

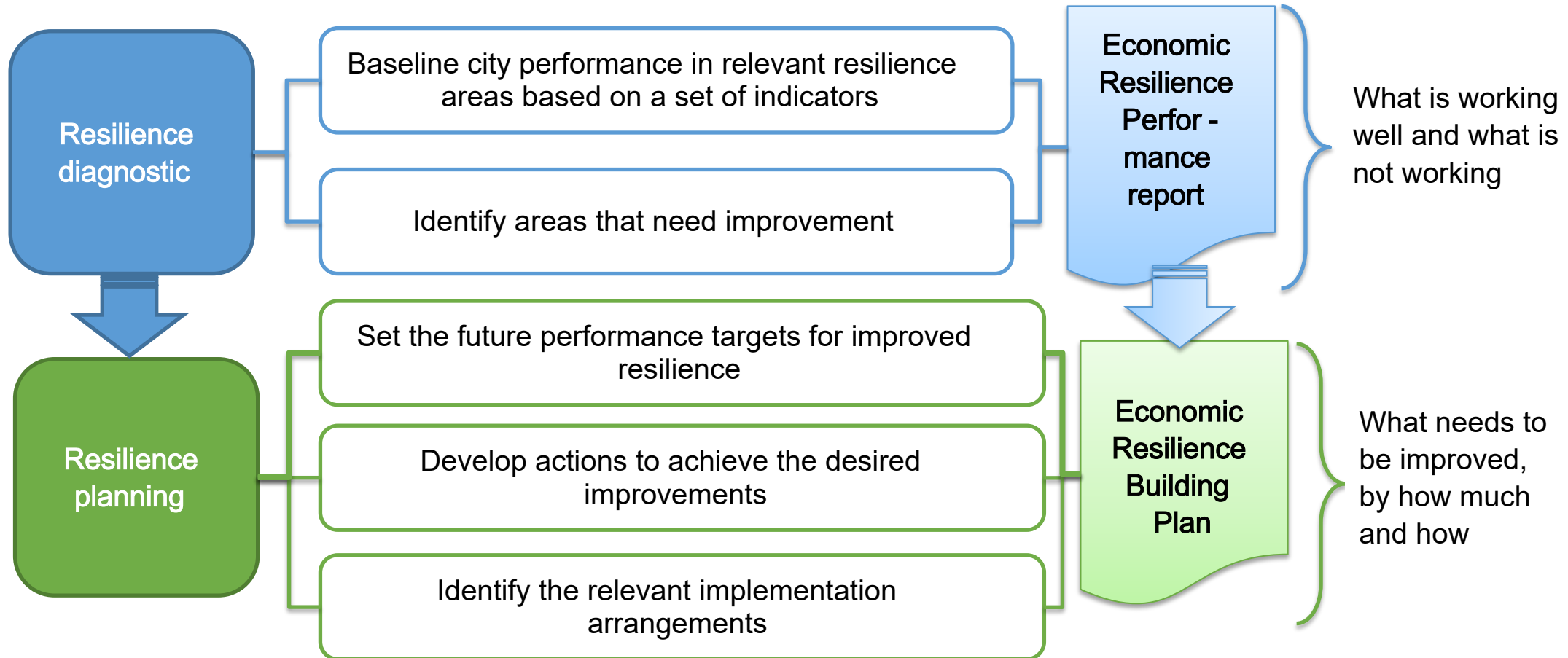


# Building Urban Economic Resilience during and after COVID -19

Date: 20 September 2021

## UNECE Regional Workshop on the Urban Resilience Building Plans Introduction

# Urban resilience diagnostic and planning process

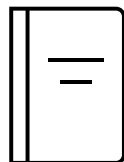


# Key objectives

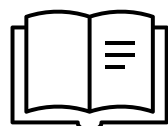
The **main objective** of the ERBP is to provide a city with an evidence-based plan detailing time-bound actions against specific performance targets to improve city economic resilience in the medium term.

1. Serve as a resource mobilisation tool for cities to raise additional resources in the form of technical assistance and finance from the central/ provincial governments and development partners.
2. Serve as an advocacy tool with the central/ provincial governments. Often the legal and regulatory provisions of critical importance to urban economic resilience are outside the purview of cities and require a legal or regulatory action by the higher levels of government. Thus, the ERBP creates opportunities to formulate and present requirements for legal and regulatory reforms in a holistic way based on strong evidence.
3. As a tool for public awareness raising and mobilization. Urban economic resilience building is a task that cuts across many sectors and requires substantive engagement and concerted actions of multiple partners. The ERBP helps raise public awareness about the challenges a city faces in terms of urban economic resilience and mobilize different stakeholders in support of the relevant actions.

## Formats



A standalone plan (also as an annex to a more general city recovery plan). This option ensures a strong focus on economic resilience building but also poses the challenge of linking the plan activities to the other response and recovery measures planned by the city.



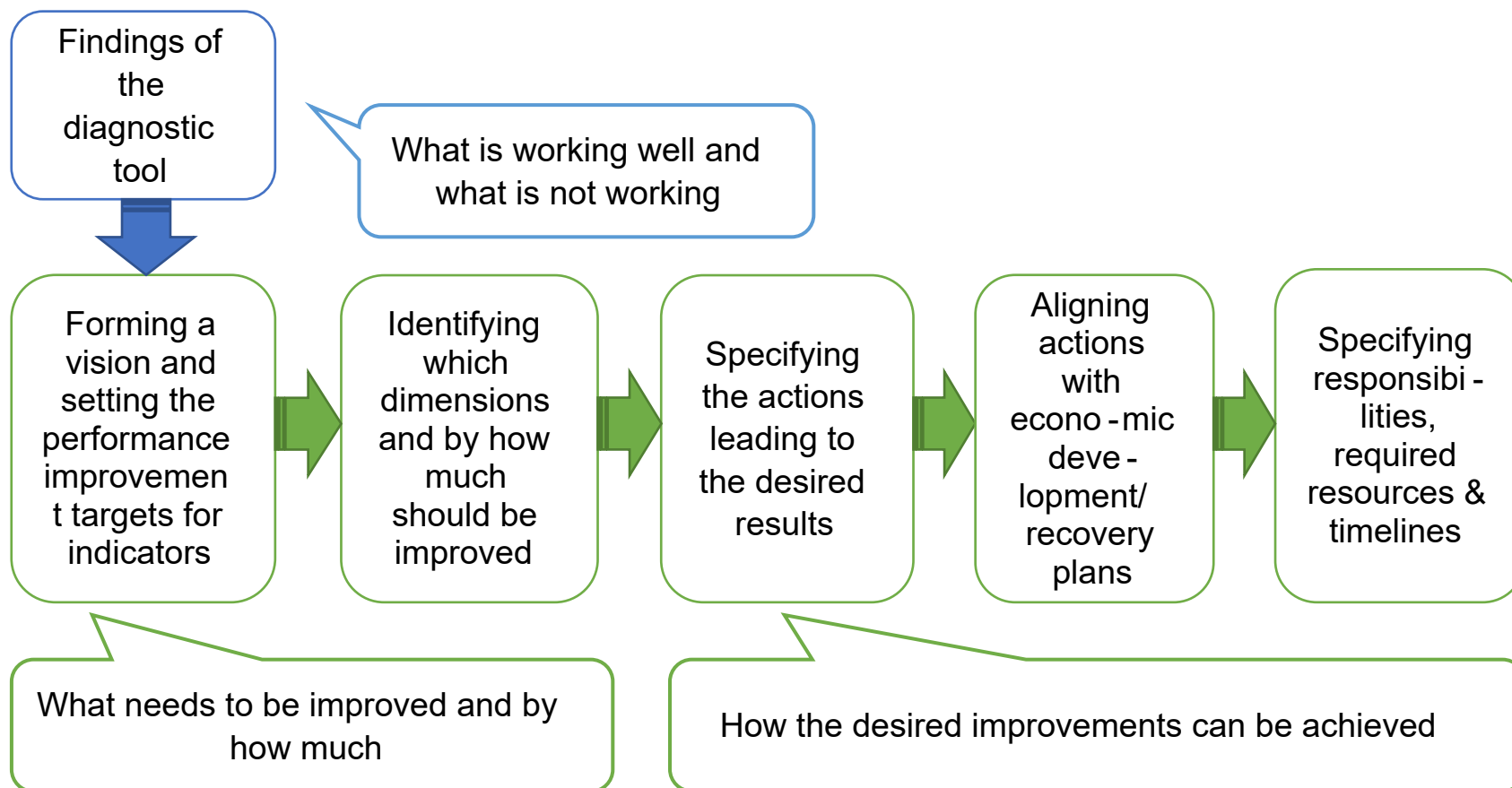
A part (chapter) of the city recovery plan. This format ensures an adequate focus on economic resilience building while also simplifying linkages to the other parts of the plan and other relevant activities.



A set of activities mainstreamed in the relevant sections of the city recovery plan (depending on the structure). This format ensures the best alignment with the city recovery plan but the consistency and comprehensiveness of resilience building may be a challenge.



## Key planning steps and structure



1. SUMMARY
2. INTRODUCTION
3. PLANNING FUNDAMENTALS
4. TARGETS AND ACTIVITIES
5. RISK ANALYSIS
6. MONITORING AND REVIEW

# Summary

The **Summary** is designed to summarize the contents of the plan including

- the key findings and recommendations of the urban economic resilience diagnostic based on the UER Tool;
- the vision for future economic resilience, improvements areas and specific performance targets to be achieved based on a summary diagram of the city's economic resilience performance generated by the Excel Diagnostic Tool;
- the total budget requirement associated with the implementation of the City's ERBP as well as projected sources of finance;
- the main features of the planning processes that ensured its inclusiveness and participatory nature and the linkages with other city strategies and plans.

## Introduction

The **Introduction** is designed to briefly explain the context of the DA13 project on Building Urban Economic Resilience, provide general information about the city, describe economic impacts of COVID-19 and the city response; and explain the key findings and recommendations of the diagnostic. These subsections can be copied (with necessary modifications) from the Urban Economic Resilience Diagnostic Report produced by the city.

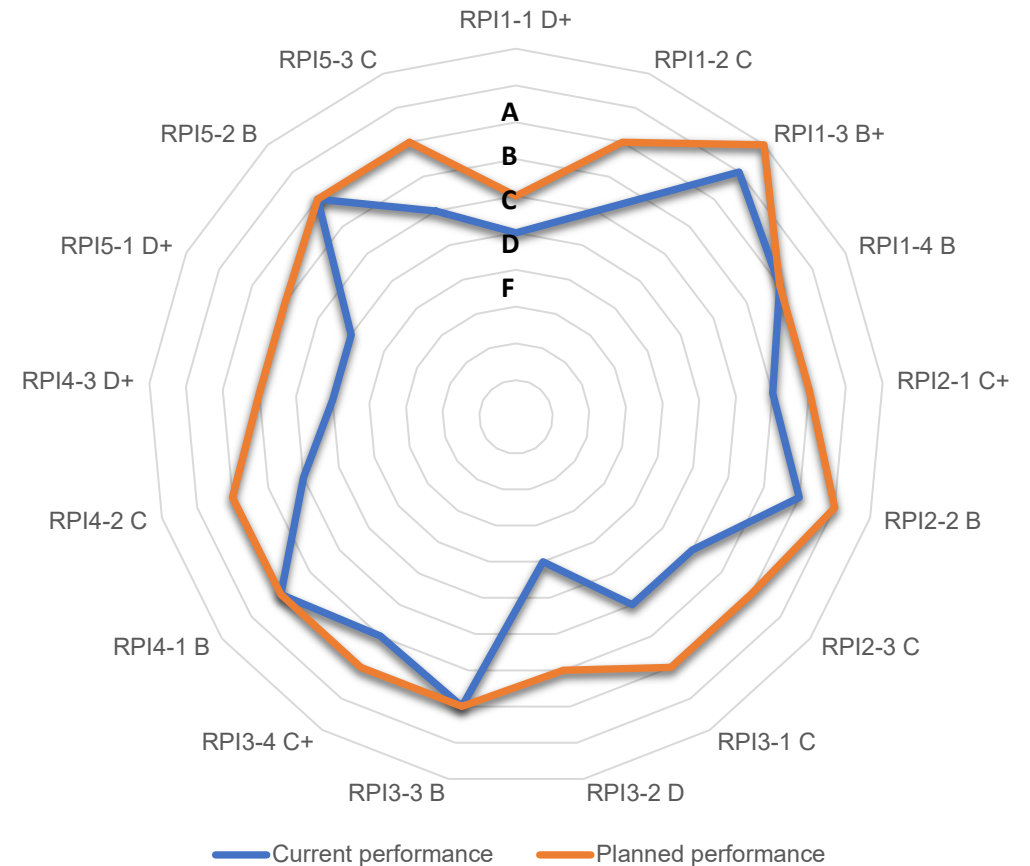
- Programme context (0.5 page): Objective/ goals of DA13 Project
- General information about the city (0.5 page): Type of the city (primary, secondary), population, area, key economic indicators. This section may include charts and tables as appropriate.
- COVID-19 impact (0.5 page). The city case studies in the Global Compendium of Practices can be used to complete this subsection (<https://urbanresiliencehub.org/wp-content/uploads/2020/12/global-compendium-of-practices-covid-19.pdf>). It's recommended to use charts and tables to describe various impacts to the extent that quantitative information is available.
- Key findings and recommendations of the diagnostic report by the resilience area (1-1.5 page).

## Planning fundamentals

This section is designed to present

- the vision for the city's economic resilience (using the narrative and diagram showing the planned performance benchmarked against the current performance);
- explain the ERBP linkages and alignment with other planning and action frameworks at the city (regional and national) level;
- elaborate key assumptions for implementation of the ERBP;
- explain the key stakeholders and their roles in the ERBP preparation and implementation;
- provide any other relevant information.

City resilience performance

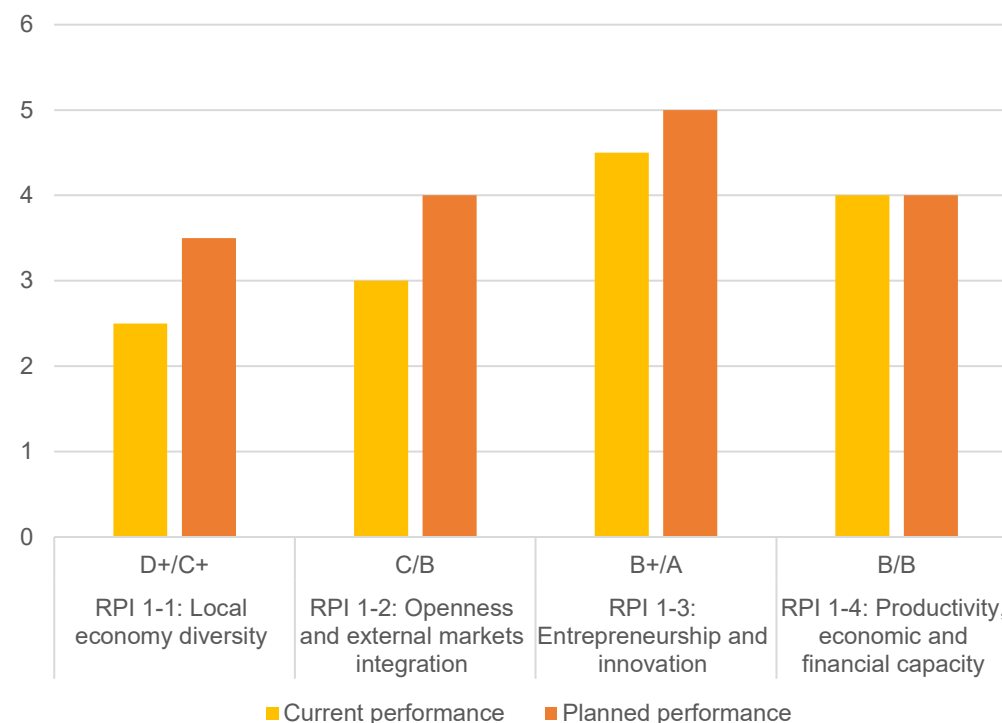




## Targets and activities

- An overview of the performance targets and key required improvements as a summary matrix (Section 6.2 of the Tool) presenting
  - a) the current performance scoring by the resilience area and indicator;
  - b) the desired (planned) performance scoring; and
  - c) the key required improvements.
- 5 subsections detailing
  - a) specific activities (activity matrix) and their implementation requirements; and
  - b) summary of the key stakeholders/partners in the resilience area, their roles and responsibilities and the coordination mechanisms as well as any other considerations important for achievement of the planned performance improvements.

Resilience of local business environment



# Performance summary matrix

| Resilience area and indicator                          | Current performance scoring | Desired performance scoring | Required improvements |
|--|-----------------------------|-----------------------------|-----------------------|
| <b>RA1: Resilience of local business environment</b>   |                             |                             |                       |
| 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 |                             |                             |                       |
| <b>RA2: Resilience of local labour market</b>          |                             |                             |                       |
| RPI2- 1: Labour market flexibility                     |                             |                             |                       |
| RPI2-2: Labour mobility                                |                             |                             |                       |
| ...  |                             |                             |                       |
| RPI5-3: Connectivity and mobility                      |                             |                             |                       |

## Action matrix

| Resilience area and indicator                          | Actions required | Completion date | Owner | Resources required |           |          | Budget/source |
|--|------------------|-----------------|-------|--------------------|-----------|----------|---------------|
|  |                  |                 |       | Personnel          | Equipment | Capacity |               |
| <b>RA1: Resilience of local business environment</b>   |                  |                 |       |                    |           |          |               |
| RPI 1-1: Local economy diversity                       | 1.<br>2.<br>3.   |                 |       |                    |           |          |               |
| RPI 1-2: Openness and external markets integration     | 1.<br>2.<br>3.   |                 |       |                    |           |          |               |
| RPI 1-3: Entrepreneurship and innovation               | 1.<br>2.<br>3.   |                 |       |                    |           |          |               |
| RPI 1-4: Productivity, economic and financial capacity | 1.<br>2.<br>3.   |                 |       |                    |           |          |               |
| <b>TOTAL</b>   |                  |                 |       |                    |           |          |               |

## Risk analysis

| Type of risk  | Risks    | Rating                | Impact/Mitigation measures |
|---|----------|-----------------------|----------------------------|
| <b>General risks</b>                                      |          |                       |                            |
| Political   | 1.       | Low - Moderate - High |                            |
| Economic  | 1.       | Low - Moderate - High |                            |
| Environmental   | 1.       | Low - Moderate - High |                            |
| <b>Specific risks</b>                                     |          |                       |                            |
| RA1: Resilience of local business environment             | 1.<br>2. | Low - Moderate - High |                            |
| RA2: Resilience of local labour market                    | 1.<br>2. | Low - Moderate - High |                            |
| RA3: Resilience of local financial system                 | 1.<br>2. | Low - Moderate - High |                            |
| RA4: Resilience of economic governance                    | 1.<br>2. | Low - Moderate - High |                            |
| RA5: Resilience of basic infra-structure and connectivity | 1.<br>2. | Low - Moderate - High |                            |

## Monitoring and review

### Monitoring arrangements

- who is responsible for monitoring,
- how often it will happen,
- what methods will be used and
- what resources will be required

It is assumed that monitoring will be performed as part of regular administrative and management responsibilities and no additional resources will be required. At the same time, provisions should be made to ensure substantive participation of other relevant stakeholders outside the city administration, such as civil society, private sector, academia, development partners and others.

### Review arrangements

- It is recommended that the ERBP is reviewed every six months or in case of the change of any significant assumption or constraint or legislative/ regulatory change.
- In addition to the city council, other relevant stakeholders should be engaged in the periodic reviews.
- Reviews may result in re-draft and distribution to all affected stakeholders.

# FIND OUT MORE

<https://urbanresiliencehub.org/urban-resilience-covid-19/>

-economic -

    / uresiliencehub  
#UrbanResilience

<https://uncdf.org/mif>

    / uncdflocaldev  
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## Thank you!

