

# MCR2030 Europe and Central Asia

Partners' guide for local disaster risk reduction strategies and action plans

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# Acknowledgements

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Extensive desk-based research and a review of methodologies and guidance for the development of local resilience strategies were carried out, as well as a mapping of Core Partner tools. This was supplemented with consultations of MCR2030 Core Partners and cities at different stages of their resilience-building journeys.

Discussions during the stakeholder consultations focused on developing an in-depth understanding of the challenges of building and implementing a disaster risk reduction and/or resilience strategy and action plan.

A large focus of these stakeholder consultations and the desk-based research was to better understand the depth and breadth of resilience planning tools available from MCR2030 Core Partners for cities at different stages of city resilience planning.

Discussions with cities already in the process of resilience-building, and with varying institutional capacity, were held alongside the MCR2030 Core Partner consultations.

This process helped capture the experience of cities through the MCR2030 resilience roadmap, as well as the methodology and dashboard/tools that cities use day-to-day (both Core Partner and other tools), the key steps required to develop a resilience strategy, challenges regarding data sets required during the process, the ideal time frame for cities to develop a resilient strategy or action plan, key areas of technical support required to reduce risk and deliver a more resilient city, training and capacity-building needs, areas in which extra support are required post programme of resilience strategy development, and priority functional areas/portfolio development.

The Regional Office for Europe and Central Asia of the United Nations Office for Disaster Risk Reduction (UNDRR) expresses its sincere appreciation to all stakeholders and experts who participated in the elaboration of this milestone document.



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# Foreword

Cities are complex, interconnected systems with high concentrations of people and major capital assets such as energy, education, medical, mass transit and commercial buildings, which require integrated planning and significant investment. Cities also concentrate risks – risks that are becoming ever more systemic and compounding. Urban residents are heavily reliant on key infrastructure and any damage (either through disasters, conflict or other shocks) can result in disproportionate amounts of human and financial impacts.

Making Cities Resilient 2030 (MCR2030)<sup>1</sup> is an initiative of the United Nations Office for Disaster Risk Reduction (UNDRR) to ensure cities become safe, resilient and sustainable by 2030, in line with the Paris Agreement and other global frameworks, such as the Sendai Framework for Disaster Risk Reduction 2015–2030 and the New Urban Agenda. MCR2030 aims to improve local resilience through advocacy, knowledge- and experience-sharing, peer learning, targeted technical assistance and partnership collaboration.

This guide breaks down the MCR2030 offer for local authority members of the MCR2030 network and provides guidance on how to approach the development and implementation of comprehensive and integrated local disaster risk reduction strategies and plans that are aligned with national and regional strategies and plans. The guide is not intended to be prescriptive and instead provides flexible guidance on what a strategy should consider, while focusing on the alignment of values, principles and aspirations. It highlights some good practices in cities, as well as tools and resources of MCR2030 Core Partners available via the MCR2030 dashboard,<sup>2</sup> along with other tools available.

***“Disaster risk reduction is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development.”***

**UNDRR**

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<sup>1</sup> <https://mcr2030.undrr.org/>.

<sup>2</sup> <https://mcr2030dashboard.undrr.org/>.



# Introduction

Disaster risk reduction (DRR) and resilience strategy development processes can be time-consuming and prescriptive. Cities must overcome many challenges when developing a DRR and resilience strategy, including securing political buy-in and support, building the capacity of technical staff, retaining institutional memory, aligning with or considering complementary or even competing agendas, securing appropriate and necessary human and financial resources, as well as ensuring alignment with national and regional priorities, among others.

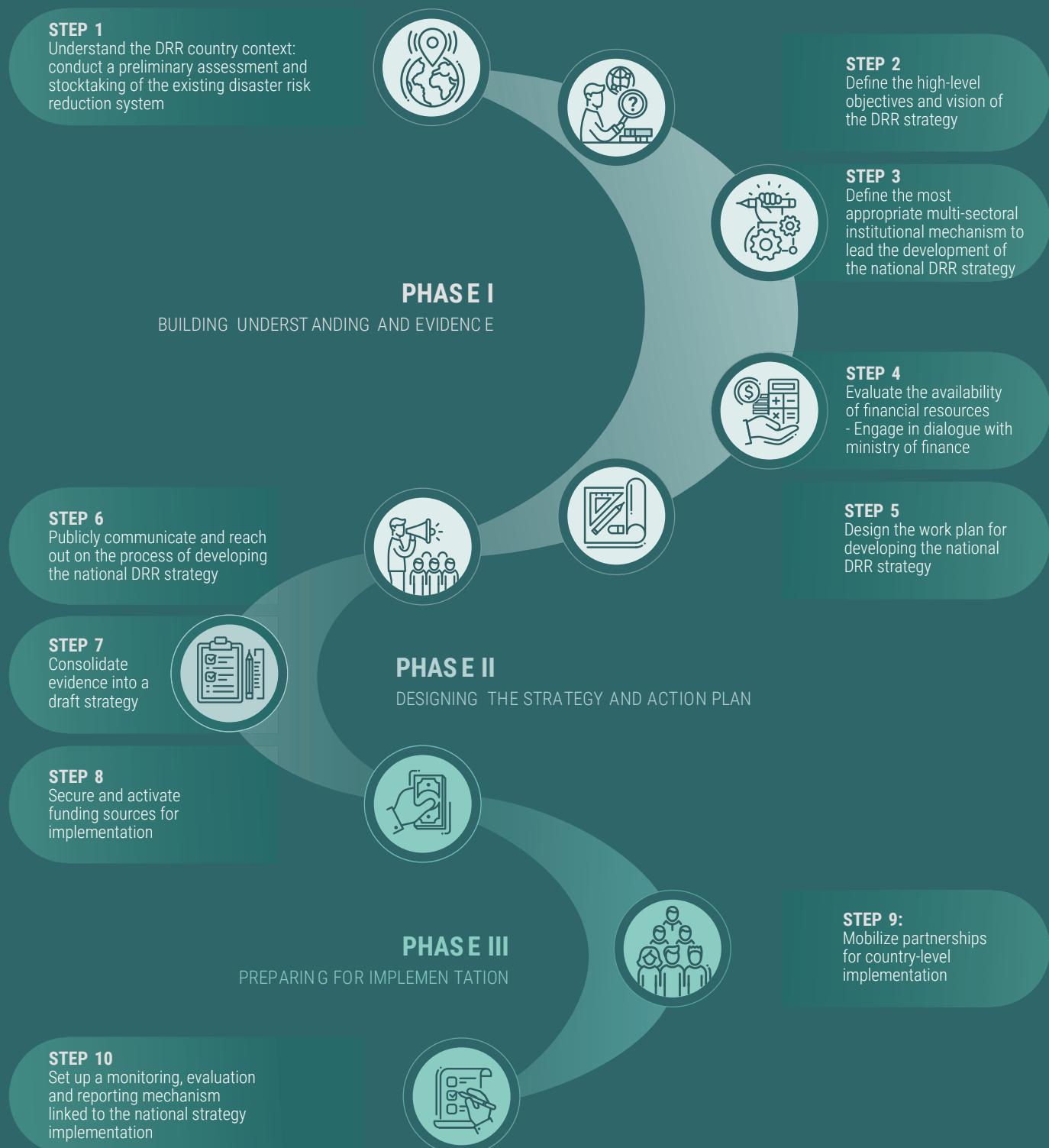
It is important to recognize that the strategy development process is dynamic and offers an exciting opportunity for cities to meet the challenge of managing risk and building resilience in a creative manner. City governments, understandably, focus on front-line services and the everyday functioning of a city. Performance targets and institutional objectives are often set by different departments and sectors, which can lead to siloed working.

DRR and resilience-building is an opportunity to step back and investigate cross-sectoral gaps and opportunities and identify forward-looking actions.

Focus on collaboration, complementarity between, and alignment with, other related agendas, programmes and partners. Seek to identify resilience leaders, champions and active counterparts in local communities and institutions. Draw on technical assistance, capacity development and peer-learning opportunities to help address capacity constraints. Identify potential blockages and provide inspiration.

Although this guide provides just a snapshot of the range of available solutions, the following section outlines the key points that city officials should consider during the DRR or resilience strategy and action plan development process, and highlights actions or tools that can be taken or used in the process.

10-step approach to developing a national disaster risk reduction strategy is proposed as follows:



Source: Words into Action: Developing National Disaster Risk Reduction Strategies (Geneva, UNDRR, 2019).

# Phase I: Building understanding and evidence

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## Establishing the governance structure: key actors of change and the technical working group

Cities are composed of different departments, sectors and actors, each with their own mandates, portfolios and responsibilities. Addressing disaster resilience as a cross-cutting dimension of city life should reflect this rich and multidisciplinary reality.

The first step in developing a robust and sustainable DRR or resilience strategy or action plan should be to establish an interdisciplinary team that can thoroughly consider the city's challenges and opportunities. This could be established as a new group or an existing working group could be expanded or repurposed. The nomination of a focal point to coordinate the working group is an important step. The focal point may want to consider establishing a steering committee to help with decision-making. The working group should be established within the municipal authority's governance structure and careful consideration should be given to its composition. An agreed terms of reference could include definitions and entry points for DRR and resilience in the city, the working group's relationship to political and administrative leadership and key inputs and touchpoints required.

For a governance structure to be sustainable, it must have a reliable and clear structure. The presence of a dedicated focal point who can drive the agenda at the city level is therefore important in this regard.

As the experience of the Resilient Cities Network<sup>3</sup> has shown, the establishment of Chief Resilience Officers for a city, who act as the city's systems architect to build citywide resilience, has been a clear asset for the city resilience agenda in many cases. Established in 2013 across 100 different cities worldwide through the Rockefeller Foundation's 100 Resilient Cities (100RC) initiative, senior-level city officials were tasked with ensuring the coordination of local government departments and city stakeholders on developing and implementing urban resilience strategies.

Following the 100RC initiative, the Resilient Cities Network was established to continue resilience work through its active network of Chief Resilient Officers, who bring together diverse city-level stakeholders to address common challenges and design resilience actions and programmes, while also leveraging funding opportunities.

A Chief Resilience Officer's main functions include:

- developing strategies with a resilience focus
- ensuring international coordination and internal capacity-building (city staff)
- ensuring the direct implementation of innovative or flagship projects
- ensuring a monitoring system for implementation is in place and carrying out a periodical evaluation of new needs/programme development
- planning actions (including the alignment of resources, budgeting analysis and proposals and fundraising).

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<sup>3</sup> <https://resilientcitiesnetwork.org/>.

## Case study

### Technical working group engagement – Astana, Kazakhstan

The city of Astana has established a general city master plan, which is the main urban planning document defining the development of Astana. Under the direction set by the national Government, the city is pursuing a policy of sustainable development. The master plan, titled “Nur-Sultan – a comfortable city”,<sup>4</sup> is the city’s socioeconomic strategy, the aim of which is to build a sustainable and healthy city. Although Astana is not exposed to many hazards at present, rapid urbanization is increasing risks to infrastructure.

Through its participation in Making Cities Resilient 2030 (MCR2030), Astana and its Centre of Urbanism have worked on strengthening the city’s disaster resilience agenda. As a first step, the city established a technical working group, gathering actors from key sectors. This network of actors has been working to implement activities at the city level, with the relationships of the network’s individuals and organizations going from strength to strength.



Astana's technical working group running the UNDRR Disaster Resilience Scorecard for Cities assessment.

<sup>4</sup> Yelnar Bazyken, “Astana’s journey to building safe, resilient and liveable communities”, PreventionWeb, 12 September 2022. Available at <https://www.preventionweb.net/blog/astanas-journey-building-safe-resilient-and-liveable-communities> (accessed 22 December 2023).

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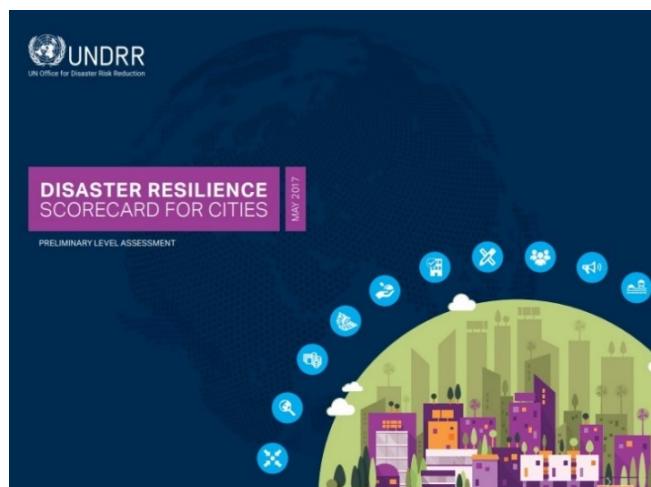
## Developing a baseline understanding of resilience needs

Meaningful stakeholder engagement and executive support and sponsorship are key to successful planning and delivery. Securing a mandate from the city administration will ensure space is created for work within the municipal structure as well as the allocation of appropriate levels of human and financial resources. In addition to political leadership, the support of key stakeholders both within and external to the local authority should be secured. This will help connect the municipal authority with civil society actors, academia, national and regional governments and the private sector. Early planning could help build strong alliances and identify potential donors and/or sponsors.

Resilience-building is a citywide effort. All citizens, including hard-to-reach citizens, must be actively consulted during the strategy development process and considered in the strategy's implementation. Meaningful and inclusive stakeholder engagement allows for transparency, local ownership and accountability, while also enhancing the inclusivity and sustainability of the design and implementation of the strategy and action plan.

It is therefore crucial for cities to first develop a robust understanding of the disaster risk landscape at the local level, building on risk assessments, and to define a clear baseline vision of any resilience strengths and shortcomings across the critical dimensions of local resilience-building.

The Disaster Resilience Scorecard for Cities,<sup>5</sup> developed by the United Nations Office for Disaster Risk Reduction (UNDRR), provides a set of assessments that allow local governments to assess their disaster resilience, structured around MCR2030's Ten Essentials for Making Cities Resilient.<sup>6</sup> It also helps cities monitor and review progress and challenges in implementing the Sendai Framework for Disaster Risk Reduction 2015–2030 and supports the baseline analysis for the preparation of DRR and resilience strategies.



Local authorities may consider first using the preliminary or detailed scorecard to initiate dialogues with various departments and stakeholders on issues related to DRR and resilience. Based on the result of the scorecard assessment, local governments may consider focusing on several key essentials found to require special attention.

<sup>5</sup> Available from <https://mcr2030.undrr.org/disaster-resilience-scorecard-cities>.

<sup>6</sup> Available from <https://mcr2030.undrr.org/ten-essentials-making-cities-resilient>.

Participants of the Bishkek Disaster Resilience Scorecard for Cities assessment.



### Case study

## Using the Disaster Resilience Scorecard for Cities to evaluate urban resilience indicators – Bishkek, Kyrgyzstan

With financial support from the European Union, technical support from UNDRR and the cooperation of the United Nations Economic Commission for Europe, the city of Bishkek carried out a detailed Disaster Resilience Scorecard for Cities assessment in 2021, as part of the city's wider local disaster resilience strategy development process.

During a three-day workshop, the city's technical working group, consisting of representatives from local and national governments and risk analysis and early warning institutions, discussed the 117 indicators of the detailed Disaster Resilience Scorecard for Cities. The multi-stakeholder and inclusive nature of the workshop involved civil society organizations, which also co-facilitated discussions.

The participants received information about the INFORM Subnational risk index for Bishkek, which indicates the level of risk based on 60 indicators across three dimensions of risk: hazard and exposure, vulnerability and lack of coping capacity. Bishkek has reduced its level of risk since 2017 and is now positioned within the medium risk class (having moved out of the high risk class), due to its reduced risk in the index's lack of coping capacity dimension.

The scorecard assessment, and ensuing consultations, offered the necessary support for the preparation of the disaster resilience report for Bishkek, providing a baseline and foundation for the development of the city's resilience strategy.

# Phase II: Designing the strategy and action plan

Depending on opportunity and available resources, the focal point for the strategy and action plan may consider hosting a kick-off workshop to gather stakeholders, establish the work programme, seek input and build momentum across the city. Cities often use this moment

to share the city's entry point, review threats, strengths and weaknesses and consider capacities, challenges and opportunities to mitigate risks and build resilience. This helps establish a collective future and vision for the city.



### Case study

## Initiating the strategy development process through resilience workshops – Central Bosnian Canton, Bosnia and Herzegovina

As part of the engagement of the Central Bosnian Canton in the MCR2030 initiative, a workshop was organized in the city of Travnik, with the support of the United States Agency for International Development (USAID).

The workshop brought together representatives of relevant cantonal ministries and agencies, as well as other stakeholders working in DRR and public health. The participants discussed urban risk concepts, approaches to building local resilience and different MCR2030 tools. Inputs collected and data for scorecard finalization were taken into consideration and agreed upon by all participants.

This was the first step in a series of actions taken to assess the canton's disaster resilience across all segments and with the participation of representatives from all government institutions to inform decisions moving forward.

## #ResilienceHubs | #MCR2030

**||| The MC2030 initiative involves local governments around the world. It enables international cooperation, the exchange of experiences, and technical assistance, all with the aim of reducing disaster risk and improving local resilience to disasters. We are happy to be a part of it.**



– Kenan Dautović  
Mayor of Travnik

**a**

## Stakeholder consultation

Stakeholder consultations can help raise awareness, garner support and educate residents about the role they can play in building resilience and reducing risk. It can also help build public support and maintain momentum for this important work.

Approaches include meetings and discussions as part of official strategy development and implementation processes, dedicated public consultations and launch/celebratory events, as well as online questionnaires and digital media strategies.

Stakeholder consultations provide an extensive set of perspectives. They can contribute to addressing the understanding of resilience in the local context, highlighting its different dimensions, how resilience dimensions may be interconnected and the co-benefits that investing in resilience can help deliver in terms of broader development, equity and inclusion outcomes. These approaches also help show different perspectives of risk.

### Case study

#### Running public consultations for strategy development – Chisinau, Moldova

As part of efforts by the city of Chisinau to launch the development of its new DRR strategy, an initiation workshop was organized involving experts of international organizations, deputy mayors, municipal councillors, heads of structural subdivisions of the City Hall, hospital directors, representatives of the private sector and development partners.

A stakeholder consultation process relevant to the areas addressed by the new public policy document was carried out. The involvement of local communities and stakeholders was important for validating priority decisions and gaining citizens' perspectives and understanding of the city's resilience in general and local communities' resilience in particular. Several representatives from different sectors, organizations and communities were involved in the consultation exercise, including members of the Moldovan National Platform of the Eastern Partnership Civil Society Forum and development partners such as the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), International Organization for Migration, World Bank and European Bank for Reconstruction and Development. An online questionnaire was developed and published on the Chisinau City Hall website,<sup>7</sup> enabling citizens to participate in the process and provide their opinions. The analysis and synthesis of the feedback obtained helped generate new intervention ideas and recommendations for improving resilience at the local level.

<sup>7</sup> Municipiului Chișinău, "Municipalitatea solicită opinia cetătenilor la elaborarea Strategiei de Reziliență a Municipiului Chișinău", 2 May 2023. Available at [https://www.chisinau.md/ro/municipalitatea-solicita-opinia-cetatenilor-la-elaborarea-strategiei-de-rezilienta-20292\\_273811.html](https://www.chisinau.md/ro/municipalitatea-solicita-opinia-cetatenilor-la-elaborarea-strategiei-de-rezilienta-20292_273811.html) (accessed 22 December 2023).

To effectively assist partner governments in their efforts to mitigate risks and enhance resilience in urban areas, the United Nations Development Programme (UNDP) has conducted a thorough analysis of policy and strategy frameworks, projects, programmes, tools and methodologies related to urban risk management and resilience.<sup>8</sup>

Based on the analytical review of urban risk and resilience initiatives over the past decade, the Urban Risk Management and Resilience Strategy<sup>9</sup> outlines an evidence-based rationale, vision and structured approach to engage on urban resilience and risk management and contribute towards achieving Sustainable Development Goal 11 (sustainable cities and communities), while advancing the implementation of the Sendai Framework, the Paris Agreement and the New Urban Agenda.

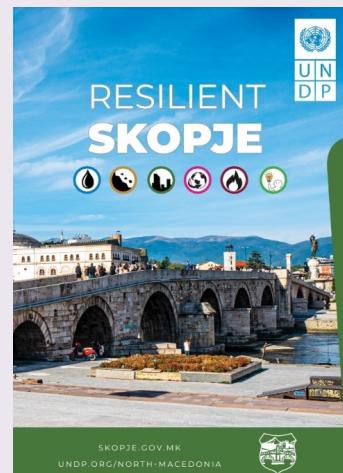
In line with this vision, several initiatives have been supported to address the most pressing urban issues in the Europe and Central Asia region.

### Case study

## Designing a climate change strategy – Skopje, North Macedonia

UNDP has supported the Resilient Skopje strategy,<sup>10</sup> which has resulted in a number of recommendations and action plans.

Today, UNDP continues to expand its efforts and assists the city of Skopje in becoming more resilient to climate change and other environmental threats, as well as in its work with the public administration to help the city design and deliver improved services to its citizens.



Resilient Skopje strategy document.

<sup>8</sup> United Nations Development Programme, An Analytical Review: A Decade of Urban Resilience (New York, UNDP, 2021). United Nations Development

<sup>9</sup> United Nations Development Programme, Urban Risk Management and Resilience Strategy (New York, UNDP, 2021).

<sup>10</sup> City of Skopje and United Nations Development Programme, Resilient Skopje (City of Skopje and UNDP, 2022).

# Phase III: Preparing for implementation

The development of a local DRR strategy and action plan should not be considered an end in itself. In many ways, delivering the strategy and action plan is the first step towards a more resilient future. In addition to delivering against the action plan, the resilience focal point will need to work to mainstream resilience thinking across the municipal council as well as with partners. Individuals, teams and organizations will need to adapt and change

the way they have previously worked and integrate a resilience lens into their day-to-day operations. The strategy and action plan should be treated as living documents and should be reviewed and revised regularly to ensure they capture progress and incorporate new and emerging threats and opportunities. In particular, the strategy and action plan may need to be reframed during political and administrative transitions.

## a

### Action planning: prioritizing actions, aligning agendas and addressing key gaps

The planning process is intended to establish a strategic framework and an agreed action plan to reduce disaster risk and build resilience. It begins with understanding the city's current risks, strengths, weaknesses and challenges (including perceptions of these), identifying and cataloguing actions relevant to the city's risk mitigation and resilience work and understanding where there is consensus and dissonance around threats and opportunities.

Due consideration must be given to ensuring the city's actions align with the key threats it faces (or is perceived as facing), strengths and weaknesses, other complementary or competing agendas (in particular around climate mitigation and adaptation) and national and regional strategies. It could be pertinent to align actions with political priorities that also respond to the city's main challenges.

Once the identified actions have been mapped and catalogued, it is important to identify and address any gaps, while also considering impact assessments, in coordination with the steering committee and technical working group. Much of the success of a DRR and resilience strategy is built upon breaking down siloes and establishing bridges between teams, departments and organizations that have not historically worked together.

According to UNDP, five strategic priorities should be considered when reviewing actions:

1. Prioritize locations where the greatest capacity gaps exist
2. Enhance engagement of diverse stakeholders to strengthen urban governance
3. Target the needs of marginalized communities for more equitable urban resilience
4. Strengthen risk-informed development planning and investments to protect development gains
5. Support the application/adoption of new technologies and innovation to secure resilient urban futures<sup>11</sup>

Action plans should list priority actions with clear milestones and should include roles and responsibilities, timelines, budgets and outputs and outcomes.

<sup>11</sup> United Nations Development Programme, Urban Risk Management and Resilience Strategy (New York, UNDP, 2021).

## b

### Designing evidence-based solutions

Gathering relevant data and ensuring their traceability is an essential step in the implementation process. Where there is a lack of data, cities can supplement with rigorous consultation with key stakeholders and technical experts. Highly vertical planning processes should be avoided in favour of broader engagement and participation in order to form a full picture and therefore enhance overall resilience.

The Global Covenant of Mayors for Climate & Energy provides community-specific activity data and emission factors to develop greenhouse gas (GHG) emission inventories and science-based action planning through its Data4Cities<sup>12</sup> workstream. Additionally, the Data Portal for Cities draws on national and regional sources to help communities fill critical information gaps around the building, transportation and waste sectors at no cost. Finally, the Multilevel Climate Action Playbook for Local and Regional Governments<sup>13</sup> sets out policy levers and institution-building processes for multilevel action to help local, national and regional governments meet ambitious climate mitigation and adaptation targets.

The City Resilience Profiling Tool (CRPT) of the United Nations Human Settlements Programme (UN-Habitat)<sup>14</sup> provides cities with the necessary framework to evaluate urban resilience and develop tailored Actions for Resilience (A4R). The CRPT uses a diagnostic methodology to determine shocks and stresses facing a city and establishes prioritized actions that enable cities to capitalize on their existing data. The CRPT and accompanying guidance help local governments deliver on targets set out in globally agreed intergovernmental frameworks in particular. The CRPT has been designed to collect information and provide a resilience profile that is applicable to a wide range of city scales, geographies and types of city.

#### Case study

#### Developing city resilience profiles – Barcelona, Spain

Through the City Resilience Global Programme, Barcelona City Council and UN-Habitat have worked closely over the past years to promote and implement A4R at both the local level in Barcelona and in other cities worldwide. Barcelona is a pilot city for UN-Habitat's CRPT. The city's involvement in the CRPT initiative includes having an essential role in the development of the tool's methodology, as well as contributing to the tool's calibration by supporting other cities (such as Maputo in Mozambique and Dakar in Senegal) through peer-to-peer collaboration during the implementation process.

<sup>12</sup> Global Covenant of Mayors for Climate & Energy, Data4Cities Initiative. Available at <https://www.globalcovenantofmayors.org/our-initiatives/data4cities/> (accessed 22 December 2023).

<sup>13</sup> Global Covenant of Mayors for Climate & Energy, The Multilevel Climate Action Playbook for Local and Regional Governments (Global Covenant of Mayors for Climate & Energy, 2021).

<sup>14</sup> United Nations Human Settlements Programme, City Resilience Profiling Tool: Guide (UN-Habitat, 2018). Available at <https://unhabitat.org/guide-to-the-city-resilience-profiling-tool> (accessed 22 December 2023).

## C

### Funding and financing

Access to funding and finance is one of the biggest barriers that cities face when ready to implement their DRR and resilience strategies and action plans, and is therefore one of the main hindrances to achieving more resilient futures. Cities should seek to build strong multisectoral and action-oriented partnerships from the outset and utilize key stakeholders and decision makers.

Although it may be difficult to secure funding and financing for a project from start to finish, it is worth considering whether grants, sponsorship or technical assistance could be secured for particular stages of a project.

The Cities Climate Finance Leadership Alliance<sup>15</sup> hosts the Green City Finance Directory, which lists project preparation facilities that can help build green and resilient infrastructure. This includes the City Climate Finance Gap Fund (Gap Fund),<sup>16</sup> which provides technical assistance to cities in countries on the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) List of Official Development Assistance (ODA) Recipients.

The Gap Fund provides early-stage technical assistance to cities for low-carbon, climate-resilient urban development plans and projects, as well as free technical and advisory services to support cities prepare projects. The goals of the Gap Fund are to accelerate the preparation of investments, enhance project quality and ensure projects are bankable.

#### Case study

### Identifying climate-smart investments for urban development in Türkiye

Through the Gap Fund, cities in Türkiye (Antalya, Balikesir, Konya, Malatya and Osmaniye) have received a grant to support the development of their climate investment plans. For each city, the assistance includes the review of existing green growth and resilience strategies, baseline GHG emission assessments and the identification of potential actions for GHG emission reductions. Support is also provided to help the cities prioritize and cost low-carbon investments and estimate the impacts of investments in terms of GHG emissions and other socioeconomic indicators of urban development.

 City Climate  
Finance Gap Fund



**World Bank  
City Climate  
Finance Gap Fund**

<sup>15</sup> <https://citiesclimatefinance.org/>.

<sup>16</sup> <https://www.citygapfund.org/>.

## d

### Peer learning and peer review

Peer learning and peer review can help deepen knowledge around specific priority areas, identify areas for improvement and growth, and provide inspiration and highlight good practice. MCR2030 can serve as a platform to leverage peer-to-peer learning across the region as well as with cities globally, in particular through its Resilience Hubs.

Peer learning and peer review can take many forms, from in-person and virtual networking opportunities, knowledge-sharing forums, capacity-building workshops and large-scale forums to more formal city-to-city partnerships and study trips. In the context of MCR2030, UNDRR considers requests for capacity-building and experience-sharing through peer exchanges and support from Resilience Hubs.

The Uscore2 city-to-city peer review tool<sup>17</sup> of local civil protection mechanisms offers an independent and transparent assessment framework, developed initially with the financial support of the European Commission's EU Civil Protection Mechanism.

The tool aims to help cities strengthen their implementation of DRR actions. Conducting rigorous city-to-city peer reviews has been a challenge for practitioners and policymakers who want to learn from best practice, as prior to the Uscore2 tool, no such easy-to-use tool had been created for this purpose. The Uscore2 methodology was piloted through peer reviews carried out in three cities: Greater Manchester in the United Kingdom, Amadora in Portugal and Vigiano in Italy.

The objectives of city-to-city peer reviews are to:

- ensure that the review tool reflects a comprehensive, all-of-society approach to DRR
- identify data, information and evidence that are useful when conducting a city-to-city peer review
- support the implementation of the Sendai Framework at the local, national and international levels through alignment with local indicators
- ensure the peer-to-peer review is usable by cities at all levels of maturity in DRR planning.



<sup>17</sup> Available from <https://mcr2030.undrr.org/city-city-peer-review-tool>.

Participants of the peer review in the province of Potenza.



### Case study

## City-to-city peer review through MCR2030

In 2022 and 2023, city-to-city peer reviews were carried out as part of MCR2030 to support local strategy development, including visits of the city representatives of Astana (Kazakhstan), Bishkek (Kyrgyzstan) and Dushanbe (Tajikistan) to Greater Manchester,<sup>18</sup> and of local authorities from Bosnia and Herzegovina and Serbia to the province of Potenza (Italy).<sup>19</sup>

These peer reviews provided an opportunity to discuss how Greater Manchester and the province of Potenza work on their resilience priorities, using a city-designed and MCR2030-promoted framework as a reference. Topics included the links between national and local governments and the importance of action at all levels. The meetings also discussed the importance of maintaining relationships between local partners, emergency responders and voluntary groups.

Different cities face different disaster risks, but the visits offered fruitful conversations with their hosts about risk assessments, and about how city leaders understand and share information about risks with citizens.

<sup>18</sup> United Nations Office for Disaster Risk Reduction, "Greater Manchester shares best practice on disaster risk reduction with Central Asian cities", 19 December 2022. Available at <https://www.undrri.org/news/greater-manchester-shares-best-practice-disaster-risk-reduction-central-asian-cities> (accessed 22 December 2023).

<sup>19</sup> United Nations Office for Disaster Risk Reduction, "The Province of Potenza shares best practice on disaster risk reduction with West Balkan local authorities", 24 February 2023. Available at <https://mcr2030.unrr.org/news/province-potenza-shares-best-practices-disaster-risk-reduction-western-balkan-local> (accessed 22 December 2023).

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## Communication and visibility

An announcement of the culmination of the work to develop a DRR and resilience strategy is an opportunity to acknowledge stakeholder participation, further engage stakeholders, establish ownership (in particular of city leadership) and ensure accountability. Announcements

can be made via social media, during a meeting of the technical working group, as part of a series of briefings or even at a large-scale event with press and the media. An announcement also offers an opportunity to gather key stakeholders and decision makers, including political and other local and national leadership representatives, to discuss next steps.



Representative of Bishkek of Kyrgyzstan meets the Mayor of Matosinhos of Portugal.

Participants of the Senior Academy – Civil Protection Amadora initiative.



### Case study

## Stakeholder engagement through communication – Amadora, Portugal

The Portuguese municipality of Amadora has been a leader in engaging children and its elderly population to build resilience. The major disaster risks in Amadora over the last 20 years have included flash floods in urban areas, urban and industrial fires and landslides, as well as storm damage to buildings and infrastructure and road accidents. The population of this highly urbanized territory has been insufficiently aware of and/or desensitized to the risks and hazards it faces. As part of its membership to MCR2030, the city of Amadora has given more importance to the issue of risk, disaster and resilience, focusing on the involvement of relevant stakeholders in building a cultural mindset of resilience across the entire community.

In 2014, Amadora launched its Senior Academy – Civil Protection Amadora initiative to increase elderly people's awareness of actions to reduce disaster risks, integrate the elderly population in civil protection mechanisms and elevate the role of elderly people as active and productive citizens by raising awareness in institutions and wider society. Currently, the initiative has 18 institutional partners and 24 senior civil protection agents trained in volunteering, relief and security. Amadora has developed an impressive, well-coordinated public relations and education campaign focused on children and elderly people, and has already had two important results. First, a significant number of the city's student population has been introduced to the different risks that the city faces, and second, many relevant stakeholders (civil protection service, fire service, police service and volunteers from the Senior Academy, the Red Cross and other non-governmental organizations) have been involved in the campaign to support the educational and training process.

## f.

### Monitoring and evaluation

A dedicated monitoring and evaluation plan will allow the local authority to track progress, assess whether the goals set are being achieved through agreed indicators and tell a compelling impact story to key stakeholders and existing or future donors and sponsors. This can help promote both internal and wider learning, while also allowing for course correction, as needed.

Monitoring and evaluating resilience has rapidly evolved over the past few years, though it continues to pose some challenges, namely around the degree of resilience built in people, assets and/or systems, the establishment of proxy measures, the evaluation and attribution of intervention results and the announcement of success.

Nonetheless, indicators should seek to be SMART (specific, measurable, attainable, relevant and time-bound) and accompanied by targets and/or milestones, and signal alignment across actions included in the strategy. All stakeholders with responsibility for implementation should be part of the monitoring and evaluation process, and should come to an agreement regarding the motivation for monitoring and evaluation. This could include, for example, tracking progress, ensuring equity and social justice, accounting for public funds or a donor's terms and conditions or capturing lessons learned.

A baseline should be defined, with any assumptions and trade-offs (where information may be too time- or resource-intensive to collect) acknowledged. The monitoring and evaluation process should extend beyond a simple checklist of indicators and should be sufficiently flexible so as to explore unintended and/or unexpected results.

To support fair and inclusive transitions, ICLEI – Local Governments for Sustainability collaborated with cities from different regions under the Urban Transitions Alliance project and sought to develop a methodology that enables cities to map the social equity outcomes of local sustainability plans across three dimensions: access, participation and opportunity. For each dimension, tools and recommendations for action were identified, as well as indicators to monitor progress and best practices from cities that are part of the ICLEI network. The city of Turku in Finland tested this initial methodology as part of its Circular Turku project.<sup>20</sup>

The methodology aims to provide insights and recommendations illustrated by best practices, resources and tools for city practitioners to support:

- the framing of social equity along the three dimensions of access, participation and opportunity
- the mapping of social risks and opportunities associated with sustainability programmes and initiatives at the local level
- learning about key equity aspects to consider when designing sustainability programmes and the application of concrete policy instruments to integrate social equity in such programmes
- the identification of suitable indicators to monitor social impacts over time in a holistic manner.

<sup>20</sup> ICLEI – Local Governments for Sustainability, "Circular Turku – A Roadmap Toward Resource Wisdom", 23 November 2021. Available from [https://circulars.iclei.org/resource/circular-turku-a-roadmap-toward-resource-wisdom/?gclid=Cj0KCQiAsburBhCIARlsAExmsu60B1UTbLpF-Afenc6K0\\_NHPcHQtH-A1VeDHPi3WMXQqZ-slSwWngaAnHDEALw\\_wcB](https://circulars.iclei.org/resource/circular-turku-a-roadmap-toward-resource-wisdom/?gclid=Cj0KCQiAsburBhCIARlsAExmsu60B1UTbLpF-Afenc6K0_NHPcHQtH-A1VeDHPi3WMXQqZ-slSwWngaAnHDEALw_wcB) (accessed 22 December 2023).

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# Conclusions

This guide has captured various city and partner experiences through the MCR2030 resilience roadmap, as well as the methodology and dashboard/tools that cities use day-to-day (both Core Partner and other tools), the key steps required to develop a resilience strategy, challenges regarding data sets required during the process, the ideal time frame for cities to develop a resilient strategy or action plan, key areas of technical support required to reduce risk and deliver a more resilient city, training and capacity-building needs, areas in which extra support are required post programme of resilience strategy development, and priority functional areas/portfolio development.

The guide serves as a basis to inform MCR2030 member cities of the Europe and Central Asia region of steps that can be taken to launch the complex and critical task of DRR or resilience strategy and action plan development. Although the guide provides just a snapshot of the range of available solutions, it outlines key points that city officials should consider during the DRR or resilience strategy and action plan development process, and highlights actions or tools that can be taken or used in the process.

The MCR2030 Europe and Central Asia Regional Coordination Committee is available to follow up with interested cities requiring assistance to initiate the DRR or resilience strategy and action plan development process. Queries can be addressed to the MCR2030 Europe and Central Asia Secretariat: [mcr2030-eca@un.org](mailto:mcr2030-eca@un.org).

