City WORKS for Resilience



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Zusammenarbeit (GIZ) GmbH

# Imprint

**City WORKS** supports the localization of global agendas. Over the past years, great amount of experience has been gained in terms of localization the 2030 Agenda / the sustainable development goals.

The focus of this work is to bring the resilience aspects along the City WORKS logic, to support response, recovery and resilience at the local level.

**Goal of this document** is to provide cities and advisors with a specific interest on **resilience topics**  (also along the logic of localising the Sendai Framework) with different information and tools to help them prepare the localisation process, connect disaster risk to local action, and plan for local resilience action. It builds upon the vast number of resources from City WORKS and ReCAP as well as the various relevant stakeholders in the area of urban resilience (ICLEI, Cities Alliance, OECD, UCLG, Resilient Cities Network).

This document / approach is work-in-progress. Recommendations and suggestions are most welcome.

Refer also to Guide on Connecting Green Recovery and Resilience in Cities

# CONTENT

**A. Background – ReCAP21 Project**

B. Research on existing resilience tools
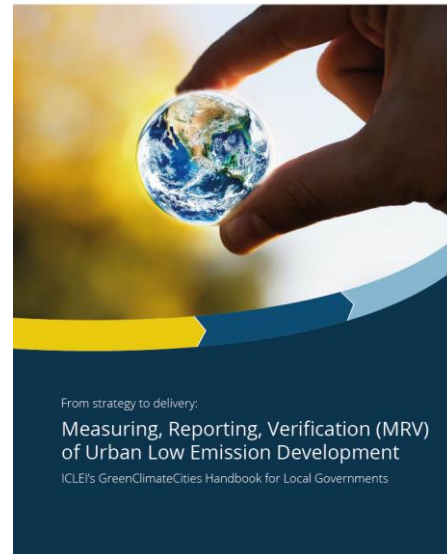
C. Proposed resilience tools for City WORKS
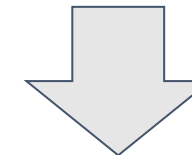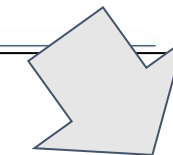
City WORKS
Localising Global Agendas

# A. Background – ReCAP21 Project

# A. Background – ReCAP21 Project

Conceptual and methodological extension of the City WORKS methodology and development of a targeted application pathway that

***UNDERSTAND CURRENT SITUATION***
I. supports consultants and municipal actors in assessing the impact of COVID-19 on their municipality (stocktaking) and in identifying important fields of action and sectors to improve disaster response not only in the light of COVID-19, but also in the case of future crises.
II. establishes a link between immediate challenges and global sustainable development goals as well as the long-term strengthening of climate action and resilience.

***IDENTIFY AND PRIORITISE MEASURES***
III. contributes to the identification, prioritisation, and planning of actions, considering I. and II., to be directly supported in the short-term implementation of ReCAP21.

***PLAN FOR ACTION***
IV. identifies longer term strategic opportunities for green recovery and resilience in cities, and related funding mechanisms.

***RAISE AWARENESS***
0. familiarises consultants and municipal actors with the concepts of green recovery/resilience

Approach:
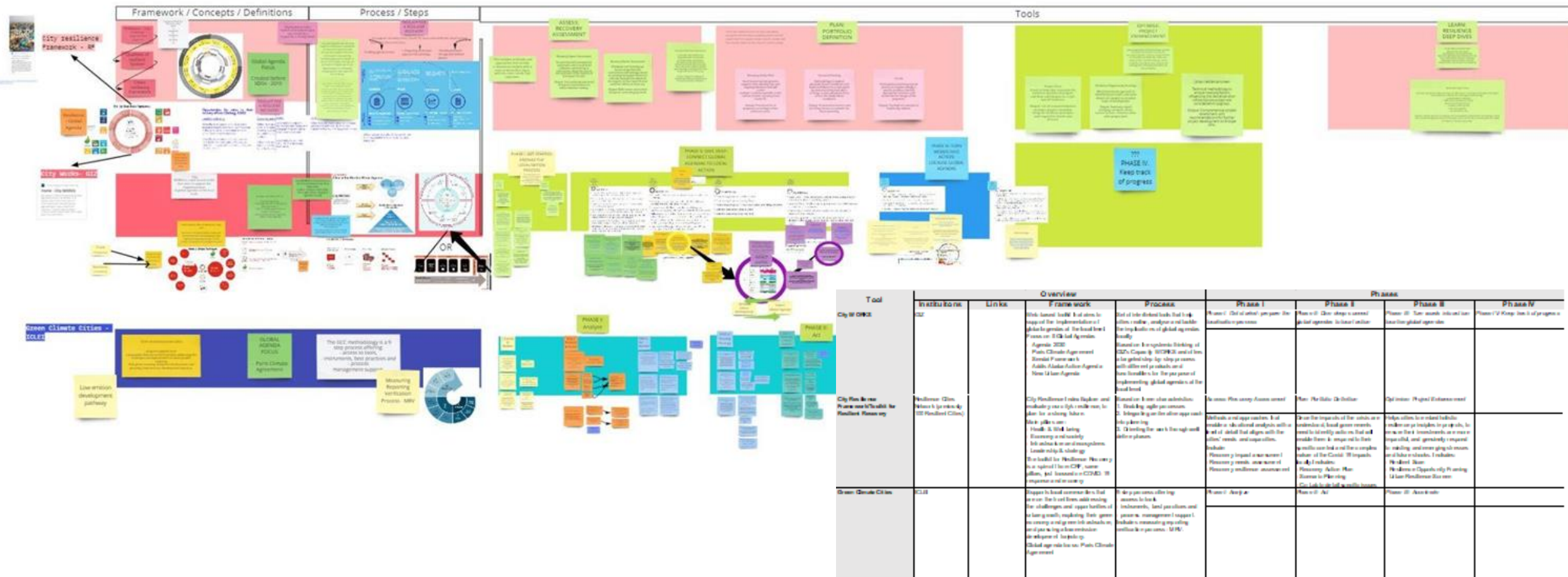-   Not to add tools, but to expand on the existing City WORKS tools

➕ Converting into platform

# A. Background – ReCAP21 Project

**Tools follow similar processes - analysis, action planning, etc...**

# CONTENT

# RESEARCH ON EXISTING RESILIENCE TOOLS

## Approach

For each City WORKS element identified under the ReCAP project (see slide 4 – 1-2. Raise Awareness, 3. Understand Current Situation, 4. Identify and Prioritise Measures, 5-6. Plan for Action Plan), a set of tools was thoroughly assessed as inspiration on the elements can could be brought into City WORKS

- The next slides portray this assessment
  - The first slide of each element summarises the rationale behind the tools that were selected for analysis. For example:



  - The subsequent slides provide a summary of the main features of the analysed tools. For example:

# 1-2. RAISE AWARENESS

Why are we choosing these tools?

- Cities are facing a series of crises (pandemic, flooding, etc.), and they need to understand ... understand the importance of their role in reducing risk and building resilience.

- These are simple exercises ... aimed at familiarising participants with resilience and risk concepts.

- At the same time, these exercises familiarise participants with the linkages between resilience and SDGs.

Tools from **"Fundamentals of Resilient Governance & Development",** UCGL, UN-HABITAT & UNDRR

📝 **Exercise: Risk & Resilience**

📝 **Exercise: Resilience & the SDGs**

VIDEO COLLECTION: can also use this video e.g.
https://www.youtube.com/watch?v=XSqFvmT1E-Q

# 1-2. RAISE AWARENESS

**TOOL**

## Rapid Assessment of Long-Term Vision

**VIDEO COLLECTION**

**+**

# Resilience Learning

Chapter 1: Localizing the Sendai Framework to achieve Resilient Cities and Territories

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**TOOL**

# Brainstorming Challenges and Opportunities for Urban Action

If participants know their city already well, try this method and brainstorm challenges and opportunities for development in your city. Through their knowledge, you can quickly detect which issues are the most pressing in your community. This analysis helps to find out in which areas future projects can be located.

# 1-2. RAISE AWARENESS

# Resilience Learning

**Chapter 1: Localizing the Sendai Framework to achieve Resilient Cities and Territories**

The lectures in this Chapter provide an introduction to the Sendai Framework for Disaster Risk Reduction (SFDRR), its key concepts, and the importance of resilience building for local and regional governments. It discusses the important link disaster risk reduction (DRR) and resilience building have with other global agendas, illustrating how DRR and resilience action supports and should be integrated into the equitable and sustainable development of cities and territories.

# 3. UNDERSTAND CURRENT SITUATION

## Why are we choosing these tools?

- These assessment tools increase the ability of a city to understand the risks it may face as a results of the COVID-19 crisis and other critical events.

- These tools allow for a situational analysis with different levels of detail according cities' needs.

- With these tools, cities access the means to identify relevant actions according to their specific needs.

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**Spatialising Challenges and Opportunities**
(previously "Localising Issues in the City Map")

C2R – RESILIENCE RECOVERY TOOLKIT
Recovery Resilience Assessment

C2R – RESILIENCE RECOVERY TOOLKIT
Scenario Planning

UNDRR's Disaster Resilience Scorecard for Cities

Source: R-Cities Network & UNDRR

# Localising Issues in the City Map

In the previous tasks, you were asked to self-assess your city's performance in regard to the global goals and to collect and prioritise challenges and opportunities for urban action. Now ask yourself in which areas of your city these issues are most important and locate your findings in a map. This helps you to identify the neighbourhoods where challenges may have to be addressed more urgently than in other parts of the city. It is important to analyse the surrounding areas as well and think of additional challenges and opportunities that may exist in these specific local contexts.

# C2R – RESILIENCE RECOVERY TOOLKIT
## Recovery Resilience Assessment

## What

Recovery Resilience Assessment (RRA) is a methodology to surface and articulate initial resilience lessons, themes and challenges emerging from the impacts of Covid-19 in a city. This approach aims to integrate a systems perspective in the processes of data gathering and analysis that precedes decision making. A systems approach based on diverse types of evidence can enable CROs and civil servants to identify further and deeper insights within the wide-ranging and complex impacts of the Covid-19 crisis, and thus shape ideas and proposals that are deeply rooted in the place they will be applied.

Based on GRCN's past learning, the RRA approach integrates three inputs:

- Recovery Impact Assessment
- Perceptions mapping
- Actions mapping

# C2R – RESILIENCE RECOVERY TOOLKIT
## Scenario Planning

## What

Scenario Planning is a methodology that helps planners and decisionmakers consider how actions and choices today may play out in the uncertain future[1]. It provides a framework with which to consider divergent views about the future and evaluate solutions that deviate from the norm. Scenario building and evaluation is meant to aid both vision and foresight as methods and design-planning tools to support decision-making processes.

It is typically used to augment more traditional planning, which bases decisions on observed trends and generally accepted assumptions about how future conditions will evolve over time. Specifically, planners can use scenarios to consider how these divergent futures could affect their plans and use this improved understanding to develop contingency plans.

When used effectively, it can build confidence in a city's plans by demonstrating how well a strategy or plan would perform across plausible, but less likely, future conditions. In more complex situations, these quantitative scenario methods identify the specific conditions in which plans would need to change to achieve designated goals, and they define specific signposts and triggers for adaptation.

# 3. UNDERSTAND CURRENT SITUATION

**UNDRR**
UN Office for Disaster Risk Reduction

**DISASTER RESILIENCE**
SCORECARD FOR CITIES

## Primary Purpose of the *Disaster Resilience Scorecard for Cities*

- To assist countries and local governments in monitoring and reviewing progress and challenges in the implementation of the Sendai Framework.

- To enable the development of a local disaster risk reduction strategy (resilience action plans).

## The benefits of using the *Disaster Resilience Scorecard for Cities*

Early users of the Scorecard have reported a number of benefits. The Scorecard can support cities to:

- Establish a baseline measurement of their current level of disaster resilience;

- Increase awareness and understanding of resilience challenges;

- Enable dialogue and concensus between key city stakeholders who may otherwise not collaborate regularly;

- Enable discussion of priorities for investment and action, based on a shared understanding of the current situation;

- Ultimately lead to actions and implementable projects that will deliver increased resilience for the city over time.

## Who should use the *Disaster Resilience Scorecard for Cities?*

A city is a system of systems, with each of those systems (e.g. communications, water, sanitation, energy, healthcare, welfare, law and order, education, businesses, social and neighbourhood systems)

# 4. IDENTIFY AND PRIORITISE MEASURES

Why are we choosing these tools?

- These tools encourage actions with a holistic perspective that includes resilience concepts in alignment with Global Agendas.

- They provide a clear, concise and structured way of evaluating and prioritising actions.

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TOOL
**Brainstorming Challenges and Opportunities for Urban Action**

CONCEPT STUDY:
Linking Urban Action with Global Agendas

**Resilient Recovery Inventory Tool**

# 4. IDENTIFY AND PRIORITISE MEASURES

CONCEPT STUDY:
Linking Urban Action with Global Agendas

The Excel document links actions, impacts, co-benefits and trade-offs to global agenda targets following the rationale of a log-frame.

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Localising Global Agendas

# Resilient Recovery Inventory Tool

| Introduction | As part of the ReCAP 2021 Program, this tool has been adapted from the "Resilient Recovery Toolkit", proprietary of R-Cities. |
|---|---|
| **Objective** | Support the identification and prioritization of city projects based on green, equitable and resilient dimensions. |
| **What** | The tool is comprised of two phases:<br>1. **Project Inventory –** Inventory of city initiatives related to resilient recovery (detailed project information)<br>2. **Resilient Recovery Screening –** scorecard that helps measure projects' resilience impact |

# 5-6. PLAN FOR ACTION

## Why are we choosing these tools?

- Cities need to identify, prioritise and support new and ongoing initiatives that will create resilience benefits in the context of recovery from COVID-19 and beyond.
- Resources are limited and cities need help to prioritise actions.
- Tools support evaluating whether projects incorporate relevant resilience components in a clear and structured manner.
- TAP is a well-established mechanism to support projects in their pathway to finance.

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**TOOL**

**Action Plan**

**C2R – RESILIENCE RECOVERY TOOLKIT**
Recovery Action Plan

**C2R – RESILIENCE RECOVERY TOOLKIT**
Urban Resilience Screen

**TAP** | Transformative Actions Program

**solutionsgateway**
Climate, Energy, and Finance Solutions

# 5-6. PLAN FOR ACTION

**TOOL**

## Action Plan

You have identified and prioritised a set of measures or projects that your city wants to implement in order to contribute to the global goals. For an effective implementation you should now put all the necessary information into an action plan. An action plan can be understood as list of prioritised actions for implementation, which should include the expected results or outputs as well as available resources and timelines.

# 5-6. PLAN FOR ACTION

## C2R – RESILIENCE RECOVERY TOOLKIT
### Recovery Action Plan

### What

The Recovery Action Plan (RAP) is an Excel-based tool designed to support cities identify new and ongoing initiatives that will create multiple resilience benefits in the context of their recovery from Covid-19. The tool is a decision support method intended to help facilitate collaborative project identification and resilience initiative design. This requires a full list of initial ideas or actions in response to Covid-19.

It is based upon the Opportunity Assessment Tool (OAT), which was used as part 100RC's member cities' strategy development process, offering a dedicated moment to integrate and build on insights from initial assessment and thematic discovery activities. The Recovery Action Plan simplifies the critical questions of the OAT to allow cities to understand which projects will offer the greatest benefit across multiple sectors, multiple communities and for poor and vulnerable citizens. In addition to understanding individual projects' resilience value, the tool helps articulating the collective resilience value of the portfolio of initiatives using the City Resilience Framework (CRF) and a comprehensive list of shocks and stresses.

The tool consists of three distinct sections:

- **Initiative information:** holds basic initiative information, including name, description, initiative status and a unique ID.
- **Resilience questions:** the user inputs the relevant resilience information related to each initiative. Several multiple-choice questions assess the impacts of each initiative, relating to its outcomes, effects on vulnerable communities, the range of demographics affected, shocks and stresses and identified CRF sub-drivers.
- **Analysis:** a visualisation of the data input into the two previous sections (found on a separate tab).

## C2R – RESILIENCE RECOVERY TOOLKIT
## Urban Resilience Screen

### What

The Urban Resilience Screen is a tool to help investors evaluate the resilience value of an infrastructure project. The tool, designed by 100 Resilient Cities in collaboration with Wood and the Rockefeller Foundation, was developed to explore the potential of an infrastructure proposal to withstand sudden shocks and prolonged stresses, minimize impacts on the environment and society, as well as contribute positively to health, job creation and community cohesion.

Investment in resilient infrastructure is a critical component to building urban resilience, as well as to creating the basic physical and organizational structure needed for the operation of a society or enterprise[1]. Applying a 'resilience lens' to the development of an infrastructure project yields better-designed projects that consider and address multiple challenges simultaneously, improving services and saving resources.

Covid-19 has highlighted the importance of revising existing knowledge on infrastructure development and on services that rely on hard infrastructure. For example, this crisis has shed light on the fragilities of an urban mobility system that relies completely on mass-transit vehicles; or on the lack of open public spaces to accommodate citizens without over-crowding shared spaces.

**Transformative Actions Program**

## TAP Finance Toolkit

The Finance Toolkit was released at COP 25 in December 2019 and since then it has been growing and is regularly updated. As of today, it consists of six parts:

1. Climate finance interactive decision making tree, which guides local and regional governments through a series of yes and no questions to consider different financing tools. This kit is available also in French, Spanish, Portuguese and Chinese.

2. Climate Finance Glossary, which is a collection of essential terms and definitions used in international climate finance, financing mechanisms and finance in general.

3. Climate Finance Opportunities, is a catalogue of opportunities that features financial institutions and other actors that have programs and initiatives which support local and regional governments in their project preparation and implementation.

4. Climate Finance Reports and Tools, an inventory of studies, reports, guidance and toolkits, which includes links to various knowledge centers and learning platforms.

5. Bankability Checklist, a set of assumptions to verify in order to achieve a successful application.

6. Successful local government fundraising and project pitching, provides practical advice for fundraising and project pitching using the Brasilia case.

# 5-6. PLAN FOR ACTION

**solutions**gateway
Climate, Energy, and Finance Solutions

### Solutions

Processes to enhance low emission and climate resilient development tailored for local/ regional governments
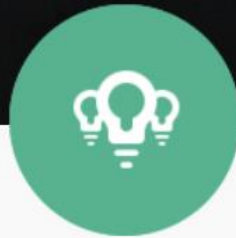
### Solution Packages

A group of Solutions clustered under a given theme to generate synergies, optimize impacts, and support local climate action
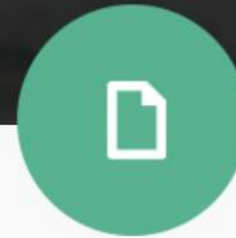
### Case Studies

Inspiring examples from the implementation of Solutions and/or Solution Packages by cities, towns, and regions around the world

# CONTENT

# Summary of proposed tools/additions

| Tool title | Type | Access link to tool in the platform |
|---|---|---|
| 0. Landing page on Resilience | Addition to webpage | https://localising-global-agendas.org/global-agendas/sendai-framework/ |
| **Phase II. Connect to Global Agendas** | | |
| *Step 1. Raise Awareness* | | |
| 1. Video Collection | Addition to existing tool | https://localising-global-agendas.org/city-works-toolkit/raise-awareness/video-collection-resilience-addition/ |
| 2. Rapid Assessment of Long-Term Vision | Addition to existing tool | https://localising-global-agendas.org/city-works-toolkit/raise-awareness/rapid-assessment-of-long-term-vision-resilience-addition/ |
| *Step 2. Understand Current Situation* | | |
| 3. Spatialising Challenges and Opportunities | Addition to existing tool | https://localising-global-agendas.org/city-works-toolkit/understand-current-situation/spatialising-challenges-and-opportunities-resilience-addition/ |
| 4. Brainstorming Challenges and Opportunities for Urban Action | Addition to existing tool | https://localising-global-agendas.org/city-works-toolkit/understand-current-situation/brainstorming-challenges-and-opportunities-for-urban-action-resilience-addition/ |
| *Step 4. Prioritise Measures* | | |
| 5. Linking Urban Action to Resilience | New tool | https://localising-global-agendas.org/city-works-toolkit/prioritise-measures/linking-urban-action-to-resilience%e2%80%8b/ |
| **Phase III. Implement** | | |
| *Step 1. Plan for Action* | | |
| 6. Bankability Assessment | New tool | https://localising-global-agendas.org/city-works-toolkit/plan-for-action/assessing-project-bankability/ |

# 0. Landing Page on Resilience

*PROPOSED ADDITION TO THE "GLOBAL AGENDAS" PAGE, BELOW THE REFERENCE TO THE "SENDAI FRAMEWORK"*
CityWORKS now includes a spin-off focused on Resilience – click here to know more about it!

**Recovering from stressing events**, such as the COVID-19 pandemic, flooding or migration crisis, can take place in different ways. Overall, the **strategies vary from "building back" things in a similar fashion as they were before**, to taking the opportunity to re-think how (at least some) things are done so as to be better prepared when the next event strikes **("building back better"**, or, as also recently used, **"building forward"**).

The fact that **crises are an intrinsic part of the development of cities**, and that cities need to understand how to prepare, respond and recover from them in a manner that, in the long-term, **they increasingly reduce the impact of such events, whilst progressively improving socio-economic development**, has been embedded in most definitions of "resilience".

With the aim of supporting cities in deriving actions towards resilience whilst localizing the main agendas on sustainable development, CityWORKS has produced a spin-off component called **"Resilience"**.

*Access link to the page: [https://localising-global-agendas.org/global-agendas/sendai-framework/](https://localising-global-agendas.org/global-agendas/sendai-framework/)*

# 0. Landing Page on Resilience

First of all, it is important to understand what we mean when we refer to "**Resilient Recovery**". For that, we take inspiration from the "Toolkit for a Resilient Recovery", developed by R-Cities as a response to the COVID-19 pandemic. The approach taken refers to four main dimensions which a resilient recovery should entail (you can click in each to see more details):

Ensuring that growth is shared by all, and that addressing social and economic inequalities includes empowering multiple stakeholders, particularly the most vulnerable ones, whilst appreciating group-based disparities such as gender or race.

*Suggest to have the explanation as a pop-up when the user points/clicks in each dimension*

Prioritize investment initiatives and projects that meet the interconnected needs of multiple urban systems (e.g. healthcare, education, economy).

Assessing how various interventions can respond to multiple and overlapping risks, based on evidence-based and multi-stakeholder approaches.

**Equity-centered**

**System-enabled**

**Risk-aware**

**Climate-focused**

**Just Recovery**
Seeks action to overcome underlying social inequalities and promote more inclusive societies and economies

**Resilient Recovery**
Seeks transformational action fostering adaptive socioeconomic models and increased social, economic, and environmental benefits

**Traditional Recovery**
Seeks to resume economic activity to the same level of development as before the crisis

**Green Recovery**
Seeks alignment between economic and environmental benefits to foster low-carbon economies

Accelerate transformation of economies from fossil-fuel based and extraction intensive into more renewable, sustainable, nature-based ones, which respect planetary limits, brining more balance between human life and the built and natural environments, addressing the emergency of climate change and biodiversity loss.

*Source: Resilient Recovery Framework. Accessible at: https://resilientcitiesnetwork.org/downloadable_resources/UR/SP/2021/17/dana-ppt.pdf*

*Note: Whilst the "Resilient Recovery" component includes references to all elements above, another City WORKS spin-off, on Climate (insert link), allows for an even deeper dive into the "Climate-focused" dimension.*

# 0. Landing Page on Resilience

The "Resilient Recovery" component of City WORKS entails tools that take cities from **familiarising themselves with the concepts around resilience, to analysing their cities under a "resilience" lens, to ensuring the actions they take pave the way for a more resilient future**. So as to strengthen the message that **resilient recovery cannot be dissociated from sustainable development**, most tools were inserted as additions to already-existing City WORKS tools. Nevertheless, you will always have the option to "skip" part of the exercise to focus solely on resilience as necessary.

To access the resilience tools, you can either click below or look for the "resilience icon" when navigating throughout City WORKS.

Video Collection

Rapid Assessment of Long-Term Vision

Spatialising Challenges and Opportunities

Brainstorming Challenges and Opportunities for Urban Action

Linking Urban Action to Resilience
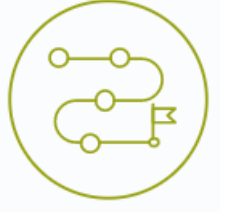
Bankability Assessment

*Suggest to add a small icon to the corner of the icon of each tool where we have a "Resilient Recovery" component*

# 1. Video Collection

ORIGINAL:
The global agendas can be very abstract and might not be easy to grasp. Make it easier for your partners, workshop participants or stakeholders to understand the content of the global agendas by showing them selected videos and explainers.

**PROPOSED ADDITION:**
***Would you like to take this opportunity to further deepen your analysis with a focus on resilience and green recovery?***

The COVID-19 pandemic has exposed even more how important resilience and disaster risk reduction (DRR) and resilience are for cities. A strategy that incorporates these elements has a decisive effect on cities' prosperity, environmental protection and social equality. It also plays a crucial role in reducing poverty and promoting economic development. Thus, it is important that city officials familiarise themselves with the myriad of terms and frameworks associated with resilient development moving forward.

# 1. Video Collection

**Goal**
Use the video to explain the key messages about the Sendai Framework for Disaster Risk Reduction

**Tasks**
-

**Materials**
Localizing the Sendai Framework for Disaster Risk Reduction

**Timeframe**
1 hour

**Output**
Fostering a general understanding of the Sendai Framework for Disaster Risk Reduction.

**References**
Fundamentals of Resilient Governance & Development: Resilience Learning Module I

*Access link to the tool: https://localising-global-agendas.org/city-works-toolkit/raise-awareness/video-collection-resilience-addition/*

# 2. Rapid Assessment of Long-Term Vision

Invite your key stakeholders and partners to think about their city's long-term vision in relation to global agendas. Let them evaluate the main strategies, policies, programmes, and priorities with regard to social, economic, environmental and institutional aspects. Find out how they are connected to the SDGs and other global goals.

*Would you like to take this opportunity to further deepen your assessment with a focus on resilience and green recovery?*

Crises such as the COVID-19 outbreak go beyond a health emergency. They have serious and deep effects on the economy, education, housing, and food access, amongst others. So as to reduce their impact and take them as opportunities for a more sustainable development, cities need long term strategies and actions that incorporate key concepts associated with disaster risk reduction (DRR) and resilience.

# 2. Rapid Assessment of Long-Term Vision

**Goal**
Analyze the city´s long term vision under the lenses of resilience and disaster risk reduction

**Tasks**
**Step 1:** Ask participants to read and analyse the key concepts presented in the given template.
**Step 2:** In small groups, participants should select a maximum of five actions of the city's vision/strategy/plan and discuss the main hazards, vulnerabilities, shocks and stresses related to each, and write them in the template.
**Step 3:** Ask participants to present and discuss their findings. Wrap up questions:
- How are the DRR and/or resilience perspectives included in current urban development actions?
- Was it easy to identify relevant DRR and/or resilient elements?
- Do you think the DRR & resilience perspectives would provide more relevant information for decision making?

**Materials**
"Rapid Assessment of Long-Term Vision - DRR & resilience perspective" table (attached).

**Timeframe**
2 hours

**Output**
Proposed actions in line with the city's long-term vision including a perspective on DRR and resilience

**References**
Fundamentals of Resilient Governance & Development: Resilience Learning Module I

*Access link to the tool: https://localising-global-agendas.org/city-works-toolkit/raise-awareness/rapid-assessment-of-long-term-vision-resilience-addition/*

# 3. Spatialising Challenges and Opportunities

**(original name: "Localising Issues in the City Map")**

ORIGINAL:

In the previous tasks, you were asked to self-assess your city's performance in regard to the global goals and to collect and prioritise challenges and opportunities for urban action. Now ask yourself in which areas of your city these issues are most important and locate your findings in a map. This helps you to identify the neighbourhoods where challenges may have to be addressed more urgently than in other parts of the city. It is important to analyse the surrounding areas as well and think of additional challenges and opportunities that may exist in these specific local contexts.

**PROPOSED ADDITION:**

***Would you like to take this opportunity to further deepen your analysis with a focus on resilience and green recovery?***

Shocks and stresses amongst the main elements that can hamper progress towards more sustainable development. Therefore, identifying how these shocks and stresses can affect the different areas in a city is crucial. This not only ensures that measures taken in each region take them into account, but also that they will accomplish long-term positive impacts.

# 3. Spatialising Challenges and Opportunities

**Goal**
Localise the main risks your city faces with regard to sustainable urban development.

**Tasks**
**Step 1:** Using the map resulting from the Localising Issues in the City Map exercise*, identify different shocks and stresses possibly associated with each issue you have identified (for the cases where the issues are not shocks or stresses already).
**Step 2:** Discuss in small groups which shocks and stresses are primary and what are secondary (e.g. if flooding events - primary - lead to pandemics - secondary).
**Step 3:** For the main risk drivers, map more in detail the area of direct and indirect impact.
**Step 4:** Confirm if any new SDGs or other relevant global goals from the original exercise are related to the new elements added to the map, and highlight the SDGs associated with the risk drivers.

*For a more detailed and quantitative assessment of vulnerabilities and capacities within your city, you can refer to the Vulnerability and Capacity Assessment tool from the Red Cross (see reference below).*

**Materials**
Map of the city in proper resolution and size, dots, post-its and markers (from original exercise)

**Note**
It is important that the participants are familiar with the concepts of "shocks" and "stresses" (see tool "Rapid Assessment of Long-Term Vision" under Raise Awareness), as well as direct and indirect impacts (see references below).
*Alternatively, participants can start a new map by identifying different shocks and stresses in the different areas of the city. Another possibility is for participants to draw their own city map from scratch, which is a useful exercise to reflect on how each person sees their own city/neighbourhood.

**Timeframe**
1 – 2 hours

**Output**
City map with risk areas mapped and main risk drivers identified

**References**
City Resilience Framework
Toolkit for a Resilient Recovery - "Recovery Resilience Assessment" and "Scenario Planning"
Vulnerability and Capacity Assessment (VCA)

*Access link to the tool: https://localising-global-agendas.org/city-works-toolkit/understand-current-situation/spatialising-challenges-and-opportunities-resilience-addition/*

# 4. Brainstorming Challenges and Opportunities for Urban Action

ORIGINAL:

*If participants know their city already well, try this method and brainstorm challenges and opportunities for development in your city. Through their knowledge, you can quickly detect which issues are the most pressing in your community. This analysis helps to find out in which areas future projects can be located.*

**PROPOSED ADDITION:**

***Would you like to take this opportunity to further deepen your analysis with a focus on resilience and green recovery?***

Resilience planning requires cities to think about both their current and future challenges, whilst appreciating that the future is uncertain. The different potential future scenarios will also have an influence on how impactful current measures can be in the long-term. Thus, exploring how the future can look like, even if qualitatively, can help cities to be better prepared for what is coming next.

# 4. Brainstorming Challenges and Opportunities for Urban Action

**Goal**
Explore how potential future scenarios might affect the challenges your city faces and the impact of the opportunities you have identified.

**Tasks**
**Step 1:** Invite participants to work in groups and think about and write down in the provided table what could potentially happen in the future (within the timeframe of the context of the work you are doing) concerning the following aspects:
- **Society**: population trends, migration patterns, expected COVID-19 impact
- **Technology**: new available technologies, new applications
- **Environment**: climate change, vulnerabilities, changes in ecosystems
- **Economy**: changes in economic sectors, reliance on certain products/imports
- **Politics**: stability, elections, conflicts

**Step 2:** Ask groups to evaluate the likelihood and potential consequences of the scenarios described for each aspect above using the references provided in the table
**Step 3:** Request groups to use the challenges and opportunities identified in the original brainstorming exercise* and reflect on how the most likely scenarios can affect them, positively or negatively, or/and if any new challenges or opportunities arise

*For a more detailed and quantitative exercise on exploring future scenarios, refer to the tool "Scenario Planning" from the Toolkit for a Resilient Recovery (reference below).*

**Materials**
"Exploring the Future" table (attached)

**Note**
*Alternatively, participants can select the elements already raised in the "Localising Issues in Your City" exercise (if carried out).

**Timeframe**
2 hours

**Output**
List of potential challenges and opportunities the city can face in the future, to be considered during strategic planning exercises

**References**
City Resilience Framework
Toolkit for a Resilient Recovery - "Recovery Resilience Assessment" and "Scenario Planning"

*Access link to the tool:*
*https://localising-global-agendas.org/city-works-toolkit/understand-current-situation/brainstorming-challenges-and-opportunities-for-urban-action-resilience-addition/*

# 5. Linking Urban Action to Resilience

**PROPOSED:**

Crises such as the COVID-19 pandemic and climate change present a series of idiosyncrasies when compared to other urban challenges. For that, we must derive responses that are holistic and comprehensive, allowing cities to build resilience in the long-term whilst addressing short-term threats. Therefore, if we aim to implement effective and impactful actions, we must identify, understand and evaluate the outcomes of the project from a resilience perspective during the planning process.

# 5. Linking Urban Action to Resilience

**Goal**
Evaluate actions/policies/projects according to their resilience benefits and alignment with global agendas

**Tasks**
**Step 1:** Divide participants in groups of max. 5 people and define what projects, either identified in previous phases of City WORKS or from a different prioritisation process, will go through the assessment.
**Step 2:** Analyze the potential resilience impact for each project for the different resilience dimensions, as well as its association with specific SDG targets, using the scoreboard from Matrix 1.
**Step 3:** Continue to Matrix 2 and analyse the potential of the project to address different SDGs according to the provided scoring standard.
**Step 4:** Revisit Matrix 1 and confirm if original assumptions concerning resilience and SDGs still stand after analysis of the potential impact for different SDGs (Step 3).
**Step 5:** Collectively evaluate the highest-ranked projects in both Matrix 1 and 2 and confirm if these should be priorities for action.

*In Matrix 1, there is an opportunity for the different dimensions of resilience to be weighted, allowing participants to (a) evaluate the dimensions that are more relevant to the local context and (b) ensure the resulting evaluation is more tailored to their needs. Please follow the instructions provided in the corresponding line.*

**Materials**
"Resilience and SDGs Impact Matrix" spreadsheet (digital or print-out)

**Note**
It is important that the participants are familiar with the concepts of "shocks" and "stresses", as well as climate change elements such as "low-emission", "nature-based" and "circular development", which can be found in the reference provided below.

**Timeframe**
2 hours (longer if more projects are assessed)

**Output**
Assessment and ranking of proposed actions concerning their resilience and SDG impact

**References**
City Resilience Framework – Resilience Inventory
Resilient recovery dimensions
Concept Study: Linking Urban Action With Global Agenda Goals

*Access link to the tool: https://localising-global-agendas.org/city-works-toolkit/prioritise-measures/linking-urban-action-to-resilience%e2%80%8b/*

# 6. Assessing Project Bankability

**PROPOSED:**

In order for your project to be considered for funding by external institutions (that is, for it to be "bankable"), it will usually have to meet a certain set of criteria, related to how it has been structured (e.g. the institutions that are behind it), and to its impact (e.g. how exactly it will trigger social, economic and/or environmental benefits). More and more such criteria have converged amongst the different financing institutions, and encompass a series of elements associated with Resilient Recovery.

If you have gone through City WORKS tools such as "Impact Check", and "Feasibility Check", it is likely you will have already fulfilled most of these criteria.

# 6. Assessing Project Bankability

**Goal**
Preliminary assessment of whether the proposed project(s) meet minimum requirements in terms of bankability.

**Tasks**
**Step 1:** Collectively define what projects, either identified in previous phases of City WORKS or from a different prioritization process, will go through the assessment*.
**Step 2:** Depending on number of selected projects, discuss different projects in groups following the criteria listed in the provided "Bankability Assessment" table.
**Step 3:** Analyze what are the main gaps yet to be filled and how such gaps can be covered. Please note that City WORKS tools such as "Impact Check" and "Feasibility Check" might be helpful on that regard.

**Materials**
Bankability assessment table (attached)

**Note**
*There is no recommended minimum or maximum number of projects to be assessed, but it is suggested that only projects that are likely to be funded (either their feasibility studies or actual implementation) in the near future are evaluated.

**Timeframe**
1 hour (per project)

**Output**
Preliminary bankability assessment that can be used when sending project proposal for external funding

**References**
ICLEI's Finance Decision-Making Tree and Guidance and Bankability Checklist Solutions Gateway

*Access link to the tool: https://localising-global-agendas.org/city-works-toolkit/plan-for-action/assessing-project-bankability/*