



GLOBAL
RESILIENT
CITIES
NETWORK

CITIES FOR A RESILIENT RECOVERY: EMERGING DATA

Part 3 of 3:

Gaps and City Demand

London | Mexico City | New York | Singapore
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CITIES FOR A RESILIENT RECOVERY: EMERGING DATA

PART 3 OF 3: GAPS AND CITY DEMAND

Why Cities for a Resilient Recovery?

The Global Resilient Cities Network (GRCN) carries on the foundational work of 100 Resilient Cities, transitioning the network to a city-led impact focused organisation. GRCN supports cities around the world to better understand shocks and stresses, and incorporate resilience into city planning and operations. The Covid-19 pandemic has stretched cities to their capacity in providing immediate response and relief services, with many simultaneously aiming to focus on longer-term recovery efforts.

GRCN is identifying ways to support cities as they begin to plan for long-term recovery. This 3-part document outlines the emerging data collected over the past months and informs the support GRCN should offer to cities to respond directly city demand.

Part 1:

How chief resilience officers are embedding resilience in recovery

- The role of chief resilience officers in response and recovery efforts
- How cities and cros are embedding resilience in recovery planning

Part 2:

Resilience challenges and city priorities for recovery

- Shocks and stresses
- City priorities for recovery

Part 3 – **This document:**

Gaps and city demand

- Gaps cities face in building out recovery plans and strategies
- City demand for support

Executive summary

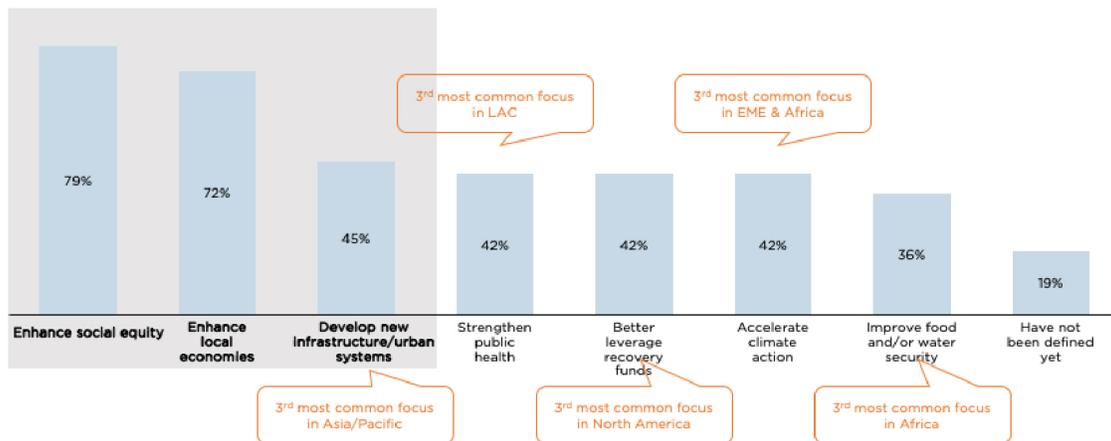
- Chief Resilience Officers are taking an active role in their cities' efforts to fight Covid-19 and are particularly involved in the [recovery efforts](#).
- Cities are fighting the pandemic against the backdrop of [existing shocks and stresses](#), which influences the impacts of the virus, and can also exacerbate current risks and hazards – compounding risks and causing a crisis upon crisis.
- Existing vulnerabilities of communities and households are intensifying the impact of the health and economic crisis, with [new vulnerabilities](#) – including access to food, livelihoods, mobility – being brought into sharp focus.
- Cities are striving for a [holistic urban resilience](#) approach to address [equity, economy, and climate risks](#) in an integrated manner, delivered with a broad range of partners.
- Cities are increasingly focused on planning for recovery and want to use [place-based and people-centered](#) resilience tools to [prioritize actions and investment](#).
- While there is global agreement on the lack of data, funding, and municipal capacity to respond and recover, there are [regional variations](#) and nuances of what cities prioritize to build back better, and what their specific needs are.
- To address emerging gaps, cities across the network have articulated demand for a [platform for sharing ideas](#), support with [diagnostic tools and methods](#), and access to international [partners](#) to provide technical support in implementing solutions.

Gaps in recovery planning

What are the gaps cities face when beginning to build out recovery plans and strategies?

Globally, the top gaps being faced by cities while working on Covid-19 recovery plans are: funding (57%), data (43%), municipal staff capacity / time (30%), and stakeholder collaboration (25%).

What are some of the opportunities that your city leadership is targeting in recovering from this crisis?



Funding can refer to a variety of issues, such as municipal financial sustainability, barriers to access national or international funding, or challenges around how to best leverage funding.

Multiple cities indicated that a large part of the internal challenge concerns the city budget. As many cities have seen a drop in tax revenue and an increase in spending for response and recovery, the financial sustainability of many local governments are at risk. A crucial question is how cities will be able to use future stimulus and infrastructure packages to achieve multiple benefits.

“Our Council is forecasting a significant drop in revenue of \$55m in 2020/21, combined with a \$15m operating deficit in 2019/20 year (..) a projected impact of approximately \$70m until the end of the 2020/21 financial year.”

Chief Resilience Officer, New Zealand, April 2020¹

While funding is a common gap across the regions, municipal capacity, data and stakeholder collaboration are also holding cities back.

Political buy-in in Latin America and the Caribbean and Africa, stakeholder collaboration in Asia, municipal capacity in Latin America and the Caribbean and Africa, and legislation in Europe also barriers.

¹ <https://wellington.govt.nz/~media/your-council/news/files/2020/04/1-wellington-city-council-shovel-ready-infrastructure-projects-submissi.pdf?la=en>

Table I Regional breakdown of main barriers (30% or higher) to recovery planning

Africa	Asia and the Pacific	Latin America and Caribbean	Europe	North America
Municipal staff capacity (time)	Funding	Funding	Data	Data
Funding	Stakeholder collaboration	Municipal staff capacity (time)	Funding	Funding
Political buy-in	Data	Political buy-in	Legislation	Municipal staff capacity (time)
Data		Data		

More specifically, cities articulated a clear need for sharing of learning and best practices within the network, and support in planning and prioritisation of actions.

“I would like to highlight that for us it has been very important, the process of developing the strategy, to learn from other cities and receive data and information from cities who are leading and have a lot of experience in certain themes or topics we can learn from. If we can save time by tapping into the knowledge of other cities, that is a win.”

Working Group participant, Latin America - April 2020

“We started with the SARS outbreak playbook, but Covid-19 quickly showed us that it was a new challenge that required real-time solutions and learning from others.”

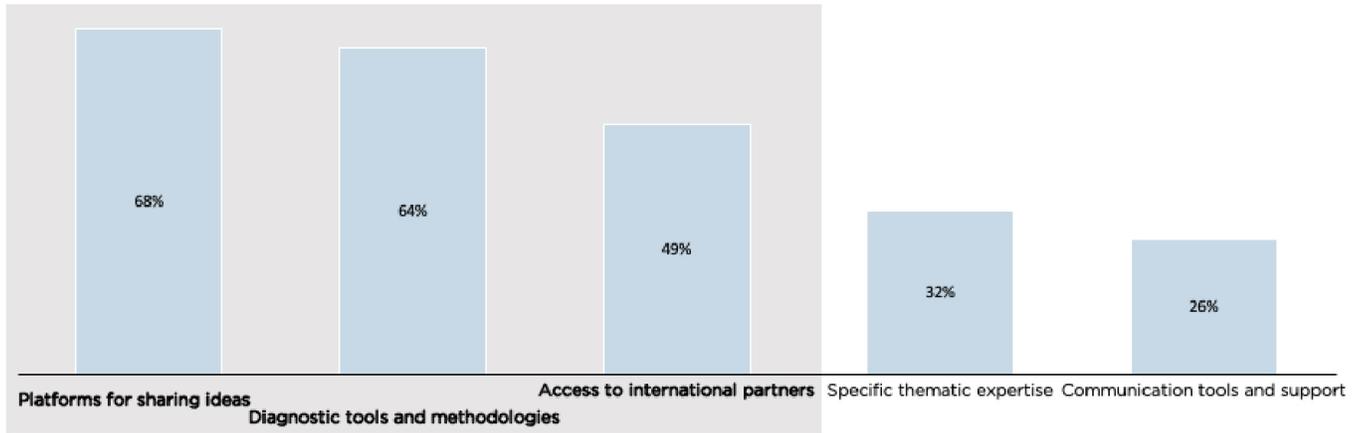
GRCN – WB Speaker Series, Asia - April 2020

City demand for support

What levers should GRCN use to support cities to address those gaps?

Cities articulate a strong need for a brokering role between network cities, knowledge and tools, and international partners.

What kind of support would you like to see from the Network that would help you build a resilient recovery plan?



There is a clear demand for three types of support from GRCN:

Platform for sharing ideas (68%)

“A compendium of recovery strategies and actions along with success measures and “resilience dividend” measure for each”

Survey respondent

Diagnostic tools and methodologies (64%)

“We need knowledge and support on how to apply the City Resilience Framework, and how to develop a pathway towards a more resilient city. We need a new post-corona narrative of what a resilient city actually is.”

Survey respondent

“A resilience dividend tool to guide recovery and decisions for investment, a compendium of emergent impacts and implications to inform the medium recovery phase and long term resilience reimagining that includes an early identification of issues anticipated during different stages of recovery and informed by cities in different stages of recovery.”

Survey respondent

Access to international partners (49%)

Building on the sharing of best practices and hard-won lessons learned and the use of resilience planning tools, many cities look to work with leading international partners to refine and implement those solutions identified through the network and tools. They are keen to work with credible stakeholders, and are keen for support in brokering these partnerships.

Overall, a broad programmatic approach that is based on sharing ideas, methods, tools, and access to partners and funders is widely supported.

Part 3: Key messages

- While there is global agreement on the lack of data, funding, and municipal capacity to respond and recover, there are [regional variations](#) and nuances of what cities prioritise to build back better, and what their specific needs are.
- To address emerging gaps, cities across the network have articulated demand for a [platform for sharing ideas](#), support with [diagnostic tools and methods](#), and access to [international partners](#) to provide technical support in implementing solutions.

Data sources

- A survey run in collaboration with Dalberg, shared with all cities in the Network, and completed by 53 respondents from 47 different cities across all GRCN regions. The graphics in this report capture the survey responses.
- Outputs including notes and presentations from the weekly GRCN – World Bank Speaker Series ‘Sharing Knowledge to Respond with Resilience’ launched in March 2020.
- Notes from various working groups, meetings, and verbal communications within the GRCN Network. The working groups were initiated by cities from Europe, North-America, and the Pacific and are expanding gradually as cities across the world move into recovery planning.
- Supporting analysis through a bespoke partnership with the University of Manchester – COVID-19 Recovery Team.