrastructure</b>			
Education and training	<p><b>Consider how to mitigate a deepening digital divide in education.</b> The impacts of COVID-19 have seen millions of children worldwide lose months of face-to-face education with their teachers at school. Globally, children continue to be sent home from school due to outbreaks or face complete school closure. The availability of adequate digital technology and internet access at home has a huge impact on the ability of children to engage in e-learning. The rapid shift to e-learning prompted by the pandemic has resurfaced long-standing issues of inequality, including the digital divide once bridged by schools. Consider:</p> <ul style="list-style-type: none"> <li>▪ Shortening online lessons by a small margin to create a space for one-to-one discussions or problem solving with tutors that are often missing when lessons go online</li> <li>▪ Household disparities in access to the internet and technology and the impacts this may have on girls. If there is competition in the home over resources it may be that the male child is given priority access while girls are increasingly asked to support with domestic chores rather than complete school work. Consider how schools can be supported in providing technology or access to technology to vulnerable children</li> <li>▪ Ensure teachers are trained to use new technology for online teaching. This includes making use of more innovative modes of engagement beyond a lecture e.g. interactive voting, message boards etc.</li> </ul>	India	<a href="https://www.weforum.org/agenda/2020/10/how-covid-19-deepens-the-digital-education-divide-in-india/">https://www.weforum.org/agenda/2020/10/how-covid-19-deepens-the-digital-education-divide-in-india/</a>

Recovery: Categories of impact	Actions	Country/ Region	Source
Education and training	<p><b>Consider how to support middle managers in creating supportive and healthy working environments during COVID-19.</b> Middle managers and leaders are central points of contact for people returning to work and their roles are particularly important as the pandemic continues but people return to work. However, it is vital that managers have the tools to support their own well-being as well as their team's, and that they have adequate support from senior leadership. Since COVID, middle managers are being asked to make hundreds of daily decisions in a time of uncertainty. They have the responsibility of sharing and promoting decisions and strategies that may be ambiguous or that they even disagree with. Consider:</p> <ul style="list-style-type: none"> <li>Conversations between middle and senior leaders that helps to remove as many unknowns as possible through clear guidelines. Ensure managers know what they are (and are not) responsible for in terms of decision-making and providing wider support</li> <li>Whether there is sufficient wellbeing support for all staff to relieve middle managers of additional roles. Ensure managers are clear on available support networks in the organization and what they offer e.g. occupational health</li> <li>Provide training on holding 'confident conversations' about difficult topics e.g. mental health, risk assessments, managing people with different needs, and providing more emotional support</li> </ul> <p>Train managers in available information such as the NHS's: <a href="#">Making health and wellbeing vital in conversations guidance</a> and <a href="#">wellbeing coaching questions - for managers</a>. The Chartered Institute of Personnel and Development's (CIPD) offers: <a href="#">How to help your team thrive at work</a></p>	USA UK	<a href="https://thriveglobal.com/stories/four-ways-to-support-your-middle-managers-during-the-pandemic/">https://thriveglobal.com/stories/four-ways-to-support-your-middle-managers-during-the-pandemic/</a>

Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Environmental</b>			
Urban planning	<p><b>Consider how lessons from COVID-19 can improve city design and future resilience.</b> Many cities have been severely impacted by the pandemic due to inadequate access to basic services, healthcare, and adequate accommodation. Lessons from the pandemic can be used to reimagine city design and deploy solutions that can build health, equity and climate resilience. Areas with high deprivation have been hardest hit by COVID and are more susceptible to other emergencies. Steps made pre-pandemic in Rotterdam to improve the region of BoTu, a densely populated area and one of the most deprived in the Netherlands, offers lessons for recovery and renewal from COVID-19:</p> <ul style="list-style-type: none"> <li>▪ Tackle climate change, social and economic challenges and resilience building in one overarching plan due to the crosscutting nature of COVID-19 and its impacts</li> <li>▪ Consider partnerships that link multiple services with households such as Go BoTu, a collective comprising doctors, health workers, teachers, local business people, and community workers that help involve local people in city planning and wider resilience measures e.g. workers replacing heating systems with environmentally friendly alternatives in BoTu will be trained to identify households with other needs, such as debt counselling</li> <li>▪ Expand the use of green spaces to meet community needs e.g. more sports fields or cycle lanes. Use community capacity for building and renovation work to stimulate the local economy</li> <li>▪ Climate change adaptability will depend on greater water absorbance to prevent flooding, consider how the city stores rainwater and how stored water can be used</li> </ul>	Netherlands	<p><a href="https://www.resilientrotterdam.nl/en/news/making-rotterdams-1st-resilient-neighborhood-through-social-cohesion">https://www.resilientrotterdam.nl/en/news/making-rotterdams-1st-resilient-neighborhood-through-social-cohesion</a></p> <p><a href="https://gca.org/solutions/building-climate-resilient-and-equitable-cities-during-covid-19">https://gca.org/solutions/building-climate-resilient-and-equitable-cities-during-covid-19</a></p>



Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Communications</b>			
General communication	<p><b>Consider the release and use of Open Government Data (OGD) in response to the COVID-19 outbreak.</b> The scale of COVID-19 requires information to be shared across countries and regions effectively. Consider how your organization can contribute to open data sets such as <a href="#">The Living Repository</a> and the 'OECD - GOVLAB- Call for Evidence: Use of Open Government Data in COVID-19 Outbreak'. Consider contributing or using open data to identify:</p> <ul style="list-style-type: none"> <li>COVID-19 cases, individuals at risk, and forecasting future scenarios, including disease spread/contraction, and possible treatments for those infected</li> <li>Availability and demand for supplies, locating and connecting actors with medical supplies</li> <li>Whether communities adhere to guidelines and recommendations outlined by health authorities</li> <li>Public perceptions and how restrictions are affecting well-being, including crime e.g. the rise in domestic violence and child abuse</li> <li>Whether efforts are efficient, transparent, meet needs, and do not violate democracy, privacy, ethics or fundamental human rights</li> <li>Misinformation including accuracy, speed and scale of fact-checking</li> <li>How, where, and when lockdowns are lifted</li> <li>How the pandemic affects those who live and travel outside their country of national origin</li> <li>The most effective forms of aid to those most vulnerable to the pandemic's economic shocks</li> <li>The risks and challenges workers face to their health and safety and the protections available</li> <li>The impact on the ability of students and workers to meet learning and training outcomes</li> <li>Institutions most likely to close as a result of the pandemic and providing support</li> <li>The pandemic's effect on climate-related activities, global emissions, energy usage, and wildlife</li> <li>Disruptions caused by confinement measures on the economy e.g. analysing data on supply chains, trade, impacts on inclusive growth</li> </ul>	Germany South Africa USA	<p><a href="http://www.oecd.org/coronavirus/en/">http://www.oecd.org/coronavirus/en/</a></p> <p><a href="https://docs.google.com/document/d/1BdSnXzCZ1Z7ovOrPue3O0osRUpigTKlu8pwG9U4DwWw/edit">https://docs.google.com/document/d/1BdSnXzCZ1Z7ovOrPue3O0osRUpigTKlu8pwG9U4DwWw/edit</a></p> <p><a href="https://docs.google.com/document/d/1UiMn61AF0770AC-YikYsunOYSp6IrsqL6T7p6Ds0ZI/edit">https://docs.google.com/document/d/1UiMn61AF0770AC-YikYsunOYSp6IrsqL6T7p6Ds0ZI/edit</a></p>

Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Governance and legislation</b>			
Emergency planning/ Planning for recovery	<p><b>Consider evaluating and revising non-statutory guidance on emergency preparedness and management in light of lessons learned from COVID-19.</b> COVID-19 has shed new light on the way in which countries respond to, and recover from emergencies. This includes COVID-19 specific advice and broader lessons about emergency preparedness and management. For example, previous guidance on volunteer management has traditionally assumed a point of convergence at a disaster site, while this still holds true for many emergencies e.g. floods, lessons from COVID-19 demonstrate that volunteer management may also be dispersed, large-scale and without face-to-face contact. Consider how lessons from COVID-19 may help to revise emergency plans:</p> <ul style="list-style-type: none"> <li>▪ Conduct a 'stock take' of current emergency guidance, and consider what may be missing or no longer fit for purpose</li> <li>▪ Implement debriefs, peer reviews and impact assessments, drawing on expertise from local government and emergency practitioners, to evaluate how well current guidance worked and where it needs revising</li> <li>▪ Consider that emergency planning must remain relevant to specific types of emergencies, but that broader lessons from COVID-19 can help strengthen guidance e.g. issues of inclusion such as gender, ethnicity, sexuality; health and socio-economic disparities and vulnerabilities; volunteering capacity; supply chain stability; green agenda; and partnerships arrangements</li> <li>▪ Draw on resources beyond government guidance from global networks e.g. Resilient Cities Network's revised <a href="#">toolkit</a> which builds recovery from COVID-19 into a wider resilience agenda for a safe and equitable world, and resources from International Organization for Standardization (ISO) which is developing new recovery standards in light of COVID-19 lessons (ISO 22393).</li> </ul>	Ireland New Zealand Brazil India South Africa Rwanda USA	<a href="https://resilientcitiesnetwork.org/urban_resiliences/sdg-agenda-comeback/">https://resilientcitiesnetwork.org/urban_resiliences/sdg-agenda-comeback/</a>

## Briefing C: Renewal of People: Insights from International lessons

The renewal of people from COVID-19 requires a vision which may differ for each individual, community, business, and local authority. Building a shared vision and actions for this can be encouraged by appreciating the adverse impacts of COVID-19, and the opportunities it can create through innovation. One means of building an innovative vision for renewal is to draw on learning from contexts around the world.

One of the overarching principles to emerge from international lessons on COVID-19 for people's recovery and renewal is that of equity. Equity considers issues such as poor governance, systemic malpractice, and exclusion with a view to challenging these to enable fair and distributed access to services, opportunities and resources<sup>26</sup>. Lessons gathered internationally have demonstrated that the impacts of inequity during COVID-19 are not only related to health, it has also brought into wider consideration inequalities in areas such as ethnicity, income, sex, gender, technology, and use of the environment<sup>27</sup>.

In light of this, this case study aims to bring together some of the core issues for the renewal of people in the following table. While the list is not exhaustive, it highlights frequent, impactful or acute issues concerning people's recovery and renewal from COVID-19. These topics can be considered in terms of *Reconciliation*, *Reparation* and/or *Repair* depending on the degree of harm caused. Other examples of reparation specifically can be found in Table 3 of Briefing A.

Six Recovery Categories	Example and related TMB
Humanitarian Assistance	<p><b>Disproportionate health impacts.</b> Disproportionate health impacts can refer to inequities in levels of deficient services or benefits, and/or differentials in the ability to withstand or mitigate harms, and harmful environmental exposures<sup>28</sup>.</p> <ul style="list-style-type: none"> <li><b>Lessons from Iceland, the USA and UK</b> identify that COVID-19 has had disproportionate health impacts on people from certain racial and ethnic minority groups. Long-standing systemic health and social inequities that have historically prevented them from having fair opportunities for economic, physical, and emotional health<sup>29</sup> (TMB 4/5)</li> </ul> <p>Disproportionate health impacts have also been widely recorded in other vulnerable and marginalised groups<sup>30</sup>:</p> <ul style="list-style-type: none"> <li><b>Lessons from Asia, the Pacific and Europe</b> indicate that women are more likely to be less financially secure than men due to the impacts of the 'gender pay gap', the fact that their work is more likely to be unpaid care work, and that women constitute over two-thirds of workers in the health and social sector globally, placing them on the frontlines of the pandemic response (TMB 7)</li> </ul> <p><b>Mental health and wellbeing.</b> COVID-19 had acute impacts on people's mental health and well-being which has impacted physical, financial and emotional health. Worrying trends in domestic</p>

<sup>26</sup> [https://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(20\)31145-4/fulltext](https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(20)31145-4/fulltext)

<sup>27</sup> <https://www.weforum.org/agenda/2020/08/5-things-covid-19-has-taught-us-about-inequality/>

<sup>28</sup> <https://archive.epa.gov/ncer/ej/web/pdf/whitepaper.pdf>

<sup>29</sup> <https://www.cdc.gov/coronavirus/2019-ncov/community/health-equity/race-ethnicity.html>

<sup>30</sup> An emergent list of vulnerable people and the types of impacts they may face during the pandemic can be found in Briefing A of The Manchester Briefing (B12): Week beginning 22nd June 2020.

	<p>violence against women and increased suicide rates<sup>31</sup> e.g. in India (TMB 14). Mental health can be understood on a continuum, from intermittent loneliness to more serious mental health disorders such as anxiety, depression or post-traumatic stress disorder, to medical intervention and psychiatric care.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from the UK</b> suggests that a number of key considerations for mental health provision during COVID-19 and beyond include prevention of COVID-19 associated mental health disorders; protection of those with existing mental health conditions and the associated health risks including increased risk of COVID-19 infection and mortality due to increased vulnerability; provision of appropriate public mental health interventions including for health professionals and carers<sup>32</sup> (TMB 11)</li> </ul>
Economic	<p><b>Financial insecurity.</b> Financial insecurity has played a significant role in impacting people's ability for recovery and renewal after COVID-19. This has included pre-COVID issues relating to exploitation of workers and job precarity.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from Germany, and the USA</b> indicate that precarious jobs and low wages not only have an immediate impact on people's lives and livelihoods, but also on longer-term behaviours that can impact transmission of COVID-19. Overcrowded working/onsite living conditions, and wage exploitation increase the risk of infection and transmission due to unsafe working conditions and pressures on people to continue to work to feed their families. Due to the exploitation of workforces many people cannot claim furlough (TMB 13)</li> <li>▪ <b>Lessons from Korea</b> suggest that significant economic attention should be given to supporting Small and Medium Enterprises (SMEs) as they are so significant to local and national economies. Lessons suggest that vendors should be supported in selling directly to consumers to reduce overhead costs, and that consumers should be encouraged to buy locally at lower prices (TMB 7)</li> </ul>
Infrastructure	<p><b>Digital infrastructure.</b> The COVID-19 pandemic highlighted a number of weakness in countries' capacity to move operations online, to utilise online systems in innovative ways, and to ensure access to digital technology for school or work.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from, Spain Peru, India and Uruguay</b> demonstrate the impacts of the 'digital divide' on school children's access to education and learning and the impacts on local supply chains due to poor information sharing and increased uncertainty which could be mitigated through digital access and literacy (TMB 16/20)</li> <li>▪ <b>Lessons from Singapore, Northern Ireland, New Zealand and Switzerland</b> highlight how increased digital innovation can support local recovery and renewal through interactive platforms where people can raise queries and concerns in real-time, and data can be shared in simple visuals to help communicate information to the public, develop forecasting tools to identify trends in the virus' transmission, and to support resource allocation (TMB 20)</li> </ul>
Environmental	<p><b>Planning for a sustainable and green future.</b> COVID-19 has exposed many of our vulnerabilities and highlighted systemic risks we face. This includes the risks associated with the use of the environment and climate change which have been emphasised during the pandemic.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from China, Indonesia and Mexico</b> indicate that addressing the political economy and ecology of food systems is vital. This considers how to mitigate transfer of diseases such as COVID-19, avian influenza and swine flu from agriculture and food production sectors. This considers for example increased monitoring of agricultural production as 'big farms create big flu' (TMB 13)</li> </ul>

<sup>31</sup> <https://academic.oup.com/qjmed/article/113/10/707/5857612>

<sup>32</sup> [https://www.thelancet.com/journals/lanpsy/article/PIIS2215-0366\(20\)30240-6/fulltext](https://www.thelancet.com/journals/lanpsy/article/PIIS2215-0366(20)30240-6/fulltext)

	<ul style="list-style-type: none"> <li>▪ <b>Lessons from Switzerland</b> suggest that COVID-19 has helped people to assess the way in which they use the environment more closely as a result of lockdown measures, this includes evaluation of people's working conditions and the reductions in energy consumption and transport use/type. It has also brought into light the amount of waste produced and increased consciousness of the environmental impacts of this (TMB 20)</li> </ul>
Communication	<p><b>Mitigating misinformation and effectively communicating with the local population.</b> In many countries, myths around the origin, transmission and even existence of COVID-19 are rife. Tackling misinformation should include working closely with communities to understand how to effectively disseminate information in the right way</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from Argentina</b> demonstrate that partnering with local organisations can help to reduce people's fear and tackle misinformation, and support dissemination of information in multiple languages. They also used localised contacts to provide information on humanitarian support in the form of food and shelter (TMB 17)</li> <li>▪ <b>Lessons from Australia</b> demonstrate the importance of having local people to utilise community knowledge effectively e.g. through utilising community networks to identify different languages and cultures, and their proficiency in translating key public health messages to those in lockdown (TMB 16)</li> </ul>
Governance and Legislation	<p><b>Emergency planning.</b> One of the core lessons to come from COVID-19 is the importance of emergency planning and associated mechanisms for impact assessments to effectively evaluate strategies.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from Colombia</b> consider early scenario planning to plan for concurrent emergencies that combine natural disasters, climate emergencies and COVID-19 through table top exercises that model for example water shortages and energy loss alongside the pandemic and its impacts on hospitals, cleaning infrastructure and public health (TMB 9)</li> <li>▪ <b>Lessons from Pakistan</b> highlight the importance of strategic partnerships for effective emergency planning; considering how existing strategic partnerships can be extended to support other COVID-19 activities (TMB 15).</li> </ul>

## Briefing D: Useful webinars

Taken place in the past week	Webinar Title	Link to presentation
15.10.2020	Leaving No One Behind - Gender Equality and Women's Empowerment in our Cities and Communities	<a href="https://www.youtube.com/watch?v=JK4DNgmdh6g">https://www.youtube.com/watch?v=JK4DNgmdh6g</a>
21.10.2020	How a digital boost can help small businesses survive and thrive in the wake of COVID-19	<a href="https://www.facebook.com/alliancemanchesterbusinessschool/videos/vital-topics-webinar-how-a-digital-boost-can-help-small-businesses-survive-and-t/271314847507327/?so=permalink&amp;rv=related_videos">https://www.facebook.com/alliancemanchesterbusinessschool/videos/vital-topics-webinar-how-a-digital-boost-can-help-small-businesses-survive-and-t/271314847507327/?so=permalink&amp;rv=related_videos</a>
22.10.2020	Cities on the Frontline Speaker Series #29: Financing the Recovery	<a href="https://medium.com/@RCitiesNetwork/coronavirus-speaker-series-sharing-knowledge-to-respond-with-resilience-5a8787a1eef5">https://medium.com/@RCitiesNetwork/coronavirus-speaker-series-sharing-knowledge-to-respond-with-resilience-5a8787a1eef5</a>
<b>Coming up</b>		
Date	Webinar Title	Link to registration
10.11.2020	COVID-19 and the role of RCTs in development	<a href="https://www2.wider.unu.edu/crm/content/webinar-series-10-november">https://www2.wider.unu.edu/crm/content/webinar-series-10-november</a>
24.11.2020	Implications of COVID-19 for global value chains	<a href="https://www2.wider.unu.edu/crm/content/webinar-series-24-november">https://www2.wider.unu.edu/crm/content/webinar-series-24-november</a>