

Evaluation of project 2023AA

Building urban economic resilience during and after COVID-19

(December 2022)

Final Progress report as of 31 December 2023

#	Recommendation	Management response	Responsibility	Progress
1	<p>ECA, ECE, ECLAC, ESCAP and ESCW A, with support from UN-Habitat and UNCDF as relevant, should continue efforts to engage pilot cities and help them further develop their capacities to access funding for their plans. The evaluation identified some risks to the sustainability of project results, including limited access to funding, decreased political ownership following possible government changes in the future, low social ownership and, to a lesser extent; limited technical capacities within 'local governments and institutional arrangements that hinder the adoption of the Economic Resilience Building Plans (ERBPs). To address these risks, the following actions should be considered:</p> <ul style="list-style-type: none"> Continue engaging local governments from the pilot cities in ongoing or upcoming projects and activities to provide them with continued support to access 	<p>UNECE accepts the recommendation.</p> <p>The full implementation of this recommendation is subject to the mobilization of substantial extrabudgetary funds. The project partners have submitted a proposal to the UNDA for a follow up project to continue supporting the pilot cities.</p> <p>On the second point of the first recommendation, UNECE:</p> <ul style="list-style-type: none"> Continues to be engaged in the Making Cities Resilient 2030 network; Is engaging with the UN DESA Financing for Sustainable Development Office, which provides a global platform for building capacities of local governments on municipal infrastructure asset management; Established the UN Forum of Mayors as a team of specialists under the UNECE Committee on Urban Development, Housing and Land Management. The Forum of Mayors is a UN platform for mayors and vice-mayors to exchange experiences and best practices and learn from each other. 	<p>UNECE Housing and Land Management Unit</p>	<p>Implemented as of 1 December 2023</p> <p>Support has been provided by UNECE to Bishkek in cooperation with Cities Development Initiative for Asia for urban development of informal settlements. Additional cooperation has been established with the Asian Development Bank, UNEP, UNDP and UNEP on local development projects.</p> <p>Within the comprehensive framework of the Country Profile on Urban Development of Albania, dedicated efforts have been made to assess and enhance the urban landscape, with a particular focus on the city of Tirana. This initiative is strategically aligned with the imperative to bolster economic resilience, especially in the aftermath of the global challenges posed by the COVID-19 pandemic. The development of the country profile incorporates the valuable recommendations coming from the 'Building Economic Resilience during and after COVID-19' project. By integrating these recommendations into the urban economic action plan, the aim is not only to fortify Tirana's economic foundations but also to pave the way for sustainable urban development.</p> <p>In shaping the recovery plan for Kharkiv post-COVID-19, a key influence has been the insights gained from the "Building Urban Economic Resilience during and after COVID-19" project.</p>

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<p>funding and to improve their technical capacities for the implementation and monitoring of the ERBPs. Cities would particularly benefit from continued and practical advice on how to tap on existing opportunities for increasing public revenue, and on how to access international and private-sector funding for the most cost-intensive actions included in the ERBPs (e.g., those related with basic infrastructure). Advice is particularly needed to develop a pipeline of projects and match them with adequate types of funding from different sources.</p> <ul style="list-style-type: none"> • Continue providing spaces for experience exchange among pilot cities, both at the regional and global level, including joint events in different fora and the integration of local governments into ongoing initiatives, such as the Making Cities Resilient 2030 network, the Asia - Pacific Mayors Academy (launched by ESCAP, UN-Habitat and other organizations), and the Malaga Global Coalition for Municipal Finance led by UNCDF. This would provide local governments with opportunities to access expert advice and capacity 			<p>This project's recommendations have played a crucial role, offering solid guidance for the city's long-term recovery efforts. As part of the UN4UkrainianCities project funded by the German Government, UNECE is actively supporting Kharkiv, particularly in developing strategies for economic redevelopment.</p> <p>The recommendations from the economic resilience project serve as a practical foundation, steering the city's recovery master plan in a thoughtful direction. By incorporating these insights, the plan goes beyond just rebuilding physical structures; it is designed to foster economic resilience. This collaborative effort between UNECE and Kharkiv signals a commitment to not only address immediate recovery needs but also to fortify the city against future uncertainties.</p> <p>The cities actively participate in key initiatives such as the Making Cities Resilient 2030 network, the UN Forum of Mayors, and others, in line with the recommendation for ongoing experience exchange. By integrating into these platforms, local governments access expert advice and capacity building, crucial for implementing Economic Resilience and Recovery Plans (ERBPs). This commitment extends to initiatives like the Asia-Pacific Mayors Academy and the Malaga Global Coalition for Municipal Finance, demonstrating a comprehensive approach to resilience that includes financial strategies. The emphasis on involving not just mayors but also local focal points and city officials ensures a diverse range of expertise contributes to ERBP development. Through these collaborative networks, cities not only enhance their resilience but also contribute to collective knowledge and strategies for urban recovery.</p>

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	<p>building to implement their ERBPs, while at the same time fostering longterm engagement in resilience building. Ideally, experience exchange should go beyond mayors to involve local focal points and other city officials.</p>			
2	<p>ECA, ECE, ECLAC, ESCAP, ESCWA, UN-Habitat and UNCDF should consider mobilizing resources (UNDA or other) for a follow-up project to support the implementation and monitoring of ERBPs in the pilot cities. A draft concept note for a DA 16th tranche project was developed to support urban economic resilience building for inclusive responses and recovery regarding natural, man-made disasters, internal and external shocks. If implemented in some of the pilot cities, this proposed project could help them update the city diagnostics, track progress in the ERBPs, and continue building their capacities in relation with resilience planning, monitoring (including data collection and management), and implementation in the context of the multiple economic crises that cities are facing in the current</p>	<p>UNECE accepts the recommendation.</p> <p>The DA 16th tranche concept note was submitted by the consortium and is currently being reviewed by UN DESA.</p>	<p>UNECE Housing and Land Management Unit</p>	<p>Implemented as of 30 June 2023</p> <p>The concept note for a DA 16th tranche project was accepted by UN DESA for funding; the follow up project is to start in January 2024, and it will support urban economic resilience building for inclusive responses and recovery regarding natural, man-made disasters, internal and external shocks in five pilot projects globally.</p>

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	international juncture.			
3	ECA and ECE, with support from ECLAC, ESCAP, ESCWA, UN-Habitat and UNCDF as relevant, should systematize the lessons learned from this project. The project produced a large number of knowledge products and deliverables, most of which are available on the project website. It would be useful to distil this vast knowledge into policy guidelines for economic resilience building that would provide practical and concise guidance to national and subnational governments regarding how to strengthen urban economic resilience in the face of external shocks.	<p>UNECE accepts the recommendation.</p> <p>The project already started systematizing the collected knowledge in the Compendium of practices “Global Compendium of Practices on Local Economic and Financial Recovery” available at https://urbaneconomicresilience.org/deliverables-resources/global-compedium-of-practices-on-localeconomic-and-financial-recovery/, as well as in the five Regional Policy Briefs on building urban economic resilience during and after COVID-19, all five available at https://urbaneconomicresilience.org/deliverables-resources/regional-policy-briefs-on-urban-economicrecovery-and-resilience/. Subject to funding of the new UNDA follow-up project, a global survey to systematize the collected knowledge as well as global policy guidelines will be produced.</p>	UNECE Housing and Land Management Unit	Implemented as of 1 November 2023 The 16 th tranche project, in collaboration with ECA, ECE, and support from key partners, will distil project insights into concise policy guidelines for enhancing urban economic resilience. The project is expected to start in January 2024.
5	ECA, ECE, ECLAC, ESCAP, ESCWA, UN-Habitat and UNCDF should continue implementing joint, global projects to fully harness potential synergies and multiply outcomes. Future joint projects should replicate the project's governance arrangements, including the	<p>UNECE accepts the recommendation.</p> <p>The project governance structure will be replicated in the 16th Tranche project application which was submitted to UN DESA. Considering the efficiency of the “Building Urban Economic Resilience during and after COVID-19” in terms of the project governance arrangements, the consortium agreed to continue in the same manner.</p>	UNECE Housing and Land Management Unit	Implemented as of 30 June 2023 The approved by UNDA 16th tranche project that was accepted by UN DESA for funding, replicates the governance arrangements of the previous project and the knowledge database through www.urbaneconomicresilience.org and a SharePoint based internal database.

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	<p>appointment of a leading agency supported by a project manager, weekly Steering Committee meetings, knowledge management systems, and a unified implementation strategy with clear but adaptable deliverables and milestones.</p>			
6	<p>UNDA projects should support capacity building throughout implementation. While supporting diagnostic and planning processes is key to advance urban economic resilience, and more broadly the 2030 Agenda, so is developing implementation capacities, especially at the local level. As already mentioned above, efforts should focus, in particular, on helping local governments strengthen their capacities to increase public revenues and develop a pipeline of projects matched with adequate types of funding from different sources. The proposed DA 16th tranche project mentioned above is a promising step in this direction.</p>	<p>UNECE accepts the recommendation.</p> <p>Capacity building was already provided during the whole project period through regular meetings with the local governments and close communication among the partner organizations, international and local consultants on one hand and the cities' governments on the other. Subject to the approval of the follow-up UNDA project, capacity building activities are planned to be conducted starting from the very beginning of the project as the new project will be building on outcomes of the diagnostic assessment, which was already conducted. Capacity building activities in the new project will be focusing on efforts to help local governments strengthen their capacities to increase public revenues and develop a pipeline of projects matched with adequate types of funding from different sources</p>	<p>UNECE Housing and Land Management Unit</p>	<p>Implemented as of 1 November 2023</p> <p>The capacity building activities were designed to be implemented within the new UNDA project which has already been approved. In addition, the partners already now regularly organize training events at different global forums for higher impact, including at UN Habitat Assembly, HLPF, COP and World Urban Forum planned for 2024.</p>