

INTERNATIONAL COMMUNITY OF PRACTICE FOR
SUSTAINABLE URBAN DEVELOPMENT



Workshop 1

Connective Cities Virtual Global Exchange on Crisis Management & COVID-19 resilience building

Partner von Connective Cities



Im Auftrag des



Bundesministerium für
wirtschaftliche Zusammenarbeit
und Entwicklung



Sharing experiences so far by predefined presentations (template)

Examples from outside the cities 1 (emergency plans, business continuity plans, communication plans, volunteer management etc)

Theory and practice in scenario-thinking

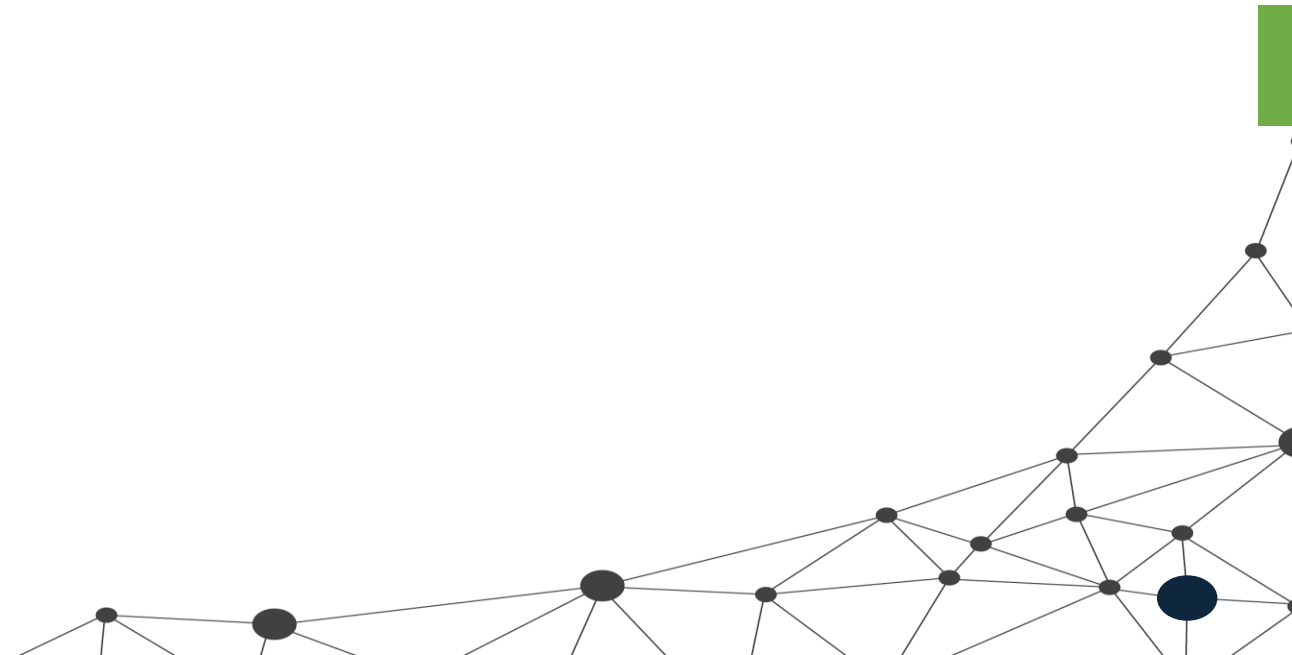
Identification of challenges and possible scenarios





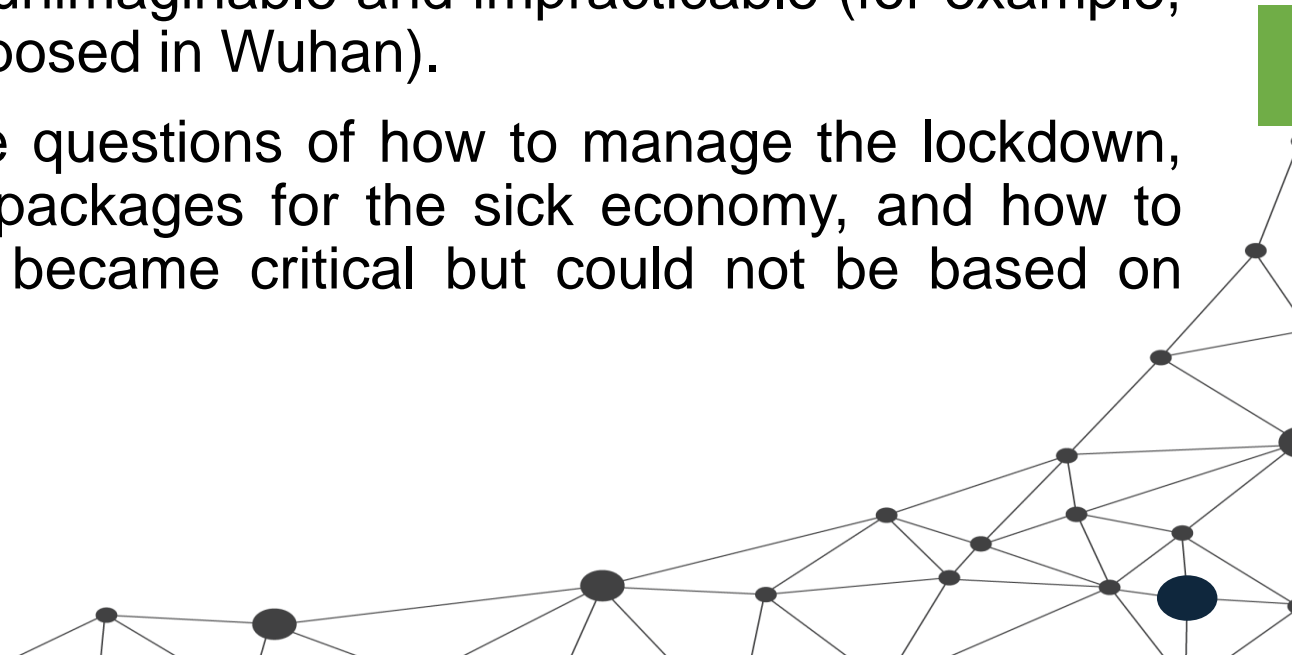
Crisis Management in COVID-19

- make 100% decisions with less than 50% of the information you need
- 50% accuracy of the decision today or 100% but too late



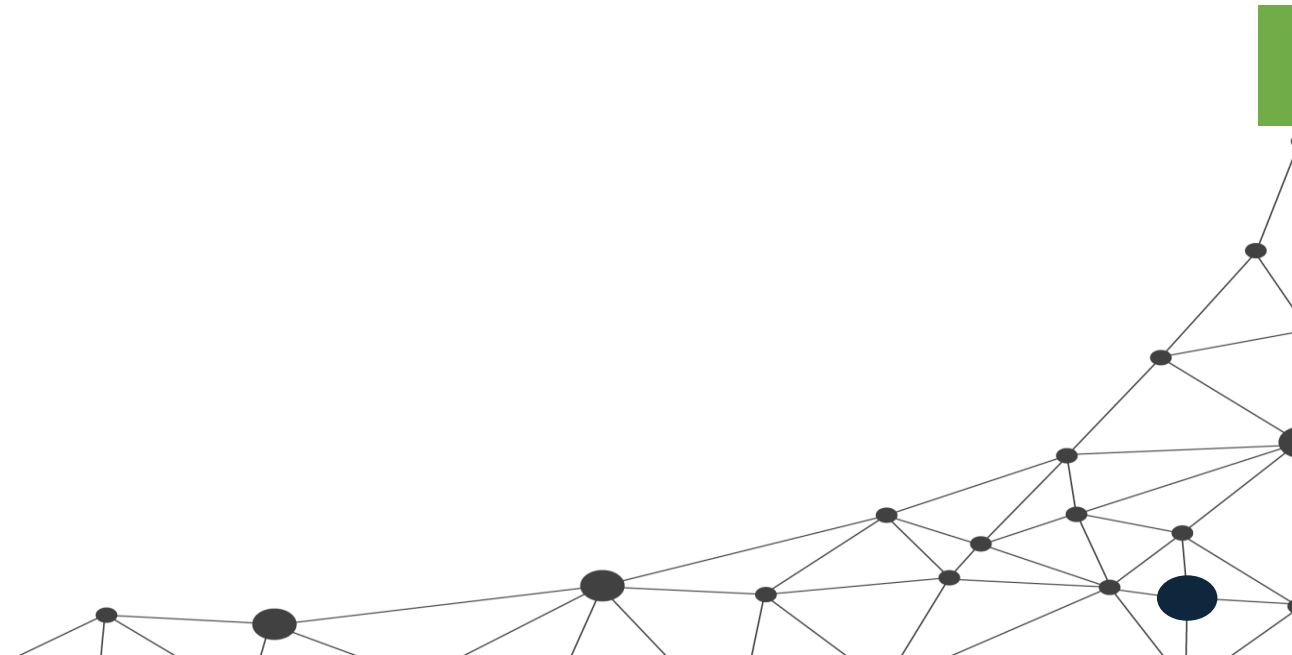
The crisis that came lowly

- China informed the WHO country office in China of cases of pneumonia of unknown cause on December 31, 2019.
- It took most countries weeks, if not months, to formulate policy interventions. Standard guidelines (see World Health Organization Writing Group 2006) on how to manage pandemics soon **proved insufficient**.
- Politicians were forced to take measures that, at least in the context of Western liberal democracies, were viewed as unimaginable and impracticable (for example, the extensive lockdowns originally imposed in Wuhan).
- After such measures were taken, the questions of how to manage the lockdown, how to design compensation policy packages for the sick economy, and how to ultimately “loosen” these lockdowns became critical but could not be based on existing experience.



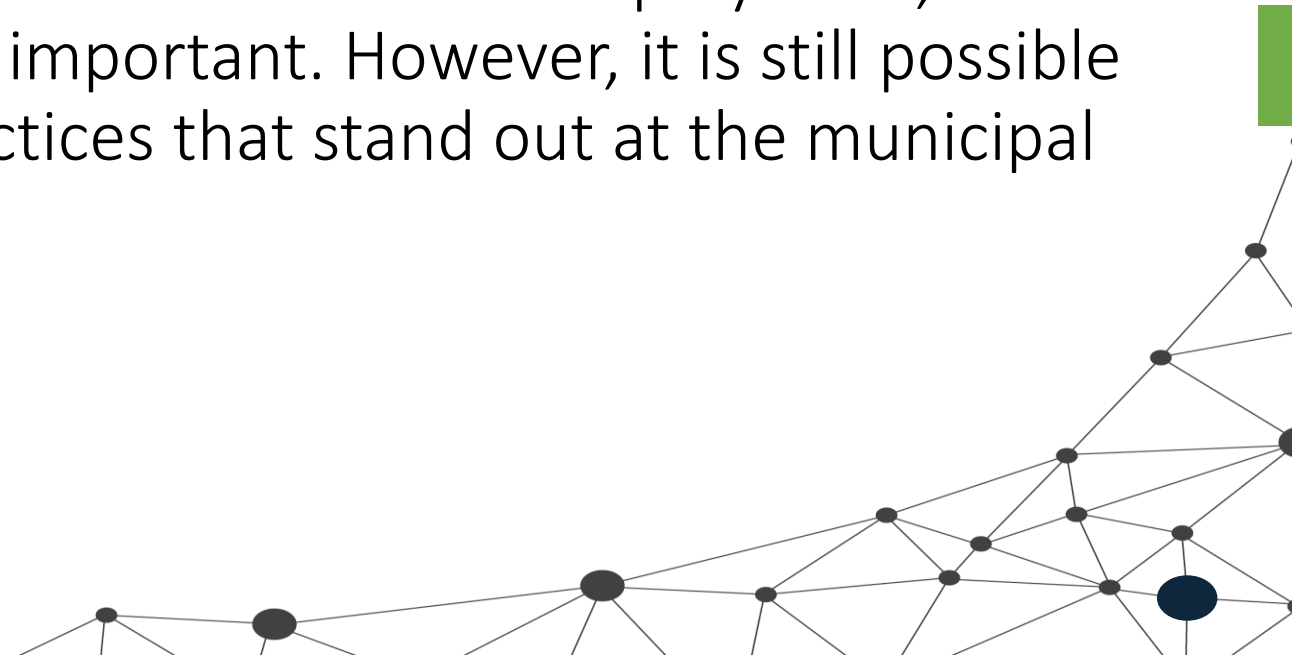
How to deal with it

- Until vaccines and drugs are available for the **WHOLE OF THE WORLD**, physical distancing will remain the only way to break the chain of transmission and protect the general population. Therefore, all countries are implementing full or partial quarantine measures affecting more than 5 billion people.
- They are estimated to have a significant impact on 1.6 billion informal workers, of whom women are overrepresented in the worst-affected sectors



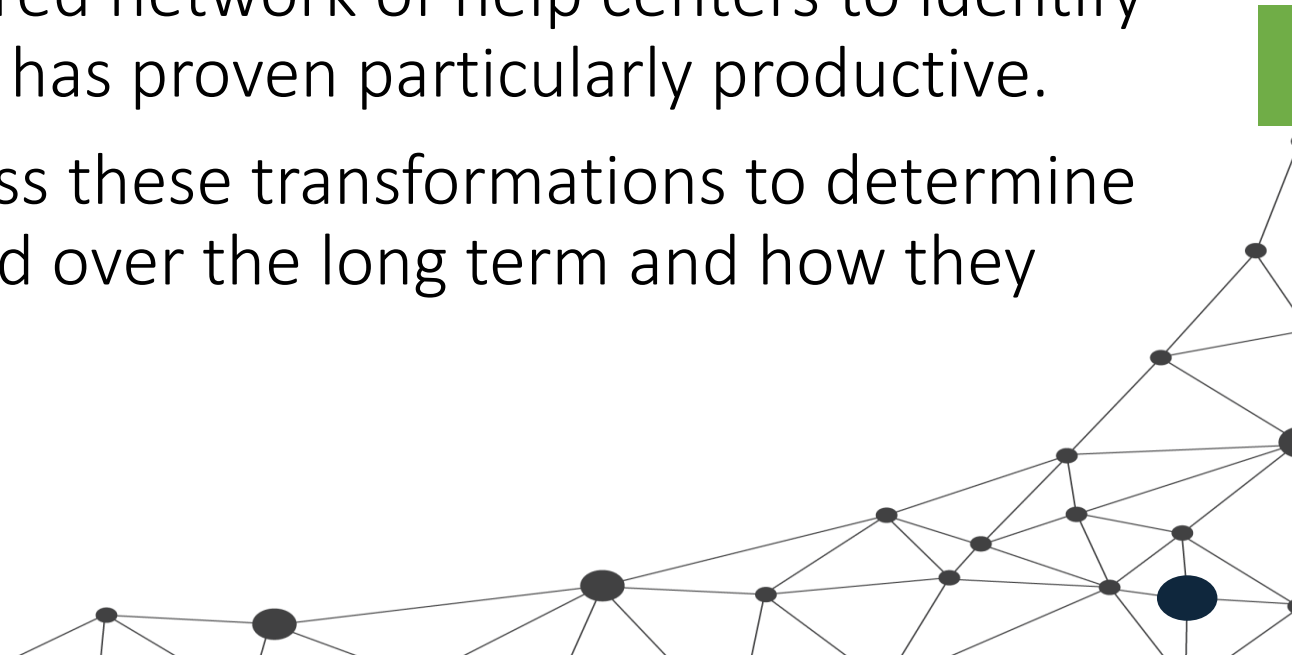
Part of the Connective Cities Series on Municipalities Response to COVID-19

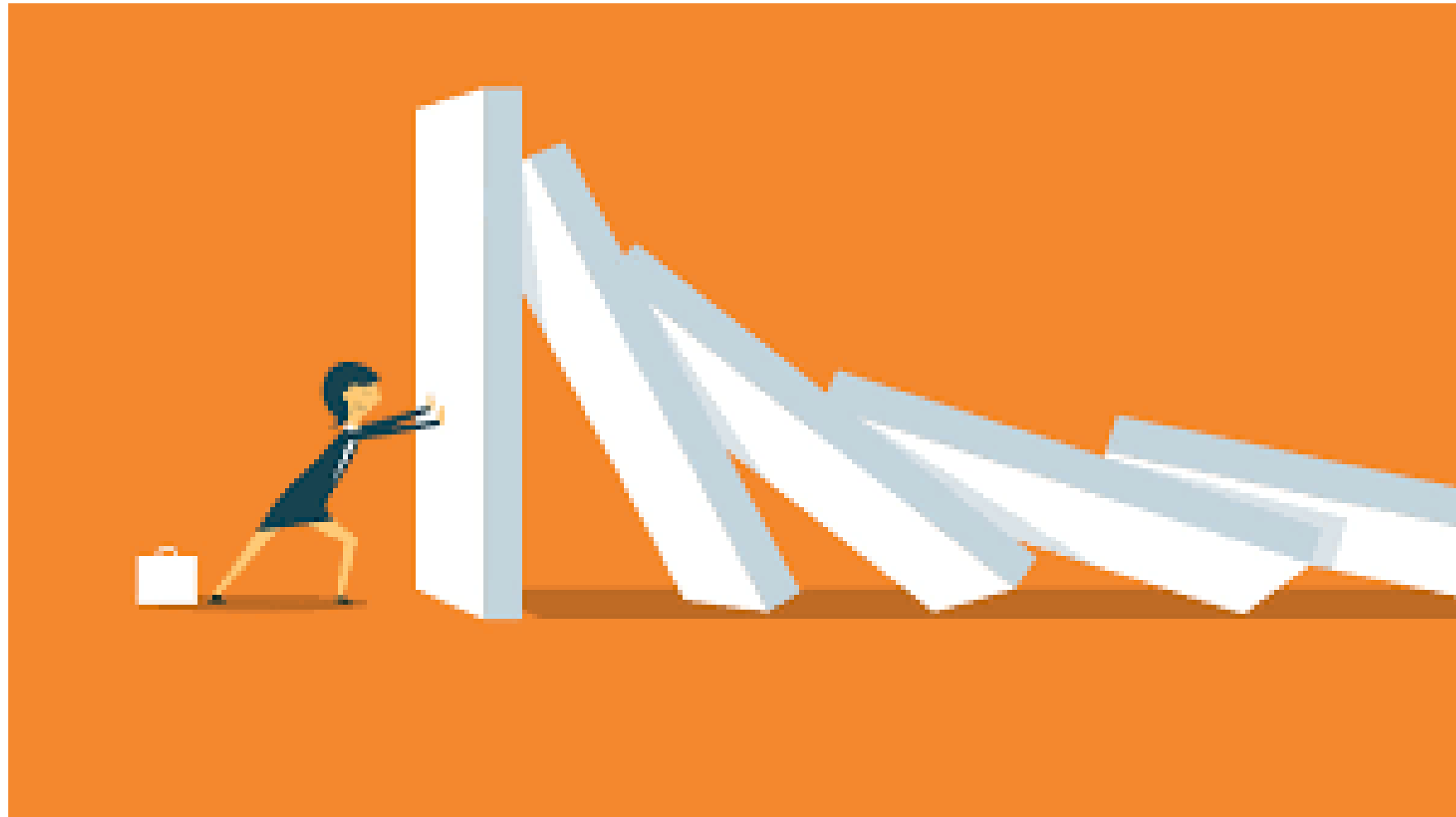
- So preliminary research has shown that there are various interconnected factors that influence success in containing COVID-19.
- None of these factors can explain the entire relationship by itself, rather the relationship of these factors is important. However, it is still possible to identify the best innovative practices that stand out at the municipal and city levels.



Transforming urban systems

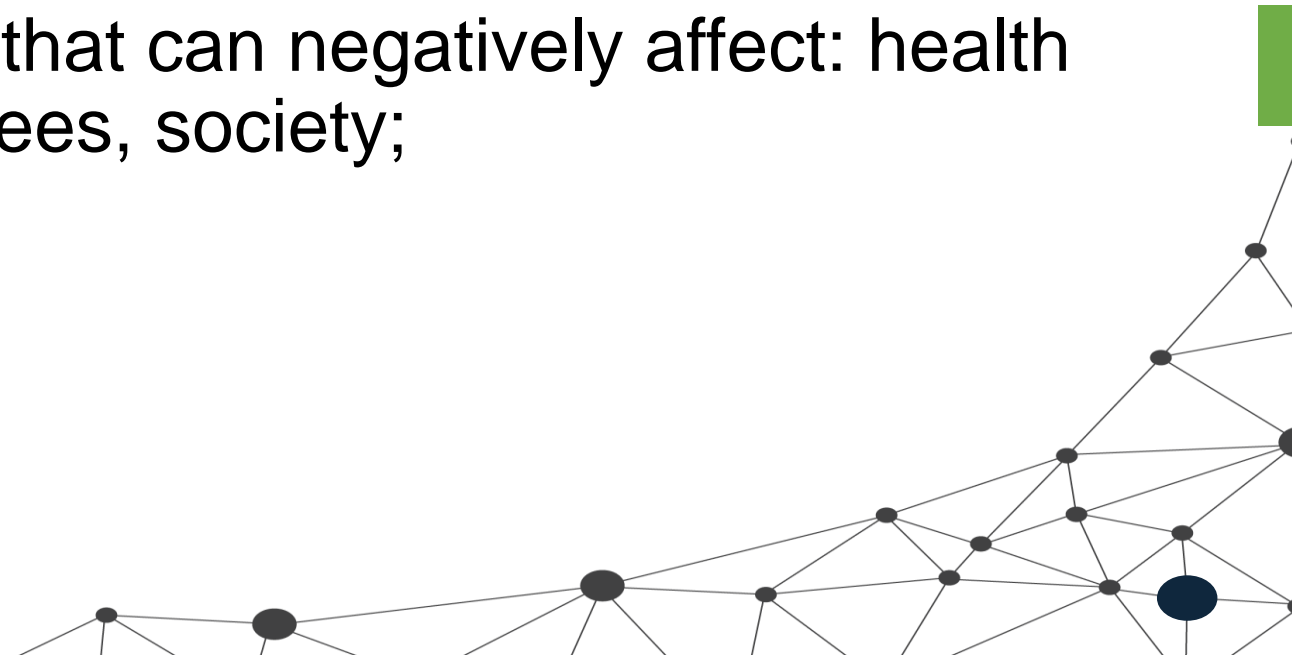
- Most municipalities have largely followed the Covid-19 protocols set by national governments, and some cities have also radically transformed and adapted their systems to the new environment.
- Such adaptations mainly included the redevelopment of transport networks and the operation of educational and recreational facilities. In addition, the creation of a scattered network of help centers to identify and support populations in need has proven particularly productive.
- The challenge is to carefully assess these transformations to determine whether they should be sustained over the long term and how they affect post-crisis recovery.





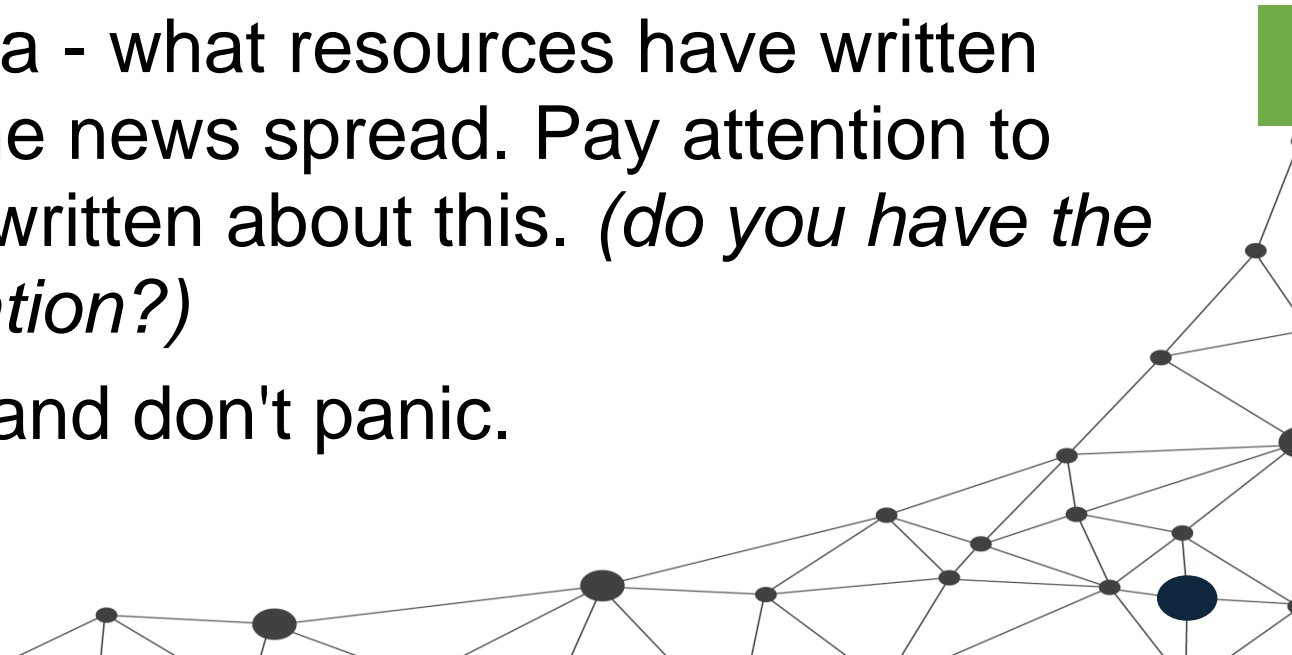
Everything is lost?!! This is a crisis !!

- While some governments did not perceive COVID-19 as a threat to citizens, health systems and life in general, others recognized the urgent need for early action;
- A crisis is an unexpected event that can negatively affect: health or safety of consumers, employees, society;
- reputation



"Forewarned is forearmed"

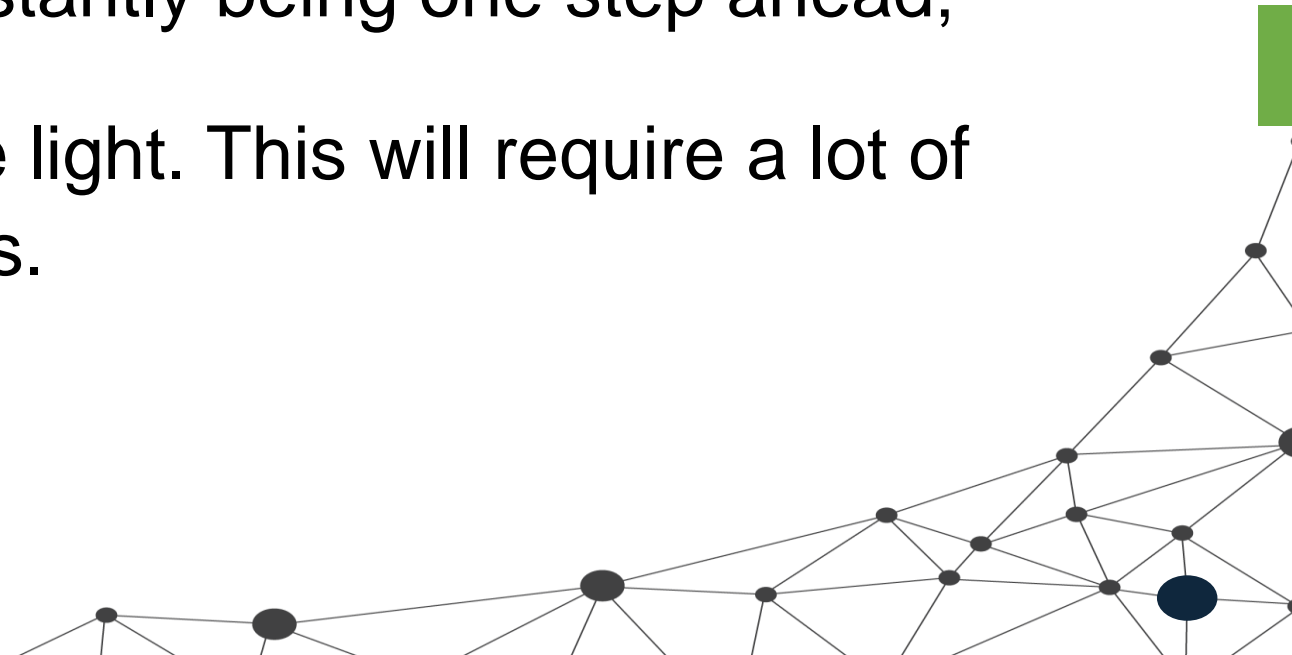
- it is better to think in advance about what type of crisis/emergencies are potentially possible at your community and your business and prepare for it!
- The severity of a situation is also determined by **how new** it is to you. Was it like this before, is it a systemic problem.
- Immediately monitor the media - what resources have written about your crisis, how widely the news spread. Pay attention to whether reliable sources have written about this. (*do you have the resources for crisis communication?*)
- Keep an eye on the situation and don't panic.





To ensure an effective crisis communication and minimize negative consequences, it is necessary to complete **only three tasks**

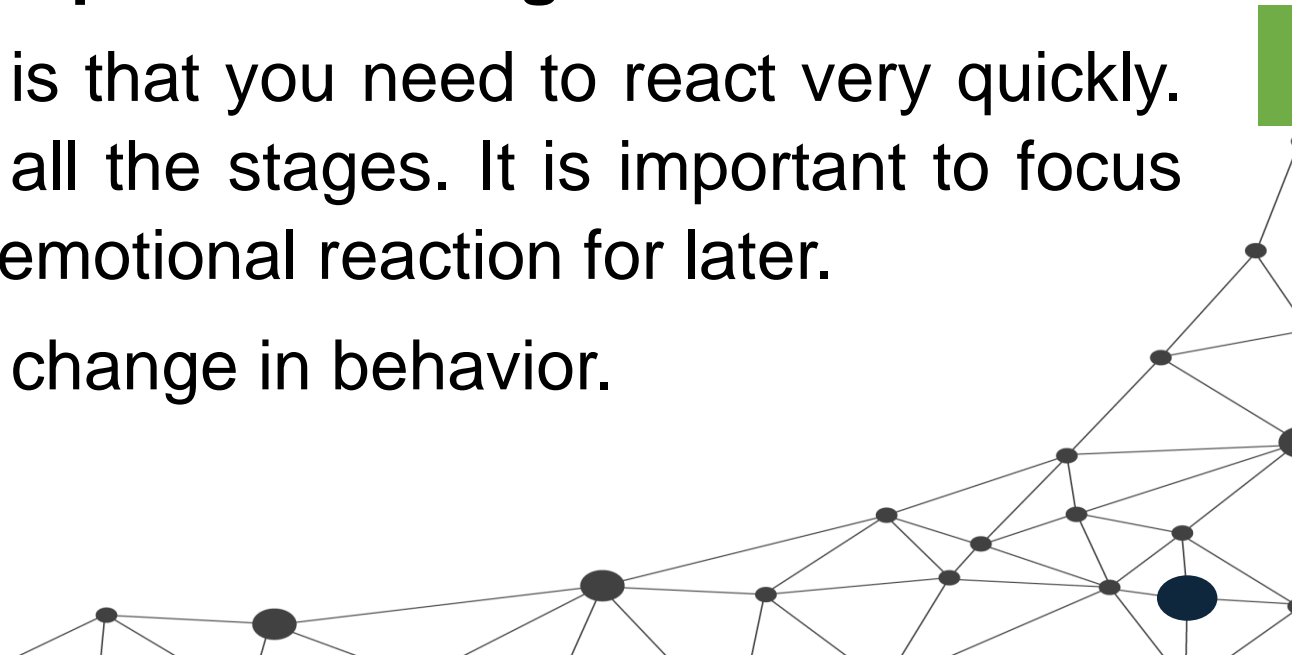
- neutralize criticism by providing an urgent and accurate response to all appeals;
- promptly monitor events, constantly being one step ahead;
- present the entity in a positive light. This will require a lot of additional effort and resources.



- In theory, everything seems to be not so difficult. However, in practice, additional nuances are included, one of which is the human factor.
- We all react to any crisis in the same way, going through several stages:

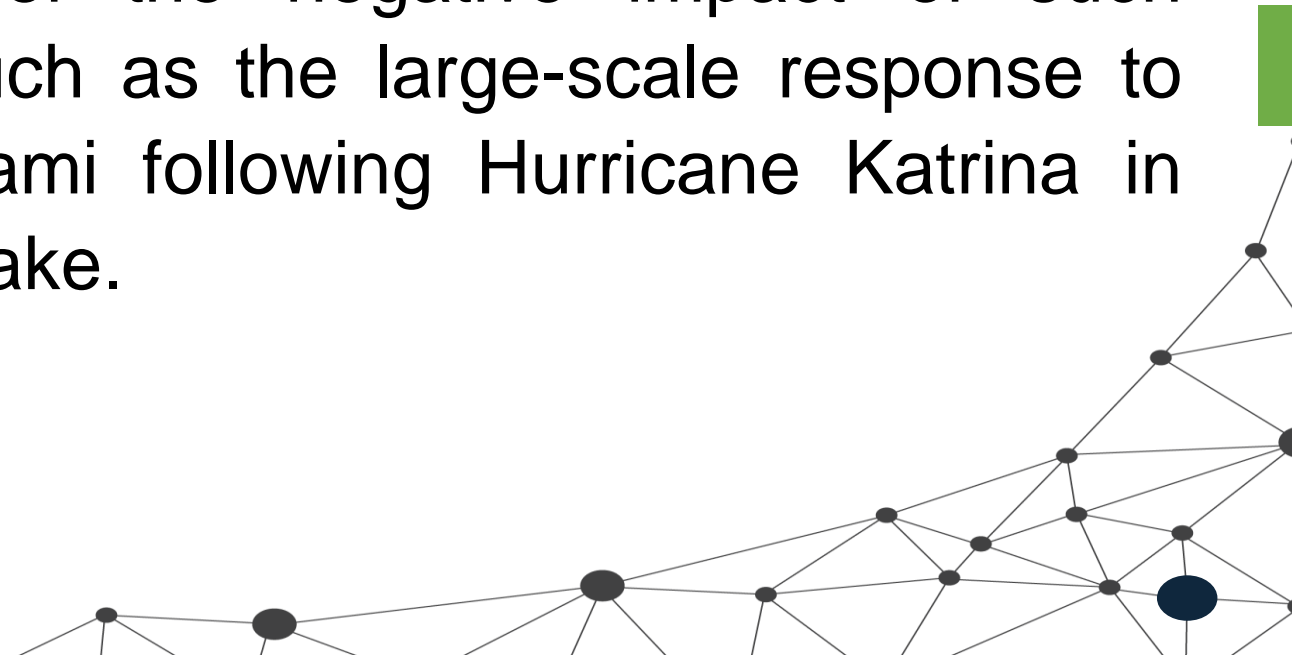
shock - denial - withdrawal - acceptance - change

- The biggest problem in a crisis is that you need to react very quickly. There is no time to go through all the stages. It is important to focus on the problem, postponing the emotional reaction for later.
- A way out of a crisis is always a change in behavior.



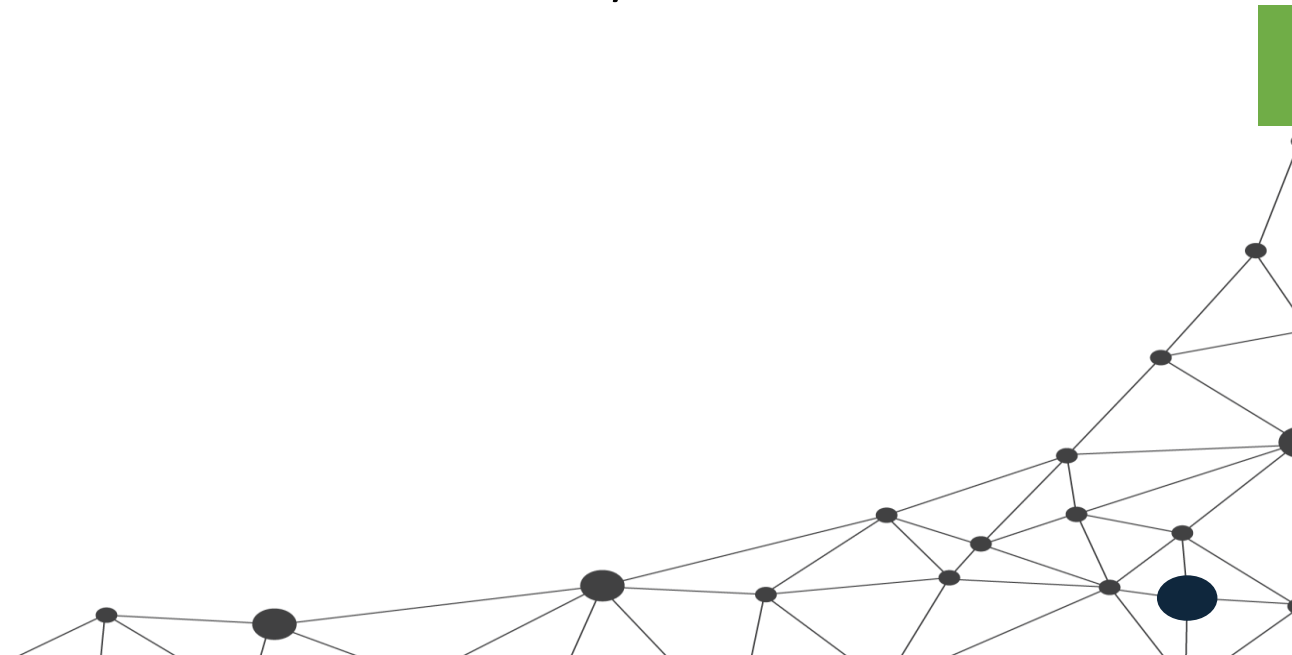
Isolated response

- why haven't member states undertaken pan-European coordination in terms of timing and implementation of COVID-19 strategies? Isolated decision making in disaster situations usually results in decreased productivity and less effective response.
- There is ample evidence of the negative impact of such disruptions in coordination, such as the large-scale response to the 2004 Indian Ocean tsunami following Hurricane Katrina in 2005 or the 2010 Haiti earthquake.



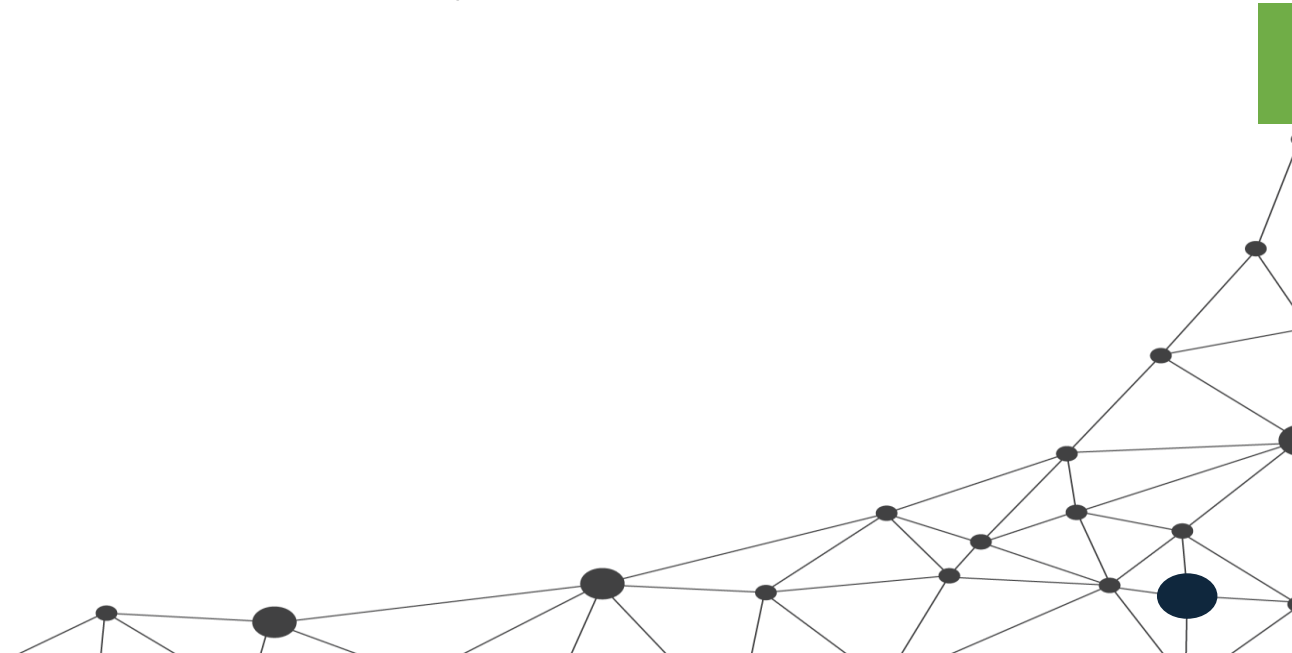
Good practice (examples)

- Tirana, the capital of Albania, has found an innovative way to support its older people and at the same time increase the sense of solidarity between generations. The city's mayor's office has launched a #AdoptAGrandparent social media campaign urging citizens to distribute essential items to the elderly. The initiative quickly went viral and became a successful measure to build community and social cohesion.



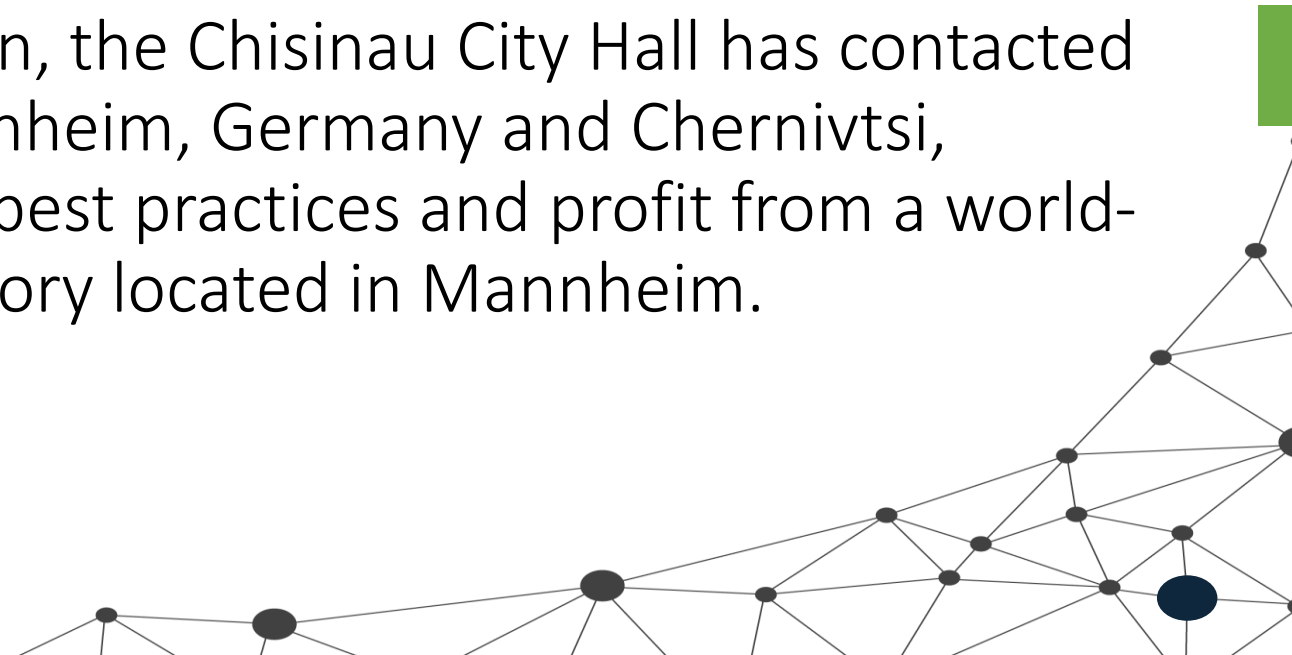
Good practice 2

- TALINN, ESTONIA - Launch of information campaigns using new technological resources; In the spring of 2020, drones began to be used in Tallinn to inform people about the measures and rules adopted to contain the spread of COVID-19. The drones were equipped with speakers and carried messages about the current situation and regulations, mainly in city parks, beaches, swamps and elsewhere.



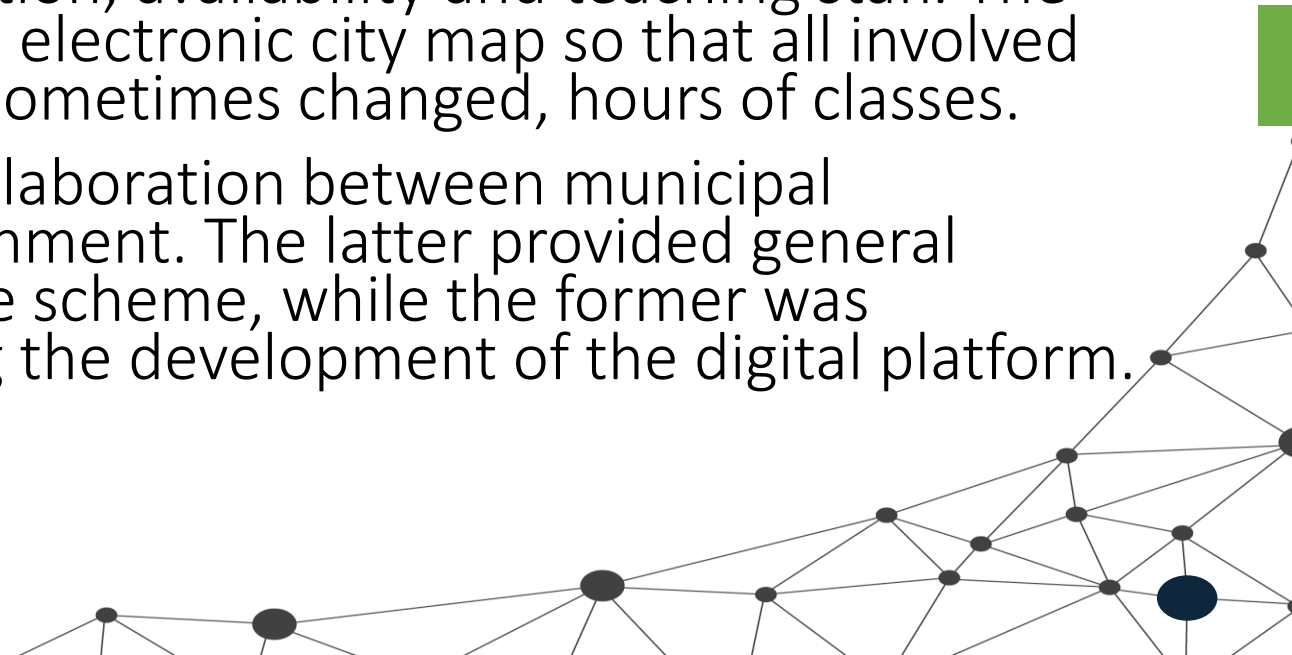
Good practice 3

- CHISINAU, MOLDOVA - Supporting vaccination through communication with international partners. Despite the fact that the distribution of vaccines and the development of the strategic plan are completely under the control of the government of the country, the Chisinau City Hall (City Hall) has identified potential suppliers and initiated a dialogue with the EU, Russia and China. These are all countries on the WHO Vaccine Validation List. In addition, the Chisinau City Hall has contacted its international partners in Mannheim, Germany and Chernivtsi, Ukraine to learn from COVID-19 best practices and profit from a world-renowned biotechnology laboratory located in Mannheim.



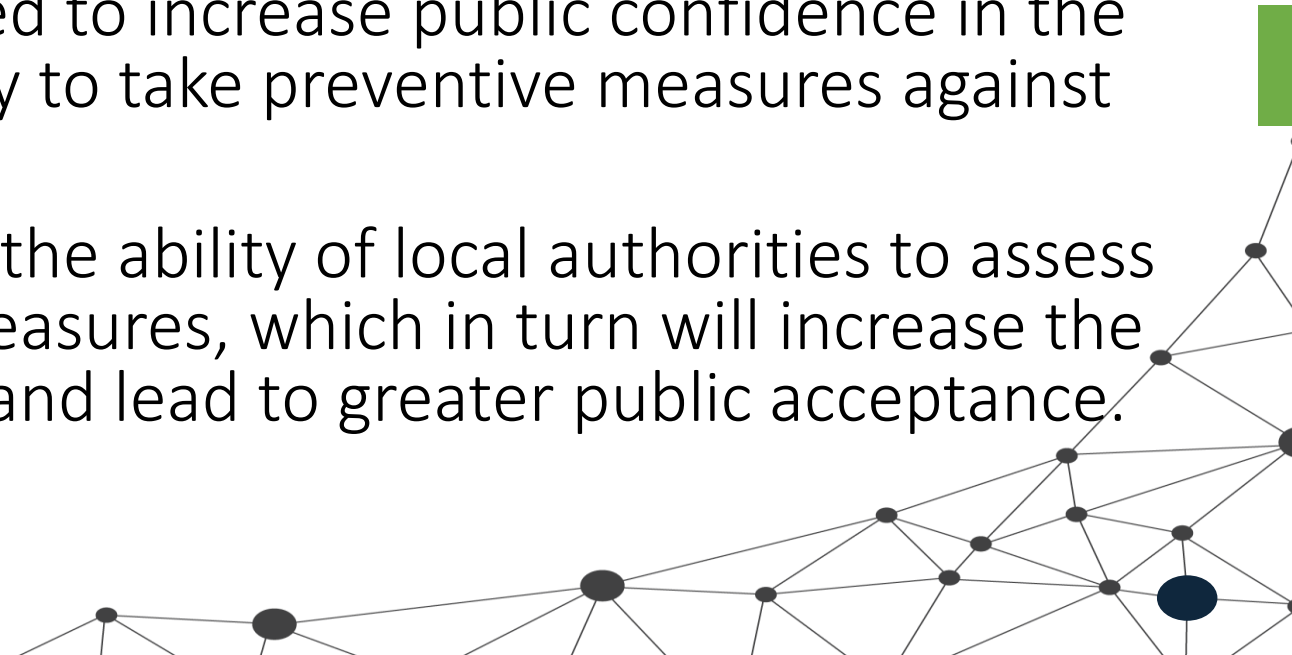
Chisinau - Moldova

- Supporting classroom learning with an electronic map of schools and their timetables,
- To ensure smooth opening of schools for classroom learning, the Chisinau City Hall has developed an online map showing reopening scenarios for 147 educational institutions. To prevent the spread of the virus and to meet the needs of every student, schools have individually developed new schedules based on national sanitary and epidemiological regulations and considering parameters such as student population, availability and teaching staff. The timetables were integrated into the electronic city map so that all involved parties were informed about new, sometimes changed, hours of classes.
- The project is the result of close collaboration between municipal departments and the central government. The latter provided general guidelines and final approval for the scheme, while the former was responsible for execution, including the development of the digital platform.



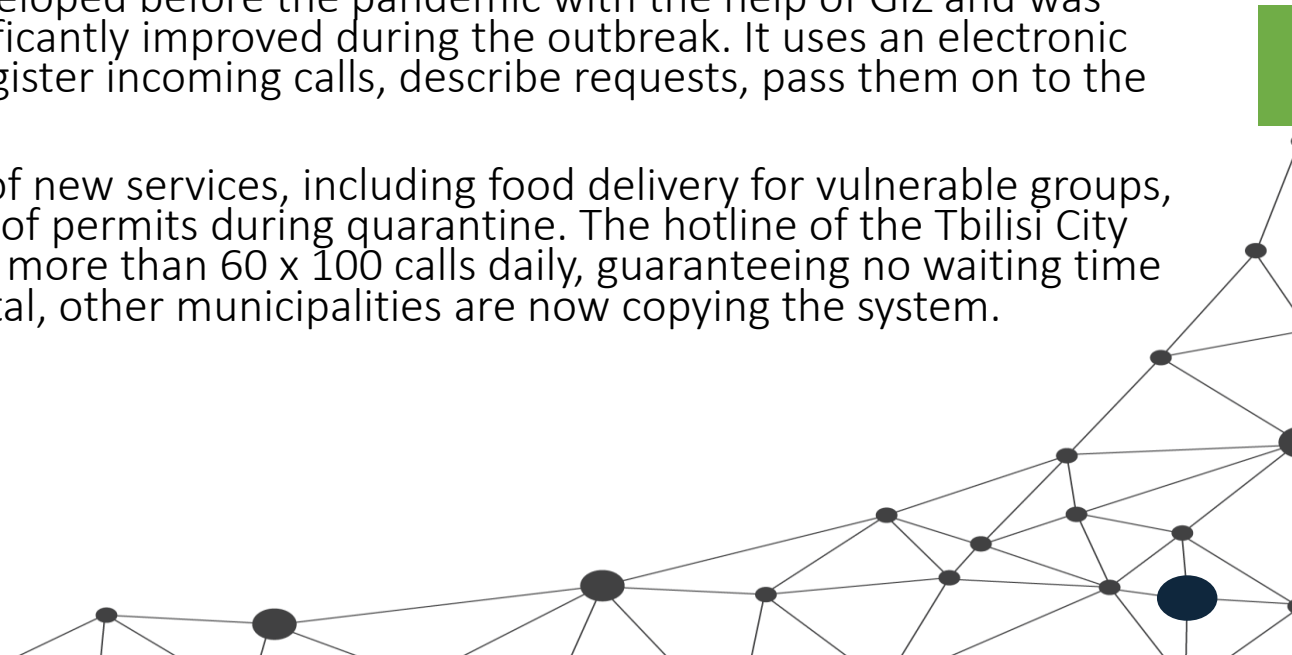
Good practice 4

- Disinfecting streets, buildings and, in some cases, parks and beaches was a popular measure in the early days of the pandemic. The World Health Organization says urban disinfection is ineffective against the spread of the new coronavirus.
- Thus, it is safe to assume that this measure was used by municipalities for political reasons. In particular, the demonstrative spraying of streets and public infrastructure was used to increase public confidence in the local administration and its ability to take preventive measures against COVID-19.
- Thus, it is imperative to increase the ability of local authorities to assess the effectiveness of anti-crisis measures, which in turn will increase the effectiveness of administrations and lead to greater public acceptance.



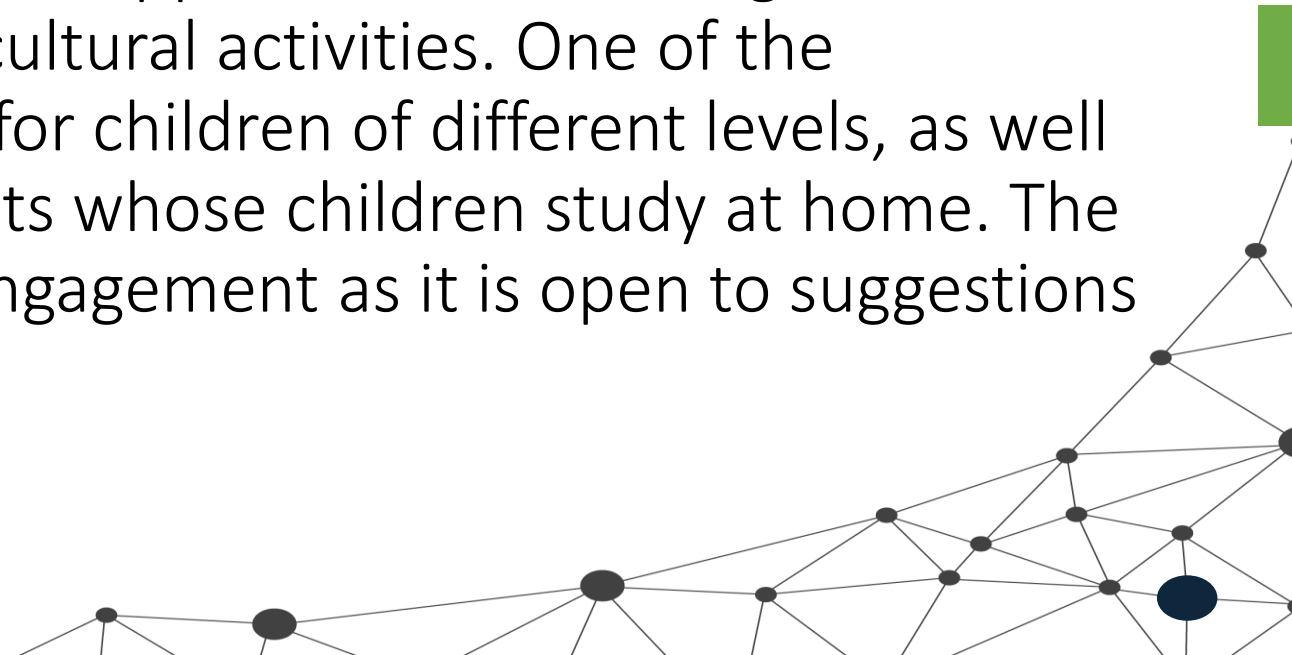
Tbilisi, Georgia

- Electronic platform with built-in hotline for continuous provision of utility services. During the COVID-19 outbreak, the Municipal Services Development Agency (MSDA) of Tbilisi City Hall was able to accelerate the digitalization of municipal services to meet many of the urgent needs of citizens. MSDA has developed a web-based platform my.municipal.gov.ge, which integrates all services provided by various departments of the City Hall and has a built-in hotline for those who cannot access the electronic platform.
- The development process began early in the pandemic, when the city realized that check-in counters could be closed to prevent the spread of the virus, and there was a need for an alternative way to ensure that services were not delayed. MSDA also expected that when the front offices closed, the need for the City Hall's hotline would increase. Thus, when government services began to close,
- Tbilisi City Hall trained staff and transferred more than half of the front desk staff to remote work and to the City Hall's hotline service. The e-platform itself was developed before the pandemic with the help of GIZ and was based on the experience of Germany but was significantly improved during the outbreak. It uses an electronic hotline system - "ticketing", which allows you to register incoming calls, describe requests, pass them on to the person in charge and receive immediate feedback.
- This flexible ticketing system allowed the addition of new services, including food delivery for vulnerable groups, transportation of mayor's office staff, and issuance of permits during quarantine. The hotline of the Tbilisi City Hall was operated by 100 operators who answered more than 60 x 100 calls daily, guaranteeing no waiting time for citizens. Following the success story of the capital, other municipalities are now copying the system.



Kyiv, Ukraine

- Ensuring the emotional well-being of citizens through an electronic platform. To address the physical and mental health problems caused by isolation in Kiev, the Monitoring Center of the Kiev City State Administration has developed an online platform to help its citizens cope with stress. The platform brings together a variety of services and capabilities such as free emotional support, online learning, social issues at home, including physical and cultural activities. One of the components is online education for children of different levels, as well as training and support for parents whose children study at home. The platform also promotes citizen engagement as it is open to suggestions for new value-added services.

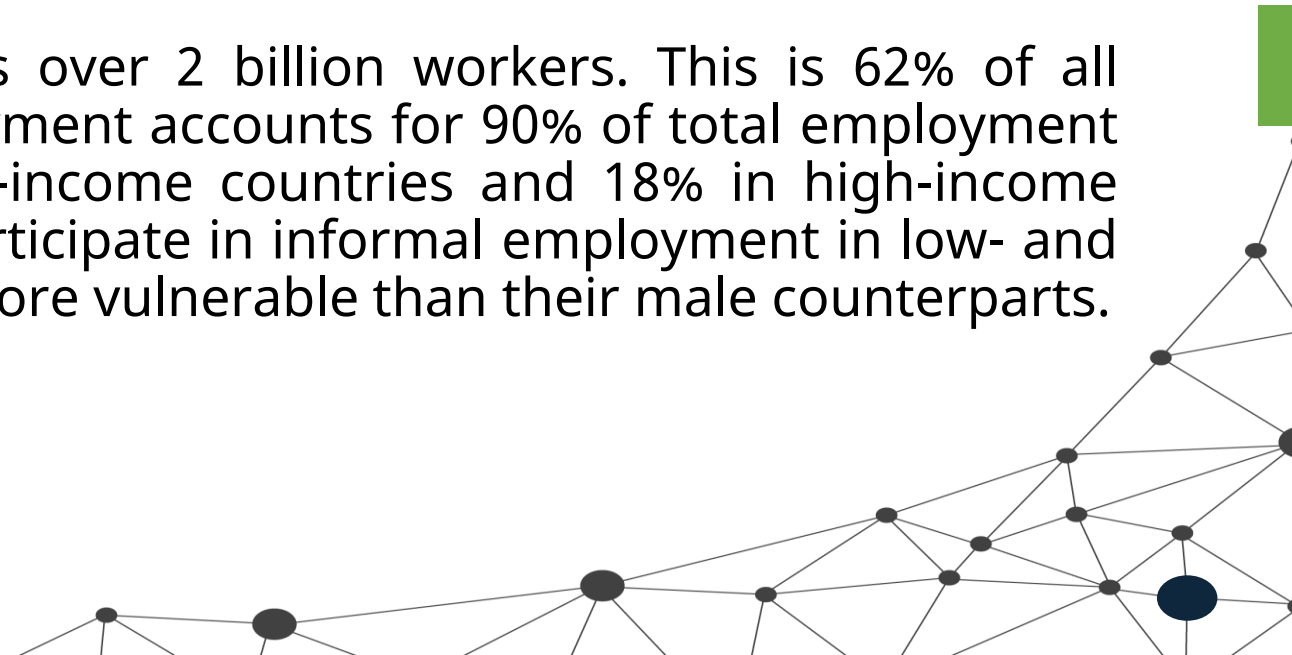


Lviv - Ukraine

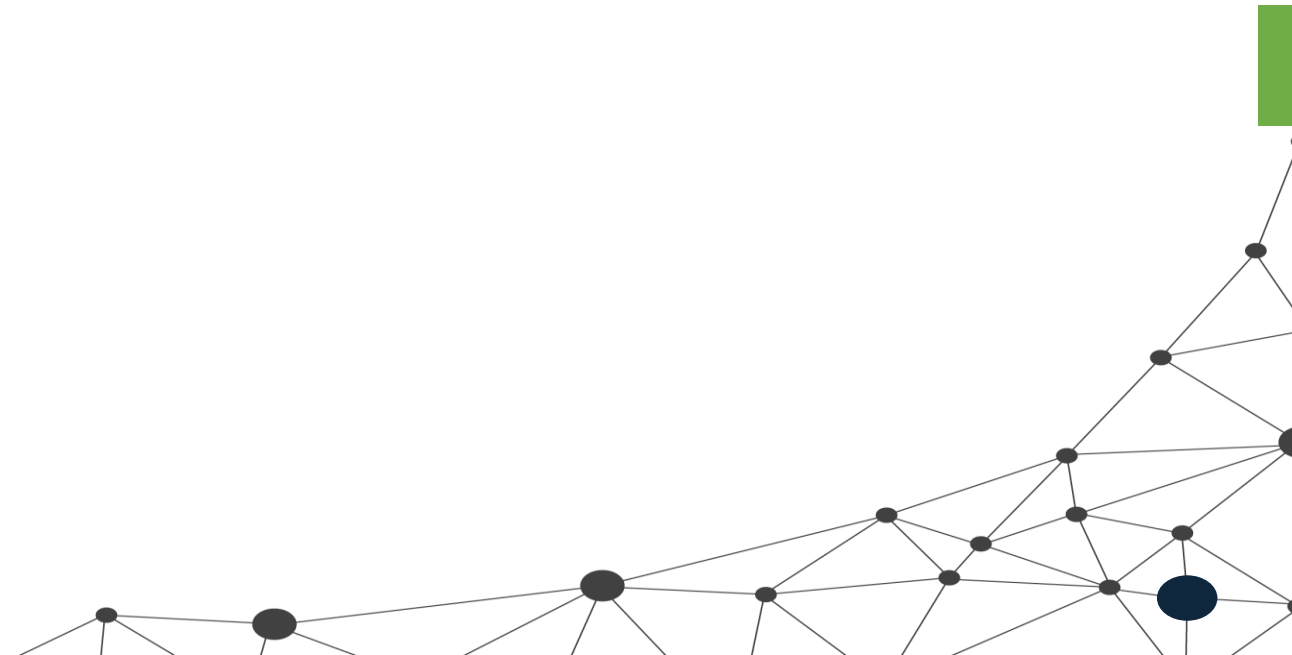
- COVID-19 Recovery Program “Lviv Tomorrow” The Strategic Planning Center in Lviv “Institute of the City”, in cooperation with the Mayor's Office, has created a COVID-19 recovery program - “**Lviv Tomorrow**”.
- The goal of the program was to reduce the negative impact of the COVID-19 pandemic in Lviv. and create the preconditions for an early return to the improvement of the **socio-economic and cultural situation**.
- The principles of the program were based on international best practices, adapted to local realities, and proposed 80 projects to the municipality in the following areas: safety measures, medical care, business crisis, resilience, joint assistance and support in the field of mental health, education and care for the most vulnerable.
- Projects were diversified and promoted - mass testing for coronavirus; remote work; hygiene measures during a pandemic; digitalization processes in the municipality; fast data exchange and tools for the second wave of monitoring.

Health and economics

- how much does one life costs / what is one life worth ??
- Many women and men in the **informal economy** must work and earn money to feed themselves and their families, as most of them cannot count on income replacement or savings.
- Not working and staying at home means losing their job and source of income for them. “Die of hunger or the virus” is a very real dilemma faced by many workers in the informal economy.
- In 2020, the informal economy employs over 2 billion workers. This is 62% of all employees in the world. Informal employment accounts for 90% of total employment in low-income countries, 67% in middle-income countries and 18% in high-income countries⁴. Women are more likely to participate in informal employment in low- and middle-income countries and are often more vulnerable than their male counterparts.

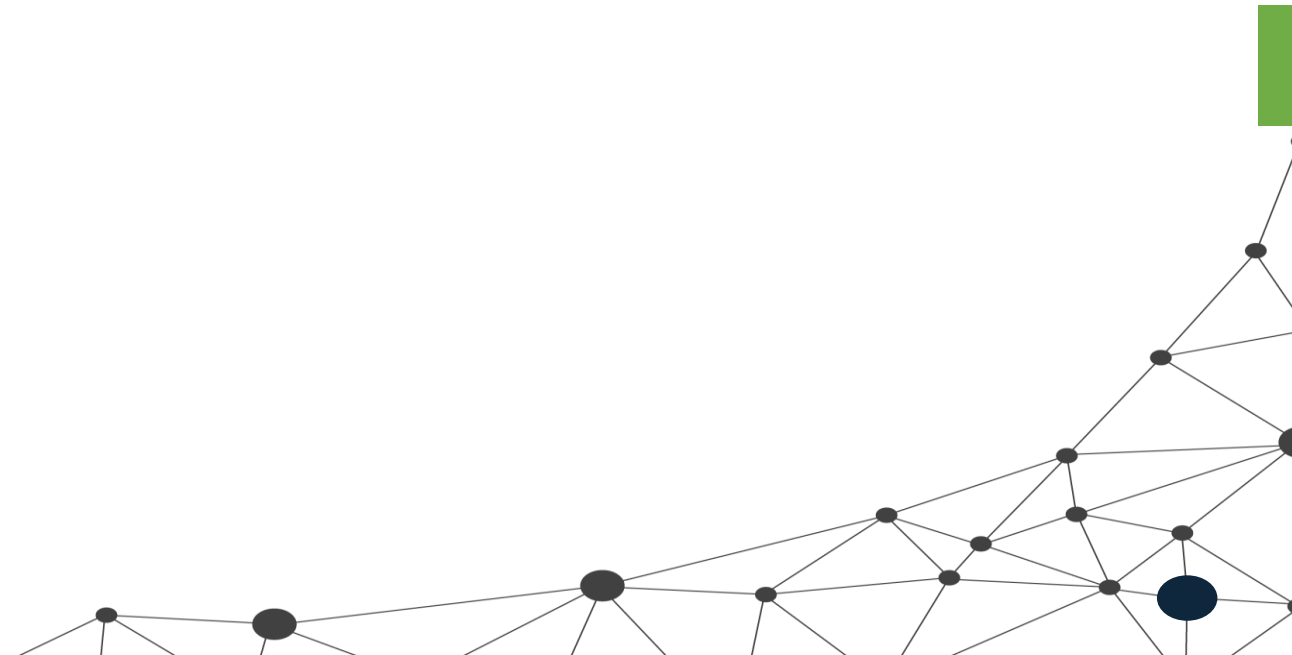


- Because those in the informal economy need to work, self-isolation and other quarantine measures create social tensions, protest and disobedience to the law, jeopardizing government efforts to protect the population and fight the pandemic.



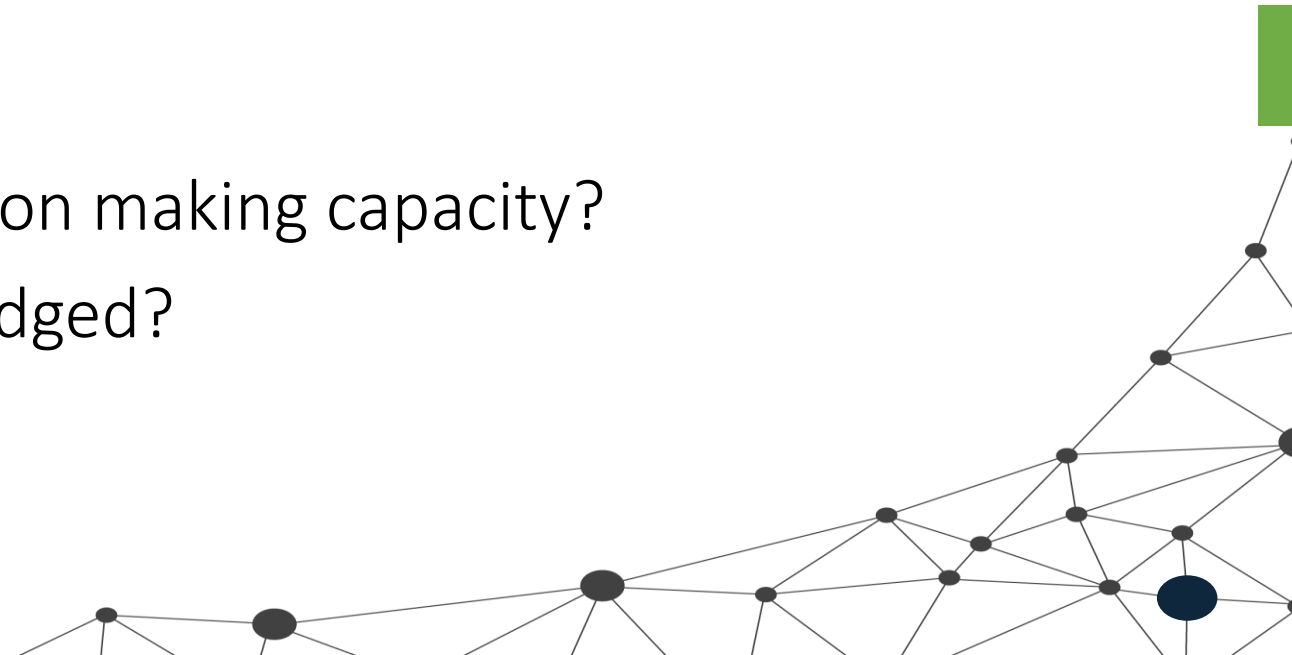
Disaster management cycle

- prevention - preparedness - response - recovery



DRR

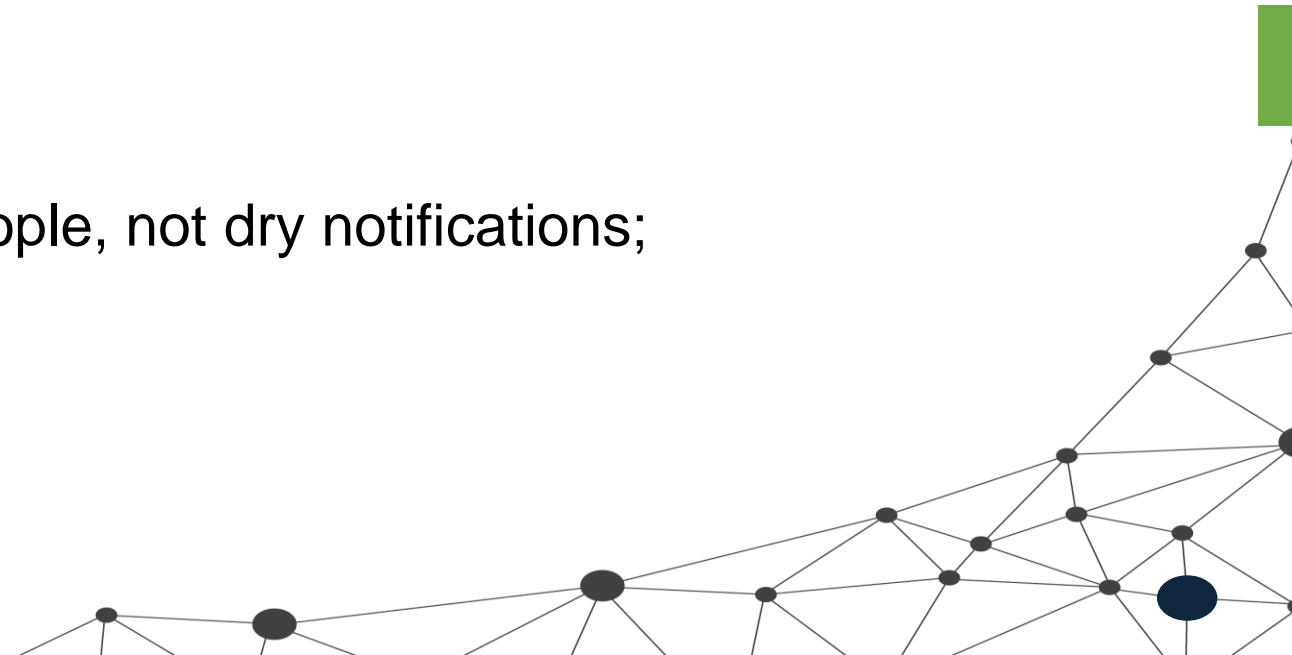
- We all responded
- We all are recovering
- But how to prevent and how to prepare for the next one??
- To what limits we accept the risk?
- What resources we have?
- What vulnerabilities we have?
- What is our organizational/decision making capacity?
- What hazards we have acknowledged?



one vote against fake news

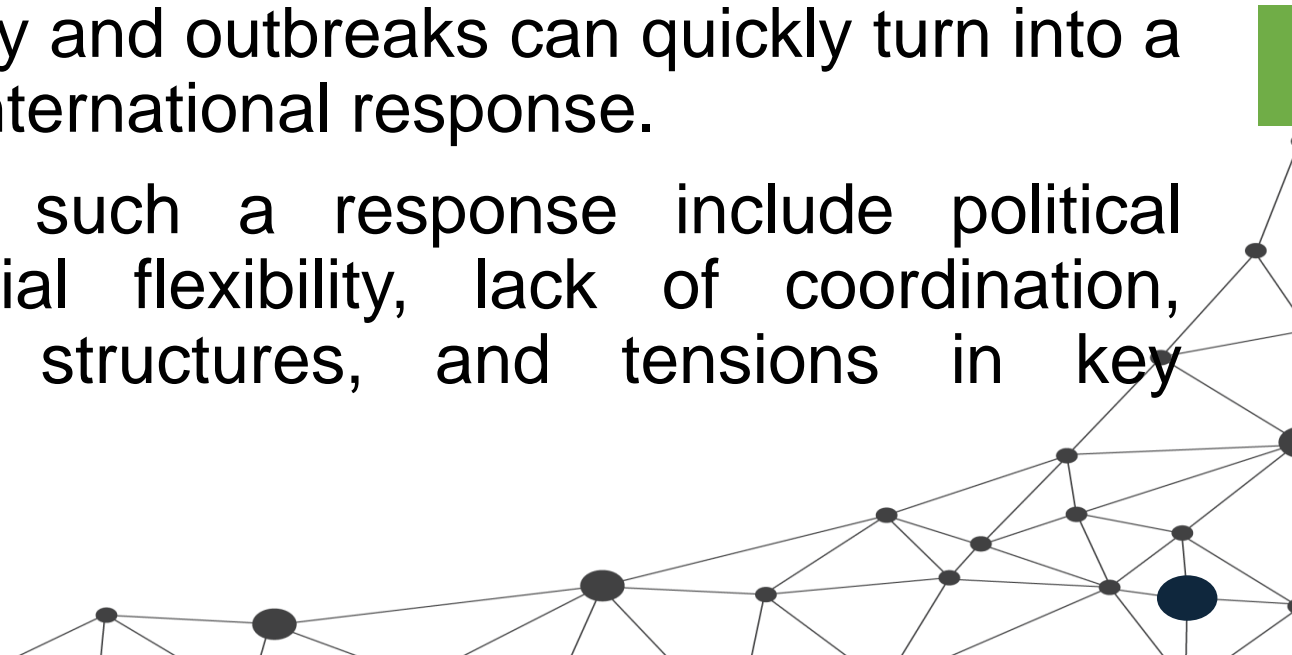
Eleven rules for a painless way out of a crisis

1. Be proactive;
2. Communication is a two-way road;
3. Efficiency;
4. Collect information constantly;
5. Control the dialogue;
6. Empathy, caring and concern;
7. Actions speak louder than words;
8. People should communicate with people, not dry notifications;
9. Flexibility and ability to adapt;
10. The role of social media;
11. Don't forget about employees.



Initial measures

- Initial responses to outbreaks of infectious diseases such as COVID-19, Ebola and Sars can be characterized by **confusion, chaos and denial**.
- While an individual country may be hit by a major outbreak, mobilizing the necessary international assistance can help prevent a pandemic or further national epidemics, but the window of opportunity for an effective response closes quickly and outbreaks can quickly turn into a humanitarian crisis without an international response.
- Problems that often impede such a response include political maneuvering, lack of financial flexibility, lack of coordination, ambivalence over response structures, and tensions in key relationships.

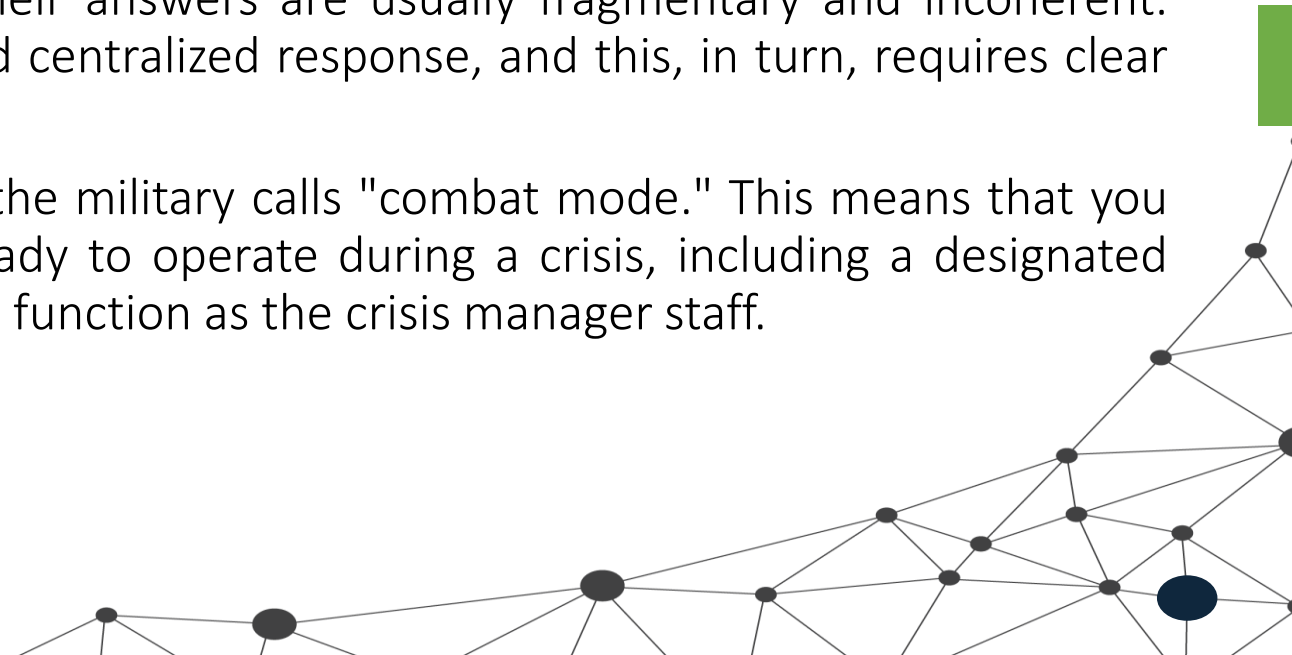


about your organization's preparedness for the COVID-19 crisis

1. Are you ready to go into "combat mode"?

Decentralized organizations that perform well during normal times often turn out to be terribly inadequate in times of crisis. Why? Because their answers are usually fragmentary and incoherent. Effective crisis management requires a quick and centralized response, and this, in turn, requires clear subordination.

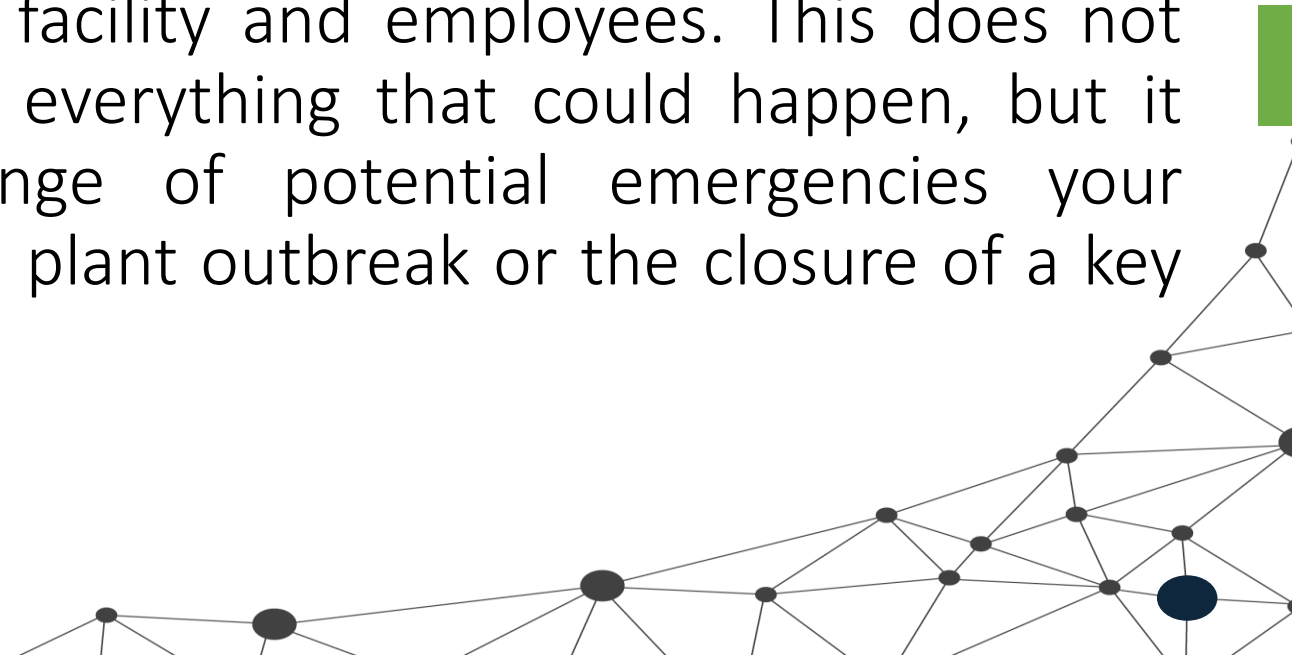
Think of it as the ability to transition into what the military calls "combat mode." This means that you must have a centralized command structure ready to operate during a crisis, including a designated crisis manager and a support response team that function as the crisis manager staff.



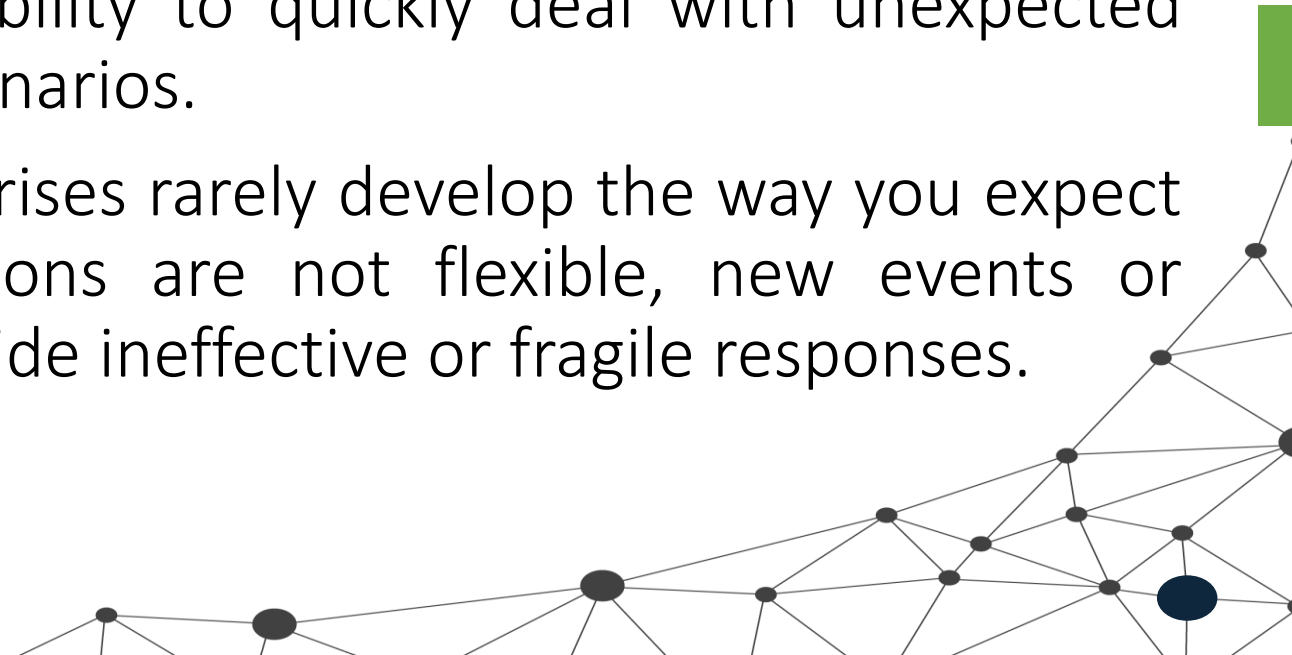
Scenarios

- 2. Have you developed the right set of planning scenarios? It is essential to create a set of crisis scenarios that will guide the development and execution of response plans.

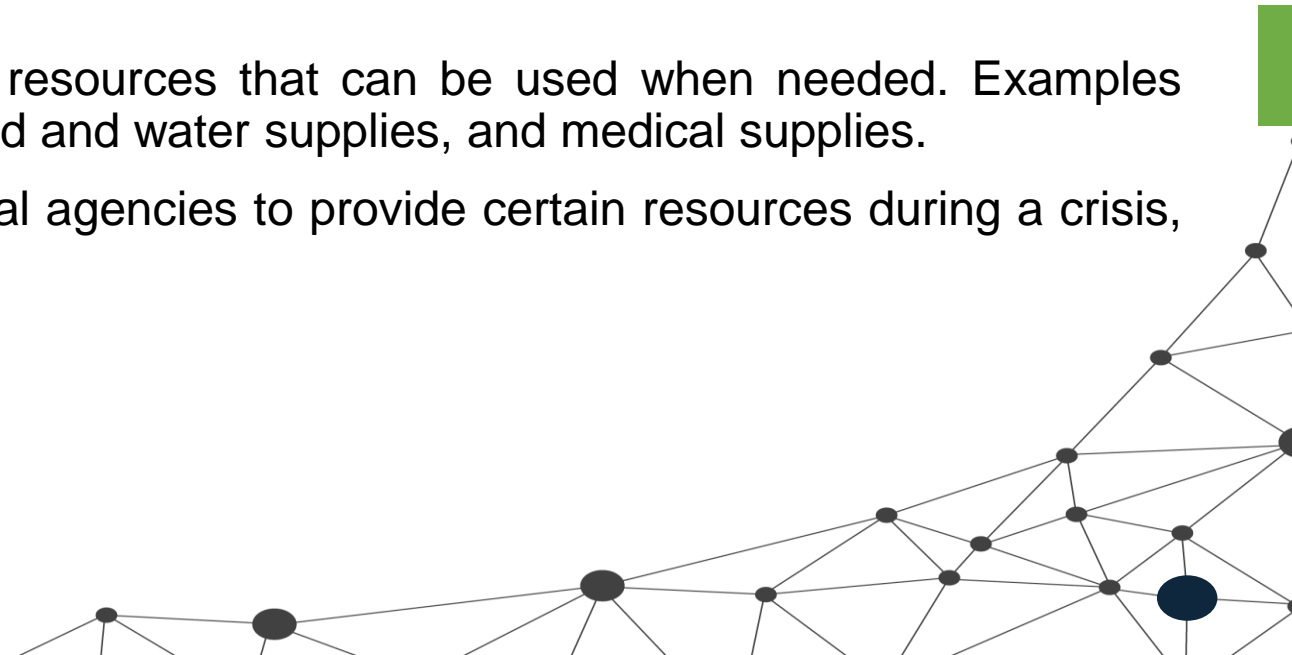
In the case of COVID-19, this should include scenarios regarding potential impacts on customers, suppliers, facility and employees. This does not have to be an exhaustive list of everything that could happen, but it should represent the wide range of potential emergencies your organization might face, such as a plant outbreak or the closure of a key supplier's plant.



- **3. Do you have a flexible set of "response modules"?**
- Crisis response teams need to be able to draw pre-defined response “modules” from out-of-the-box combinations to deal with emerging scenarios. This may include protocols, for example, to temporarily close a facility. The modularity of the elements of the crisis response plan gives the response team the ability to quickly deal with unexpected scenarios or combinations of scenarios.
- This is important because real crises rarely develop the way you expect them to. If the response options are not flexible, new events or combinations of events can provide ineffective or fragile responses.

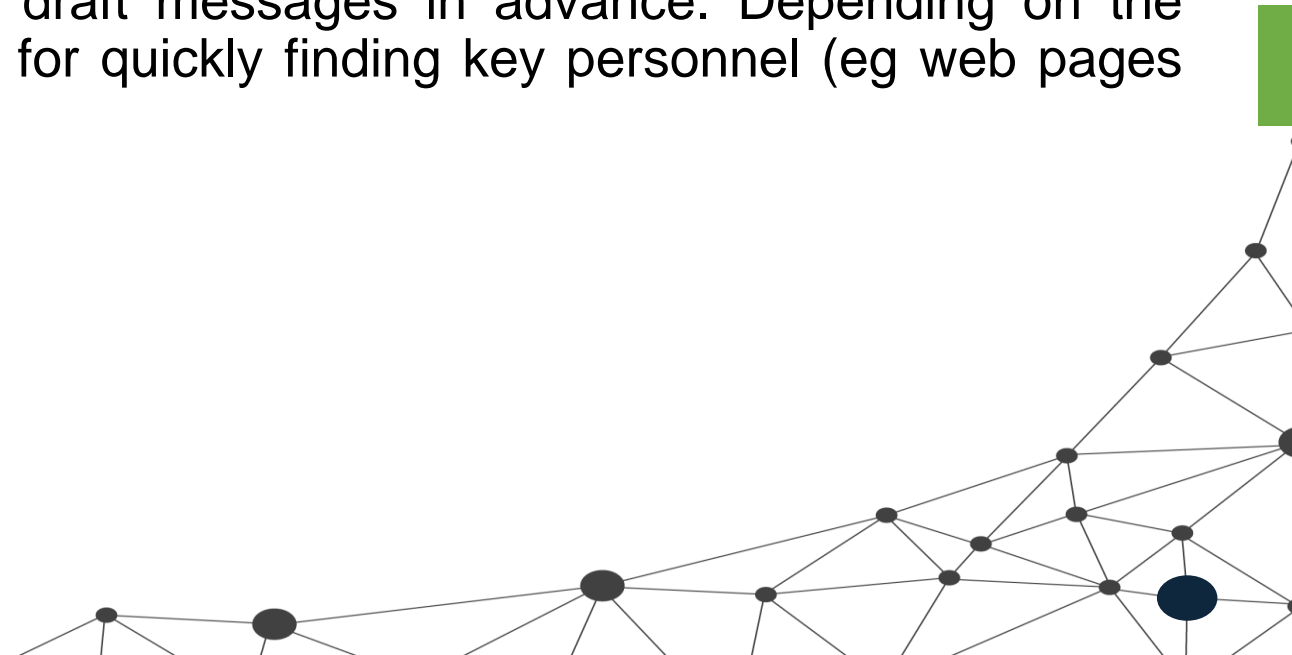


- *4. Has a “command and control room” been identified and prepared using the necessary resources?*
- This means having a dedicated command post in a separate secure location that can be quickly converted for use by a crisis response team. Requirements include access to computer systems and key lines of communication, contact information for key internal and external stakeholders, crisis management plans, etc.
- There should also be free access to critical resources that can be used when needed. Examples include standby power generation, modest food and water supplies, and medical supplies.
- Agreements should also be made with external agencies to provide certain resources during a crisis, such as enhanced communication support.



- 5. Are there dedicated channels and communication protocols?

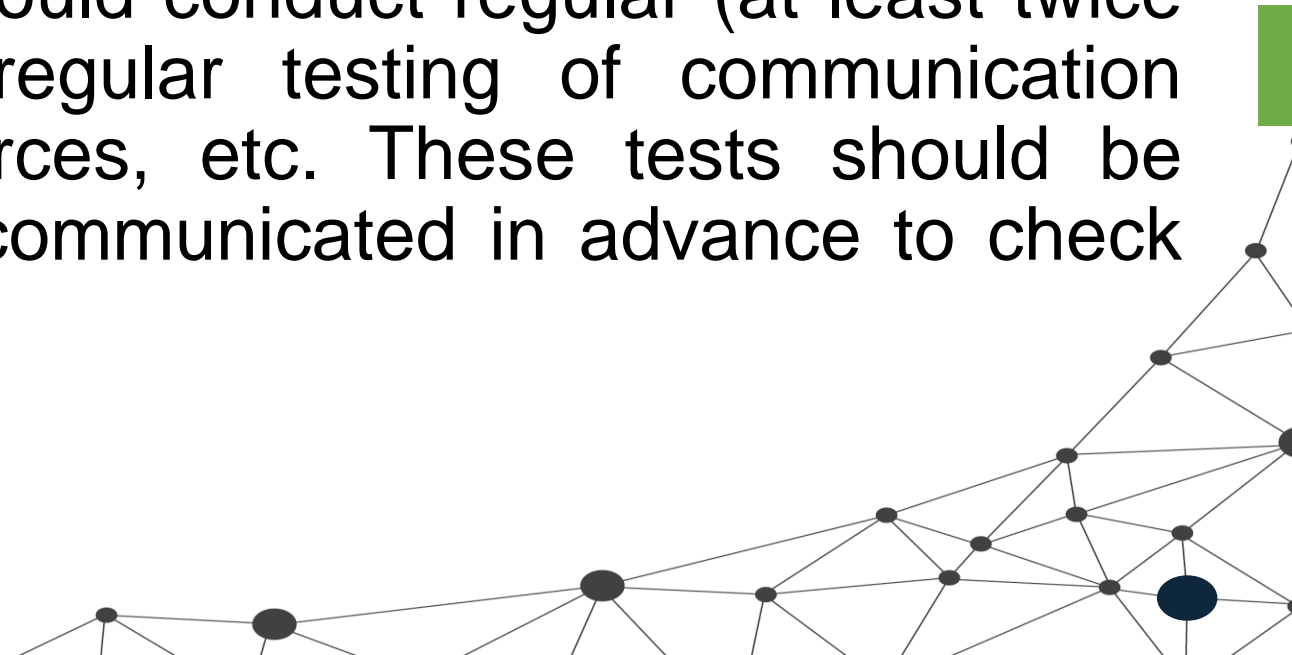
These are easily activated channels for communication with all or important subgroups of employees, for example, via email or intranet for announcements. As far as possible, these channels should have redundancy in case of loss of, for example, a mobile network. To speed up the process, you can create standard draft messages in advance. Depending on the organization, there should be mechanisms for quickly finding key personnel (eg web pages for registration, lines for calls).



- 6. Do you do regular simulation exercises?

The best plans are worthless if they exist only on paper.

The Crisis Response Team should conduct regular (at least twice a year) drills, as well as regular testing of communication channels, inventory of resources, etc. These tests should be carried out regularly, but not communicated in advance to check rapidity of answers.

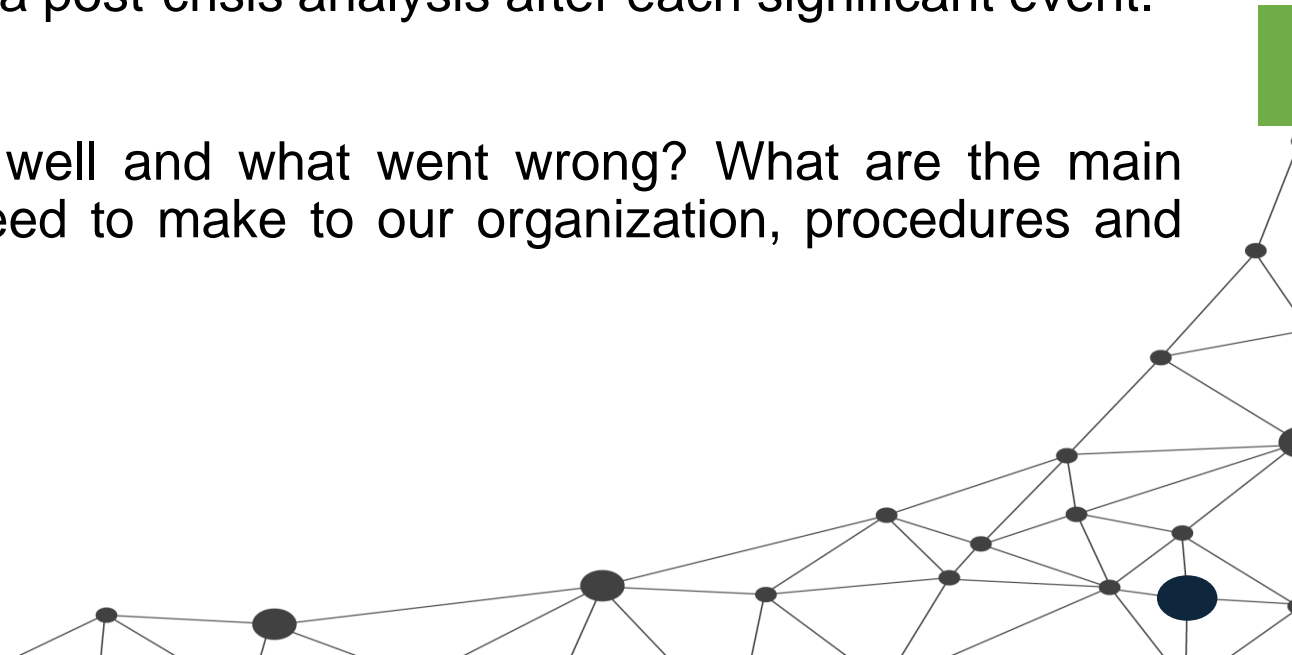


- 7. Is there a post-crisis review?

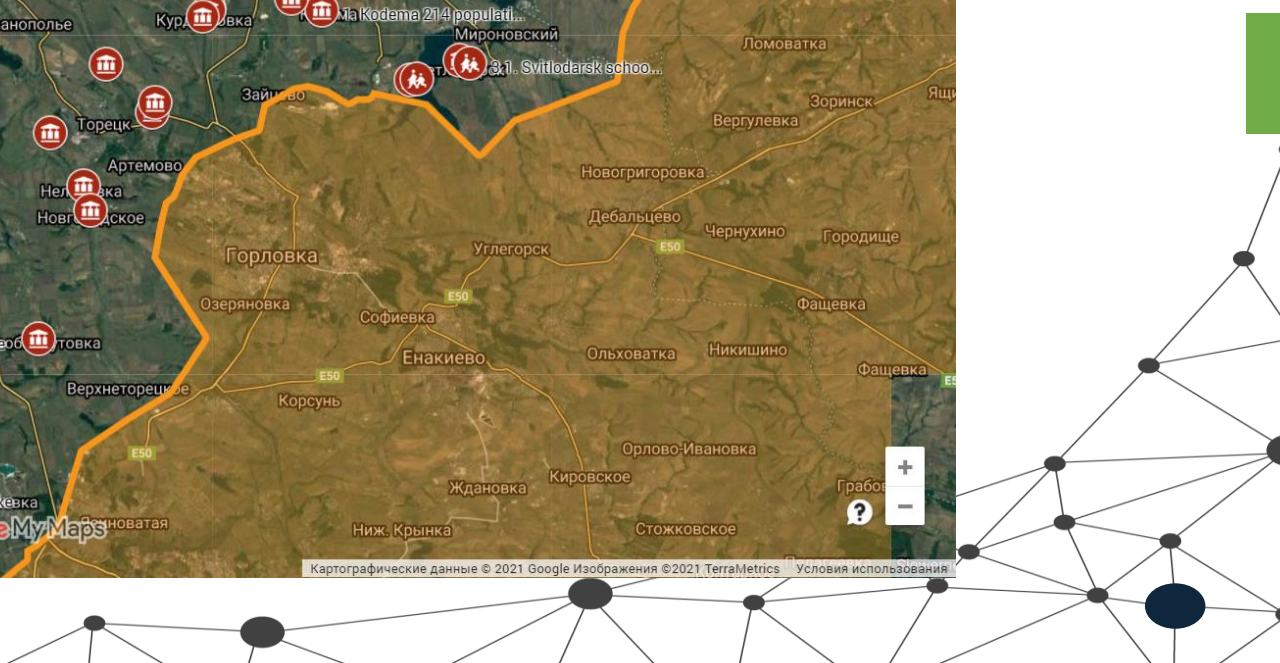
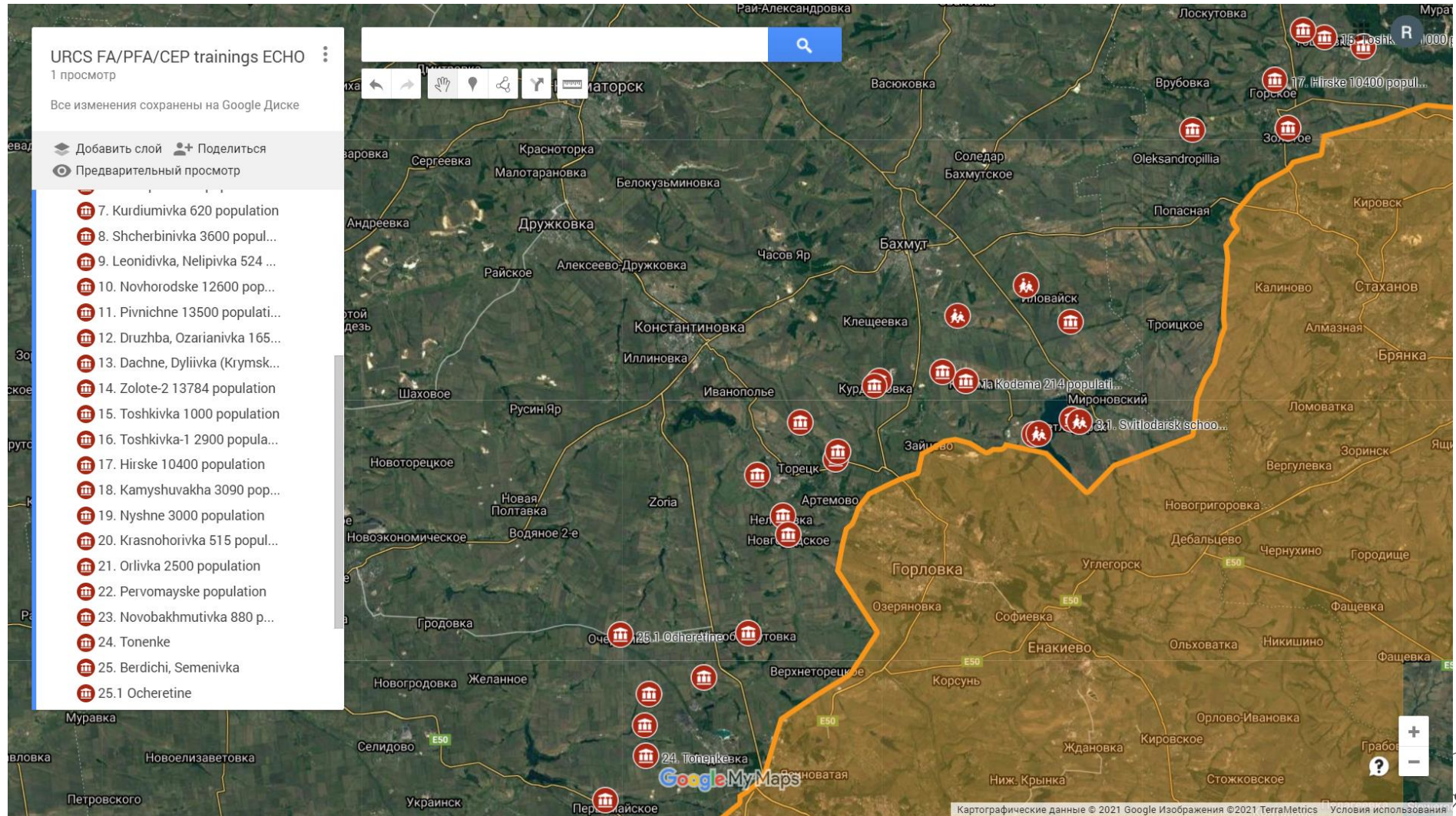
Each crisis provides an opportunity for organizational learning and re-planning. But this learning only happens if there are mechanisms to do it.

The Crisis Response Team should conduct a post-crisis analysis after each significant event.

Guiding questions should be: What went well and what went wrong? What are the main lessons learned? What changes do we need to make to our organization, procedures and support resources?

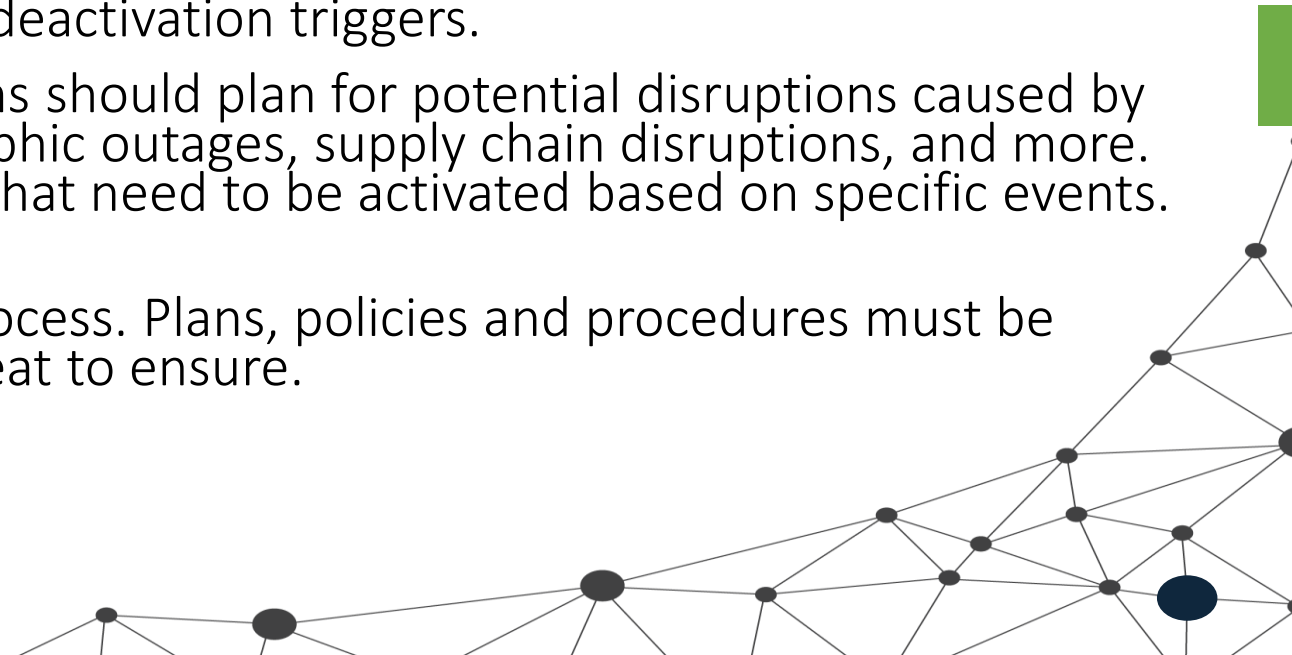


Example of URCS in Eastern Ukraine



Practical next steps

- Form a cross-functional crisis response team.
- Build an integrated and cross-functional crisis response team to gain an overview of the impact on the entire organization and coordinate efforts.
- Create subgroups to manage specific workflows such as communications, legal, finance, or operations. The crisis team must operate within a clear mandate from the executive leadership.
- The current outbreak is a reminder that keeping plans on time and aligned is essential to the sustainability of an organization. If not already included in your pandemic plans, identify meaningful organizational activation and deactivation triggers.
- Scripting planning / tutorials. Organizations should plan for potential disruptions caused by extended absences of employees, geographic outages, supply chain disruptions, and more. This includes crisis response instructions that need to be activated based on specific events, policies and procedures.
- Organizational readiness is an iterative process. Plans, policies and procedures must be adaptive and flexible to the emerging threat to ensure.





Thank you very much for your attention!

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Im Auftrag des

