



GLOBAL  
RESILIENT  
CITIES  
NETWORK

## CITIES FOR A RESILIENT RECOVERY: EMERGING DATA

### **Part 1 of 3:**

How Chief Resilience Officers are  
embedding resilience in recovery efforts

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

## PART I OF 3: HOW CHIEF RESILIENCE OFFICERS ARE EMBEDDING RESILIENCE IN RECOVERY EFFORTS

### 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 I – This document:

#### 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:

#### 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.

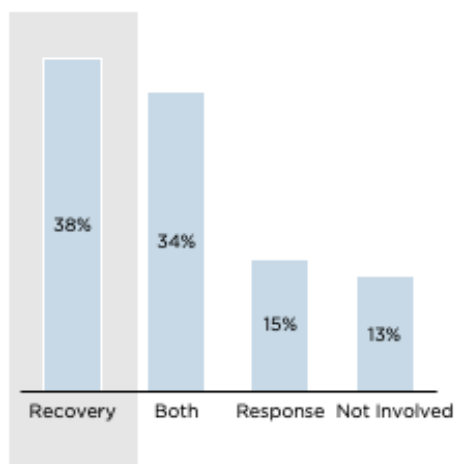
## The role of Chief Resilience Officers in response and recovery efforts

### What are CROs tasked with during the Covid-19 pandemic and who do they partner with?

Across the world Chief Resilience Officers are at the heart of the city taskforces planning for recovery from the health, equity and economic impacts of Covid-19.

- Across the cities surveyed by GRCN, 87% of Chief Resilience Officers are involved in their cities' response or recovery to Covid-19.
- Almost three quarters (72%) are involved in their cities' recovery.
- Just under half of the Chief Resilience Officers (38%) are involved in the city recovery. Only 15% are involved in the response alone.

What has been your role in the COVID-19 Crisis?



### Explainer: Chief Resilience Officers

Chief Resilience Officers (CROs) are the driving force of GRCN. As senior-level city officials, they drive the resilience agenda in their cities, while engaging actively in the global network.

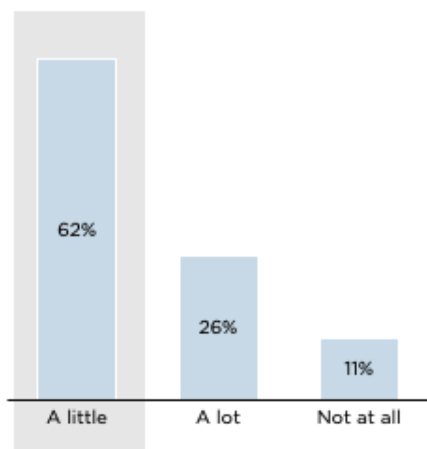
A Chief Resilience Officer:

1. Works across government departments to help a city collaborate internally; ensuring that offices are not wasting resources doing duplicative work; and promotes synergy between the various projects and the plans that agencies are drafting.
2. Brings together a wide array of stakeholders to learn about the city's challenges and help build support for individual initiatives, and for resilience building in general.
3. Leads the resilience strategy, a six-to-nine-month process during which the CRO convenes and partners with a wide variety of stakeholders to help identify the city's resilience challenges, its capabilities and plans to address them, and then to identify the gaps between these two. At the end of this process, the CRO will have a series of resilience-building initiatives to put in to action.
4. Acts as the resilience focal point, ensuring that the city applies a resilience lens so that resources are leveraged holistically and projects planned for synergy. This lets the city get the most "resilience dividend" on its projects, achieving multiple resilience goals with one project.

At present, the GRCN community consists of **84 Chief Resilience Officers**, who are working together globally as trusted peers, sharing information about successes and failures. As pioneers of the resilience movement, they are a force for collective action and impact.

The time to start planning for long-term recovery is now. 26% of cities are already deeply focused on long-term recovery, and a further 62% indicated that recovery is on their agenda in a smaller capacity.

How much is the city focusing on long-term recovery?



“We should think about what we do when restrictive measures are lifted, because that time will come. We will have an opportunity to do something transformational, to rebuild societies in ways that are more just and equitable sustainable, and ultimately more resilient. (..) And yet, it’s always the hardest time to do that because you just want to get back to normalcy. This community could really begin to think about is how we use this opportunity to make our cities more liveable places.”

GRCN Speaker Series, North America, April 2020

Chief Resilience Officers are taking a multi-stakeholder approach, working across government, and with business, academia, funders and communities.

While cities are on the frontline of the Covid-19 pandemic, there is a clear demand for partnerships and stakeholder collaboration to plan and deliver a resilient recovery. 94% of Chief Resilience Officers are engaging stakeholders in recovery planning, and 83% listed multiple stakeholders as planning and delivery partners.

“Many people, institutions, organizations are coming to us, city governments, with a willingness to help. It is very important that governments are able to organize that energy, or nothing concrete will happen.”

GRCN-WB Speaker Series, Latin America, April 2020

Stakeholders ranged from different tiers of government both horizontally (international; national/federal, state/provincial, local, community) and vertically (municipal departments), research and academic institutions, multilateral organizations and banks, philanthropic foundations and funders, and community-level stakeholders.

“We learned that the faith-based groups were vital in during the Ebola epidemic. We have to involve a broad constituency of people into this.”

GRCN-WB Speaker Series, Africa, April 2020

“We are working with neighborhood leaders to jointly implement strategies to Covid-19. Integrating neighborhood leaders in response/recovery efforts is important to decentralize ownership in handling shockwaves and making recovery plans a holistic effort.”

Chief Resilience Officer, Latin America, April 2020

Whom do you see as your city's key partners for a resilient recovery beyond the Network?

Government agencies	Research Institutions	Multilaterals	Foundations
<ul style="list-style-type: none"> <li>• "Provincial government"</li> <li>• "State/federal government"</li> <li>• "Ministry of economy and finance"</li> <li>• "Mayor"</li> <li>• "Civil servants"</li> <li>• "Community"</li> <li>• "County"</li> <li>• "neighborhood development"</li> <li>• "Central gov't"</li> <li>• "EU"</li> <li>• "Our president"</li> <li>• "Other city networks"</li> </ul>	<ul style="list-style-type: none"> <li>• University of Manchester</li> <li>• European universities</li> <li>• "Knowledge institutions"</li> </ul>	<ul style="list-style-type: none"> <li>• WEF, WB, UN Habitat</li> <li>• Development banks</li> <li>• IMF</li> <li>• IDB</li> <li>• "Economic Development Organizations"</li> </ul>	<ul style="list-style-type: none"> <li>• Miami Foundation</li> <li>• JPM Chase Foundation</li> <li>• Rockefeller Foundation</li> <li>• Funding partners</li> </ul>

City Profile: Buenos Aires

In **Buenos Aires**, the Chief Resilience Officer and the wider resilience team are participating in different working groups that have been set up by the government both for the response and the recovery.

The City Governments' institutional response has been to reorganise into three (3) areas: crisis response, maintaining service delivery and operations and recovery.



City of Buenos Aires, GRCN-WB Speaker Series April 2020

The 'day after' or recovery team is focussing on:

1. Staggered reversal of measures carried out during the crisis according to level of urgency, priority and economic impact;
2. Starting to reactivate the city economy, including sector by sector protocols
3. Trust-building so that economic activity can function again.

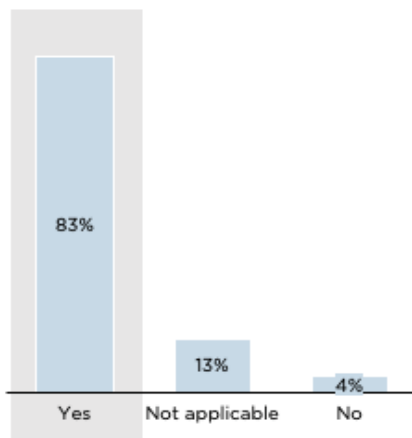
## Embedding Resilience in Recovery Planning

### How are cities embedding resilience in recovery planning? What tools and levers do they use?

83% of cities are working to embed resilience into their recovery efforts. 74% are using their resilience strategy as a starting point.

Methods vary from adapting the tools used to develop the resilience strategy, applying the city resilience framework to enable integrated scenario planning, and initiating multi-sectoral task forces, and project-level efforts.

Are you embedding resilience into recovery efforts?



### Explainer: City Resilience Strategy

Cities consist of vast networks of individuals, institutions, and systems. The same networks are shaped by centuries-old structures that make deep collaborations and innovation within government agencies and across sectors all too rare.

In the 21st century, it is financially and socially imperative for cities to operate differently. The City Resilience Strategy is one of the key tools that propels GRCN cities in this holistic and integrated direction. The City Resilience Strategy is 6-9 month effort to develop a roadmap to resilience for the city, engaging a broad range of stakeholders, identifying cities' unique resilience priorities, and resulting in an actionable set of initiatives.

One of the early steps a CRO takes is to catalogue existing plans – the goal is to build on the good work cities have done, not recreate it. CROs will work to understand the shocks and stresses that cities face while at the same time evaluating the city's capacity to address them. This includes learning about existing resilience initiatives and then incorporating them into a single strategy while filling in the gaps where they exist.

Therefore, cities will be aligning and leveraging what it is already doing, while improving its systems supported by GRCN and its partners. The main objective of the Resilience Strategy Process is to trigger action, investment and support within city government and from outside stakeholders. Rather than a static road map, the resilience strategy is a living document to be continuously fine-tuned as priorities are addressed and initiatives get implemented.

At present, 78 cities have released City Resilience Strategies with funding and support from GRCN.

**Cities are applying resilience tools and principles, forging multi-stakeholder partnerships, and initiating project-level efforts.**

Applying resilience strategy tools and principles:

- To understand the impact of Covid-19 on different drivers of city resilience, **Medellín** used the City Resilience Framework as a basis for a scenario planning exercise, and shared this approach with the GRCN community.
- **Rotterdam** and **The Hague** are developing a Corona Resilience Assessment, based on the Preliminary Resilience Assessment method.
- **Cape Town** has affirmed the concept of ‘build back better’ as a principle of the recovery work.<sup>1</sup>
- **Sydney** and **Melbourne** are applying the City Resilience Framework, resilience behaviours and qualities to help with recovery strategy, and considering a modified assets and risks tool process design to map impacts and consequences of the crisis.

**Explainer: City Resilience Framework**

What are the characteristics and capacities of a city that can adapt and grow in the face of challenges? What distinguishes a resilient city from one that collapses in the face of disruption and adversity?

The Rockefeller Foundation partnered with the global design firm Arup to answer those questions. Extensive research and evaluation of cities’ experiences around the world revealed a common set of factors and systems that enhance a city’s ability to survive, adapt, and grow in the face of adversity. The City Resilience Framework (CRF) is the product of that work. It is an invaluable lens to help understand the complexity of cities, and it identifies a series of drivers necessary for a city’s resilience.

The CRF describes the essential systems of a city in terms of four dimensions: Health & Wellbeing; Economy & Society; Infrastructure & Environment; and Leadership & Strategy.

Each dimension contains three “drivers,” which reflect the actions cities can take to improve their resilience. To learn more about a Dimension and its Drivers, click on a portion of the circle below.

While the CRF isn’t a definition of urban resilience, it is a useful tool to help cities explore the strengths and weaknesses of its systems. I00RC uses several diagnostic tools based on the CRF in its work with cities to examine interdependencies and diagnose where to build their capacities.

<sup>1</sup> Build Back Better is the use of the recovery, rehabilitation and reconstruction phases after a disaster to increase the resilience of nations and communities through integrating disaster risk reduction measures into the restoration of physical infrastructure and societal systems, and into the revitalization of livelihoods, economies, and the environment. [https://www.unisdr.org/files/53213\\_bbb.pdf](https://www.unisdr.org/files/53213_bbb.pdf)



## Initiating or participating in multi-stakeholder coordination: **Project-level efforts:**

- **Semarang** has moved its annual community budgeting process into an online approach for the first time using a real time application for data and collaboration. Musrenbang is an annual process during which residents meet together to discuss the issues facing their communities and decide upon priorities for short-term improvements. Once a list of priorities is made, it is submitted to the local government planning department, Bappeda, which will then assign resources to each neighborhood depending upon the available funds and according to need. The musrenbang meetings occur in the community centres in every neighborhood.
- **Miami-Dade County** has undertaken the creation of two working groups focused on access to parks and open spaces and another workgroup focused on economic recovery in collaboration with the County's official economic development agency, the Miami-Dade Beacon Council. As part of this, the Beacon Council is focusing on supporting local, small businesses and leveraging anchor institutions. The workgroups have been informed by medical experts from local hospitals and universities. Advancing Pandemic Communications, reactivating the Anchor Alliance, supporting an Inclusive Economy, and Collaborate with Universities were all action items in the Resilient305 Strategy.
- **Barcelona** started a task force for a resilient recovery (called RESET), with 3 main workstreams: 1) progressive reactivation on public work sites, 2) progressive recovery of municipal city services, and 3) identifying transformation opportunities for mid-long term. Additionally some other task forces (already existing for day-to-day city management) are working on issues concerning public space and events organization.
- **Kigali** developed an IT system to ease government assistance to of vulnerable families, which will be used in the future to reach out to those households.
- Under the existing Future of Work partnership with Covid-19, the Mayor of Louisville along with Microsoft and other partners created an online skills program for workers who had been impacted by Covid-19. Cities can fund / support partnerships that create opportunities or long-term support systems for those disproportionality impacted by the Covid-19 crisis.
- **Wellington** has submitted its list of 'shovel-ready' projects to the national government. With resilience already embedded in its 10-year infrastructure plan, the city was able to identify quickly 10 projects that will enhance the resilience of the city and community in the recovery efforts.

“We are removing parking space to increase pedestrianised areas, bike lanes, and outdoor space for restaurants. We are now implementing in a few months what we have been trying to do for the last twenty years.”

Chief Resilience Officer, Europe, April 2020

## Part I: Key messages

- 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 increasingly focussed on planning for **recovery** and want to use **place-based** and **people-centred resilience** tools to prioritise actions and investment.
- 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.

## 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.