Building Urban Economic Resilience during and after COVID-19

Date: 15 and 17 December, 2020

MODULE 1 WORKSHOP 1
Understanding urban economic resilience in the time of COVID-19
Project Background

Project duration:
July 2020 - December 2021

Target countries:
Albania (Tirana), Cameroon (Yaoundé), Ecuador (Guayaquil), Egypt (Alexandria), Fiji (Suva), Ghana (Accra), India (Pune), Kuwait (Kuwait), Kyrgyzstan (Bishkek), Lebanon (Beirut), Malaysia (Subang Jaya), Perú (Lima), República Dominicana (Santo Domingo), Ukraine (Kharkiv), Viet Nam (Hoi An), Zimbabwe (Harare).
**Project Background**

**Overall objective**
The project focuses on **strengthening the capacities of local governments** in 16 cities globally to design, implement and monitor **sustainable, resilient and inclusive COVID-19 economic and financial responses, recovery and rebuilding plans**. The immediate impact of the project will be the provision of global practices from other cities which will inform the pilot cities in their activities to develop and implement their immediate response and recovery plans to the COVID-19 pandemic. Ultimately, the project will contribute to making cities more resilient and help local governments to better withstand shocks, such as COVID-19, and urban stresses that are likely to occur in a predominantly urban world. Implementation will consider linkages with other dimensions of urban resilience that are of specific relevance to the different social, spatial and governance contexts of each region.

**Expected benefits for participating cities**
- Regional and global showcasing of the experiences, practices and innovation of the cities
- Learning and insights from regional and global experiences from other cities and local authorities
- Engagement and peer-learning through dialogue with other local authorities in the region and globally
- Technical support towards the preparation of an economic and financial recovery and rebuilding strategy/plan for the city
- Knowledge and evidence-based information on economic and financial dimensions of COVID-19 in the city as a basis for policy and decision-making
Project's links to the UN's COVID-19 Socioeconomic Framework

Alignment with 3 pillars:

- **Social Cohesion and Community Resilience**: supporting city resilience plans using participatory approaches for their development and implementation; supporting measures benefiting vulnerable groups of the population, including older people, women, children, disabled and others;

- **Protecting Jobs and Economic Recoveries**: ensuring job-rich recovery through creation of green, sustainable jobs including through stimulus packages to strengthen job recovery in cities which leverages the potential of green economic solutions and the digital economy;

- **Macroeconomic Response and Multilateral Cooperation**: creating local fiscal space, investing in sustainable urban infrastructure and crisis preparedness and sustainable and carbon-neutral economic recovery in cities including through strengthened data, technology and innovation, and sustainable finance
Labour Market Conditions: The devastating effects of COVID-19 on jobs and employment in cities globally necessitates a focus on this for recovery and rebuilding plans. The informal sector, dominated by women in most cases, is key in this regard.

Economic Governance Arrangements: Local government revenues have seen substantial declines because of COVID-19 and thus require a specific focus in recovery and rebuilding going forward.

Business Environment: With lock downs and restrictions, and closure and bankruptcy of firms and business in cities, a short run decline in productivity has been observed, with ripple effects for local and national revenues.

Financial Environment: It is critical to explicitly integrate and define cities and local government dimension. So far, this has not been coming out strongly. Financing mechanisms are and/or will follow the economic disruptions.
Phases of the project

✔ Phase I (June-September 2020)

❖ Phase II (Current phase)
- Developing of urban economic recovery and resilience diagnostics and planning tool
- Delivering of an online training program on urban economic recovery and resilience diagnostics and planning
- Conducting training workshops on the urban economic recovery and resilience diagnostics and planning tool in each city
- Collection and analysis of urban economic recovery and resilience diagnostics
- Delivery of city validation workshops of the diagnostics
- Drafting of economic recovery and resilience strategies for each city
- Conducting local stakeholder visioning and scenario planning workshops
- Publication of five regional policy briefs on urban economic recovery and resilience
- Design of process monitoring and evaluation framework

❖ Phase III (February-December 2021)
Training Series

Introduction to the training programme

**PHASE 1**
- Conceptual Framework on Urban Economic Resilience
- Global Virtual Workshops - 12/08 and 17/08/2020
- Global Compendium of Practices

**PHASE 2**
- Training Series: Workshop 1 - Understanding urban economic resilience - 15/12 and 17/12/2020
- Training Series: Workshop 2 - in 2021 date TBC
Introduction to the training programme: Learning Objectives

After the training programme, the participants are expected to:

- Understand the concept, principles and key factors of urban (economic) resilience aligned with 2030 Agenda for Sustainable Development
- Gain deeper understanding of the economic impacts of COVID-19 in cities and explore ongoing solutions and practices
- Be familiar with a global and practical framework and tool on building urban resilience for local economic and financial response and recovery in the context of COVID-19
- Know how to apply this framework and tool to their respective cities in order to strengthen local government capacities and build their resilience.
Introduction to the training programme: Project Webpage

Building Urban Economic Resilience during and after COVID-19

Project Duration: July 2020 — December 2021

https://urbanresiliencehub.org/urban-economic-resilience-covid-19/
Opening Remarks and Introductions
Part 1: Basic concepts of urban (economic) resilience
Part 2. Learning from cities in the time of COVID-19 (Global Compendium of Practices)
Breakout Session
Coffee break
Part 3. Urban economic resilience diagnostics and planning
   3.1: Overview of the Urban Economic Resilience Performance Diagnostic and Planning Tool
   3.2: Urban economic resilience performance diagnostic
Breakout Session
Plenary Discussion
Wrap-up and Closing

Lecturers:
Amaya Celaya - Urban Resilience Expert, UN-Habitat, European Commission, ISO
Dmitry Pozhidaev - Global Advisor, Decentralisation and Local Government Finance, UNCDF
Part 1: Basic concepts of urban (economic) resilience
  1.1 Fundamentals of urban resilience
  1.2 Conceptual framework on urban economic resilience

Part 2. Learning from cities in the time of COVID-19 (Global Compendium of Practices)

Part 3. Urban economic resilience diagnostics and planning
  3.1: Overview of the Urban Economic Resilience Performance Diagnostic and Planning Tool
  3.2: Urban economic resilience performance diagnostic
Humanitarian response alone is utterly insufficient. We must establish a solid link between the humanitarian, resilience and development dimensions.

ANTÓNIO GUTERRES
Secretary-General of the United Nations

UN-Habitat's resilience work brings together local governments, humanitarian organizations, academia and all other stakeholders to protect and enhance people's lives, secure development gains, foster an investible environment and drive positive change.
Globally, more people live in urban areas than in rural areas, with 55% of the world's population residing in urban areas in 2018. In 1950, 30% of the world's population was urban, and by 2050, 68% of the world's population is projected to be urban. — (UN World Urbanization Prospects 2018 Key Facts)

With more than 80% of global GDP generated in cities, urbanization can contribute to sustainable growth if managed well by increasing productivity, allowing innovation and new ideas to emerge. — (World Bank)

70% of cities are already dealing with the effects of climate change, and nearly all are at risk. For instance, over 90% of all urban areas are coastal, which puts most cities across the globe at risk of flooding from sea level rise and powerful storms. — (UCCRN 2018)

The global need for urban infrastructure investment amounts to over $4.5 trillion per year, of which an estimated premium of 9%-27% is required to make this infrastructure low-emissions and climate resilient. — (World Bank)
plans and acts to prepare for and respond to hazards – natural and human-made, sudden and slow-onset – in order to protect and enhance people’s lives, secure development gains, foster an investible environment, and drive positive change.

Our vision is for all local governments to actively engage in building urban resilience with a **people-centred** and **holistic** approach.

**OUR CHALLENGES**

- COVID-19
- Rapid Growth in Cities
- Climate Change
- Engagement Stakeholders
- Local Government Capacity
This year’s pandemic has had a terrible impact on people in cities, towns, and communities.

Urban areas account for 95% of all confirmed cases and have been at the epicentre of this pandemic. We have seen hospitals overflowing, jobs disappearing, schools closed and movement restricted. But we can, and we will recover, and use our experiences to build back better and greener.

MAIMUNAH MOHD SHARIF
UN-Habitat Executive Director
Our Commitments

are set out in globally agreed international frameworks and our work promotes achievement of these goals and targets.
WHAT IS URBAN RESILIENCE?

Urban resilience is the measurable ability of any urban system, with its inhabitants, to maintain continuity through all shocks and stresses, while positively adapting and transforming toward sustainability.
Urban Resilience Characteristics: Systemic Approach

WHAT
Persistent
Adaptable
Inclusive

HOW
Integrated
Reflexive
Transformative
A persistent city anticipates impacts in order to prepare itself for current and future shocks and stresses. It builds robustness by incorporating coping mechanisms to withstand disturbances and protect people and assets. It encourages redundancy in its networks by generating spare capacity and back-ups to maintain and restore basic services, ensuring reliability during and after disruption.
An adaptable city considers not only foreseeable risks, but also accepts current and future uncertainty. Going beyond redundancy, it diversifies its services, functions and processes by establishing alternatives. It is resourceful in its capacity to repurpose human, financial and physical capital. It pursues a flexibility that encourages it to absorb, adjust and evolve in the face of changing circumstances, dynamically responding by turning change into opportunity.
An inclusive city centres on people by understanding that being resilient entails protecting each person from any negative impact. Recognising that people in vulnerable situations are among the most affected by hazards, it actively strives towards social inclusion by promoting equality, equity and fulfilment of human rights. It fosters social cohesion and empowers comprehensive and meaningful participation in all governance processes in order to develop resilience.
An integrated city appreciates that it is composed of and influenced by indivisible, interdependent and interacting systems. It combines and aligns many lenses to ensure input is holistic, coherent and mutually supportive towards a common cause. It enables a transdisciplinary collaboration that encourages open communication and facilitates strategic coordination. It supports the collective functioning of the city and guarantees far-reaching, positive and durable change.
A reflexive city understands that its system and surroundings are continuously changing. It is aware that past trends have shaped current urban processes yet appreciates its potential to transform through shocks and stresses over time. It is reflective, conveying the capacity to learn from knowledge, past experiences and new information. It also learns by doing and installs mechanisms to iteratively examine progress as well as systematically update and improve structures.
A transformative city adopts a proactive approach to building resilience in order to generate positive change. It actively strives to alleviate and ultimately eradicate untenable circumstances. It fosters ingenuity and pursues forward-looking, innovative solutions that over time create a system that is no longer prone to risk. A transformative city is focused and goal-oriented towards a shared vision of the resilient city.
Urban Elements: What makes a city?

- Built Environment
- Supply Chain and Logistics
- Basic Infrastructure
- Mobility
- Municipal Public Services
- Social Inclusion and Protection
- Economy
- Ecology
Urban Resilience Principles

Principle 1: Dynamic nature of urban resilience
Resilience is not a condition but a state that cannot be sustained unless the system evolves, transforms and adapts to current and future circumstances and changes. Therefore, building resilience requires the implementation of context-specific and flexible plans and actions that can be adjusted to the dynamic nature of risk and resilience.

Principle 2: Systemic approach
Recognizing that urban areas are comprised of systems interconnected through complex networks and that changes in one part have the potential to propagate through the whole network, building resilience requires a broad and holistic approach that takes into account these interdependencies when the urban system is exposed to disturbances.
Urban Resilience Principles

Principle 3: Promote participation in planning and governance
A resilient system ensures the preservation of life, limitation of injury and enhancement of the prosperity of its inhabitants by promoting inclusiveness and fostering the comprehensive and meaningful participation of all, particularly those in vulnerable situations, in planning and various governance processes. Such an approach can ensure a sense of ownership, thus achieving the successful implementation of plans and actions.

Principle 4: Multi-stakeholder engagement
A resilient system should ensure the continuity of governance, economy, commerce and other functions, and flows upon which its inhabitants rely. This necessitates promoting open communication and facilitating integrative collaborations between a broad array of stakeholders ranging from public entities, the private sector, civil society organizations and academia to all inhabitants.
Principle 5: Strive towards development goals
Resilience building should drive towards, safeguard and sustain development goals. Approaches to resilience should ensure that efforts to reduce risk and alleviate certain vulnerabilities do not generate or increase others. It must guarantee that human rights are fulfilled, respected and protected under any circumstances.
The Sendai Framework for Disaster Risk Reduction (2015-2030) is an international document adopted by UN member countries between 14 and 18 March 2015 during the World Conference on Disaster Risk Reduction held in Sendai, Japan, and approved by the United Nations General Assembly in June 2015.

The Sendai framework succeeds the Hyogo framework for action (2005-2015), which until then had been the broadest international agreement on disaster risk reduction.
The COP21 (United Nations Conference on Climate Change) is the result of a process that began in 1992, when the Framework Convention on Climate Change was approved in which the signatory countries agreed to stabilize the concentrations of greenhouse gases, greenhouse effect in the atmosphere.

The Paris Agreement’s central aim is to strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius.
Cities' role in emission reduction

[Graph showing annual anthropogenic CO₂ emissions from 1950 to 2100 with different scenario categories and RCP scenarios.]

[Interactive visualization of CO₂ emissions and budget depletion with time left and budget left values.]

https://www.mcc-berlin.net/en/research/co2-budget.html
The New Urban Agenda represents a shared vision for a better and more sustainable future – one in which all people have equal rights and access to the benefits and opportunities that cities can offer, and in which the international community reconsiders the urban systems and physical form of our urban spaces to achieve this.

NUA Key Principles and Commitments:

(a) Leave **no one behind**,  
(b) Ensure **sustainable and inclusive urban economies**,  
(c) Ensure **environmental sustainability**.
New Urban Agenda crash course

CORE DIMENSIONS OF THE NEW URBAN AGENDA

- Social Sustainability
  - Empowering Marginalized Groups
  - Gender Equality
  - Planning for Migrants, Ethnic Minorities and Persons with Disabilities
  - Age-Responsive Planning
- Economic Sustainability
  - Job Creation and Livelihoods
  - Productivity and Competitiveness
- Environmental Sustainability
  - Biodiversity & Ecosystem Conservation
  - Resilience & Adaptation to Climate Change
  - Climate Change Mitigation
- Spatial Sustainability
  - Spatial Sustainability and Equity
  - Spatial Sustainability and Urban Density

https://learn.urbanagendaplatform.org
Part 1: Basic concepts of urban (economic) resilience

1.1 Fundamentals of urban resilience
1.2 Conceptual framework on urban economic resilience

Part 2. Learning from cities in the time of COVID-19 (Global Compendium of Practices)

Part 3. Urban economic resilience diagnostics and planning
   3.1: Overview of the Urban Resilience Performance Diagnostic and Planning Tool
   3.2: Urban resilience performance diagnostic
COVID-19 impact on cities

The COVID-19 pandemic has been affecting cities far beyond the commonly associated health impacts. Urban areas produce over 80% of global economic output, but with over 95% of COVID-19 cases located in these areas, much of the economic activities have been affected.

COVID-19 highlights the critical role local governments play as front-line responders in crisis response, recovery and rebuilding.
The pillars of UN framework for socioeconomic response

1. **Health First:** Protecting Health Services and Systems during the Crisis
2. **Protecting People:** Social Protection and Basic Services
3. **Economic Response and Recovery:** Protecting Jobs, Small and Medium-Sized Enterprises, and Informal Sector Workers
4. **Macroeconomic Response and Multilateral Collaboration**
5. **Social Cohesion and Community Resilience**

By applying the **UN Building Back Better (BBB) principle** - towards sustainable development and the **2030 Agenda** to achieve the Sustainable Development Goals (SDGs), protect biodiversity and address the climate crisis.

The current health crisis is a signal of an **unsustainable economic model** – with unsustainable patterns of consumption and production.
Circular Economy Principles

By addressing root causes, the concept of a circular economy, an economy in which waste and pollution do not exist by design, products and materials are kept in use, and natural systems are regenerated provides much promise to accelerate implementation of the 2030 Agenda.

Ellen MacArthur Foundation
What is Urban economic resilience?

The capacity and related capabilities of urban communities to plan for, anticipate negative shocks, including long-term stresses, to their economies, reallocate and mobilize resources to withstand those shocks, recover from the shocks, and rebuild at least to pre-crisis levels, while **placing their economies on the path to sustainable economic development** and simultaneously **strengthening their capacity to deal with any future shocks**.
Urban economic resilience dimensions

**Business Environment**
- Industry concentration
- Supply chains
- Market orientation
- Firm size
- Economic informality
- Entrepreneurship
- Technology
- Role of public sector
- Financial strength

**Labour Market Conditions**
- Labour market regulations
- Wages and working hours
- Alternative job opportunities
- Mobility
- Social security mechanisms

**Financial Environment**
- Debt markets
- Equity markets
- Government financing
- Financial technology (fintech)
- Complementary financing mechanisms

**Economic Governance**
- Ease of doing business
- Resilience in development planning
- Leadership in times of economic crisis
- Macroeconomics and urban economies

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In partnership with
Urban economic resilience dimensions

Business Environment
- Industry concentration
- Supply chains
- Market orientation
- Firm size
- Economic informality
- Entrepreneurship
- Technology
- Role of public sector
- Financial strength

Determine demand for labor

Labour Market Conditions
- Labour market regulations
- Wages and working hours
- Alternative job opportunities
- Mobility
- Social security mechanisms

Define the conditions in labor markets

Infrastructure and Connectivity

Financial Environment
- Debt markets
- Equity markets
- Government financing
- Financial technology (fintech)
- Complementary financing mechanisms

Determine conditions in capital markets

In partnership with
Guiding principles for urban economic recovery and resilience

Specific Principles for Managing Covid-19 Response and Recovery

- Learning lessons from the crisis
- Creating adequate city fiscal space for recovery and reconstruction
- Leaving No One behind
- Mainstreaming resilience into sustainable urbanisation
- Promoting sustainable urbanization
- Entrepreneurial government
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Survey findings

The Questionnaire was filled by a total of 29 cities and informed the contents for Global Virtual Workshops and the Compendium.

As many as **55% of respondent cities did not have any emergency response plans** in place before the COVID-19 crisis occurred.

**Delays in providing economic support to vulnerable populations** resulted in a breakdown in measures to restrict human movement to curb the spread of the virus as people desperately searched for means to survive by violating those measures.

Many cities are revising their existing annual development plans in order to be able to cope with the crisis better, but many cities **still have not developed any mid- to long-term measures or strategies.**
Survey findings

65% of respondents view the **central government as playing a major role** in addressing the **financial aspects** of the economic crisis faced by cities from COVID-19.

59% of respondents viewed **local governments as playing the leading role in providing direct assistance** to communities and local businesses.

Emphasizes importance of **close collaboration** for successful recovery, especially in the early stages, where financial and other resources of local governments are severely constrained.
### Survey findings

#### Labour markets

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1. Regulation of working conditions in compliance with COVID-19 health requirements (working hours, social distancing requirements, minimum pay, etc.)

2. Creation of adequate working conditions (e.g., equipment of night-time shelters for workers who cannot leave their workplaces)

3. Provision of PPE and public disinfection services to formal and informal workers

4. Dissemination of relevant health information to workers

5. Activation of social protection measures, particularly for informal workers and poor households (cash transfers, food distribution, etc.)

6. Launching public works projects and creating temporary public employment

7. Price controls for essential goods

8. Collection of related data

9. Other

#### Business environment

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1. Regulations to facilitate business registration and licensing

2. Relief measures for businesses (waverning or deferring municipal taxes and charges, bans on business evictions from rented premises, etc.)

3. Advocacy with landowners or regulation of rents to ease burden on businesses

4. Maintenance and disinfection of public spaces and facilities used for formal and informal business activities (such as streets, public squares, municipal markets, etc.)

5. Provision of free or subsidized inputs to critical businesses (e.g., bread flour)

6. New public-private partnerships in critical economic sectors

7. Identification and arrangement of new supply chains in case of disruptions

8. Targeted support in the form of grants or technical assistance to support innovations for COVID-19 response and recovery Collection of related data

9. Collection of related data

10. Other
Survey findings

### Financial Environment

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1. Establishment and/or expansion of public facilities (financial and technical assistance) to provide or facilitate access to cheap capital for businesses
2. Advocacy with financial institutions for continued provision of affordable investment and working capital and relaxation of conditions precedent (collateral requirements)
3. Support to non deposit microfinance institutions (grants, guarantees or technical assistance) for continued liquidity supply
4. Support and promotion of mobile money/digital financial transactions
5. Collection of related data
6. Other

### Economic Governance

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1. Establishment of institutional structures to manage the economic impacts and accelerate recovery (specialized committees, platforms and mechanisms for information sharing, awareness raising and dialoguing with citizens and local stakeholders)
2. Systems and mechanisms to provide information to the private sector on business opportunities, effective and innovative business solutions, linkages to supply markets and customers
3. Revision of the existing public financial regulations to finance emergency response measures (such as contingency funds, reserve accounts, etc.)
4. Adoption and/or revision of policies and regulations to strengthen the city’s disaster response capacity and improve resilience in the medium and long term to ensure environmentally sustainable local development
5. Adoption and/or revision of city development plans (master plans) to improve resilience to external shocks
6. Collection of related data
7. Other
Survey findings

1. Development of continuity plans for the provision of essential services
2. Provision of PPE and ensuring adequate health conditions for municipal staff delivering essential services
3. Restructuring of existing services to reduce health risks and minimize physical contact (including e-governance solutions)
4. New public private arrangements for delivery of essential public services
5. Reprioritization and reprogramming of existing municipal budgets to increase availability of finance in areas critical for COVID-19 response and recovery
6. Restructuring of the own source revenue arrangements to mobilize additional resources (through new sources or expanding some of the existing ones)
7. Advocating for additional central government transfers (conditional or discretionary)
8. New borrowing and/or restructuring the existing loans with creditors to create additional fiscal space
9. Creation of city donation funds to attract voluntary contributions from citizens, businesses and other organizations
10. Requesting funds directly from development partners and international donors
11. Launching a municipal financing facility (municipal development corporation, municipal investment fund, municipal development bank, etc.)
12. Launching a subnational pooled financing facility in partnership with other cities/local governments
13. Collection of related data
14. Other
Survey findings

Measures taken by majority of cities across the different dimensions primarily focus on managing the health-related aspect of the crisis. Comparatively less city-level responses implemented related to the financial environment, which could be explained by the central government's major role in this particular dimension.

The ability of cities to apply some actions, particularly regulatory measures and direct financial support, has been determined primarily by existing decentralization arrangements and the degree of political, administrative and fiscal devolution to cities in each country.

- Ensuring the compliance to health regulations (100%)
- Dissemination of relevant health information (90%)
- Maintenance and disinfection of public spaces (100%)
- Provision of PPEs and health work conditions (93%)
- Deliver free or subsidised inputs to critical businesses (14%)
- Targeted support to local businesses (technical assistance) (69%)
- Deferment or waiving of municipal taxes (82%)

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Compendium case study structure

- **City Snapshot**
- **Brief description of COVID-19 in the city**
- **Main economic and financial impacts:**
  - Labour markets
  - Business Environment
  - Financial Environment
  - Economic Governance
- **Crisis response and recovery measures**
- **Highlighted practices**
Practices from cities

Community engagement and collaborative governance

- interaction mechanisms (e-platforms, dedicated websites, hotlines, social media)
- if technology is limited - mobile teams to reach out to communities
- citizen active involvement in task forces, response teams, and other crisis management structures
- full scale recovery process will require *strong engagement with local communities, and the business community* in particular, through various means and mechanisms

The city of Harare partnered with Oxfam to engage organized community networks such as the women’s savings groups to conduct community decontamination activities on a cash for work basis.
Practices from cities

Strong leadership and coordination

- dedicated crisis management structures or restructured existing government bodies
- rapid mobilisation and coordination of resources
- implies *envisioning economic recovery from the early stages of the COVID-19 response*

The city of Barcelona formed a coordination centre for the economic response (CECORE) as well as created the Barcelona Pact in the early stages of the crisis and brings together a diverse array of constituencies committed to enhance a more resilient and sustainable urban model for the city.
Practices from cities

Territorial approach

- response and recovery measures based on the needs of specific areas and districts, particularly relevant for informal settlements
- improving the allocative and productive efficiencies of public resources
- extending vital services and critical upgrades to the most disadvantaged and poorest areas of the city
- **identification of geographic pockets of vulnerability** helps to increase overall urban resilience and contribute to accelerated and sustainable recovery.

The city of Lima applied a city-wide geospatial analysis to identify availability of public and private infrastructure, population density, traffic intensity and other local characteristics in order to maximize the impact of specific measures in particular locations.
Practices from cities

Smart public financial management

- reprioritising and reprogramming budgets
- cutting down administrative expenses
- ring-fence budgets for projects that would ensure immediate public employment

- rethink revenue administration systems and approaches
  - revision of the sources of revenues in an attempt to concentrate on more resilient taxes and fees
  - improvement of revenue administration systems to reduce transaction costs and increase collection efficiencies.

The city of Subang Jaya reduced its administrative expenditure by 20%, introduced a Financial Back-Up Plan, which includes a reserve equal to 4 months of expenses, and launched a programme to enhance local revenues by improving revenue administration.
Practices from cities

Diversification of revenues

- tapping of and creating enabling regulations for emergency reserves
- philanthropic finance in the form of donations from citizens, private businesses and civil society organizations
- official development assistance, usually in the form of grants from bilateral or multilateral institutions
- Pooled financing vehicles with cities as stakeholders

The publicly-owned Teresina People's Bank issued BRL1 million in microcredit finance
Practices from cities

Use of digital tools and big data

- expansion and accelerated adoption of digital solutions
- designing better evidence-based policies and solutions, reducing transaction costs, increasing production efficiencies, and improving the inclusiveness and outreach of their solutions by providing better access to vulnerable populations
- big data to observe population density and mobility patterns to prevent congestion
- application of digital solutions for delivery of public services and for revenue administration in cities
- cooperation between cities and the private sector has proven to be effective in rolling out new digital solutions
- open up new market opportunities and reduce the digital divide

In Kharkiv, five public utility companies transitioned to an e-document management system to minimize physical interaction and improve transparency; the city of Accra has invested in modern e-revenue collection systems as did Subang Jaya City, which also introduced e-licensing of businesses.
Practices from cities

**Continuity of public services**

- provision of new health facilities and cleaning and disinfection services in public facilities and spaces used to conduct business
- social support to vulnerable populations and financial and nonfinancial support to businesses affected by the crisis
- introduced policies to guarantee continuous supply and ban disconnection from public utilities, such as water, electricity and waste collection
- retrofitting of public spaces and public properties (including those disused and abandoned) to allow for continued formal and informal economic activities

Tirana extended free public transport provisions for medical staff and exempted public transportation operators from selected tariffs between March and December to ensure adequate public transportation capacity.
Enabling the informal sector and livelihoods

- making the places of informal business safe for operation
- free distribution of PPEs (masks and gloves) and disinfectants to informal sector workers
- introduced policy measures that have facilitated operation of informal businesses directly or indirectly
- waiving of municipal market taxes for informal vendors, or deferring the rent in council-owned markets, stalls, etc.
- bans on evictions from municipal and even privately-owned properties, and disconnection from public utilities
- longer-term recovery and resilience building must involve formalization policies and measures

The city of Accra regularly performs disinfection of formal and informal markets, equips them with hand-washing stations for vendors and customers, and has introduced physical spacing arrangements as did many other cities, including Bishkek, Lima, and Subang Jaya.
Practices from cities

Inclusive redistribution policies and effective safety nets

- activated (or introduced) schemes for distribution of financial and nonfinancial support to their citizens in need (often in coordination with central governments)
- food subsidies, stamps and free rations to poor families; free temporary shelters for street children, homeless people and migrants; cash transfers and re-skilling for people who lost their jobs as well as other similar measures
- instrumental value for keeping an able and healthy labour force, without such, significantly reducing cities' chances for quick and resilient economic recovery

The city of Alexandria, Egypt, launched the Support Daily Workers initiative to distribute food rations to over 140,000 daily laborers. In Bishkek, 151,000 vulnerable residents received food rations.
Key lessons

- Effective, inclusive and participatory governance
- Partnerships with central and regional governments
- Reliable service delivery capacity
- Resilient and quality infrastructure
- Robust public financial management system
- Close engagement with the private sector, formal and informal
- Foresight and perspective planning
- “Leaving no one behind” approach

These translate into tangible action when cities have necessary regulatory and fiscal instruments as well as financial and nonfinancial assets under their management.
Training Series

Breakout session - 20 min
Practices Mapping

1. Each participant will be placed in a Breakout Room and choose a stakeholder role (e.g. small business owner, daily wage earner, unemployed recent graduate, large construction company/developer, municipal services provider).
2. Participants are invited to think of and share within the group economic response and recovery practices of their city from the standpoint of the assigned stakeholder role, and locate this within the Venn diagram with the intersecting circles of People, Planet, Prosperity. The facilitator will place these on post-its in the Conceptboard and form general conclusions.
3. Each region can gather in the last 5 mins to share the Conceptboard of each group.
Part 1: Basic concepts of urban (economic) resilience
   1.1 Fundamentals of urban resilience
   1.2 Conceptual framework on urban economic resilience

Part 2. Learning from cities in the time of COVID-19 (Global Compendium of Practices)

Part 3. Urban economic resilience diagnostics and planning
   3.1: Overview of the Urban Resilience Performance Diagnostic and Planning Tool
   3.2: Urban resilience performance diagnostic
Overview of the Urban Economic Resilience Performance Diagnostic and Planning Tool (DPT)

Urban economic resilience performance diagnostic
- Approach, indicators, dimensions
- Data analysis and interpretation
- Performance scoring

Breakout Session 2: Diagnostics validation (Conceptboard)
Key objectives and users

Objectives
1. Help cities understand the strengths and weaknesses of their institutional and operating arrangements from the perspective of economic recovery and resilience building.
2. Assess the structure and functioning of city economies to get a clear understanding of the economic performance/standing of each city and how this defines vulnerability and resilience.
3. Define a process for the design and implementation of recovery plans/strategies to address the identified gaps, accelerate better recovery and improve longer-term resilience.
4. Promote the culture of resilience sensitivity in city planning and budgeting as well as in the management and operation of different components of the city economic and financial system.

Users
- **City governments** (councils and administrations)
- **Private sector** partners (real economy and finance, formal and informal)
- **Academia**, think tanks and research institutions
- **Civil society** (professional associations, NGOs and CSOs)
Main uses

As a **baseline** for resilience performance of the different components of the city economic and financial systems.

As a **blueprint** for strategy development and action planning to build urban economic resilience.

As a **monitoring** tool to track the improvements in the performance of the different components of the city economic and financial systems.

As a **resource mobilisation** tool for cities to raise additional resources (technical assistance and finance from the central/provincial governments and development partners).

As an **advocacy** tool with the central/provincial governments for legal and regulatory reforms.

As a tool for **public awareness** raising and mobilization.
Structure and products

Resilience diagnostic
- Baseline city performance in relevant resilience areas based on a set of indicators
- Identify areas that need improvement

Resilience planning
- Develop actions to achieve the desired improvements
- Identify the relevant implementation arrangements

Economic Resilience Performance report
- What is working well and what is not working

Economic Resilience Building Plan
- What needs to be improved, by how much and how

UN-Habitat
For a better urban future
A performance assessment that
- documents the resilience of different components of urban economy against a clear scoring system based on performance of highly resilient cities;
- identifies weaknesses and strengths of the urban economy from the resilience perspective;
- provides recommendations on what can/should be done to improve the resilience of the urban economy.

A medium-term action plan (standalone document or an annex to the city economic recovery/resilience building plan or strategy) that
- sets a vision and the performance improvement targets for resilience indicators in alignment with the other relevant strategies and plans;
- determines the actions leading to the desired improvements;
- specifies responsibilities, required resources & timelines for implementation of the planned activities.
Implementation steps

1. **Data collection**
2. **Data analysis and interpretation**
3. **Performance scoring**
4. **Economic Resilience Performance report**
5. **Visioning and performance target setting**
6. **Action planning**
7. **Economic Resilience Building Plan**
8. **Implementation, monitoring and review**

**RESILIENCE DIAGNOSTIC**

**RESILIENCE PLANNING**
### Implementation approach

<table>
<thead>
<tr>
<th>Phase/task</th>
<th>Approach</th>
<th>Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PHASE 1. DIAGNOSTIC</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Collection of data</td>
<td>Desk review and field research</td>
<td>• Review of administrative data and other existing research</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Quick surveys where relevant and feasible</td>
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<td></td>
<td></td>
<td>• Expert panels</td>
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<td></td>
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<td>• Key informant interviews</td>
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<td>• Focus groups</td>
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<tr>
<td>1.2 Interpretation of data and</td>
<td>One or more workshops or a series of engagements with individual experts</td>
<td>• Online or face-to-face Delphi process on urban economic diagnostic</td>
</tr>
<tr>
<td>performance scoring</td>
<td></td>
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<tr>
<td><strong>PHASE 2. PLANNING</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Visioning and performance target</td>
<td>Workshop</td>
<td>• Any appropriate combination of participatory tools, including group discussions, brainstorming sessions, etc.</td>
</tr>
<tr>
<td>setting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Designing improvement actions</td>
<td>Combination of a workshop and expert panels and focus groups</td>
<td>• Problem tree analysis</td>
</tr>
<tr>
<td>2.3 Identifying resources</td>
<td>Expert panels</td>
<td>• Appropriate costing methodologies</td>
</tr>
</tbody>
</table>
Overview of the Urban Economic Resilience Performance Diagnostic and Planning Tool (DPT)

Urban economic resilience performance diagnostic
- Approach, indicators, dimensions
- Data analysis and interpretation
- Performance scoring

Breakout Session 2: Diagnostics validation (Conceptboard)
Approach to the diagnostics

Based on a **conceptual framework** of urban economic resilience consisting of 5 components

Uses a **performance assessment** approach, not an index

Combines **quantitative and qualitative** measures to cover different aspect of economic resilience

**Flexible and adjustable** to the local circumstances and data availability

**Inclusive and participatory** to incorporate different stakeholders at the city level and **consensual** via a broad-based consensus about the city performance

**Aspirational** at the city level
Overview of the diagnostic tool

RA1: Resilience of local business environment

- Analysis of the capacity of local businesses (including the public sector) to sustain growth and respond to demographic, technological and market conditions

RA2: Resilience of local labour market

- Analysis of the capacity of the local labour market to adjust to changes in economic activities and reallocate labour while minimizing unemployment

RA3: Resilience of local financial system

- Analysis of the capacity of the local financial system to maintain adequate and continuous supply of finance to economic activities with appropriate instruments

RA4: Resilience of economic governance

- Analysis of the capacity of local economic governance to plan, allocate and mobilize resources and coordinate public and private economic activities

RA5: Resilience of basic infrastructure and connectivity

- Analysis of the capacity of basic infrastructure and connectivity systems to enable and facilitate continued operation of the other four components of urban economy under stressful conditions
Structure of the diagnostic tool

RA1: Resilience of local business environment
- RPI 1-1: Local economy diversity
- RPI 1-2: Openness and external markets integration
- RPI 1-3: Entrepreneurship and innovation
- RPI 1-4: Productivity, economic and financial capacity

RA2: Resilience of local labour market
- RPI 2-1: Labour market flexibility
- RPI 2-2: Labour mobility
- RPI 2-3: Social protection of labour

RA3: Resilience of local financial system
- RPI 3-1: Size and depth of the financial system
- RPI 3-2: Financial performance and soundness
- RPI 3-3: City fiscal space
- RPI 3-4: City financial health and stability

RA4: Resilience of economic governance

RA5: Resilience of basic infrastructure and connectivity
- RPI 4-1: Strength of economic governance structures and leadership
- RPI 4-2: Scope and quality of city planning
- RPI 4-3: Investment readiness
- RPI 5-1: Coverage and functionality of basic infrastructure
- RPI 5-2: Connectivity and mobility

- 5 resilience areas
- 16 resilience performance indicators
- 59 composing dimensions
## What is measured and how (1)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RPI 1-1: Local economy diversity</strong></td>
<td>City product diversity; informality; public economy strength; COVID-19 impact concentration</td>
</tr>
<tr>
<td><strong>RPI 1-2: Openness and external markets integration</strong></td>
<td>Local industrial/employment quotient; local economy openness (export/import)</td>
</tr>
<tr>
<td><strong>RPI 1-3: Entrepreneurship and innovation</strong></td>
<td>New business creation; business digitization rate; digital access; quality of investment-ready environment</td>
</tr>
<tr>
<td><strong>RPI 1-4: Productivity, economic and financial capacity</strong></td>
<td>Business productivity; business access to electricity; access to affordable finance; COVID-19 business failure rate</td>
</tr>
<tr>
<td><strong>RPI 2-1: Labour market flexibility</strong></td>
<td>Employment diversity; population/employment ratio; COVID-19 induced unemployment</td>
</tr>
<tr>
<td><strong>RPI 2-2: Labour mobility</strong></td>
<td>Occupational labour mobility; geographic labour mobility (commuter rate); average proportion of a household’s budget spent on rental housing</td>
</tr>
<tr>
<td><strong>RPI 2-3: Social protection of labour</strong></td>
<td>Unemployment rate; share of unemployed in receipt of unemployed benefits; informal employment rate; share of city budget for social protection</td>
</tr>
<tr>
<td><strong>RPI 3-1: Size and depth of the financial system</strong></td>
<td>Financial institutions per 100,000 residents; proportion of the population with a bank account; percentage of adult population with a registered Digital Finance account; market share of financial institutions offering affordable finance</td>
</tr>
</tbody>
</table>
### What is measured and how (2)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RPI 3-2: Financial performance and soundness</strong></td>
<td>Interest rate spreads; non-performing loans; sectoral distribution of loans; COVID-19 induced NPL rates</td>
</tr>
<tr>
<td><strong>RPI 3-3: City fiscal space</strong></td>
<td>City revenue diversity; share of income inelastic revenues; financial flexibility; fiscal flexibility</td>
</tr>
<tr>
<td><strong>RPI 3-4: City financial health and stability</strong></td>
<td>City share of the local financial market; city credit rating; city audit performance; COVID-19 impact on the city financial health and stability</td>
</tr>
<tr>
<td><strong>RPI 4-1: Strength of economic governance structures and leadership</strong></td>
<td>Inclusiveness of economic governance; public participation; access to local public information</td>
</tr>
<tr>
<td><strong>RPI 4-2: Scope and quality of city planning</strong></td>
<td>Comprehensiveness of planning systems; integration of crisis management provisions in planning and budgeting; vulnerability assessment methodology; extent of access and application of digital technologies</td>
</tr>
<tr>
<td><strong>RPI 4-3: Investment readiness</strong></td>
<td>Strategic planning and resilience proofing of investment projects; access to public land; functionality of ecosystem for innovation support; intensity of regulation/administrative burden</td>
</tr>
<tr>
<td><strong>RPI 5-1: Coverage and functionality of basic public services and infrastructure</strong></td>
<td>Public open space per 1,000 inhabitants; continuity of electricity supply; access to water and sanitation, access to solid waste management services</td>
</tr>
<tr>
<td><strong>RPI 5-2: Connectivity and mobility</strong></td>
<td>Continuity of telephone and Internet operations; average commuting travel time, city walkability and bikeability</td>
</tr>
</tbody>
</table>
Data collection

Data sources

Official statistics
- Data produced by the National Statistical Offices and other members of the national statistical systems based on the Fundamental Principles of Official Statistics

Other sources of data
- Administrative data produced by the municipality, regional or the central government
- Statistics and research by international organizations (e.g. United Nations Statistics Division, European Union institutions, Organisation for Economic Co-operation and Development, Regional Economic Commissions, foundations)
- Research by non-governmental organizations, the academia and others
- Field research (quick survey, expert panels and others)

Collection process

1. Set up a multi-stakeholder municipal data collection team and appoint the municipal focal point for data collection (may be merged with an existing data collection team if already in place).
2. Identify availability of official data (including administrative records) at the city level.
3. Estimate the gaps and identify the availability of data at the city level from other sources (NGOs, academia, professional associations, etc.)
4. Estimate the gaps and identify appropriate data at the regional or national level that can be used instead of city-level data and contact the relevant provincial or national institutions.
5. Estimate the gaps and identify appropriate data from international organizations.
6. Estimate the gaps and the need for and feasibility of additional field research (e.g. quick surveys).
Data analysis and interpretation

1. Data disaggregation

As much as possible, an effort should be made to collect and analyse, particularly for the population groups that may be particularly vulnerable to economic shocks induced by future events similar to COVID-19, especially women who have been disproportionately affected by the crisis. The more the data are disaggregated by gender and other vulnerable groups (e.g., migrants and refugees, homeless, slum dwellers, etc.), the more relevant the resulting analysis becomes and the more targeted recovery and resilience building measures can be designed.

2. Underlying data analysis

The indicators allow interpretation of the data at the aggregate level but the underlying data matter as much as the indicators themselves. Due to their nature, indicators may return the same value for different underlying data. The data allow a level of granularity, which cannot be achieved with indicators only. Consult the underlying data to interpret the indicators and move to the next step, which is planning.

3. Context-specific analysis

Interpretation of the indicators may also be not so straightforward. A more open economy may show more resilience in some cases but be less resilient in some other situations (for example, when global and regional supply chains are disrupted). There is also another dimension of resilience to consider: resilience involves both shock absorption and recovery. Hence, the indicators should be interpreted in the context of specific shocks and the impact they produce on urban economies.
Performance approach

Shock and recovery model

RA1: Business environment
RA2: Labour market
RA3: Financial system
RA4: Economic governance
RAS: Basic infra & connectivity
RPI1-1
RPI1-2
RPI1-3
RPI1-4
RPI2-1
RPI2-2
RPI2-3
RPI3-1
RPI3-2
RPI3-3
RPI4-1
RPI4-2
RPI4-3
RPI5-1

Output in percentage

M1 M2 M3 M4 M5 M6 M7 M8 M9

City A City B City C Normal economic output

K L M N O
Performance scoring

**A**

Performance associated with a very strong capacity to ensure economic and financial resilience that ensures minimum impact while also allowing for a quick recovery. This is the level of capacity possessed by the cities that have been consistently demonstrating a high level of resilience to economic shocks.

**B**

Sound performance associated with a healthy capacity but a rung below the best performing cities. Such a capacity guarantees a low to moderate impact and a relatively quick recovery.

**C**

An average performance when the city's capacity to mitigate the crisis suffices to achieve low to moderate levels of impact and a somewhat longer recovery period.

**D**

A weak performance associated with a capacity that falls way below the best performers. At this level of capacity, a city experiences strong impact and has a long recovery period.

**F**

Essentially, lack of own resilience capacity such that without very substantial support from the central government a city would experience a very strong shock (possibly an economic collapse) and a long recovery period.
# Example of performance scoring matrix (RPI 3-4)

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>City share of the local financial market</td>
<td>City's share of the local financial market is high (10% or more)</td>
<td>City's share of the local financial market is relatively high (7-10%)</td>
<td>City's share of the local financial market is average (3-6%)</td>
<td>City's share of the local financial market is below 3%</td>
<td>City's doesn't have a share of the local financial market</td>
</tr>
<tr>
<td>City credit rating</td>
<td>Very high credit rating (AAA-AA)</td>
<td>High credit rating (A-BBB)</td>
<td>Average credit rating (BB-B)</td>
<td>Low credit rating (C)</td>
<td>Default (D)</td>
</tr>
<tr>
<td>City audit performance</td>
<td>Unqualified audit opinion over the last three years</td>
<td>Unqualified audit opinion for at least 2 years out of the last three and no adverse opinion</td>
<td>Unqualified audit opinion for one year out of the last three and no adverse opinion</td>
<td>Qualified opinions for all three years or one adverse opinion</td>
<td>More than one adverse opinions</td>
</tr>
<tr>
<td>COVID-19 impact on the city financial health and stability</td>
<td>City revenues increased or insignificantly reduced (up to 5%)</td>
<td>City revenues somewhat decreased (by 6-15%)</td>
<td>City revenues decreased (by 16-30%)</td>
<td>City revenues significantly decreased (by 36-50%)</td>
<td>City revenues decreased very significantly above 50%</td>
</tr>
</tbody>
</table>
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Breakout Session 2: Diagnostics validation

Plenary Session
Guidelines for the breakout session

Each breakout group will be requested to discuss one (or more) performance resilience area(s) of the Diagnostic and Planning Tool (4-5 resilience indicators).

The group is requested to discuss each indicator and then form their opinion on the performance resilience area in general by considering the following guiding questions:

- **Comprehensiveness** (to what extent the indicators cover the respective component including its various aspects, e.g. gender)
- **Relevance** (to what extent the indicators reflect the substantive aspects of the component and are helpful for recovery and resilience planning)
- **Completeness** (if any substantive aspects are missing)
- **Applicability and data availability** (if the indicators are applicable in the specific conditions of the participants’ cities and if the relevant data are available)

The group will be facilitated by an assigned facilitator who will keep the time, will ensure that all questions assigned to the group are properly discussed during the breakout session and will record group comments and feedback on the Conceptboard.

A representative from the group will present the conclusions of the discussion during the plenary.

**HAPPY DELIBERATIONS**
Thank you!