

Produced by: **Professor Duncan Shaw, Róisín Jordan, Alan Boyd, Dr Andrew McClelland, Fábio M. V. Sousa, and Eduardo Robles Chavez, University of Manchester**

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The Manchester Briefing COVID-19

International lessons for local and national government recovery and renewal

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 information on our webinar series and three briefings:

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Examples of resilience strategies from regions within the state of Queensland, Australia

[Click here to explore the new database](#)



Contribute your knowledge to the briefing (via a 30-minute interview) by contacting 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.



Join the conversation
#RecoveryRenewal #Covid19Recovery



Previous briefings. If this is the first briefing you have received and you'd like to access more, they can be found [here](#).

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

Recovery, Renewal, Resilience: The Manchester Webinar Series

Over the coming months, our team, in collaboration with partners, will be running a series of webinars that will explore recovery and renewal from COVID-19. The webinars will mark key dates, discuss the themes emerging and developing through our project and report on key findings, good practice and global learning. We will sometimes also share webinars external to our project that we think might be of interest. Register for our upcoming and watch our most recent webinars:

Upcoming Webinars

20-21/09/2021: Emergency Planning Society Annual Conference

Join the EPS for our Annual Conference where their programme this year has been designed to challenge thinking and ask questions such as "What has become of that learning?" Why do we struggle to transform lessons from identified to learning? and acceptance – change – transformation - scary words or opportunities to improve and develop?

Register: Day 1 <https://tinyurl.com/2faeanc4> Day 2 <https://tinyurl.com/ytcpmmxw>

23/09/2021, 4pm BST: Managing meaningful recovery from COVID

In this, the second in the three-part The Manchester Series in collaboration with TIEMS, we examine what is 'meaningful recovery' from Covid?

Register: <https://tinyurl.com/3s9hxuec>

15/10/2021, 4pm BST: Anticipating a resilient future

The final webinar in The Manchester Series in collaboration with TIEMS. Our panel of experts from a global community of emergency managers reflect on their learning from the global pandemic along with severe weather events, consider the main challenges ahead and discuss what this all means for the emergency management profession.

Register: <https://tinyurl.com/bxwpszfu>

Past webinars

03/09/2021: Continuity & Resilience Series: Human Aspects of Resilience

In this, the third in our three-part series of webinars co-produced with the British Standards Institute (BSI), we examine the human aspects of resilience.

Watch: <https://tinyurl.com/4auh87za>

Briefing A:

Introducing a Multi-dimensional Framework for Recovery and Renewal

Written by Dr Andrew McClelland, University of Manchester, UK

Introduction

Local and national governments around the world, together with their resilience partners, have sought to better understand and respond to the extraordinary range of impacts of the COVID-19 pandemic on people, places, and processes. Planning and implementing a recovery process that is timely and equitable (among other desirable outcomes) is even more challenging in the context of a global crisis of the type currently being endured, which is significant in its vast scale, major knock-on effects, and prolonged nature.¹

To stimulate thinking and assist those progressing local recovery and renewal, we have been sharing international lessons and examples through [fortnightly briefings](#), which are now available in our new database². These lessons were organized using our framework from [TMB 5](#). An updated framework is now introduced in this briefing.

The purpose of the updated framework is to support the development of Recovery Strategies and Renewal Initiatives. Although not COVID-19 specific, the framework is articulated in the context of the present challenges and conversations of the pandemic. Before reviewing the framework, the sections below reiterate what we mean by recovery and renewal, outline the need for a framework and how it has been developed. This briefing concludes with examples of how the framework can be applied in practice.

What do we mean by recovery and renewal? A recap

Recovery from disasters is the process of rebuilding, restoring, and rehabilitating society to deliver positive outcomes for affected communities and leave them better prepared to avoid or reduce future risks. It generally consists of short-term, operational, and transactional activities designed to enhance preparedness, including through repairing critical infrastructure, providing emergency accommodation and welfare support, and reinstating essential services.

Renewal, in contrast, denotes a longer-term strategic process consisting of transformational initiatives that aim to build societal resilience. For example, through addressing the underlying socio-economic conditions and causes of risk that render communities unevenly vulnerable to hazardous events. COVID-19 has clearly exposed the systemic and intersecting health and socio-economic inequalities that must be confronted in many societies through transformative activities.

Why the framework is needed

A multi-dimensional Recovery and Renewal Framework can support those working on recovery planning and implementation (from COVID-19 and other disasters). In short, such frameworks can help "in articulating a vision for recovery; defining a strategy; prioritizing actions; fine-tuning planning; and providing guidance on financing, implementing, and monitoring the recovery"³. It can offer an independent check-list to ensure all impacts and actions have been considered.

The profound lessons emerging from the pandemic reveal significant gaps in our understanding and implementation of post-disaster recovery and renewal. These lessons underline the need for a new generalizable framework that is practice-oriented and builds on the critical learning captured over the past 18 months.

The six themes of the framework – communities, economy, infrastructure, health, environment, and governance – also structure our searchable online database of international lessons on recovery and renewal, which was launched via [TMB 40](#) on 2nd August 2021.

Developing the framework

The framework has been developed with extensive consultation across the sector, as part of an iterative (and ongoing) process comprising three mutually supportive components:

- **Desk-based research**

Practice-based literature informs the framework – both national and local recovery guidance and plans published worldwide. This includes pre-existing high-level policy documents such as the UK Government's *Emergency Response and Recovery Guidance*⁴, in addition to

1 Boaden, R., Powell, D., Shaw, D., Bealt, J., O'Grady, N., Fattoum, A., and Furnival, J. (2020). Recovering from COVID-19: The key issues. *Journal of Safety Science and Resilience*, 1(2): 67-69.

2 For example, see our Database of International Lessons for Recovery and Renewal from COVID-19: <https://recoverydatabase.manchester.ac.uk>

3 Global Facility for Disaster Reduction and Recovery [GFDRR]. (2015). [Guide to Developing Disaster Recovery Frameworks. Sendai Conference Version](#). GFDRR, World Bank Group, and the United Nations Development Programme.

4 Cabinet Office. (2013). [Emergency Response and Recovery: Non statutory guidance accompanying the Civil Contingencies Act 2004](#). 5th edition. UK Government: London.

local recovery plans that have emerged in the context of COVID-19. A rich multi-disciplinary academic literature has also informed the framework.

■ Empirical research

Insights deriving from interviews with a diverse range of multi-sector experts across over 20 countries and five continents also inform the framework. Initial conversations with experts in local and central government, emergency planning, risk and resilience took place within May-July 2020 – early in the pandemic. The “reflection-in-action” that these enabled highlighted many of the recovery and renewal lessons contained within our TMB series⁵.

In addition, members of the RRR project team have participated in online discussions with multiple Recovery Coordination Groups over the past 16 months.

■ Practice testing

Working collaboratively with our partner organizations over the next 12 months and beyond will ensure that the framework is “practice-tested” as pandemic Recovery Strategies and Renewal Initiatives are implemented in different places. In the UK, this encompasses several Local Resilience Forums, while internationally, we are partnering with urban local authorities in Canada, Chile, and Palestine.

Encouragingly, positive peer assessment of the guidelines for recovery and renewal developed during the RRR project has already been secured as reflected in the recently adopted international standard ISO/TS 22393 *Guidelines for planning recovery and renewal*⁶.

The Framework for Recovery and Renewal

The framework presented in Figure 1 is organized according to six overlapping and interdependent themes. These themes represent key impact and recovery and renewal action areas pertaining to disaster affected communities, the economy, infrastructure, health, environment, and governance.

Populating the themes are specific sub-category action areas covering vital recovery issues, such as the provision of emergency housing (e.g. for the homeless or displaced), and temporary measures to support peoples’ personal finances (e.g. the UK’s Self-Employment Income Support Scheme). To illustrate this further, renewal initiatives under the partnerships and coordination sub-category, might for example, include revising legislation and guidance to better facilitate closer working relationships between key partnership groups involved in crisis response and recovery (e.g. government departments, Local Resilience Forums, and local communities).

Figure 1: Recovery and Renewal Framework

| Communities | Economic | Infrastructure |
|--|--|---|
| <ul style="list-style-type: none"> ▪ Vulnerable people ▪ Volunteers ▪ Community participation ▪ Public protection ▪ Emergency housing (incl homelessness) ▪ Welfare (incl social care) ▪ Education and skills ▪ Cultural | <ul style="list-style-type: none"> ▪ Economic strategy (national & local) ▪ Business regeneration/ rejuvenation ▪ Public sector support mechanisms ▪ Voluntary, community and social enterprise sector ▪ Personal finance ▪ Innovation ▪ Labour and workforce | <ul style="list-style-type: none"> ▪ Infrastructure providers ▪ Infrastructure customers ▪ Energy (utilities) ▪ Telecommunications (incl digital) ▪ Urban & rural infrastructure ▪ Transport ▪ Waste management ▪ Supply chain & logistics |
| Environment | Health | Governance |
| <ul style="list-style-type: none"> ▪ Spatial planning (incl public spaces) ▪ Environmental health ▪ Living sustainably ▪ Resilience to climate change | <ul style="list-style-type: none"> ▪ Healthcare ▪ Public health and wellbeing (incl psycho-social supports) ▪ Excess death management ▪ Connectivity between health and the wider system | <ul style="list-style-type: none"> ▪ Legislation, policy, guidance ▪ Information & data ▪ Resourcing & financial frameworks ▪ Partnerships & coordination (national, subnational, local) ▪ Strategic communications ▪ Governance of delivering Recovery and Renewal |

⁵ The Manchester Briefing. <https://www.alliancembs.manchester.ac.uk/research/recovery-renewal-resilience-from-covid-19/briefings/>

⁶ ISO/TS 22393 has been published here: www.iso.org/standard/50290.html, and will be freely available on the British Standards Institution website later this month: www.bsigroup.com/en-GB

The recovery and renewal framework themes and sub-categories should be easily recognizable. First, centering recovery efforts on communities is already common within international, national, and local policy frameworks. For example, New Zealand's *National Disaster Resilience Strategy* aims to ensure that the wellbeing of people "is at the heart of" an effective response to and recovery from emergencies⁷. Realizing a people-centred approach to recovering from COVID-19 is an aspiration that infused many of the interviews undertaken during our empirical research.

Second, the economy, infrastructure, and environment themes also commonly feature in recovery-oriented frameworks elaborated by governments worldwide, as well as within the scholarly literature on disasters (albeit often using differing terminology and with varying sub-categories). Governance, too, is a pervasive theme and enabler concerning the "how to" of recovery, while the other themes address the "what" and "who" in relation to the people, places, and processes impacted.

Points of departure from pre-existing frameworks have also been made. Health is featured as a standalone theme, for example, which is typically not the case in other frameworks, where it is either not represented or subsumed as a sub-category within another theme. However, the emergent lessons from the past 18 months support a more prominent positioning, especially given the anticipated prolonged impacts on peoples' health and demands on health services. Tackling the "patterns of inequality deeply embedded in our societies" that the pandemic has exposed and exacerbated⁸, reinforces the need for transformative renewal and a deeper re-orientation of economic and other systems towards improving societal health and well-being.

Several framework sub-categories are typically not prioritised within recovery programmes. For example, culture and the sociocultural needs of disaster-affected communities are often overlooked despite their importance to sustaining community resilience⁹. Further, the desire of many people to lead more sustainable lives post-pandemic is reflected in the inclusion of a "living sustainably" sub-category (e.g. recovery actions to further encourage behavioral change in relation to the greater use of green and blue spaces for health and wellbeing).

Using the framework

Although the framework has numerous potential applications for those designing and implementing Recovery Strategies and Renewal Initiatives, three areas stand out:

■ Assessing impacts/ needs

Previous TMBs have underlined the importance of undertaking impact assessments "to explore the strategic effects of disasters, their impacts, specific or emerging system-wide needs or inequalities, and opportunities to improve"¹⁰. The framework can assist this process by providing an instrumental checklist to consider whether assessments encompass the key issues that recovery and renewal may need to address, and ensuring their dimensions are fully understood.

■ Learning lessons

Have lessons been generated on each of the framework themes and sub-categories? Has the whole system been represented in the process? Lesson learning during recovery is vital to ensuring that timely improvements are made, and that preparedness for concurrent and future crises is fully reinstated. Equally, Recovery Strategies should also incorporate pro-active arrangements for monitoring and evaluating success, thus informing future actions.

■ Strategy delivery

For Recovery Strategies and Renewal Initiatives to be effective and deliver positive outcomes for disaster-affected communities, they need to be implemented effectively, so appropriate governance arrangements are critical. In the context of the "long-shadow" of COVID-19 that is anticipated to last for a decade or more¹¹, the impacts are such that multi-stakeholder recovery partnerships and associated resourcing should also endure into the long term. The framework can help ensure that all aspects of governance are addressed.

The degree to which different themes and sub-category action areas within the framework are relevant will vary between different disasters, places, and affected communities. Nuance and interpretation will therefore be necessary in adapting the framework to diverse circumstances. This can be enabled, for example, through the co-creation with local communities of the vision, principles, proposed outcomes, actions, and monitoring indicators for a successful recovery.

Developing the framework further

The Recovery and Renewal Framework introduced in this briefing remains a work-in-progress and we are constantly on the lookout for new and important contributions from partners. Our interviews are progressing towards their third phase in late 2021, with over 120 interviews already completed. Further practice testing will occur through our webinars and workshops, in addition to continued collaboration with partner organizations around the world.

To get involved or to find out more about our activities please get in touch at RecoveryProject@manchester.ac.uk

7 Ministry of Civil Defence and Emergency Management. (2019). [National Disaster Resilience Strategy](#). New Zealand Government: Wellington.

8 Horton, R. (2020). [Offline: COVID-19 is not a pandemic](#). *The Lancet*, 396(10255): 874.

9 Sou, G. (2019). Sustainable resilience? Disaster recovery and the marginalization of sociocultural needs and concerns. *Progress in Development Studies*, 19(2): 144-159

10 For example, see [TMB 15](#) Briefing C for guidance on 'Impact Assessments for COVID-19', and [TMB 32](#) Briefing A for a report of 'The Essex Resilience Forum COVID-19 Impact Assessment: Impacts on key strategic priorities'.

11 British Academy. (2021). [The COVID decade: Understanding the long-term societal impacts of COVID-19](#). British Academy: London.

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 process of recovery and renewal although many also relate to the response phase, and the likely overlap between response, recovery, and renewal.

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Communities

Actions

Impact on:
Vulnerable people

United Kingdom:
<https://tinyurl.com/j8cptz92>
<https://tinyurl.com/2zx7u9jf>

Consider local initiatives to tackle loneliness and build community resilience. [TMB 39](#) noted how “tackling loneliness” was a key priority for community wellbeing in the next year, particularly in rural areas with high numbers of elderly residents. For example, ‘TED Ageing Better’ in East Lindsey is working to foster sustainable resilience in older people by strengthening social capital in the community and providing specific support services. Consider, from TED in East Lindsey’s recent report:

- When establishing **community well-being initiatives, focus on “flexible and person-centred” activities.** For example:
 - Magna Vitae’s Community Health Activity Project employs a range of outreach mechanisms (online, telephone, one to one and group meetings) to ensure their service is inclusive. This has led to higher levels of engagement, enabling the development of innovative activities to meet diverse needs of the community
- Co-produce recovery initiatives (see [TMB 38](#)) and underpin these initiatives with a common goal e.g. to increase social capital and thus resilience amongst older people in the community
- **Strengthen “peer-to-peer relationships”** which can develop ties amongst residents and increase their sense of belonging. Such initiatives benefited from the delivery of “activity packs” that keep residents engaged and connected to people in their community during periods of isolation and social distancing
- Build on the relationships developed through well-being initiatives and co-production activities to **support digital inclusion and build digital skills** e.g. through community donation programmes (computers/laptops) and skill-building workshops facilitated by local volunteers
- Examples of strategies to tackle loneliness in [Northern Ireland](#) (NI) include:
 - The Department for Communities works with Libraries NI and National Museums NI to deliver projects that address loneliness, e.g. “Supporting People”, a programme which aims to improve levels of digital connectivity and digital inclusion
 - The [Village Catalyst Pilot Project](#), which aims to tackle social isolation and rural poverty. The project will repair vacated buildings and repurpose them to improve local access to critical services and facilities, and provide increased space for community-led projects and social activities

| Communities | Actions |
|--|--|
| <p>Impact on: <i>Vulnerable people</i></p> <p>Mexico: https://tinyurl.com/27krd35t</p> | <p>Consider the vulnerability of agricultural producers and workers after COVID-19. Like many other sectors, agricultural production has been significantly impacted by COVID-19 restrictions. Farmers and workers in rural areas in developing countries live with low levels of income and scarce access to public services so disasters and pandemics increase their vulnerability. Even so, the sector provides an opportunity for economic recovery, given that in countries such as Mexico agriculture grew by up to 20% during 2020. The Agricultural Association of Culiacan River in Mexico has implemented measures to protect and prevent the spread of infection between agricultural workers and sustain their sources of income. Consider the priorities of their recovery approach for the sector:</p> <p>Maintain agricultural production, livelihoods, and income (Michoacán experience)</p> <ul style="list-style-type: none"> ▪ Strengthen the local chains of production and the local partnerships between agricultural and livestock producers and providers. In Michoacán, products that were mainly export-oriented are also being sold at the local level through the coordination of local farmers and governments ▪ Implement subsidies at the local and state levels to protect small and medium-sized producers against increases in the price of inputs (e.g. farming equipment), particularly given the increased demand for such inputs during the recovery stages ▪ Take advantage of existing local, regional, and international treaties and agreements that facilitate commerce and the exchange of products. In the absence of such arrangements, governments and financial institutions should provide financial guarantees to enable small producers to participate in these markets in the medium term <p>Protect the health and safety of agricultural workers and farmers. Increase preventive measures (Sinaloa experience)</p> <ul style="list-style-type: none"> ▪ Supply PPE to agricultural workers and increase sanitization measures in agricultural facilities ▪ Implement sanitization protocols for the pickup and transport of workers to the field and back to their residency ▪ Identify workers at risk because of previous health conditions, or because of dangerous working environments. Identify and prevent children and young teenagers from working in the fields |

Communities

Actions

Impact on:
Vulnerable people

UN:
<https://tinyurl.com/3cbrsknb>

Consider how cities can build resilience by addressing poverty and inequality. Cities have grown considerably in the recent decades but this growth has exacerbated existing problems related to poverty and inequality. Deep-rooted inequalities have heavily influenced the degree and nature of COVID-19 impacts on society as whole. Thus, reducing inequalities, marginalization, and poverty should be a cornerstone of the strategy to recover and renew to increase resilience. Consider the following recommendations from the UN:

- Ensure that strategies provide un-registered people (e.g. people who are homeless or reside in slums) with **access to basic and affordable services**, like water, waste disposal and sanitation facilities. Longer-term strategies should work to build the resilience of people living in informal settlements and reduce their vulnerability to crises
 - o For example, the [DARAJA](#) initiative is working to build the climate resilience of vulnerable communities who are living in informal settlements in Tanzania and Kenya. The goal is to improve the climate resilience of vulnerable people by increasing their access to climate and early warning information through feedback loops that enable hazard communication and awareness in informal communities
- Establish **stronger labour and health protection** for those not covered by formal government support systems e.g. casual/zero contract workers and people who work in the informal labour market
- “Plan for **mixed use, socially diverse communities**”, to avoid the creation of segregated communities (e.g. migrant worker complexes) of discriminated groups (e.g. ethnic minorities) when planning for public housing
- Establish policies that increase the **long-term affordability of housing**, by implementing measures such as “housing price caps, rent vouchers, subsidies, and investments in affordable or/and social housing”. Consider the example of Portugal, where the [Resilience and Recovery Plan](#) includes a total of EUR 2.7 million in affordable housing
- Implement strategies that improve **connectivity in cities and affordable transport** options, particularly for low-income neighbourhoods, including cycling and open, safe and affordable public transportation (e.g. buses, trains, among others)
- Invest in **digital inclusion, by increasing infrastructure and training programmes**, so that vulnerable populations can take advantage of recent trends such as digital government
- Support a comprehensive recovery and renewal strategy for **densely populated areas** e.g. slums and informal settlements, by implementing a variety of measures, such as “equitable land management, regulation of property markets, and application of progressive land-based finance and value capture instruments”
- Invest in communities, by engaging with them through **meaningful participatory and inclusive methods** (see [TMB 39](#) on co-production). Actively work to include “marginalized and minority groups, including persons of African descent, indigenous peoples, minorities and LGBTQ+”, so that their experiences and perspectives are fully heard and accounted for

Economic

Actions

Impact on:
Economic strategy

UN; Global:
<https://tinyurl.com/3cbrsknb>

Consider new funding models to increase city recovery and resilience. Cities' have been in the forefront of the fight against the pandemic, by providing emergency services, containing the spread of disease, mitigating the resulting social and economic impact, and coordinating efforts for recovery. In addition, cities have delivered financial aid to companies and families in need, and reduced or suspended municipal taxes (see [European Committee of the Regions](#)). Naturally, this has impacted their public finances and there have been various calls to change how cities are funded, in order to increase fiscal resilience. The current funding model for most cities, around the world, is primarily based in transfers from national governments. Own revenues, such as taxes, comprise the second most important source of revenue to cities, followed by external financing. The UN proposes reversing the current model, by decreasing the dependency on national transfers and increasing revenues from own revenues and external financing. The UN recommends the following:

- Provide **funding to cities to support economic recovery**, for example:
 - o National governments could provide emergency funding to cities earmarked for service provision, infrastructure, and special relief programs for populations
- Improve the accessibility of finance and credit for local governments, by allowing them direct access to grant/loan applications and enabling them to **develop public private partnerships**
- "Strengthen multilateral financing and cooperation" to allow cities to fund recovery and renewal programs. For example:
 - o International organizations, development banks, and national governments could establish **dedicated global funds to finance urban** responses to COVID-19, to help cities and their local economic and financial recoveries
 - o The [European Union Solidarity Fund](#) will cover 100% of costs incurred by Portuguese cities, associated with the fight against COVID-19
- Channel **financial support to productive sectors** most at need. City authorities could facilitate coordinated action across urban areas to provide "loan programmes, grants, tax incentives, and temporary rent deferrals" to businesses in need
- Introduce incentives for "**sustainable production and consumption** through new policies, subsidies and knowledge transfers". E.g. grants for new clean energy strategies such as green roofs
- "**Address dysfunctional and exploitative development practices** such as land speculation and unserviceable sprawl", by, for example, implementing and enforcing clear regulations and introducing taxes to increase own revenues

| Governance | Actions |
|---|--|
| <p>Impact on: <i>Partnerships and coordination (national, subnational, local)</i></p> <p>Nepal: https://tinyurl.com/afbp9ty6</p> | <p>Consider shared platforms to facilitate and support the coordination of disaster risk research and partnerships. The Himalayan Risk Research Institute (HRI) is developing a platform for disaster risk reduction students, researchers and young professionals to conduct research and share findings to inform policy and practice. The platform aims to build resilience through a scientific approach to DRR initiatives in Nepal. Consider establishing a DRR coordination platform in partnership with local and national government and non-government organisations, national and international research institutes to:</p> <ul style="list-style-type: none"> ▪ Facilitate and promote the work and research of young scientists, researchers and professionals to build a scientific base for local DRR initiatives ▪ Establish a “skill transfer mechanism” whereby training, field research and workshops can build the knowledge and skills of young scientists and professionals and in turn benefit local DRR activities ▪ Share research and findings, and establish local databases to inform local governments on disaster preparedness and response activities that aim to build resilience ▪ Involve young people in the co-production of local development planning |
| <p>Impact on: <i>Resourcing & financial frameworks</i></p> <p>Spain: https://tinyurl.com/yxy6a22p https://tinyurl.com/2ak58ku7</p> | <p>Consider how recovery and resilience programs account for budget constraints. Local and national governments are investing significant resources in recovery of public health, economic and employment regeneration, humanitarian assistance, among other areas. Consideration of budget constraints is crucial – for example, the OECD uses Spain as an example to highlight the dual-task: support vulnerable people and reduce public spending. Consider strategies to prevent fiscal debt following recovery from COVID-19:</p> <ul style="list-style-type: none"> ▪ Implement the use of subsidies for vulnerable populations during recovery ▪ Promote efficient use of resources, e.g. focus on sectors most severely impacted and have strong productivity potential, such as small-medium businesses ▪ Re-regulate future retirement arrangements for workers (e.g. measures such as “disincentivise early retirement”) to reduce the gap between the average labour market exit age and the statutory retirement age ▪ Identify local jobs which can be targeted toward the unemployed/marginalized (e.g. infrastructure/green economy jobs created through recovery and renewal strategies) and skills development opportunities (e.g. through apprenticeships) to increase employability ▪ Make public spending transparent using ICT platforms. Specify how much is spent, in which programmes, and the number of beneficiaries |

| Governance | Actions |
|--|--|
| <p>Impact on: <i>Strategic Communications;</i> <i>Legislation</i></p> <p>Panamá Costa Rica Honduras El Salvador Dominican Republic: https://tinyurl.com/uf28xdur</p> | <p>Consider the role of digital government in the management and communication of disaster risk. Data management and risk communications have been in a constant process of adaptation throughout the pandemic. The United Nations Economic Commission for Latin America and the Caribbean (ECLAC) has released a summary of the main challenges and learnings for public administrators who manage data and communicate risk across Central America. ECLAC has identified digital government as an essential feature for public administration and disaster management. Consider their recommendations to strengthen the processes run by local government offices during the recovery phase.</p> <p>Lessons for digital government</p> <ul style="list-style-type: none"> ▪ Increase the role and use of Information and Communications Technologies (ICTs) in governmental procedures and processes ▪ Coordinate, through those ICTs, databases across different offices and Ministries, and levels of government ▪ Invest in the digitalization of society, from schools to public offices, to investment in infrastructure and subsidies for equipment ▪ Integrate society into a feedback loop of communication through digital tools, as a measure of accountability and as a constant process of evaluation of services <p>Examples from Central America</p> <ul style="list-style-type: none"> ▪ Establish “home office” schemes for government employees during the response and recovery of COVID-19 ▪ Use ICTs to centralize information about the spread of COVID-19 and the amount of resources available across hospitals and clinics. Apps could also be useful to communicate risk to the public and provide medical appointments through video calls ▪ Use communication apps (e.g. WhatsApp), to continue online classes during the recovery phase, or as part of hybrid, combined online and face-to-face schemes ▪ Make public procedures accessible through online platforms, so that people do not need to visit public offices during the recovery phase <p>Challenges to address digital governance</p> <ul style="list-style-type: none"> ▪ Integrate digitalization of public services into the wider public agenda ▪ Identify available infrastructure/resources that are available. Identify new resources needed ▪ Involve communities in the process of digitalization and government evaluation (see TMB 38 on co-production) ▪ Generate strategies to support inter-organizational cooperation <p>See also TMB 37 Briefing A on risk communications as part of the local resilience capability.</p> |

Briefing C:

Examples of resilience strategies from regions within the state of Queensland, Australia

In 2018, The Queensland Reconstruction Authority¹ began a transformational initiative to develop “locally led, co-designed regional resilience strategies to support the coordination and prioritisation of future resilience building and mitigation projects across Queensland”². The initiative was recognised by the UN’s Office for Disaster Risk Reduction (UNDRR) Sendai Framework Voluntary Commitments platform³. The aim is to ensure that by 2022, “every region across Queensland will be involved in a locally-led and regionally-coordinated blueprint to strengthen disaster resilience”. While the strategy was implemented prior to COVID-19, it has lots to offer those currently planning regional and local Recovery Strategies and Renewal Initiatives post-COVID-19.

The regional resilience strategies incorporate an integrated planning approach⁴ involving multiple professional and stakeholder groups. The key elements contained in each strategy include:

- “physical and mental health;
- structural mitigation;
- land-use planning;
- building practices;
- economic continuity;
- disaster response;
- landscape management;
- essential infrastructure;
- community awareness and resilience”.

Each strategy will be supported by local resilience action plans to guide implementation of resilience pathways⁵. The aim for local resilience action plans are to:

- “Address local needs within the context of the regional strategic imperatives;
- Draw regional connections and commonalities;
- Increase local government capacity and capability;
- Support local government with day-to-day activities;
- Identify risk-informed projects;
- Identify integration pathways”

Although developed at regional level, the strategies aim to be “flexible and scalable, so that they can be adapted to changing contexts and tailored to specific community needs”. The

initiative supports capacity building to develop local and regional capabilities as well as to coordinate support from other regions and the state. The initiative has prioritised the development of resilience strategies that closely align to available resources and funding. We provide details on two regional strategies and related case studies below:

Central West Queensland Regional Resilience Strategy⁶

The Central West Queensland Resilience Strategy is centred on “new possibilities” through aligning the objectives of economic development, resilience and climate adaption to mitigate the region’s exposure to the impacts of climate variability and uncertainty.

The strategy offers local case studies in disaster recovery, health and economic resilience. For example:

- The 2019 Monsoon Trough devastated the Winton Shire area. Local government and the community implemented the ‘Winton shire community-led recovery’ plan. The plan put the ‘Neighbourhood Centre’ staff as the central point of contact for community-led recovery, allowing “locals to speak with a local” – so residents got recovery support from other local people who were familiar with the area and the communities values
- The ‘[Head Yakka](#)’ programme focused on partnership working between local governments, communities and not-for-profit organisations, for the mental health and wellbeing of outback communities. ‘Head Yakka’ is a “place-based” and “engagement-based” program that capitalizes on existing community networks
- ‘[The Lake Dunn Sculpture Trail](#)’, an organically created local tourism project showcasing the innovation and creative spirit of local communities. This project transitioned a local venture into an international tourist attraction

Mary Regional Resilience Strategy⁷

The Mary Regional Resilience Strategy takes a “multi-hazard approach to the varied aspects of disaster resilience, noting that many resilience-building measures and activities are often multi-dimensional”.

The strategy offers case study examples of recovery and

1 <https://www.preventionweb.net/organization/queensland-reconstruction-authority>

2 https://sendaicommitments.undrr.org/commitments/20210223_001

3 <https://sendaicommitments.undrr.org/>

4 A multi-hazard approach that involves the integration of “all aspects of the disaster management cycle including preparedness, response, recovery and prevention”. https://www.preventionweb.net/files/14348_14348SheshKafleCBRR2010.pdf

5 E.g. A climate-resilient pathway can include “strategies, choices and actions” that mitigate climate change and its effects, the design and implementation of effective disaster and risk management practices. https://unfccc.int/sites/default/files/5_warner.pdf

6 <https://www.qra.qld.gov.au/regional-resilience-strategies/central-west-regional-resilience-strategy>

7 <https://www.qra.qld.gov.au/maryregion>

resilience building initiatives. For example:

- ['Get Ready Generation Z'](#), a workshop run in partnership between local school leaders and regional and local councils, focused on educating young people on the foundations of local resilience. The workshop also gave local young people the opportunity to share their personal stories on being a resilient member of a resilient community. The workshop inspired young people to outline their criteria for community resilience
- Regional community-focused readiness workshops, facilitated by local authorities, enabling community groups to share information and insights on community assets and capabilities available in the event of an emergency
- 'Remembering our history', an initiative that documents the history of local natural hazard events. Markers, plaques and public art installations support remembrance and commemoration of past events, their impact on community recovery, and record historical events