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The Manchester Briefing COVID-19

International lessons for local and national government recovery and renewal



What is 'The Manchester Briefing on COVID-19'?

The Manchester Briefing on COVID-19 is aimed at those who plan and implement recovery from COVID-19, including government emergency planners and resilience officers.

We bring together international lessons and examples which may prompt your thinking on the recovery from COVID-19, as well as other information from a range of sources and a focus on one

key topic. The lessons are taken from websites (e.g. UN, WHO), documents (e.g. from researchers and governments), webinars (e.g. those facilitated by WEF, GCRN), and other things we find.

We aim to report what others have done without making any judgement on the effectiveness of the approaches or recommending any specific approach.

This week we have provided information on our webinar series and three briefings:

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Recovery, Renewal, Resilience: The Manchester Webinar Series

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Recovery, Renewal, Resilience: Research impact areas and current projects

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Lessons you may find helpful from across the world

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Considerations for vaccine passports

Visit our webpage '[Recovery, Renewal, Resilience from COVID-19](#)'



Contribute your knowledge to the briefing (via a 30-minute interview) by contacting duncan.shaw-2@manchester.ac.uk



We also produce a blog series which you can access [here](#) along with other news about our team and our work.



Join the conversation
#RecoveryRenewal #Covid19Recovery



Previous briefings. If this is the first briefing you have received and you'd like to access more, they can be found [here](#).

>>>>>>>>> Please register at amb.s.ac.uk/covidrecovery to receive future briefings <<<<<<<<<<

Recovery, Renewal, Resilience: The Manchester Webinar Series

Over the coming months, our team, in collaboration with partners, will be running a series of webinars that will explore recovery and renewal from COVID-19. The webinars will mark key dates, discuss the themes emerging and developing through our project and report on key findings, good practice and global learning. Register for our upcoming and watch our most recent webinars:

Upcoming Webinars

07/06/2021, 1pm BST: Continuity & Resilience Series: Looking beyond Covid-19

This webinar, in collaboration with the British Standards Institute (BSI) will explore lessons in practice from local government, large organisations, small-medium enterprises and business networks. In this episode we will examine the inter-dependencies between business continuity and resilience planning, and look at how we will move beyond the responses to the Covid-19 pandemic.

Register: <https://tinyurl.com/54j99fx2>

10/06/2021, 1pm BST: Cities on the Frontline Series

This webinar will feature perspectives on how to most effectively establish long-term community resilience in cities around the world, and why it is worthwhile for the private sector to help advance leadership and investments in this way.

The link to register will be available [here](#) soon and will be in next fortnights briefing.

Past webinars

07/05/2021: COVID-19: Resilience Planning & Emergency Management

This webinar, in collaboration with The International Emergency Management Society (TIEMS) explored global experience of Recovery, Renewal, Resilience from COVID-19.

Watch <https://tinyurl.com/6fa2z5ne>

29/04/2021: Recovering from COVID-19

In this webinar the panel discusses how academic research can have a real world impact through the application of tools, theories and social science.

Watch: <https://tinyurl.com/338jaawv>

07/04/2021: Communities: The new local resilience capability

This webinar asks whether community resilience can be a local and national resilience capability, and explores different models of community action from the US, Chile and the UK to illustrate how this might be achieved.

Watch: <https://tinyurl.com/7evyj475>

Briefing A:

Part 2 Recovery, Renewal, Resilience: Research impact areas and current projects

Introduction

In [TMB Issue 4](#), on 27th April 2020, we first talked about the need for Recovery and Renewal from COVID-19 to build Resilience. We have been conducting a number of research projects to address this need. For example, in [TMB Issue 35](#) we detailed six research topics that our team is working on, within three areas:

1. Communities
2. Systems
3. Recovery, Renewal, Resilience Frameworks

This week's briefing summarises a further eight new research projects, which are now ongoing. We have grouped the projects below, according to their relevance to the above three areas. The key issues and insights that each project will address are highlighted in italics.

These projects will contribute to our overarching project, which aims to develop a new framework to design and implement both transactional recovery strategies that prepare for future emergencies, and ambitious renewal initiatives that facilitate major transformation of local resilience. This research is co-funded by the UK's Economic and Social Research Council (ESRC), the University of Manchester, with in-kind contributions from our many important partners. COVID-19 has impacted every part of our society and lives, which is reflected in the breadth of skills and knowledge that our multidisciplinary team bring to this effort. You can find out more about our team members and their backgrounds at the end of this briefing.

Communities

Operationalising community resilience as a Local Resilience Capability

Community resilience is such an intractable issue that is often difficult to pin down – yet the actions of local people have been central to supporting those who are especially vulnerable to COVID-19. In thinking about community resilience post-COVID, Duncan Shaw, David Powell and Szymon Parzniewski will research how to operationalise the resilience capabilities of our communities and how such capabilities can be activated when needed. They call this Local Resilience Capability (LRC). The place to start with LRC is understanding what local resilience partners and communities can do to support each other to build resilience of a local area by lowering risks and vulnerabilities and enhancing preparedness. For example, how can communities provide local intelligence on new community risks into an LRF, and how can resilience partners help communities to enhance local resilience to emergencies. This project delves deeper into relationships, assurance, delivery, community governance, and many other dimensions.

This research will work with local areas to: (a) *articulate a new approach to community resilience centred on local resilience capabilities that can be activated*; (b) *propose a means of measuring confidence in the local resilience capability*; and (c) *show the complementary roles of a wide range of partners in local resilience*.

Recovering & Renewing community resilience: lessons from the 2010 Chile earthquake & COVID-19

Jenny Moreno is exploring how realised community resilience in previous disasters can be transferred to future disaster events, by identifying lessons from the 2010 Chile earthquake and COVID-19 in Talcahuano City. This research project aims to identify: (a) how learning about community resilience can be transferred from one disaster to another; and (b) how previous major disasters have affected response and recovery during COVID-19. Data will be collected through semi-structured interviews.

This research project will contribute to knowledge by: (a) *enhancing understanding of the process of learning and transferring community resilience*; and (b) *proposing practical implications for policy makers as to how community resilience learned in previous disasters can be integrated and applied to recovery from COVID-19 in local governments*.

Organisational renewal and/or resilience of micro-businesses during COVID-19: A Palestinian Case Study

Judy Scully, Ayham Fattoum, Magda Hassan, Róisín Jordan, Simos Chari and Duncan Shaw are examining the impacts of COVID-19 on micro-business resilience and renewal capabilities in Palestine. This study will gather data through semi-structured interviews with Palestinian micro-business owners. In the Palestinian context, SUMUD, is a complex phenomenon which resembles the resilience and resistance of the Palestinian people in facing the political and economic environment in which they live. The aims of this research study are: (a) to understand the concept of SUMUD; the context in which Palestinian micro-businesses operate; and (b) to understand the strategies and coping mechanisms of Palestine micro-businesses on their ability to survive and/or thrive in a highly volatile environments such as COVID-19.

This research will produce insights into *the drivers and consequences of SUMUD among Palestinian micro-businesses, by demonstrating best practices for coping with COVID-19 through innovation and intuition, within a complex environment*.

Systems

Exploring the factors that determine communities trust in organisations and their willingness to volunteer with them during emergencies

Duncan Shaw, Ayham Fattoum and Judy Scully are conducting this research, which aims to enhance organisational resilience during emergencies, by identifying organisational designs and cultures

that are more receptive to environmental support. The research will have two stages; (a) in-depth interviews and focus groups to identify and understand the main variables affecting community volunteering with organisations; and (b) structured questionnaire surveys to test, develop, and generalise these driving variables.

This research aims to *explore the system characteristics that promote a stronger relationship between organisations and their environment, and hence enable them to obtain needed support during adversity.*

Managing complexity in viable systems: A framework for rapid decision-making at the operational level for greater resilience and viability

Ayham Fattoum, Duncan Shaw and Simos Chari are exploring solutions to enhance the autonomy of operational level personnel to rapidly analyse and act on complexities during emergencies. The purpose of this research is to introduce flexible models of decision-making that enable this autonomy while maintaining the system's coherence and the ability to qualitatively inform and assess these decisions. This study will use interviews, focus groups and observation with decision-makers at different levels (management to operational) from organisations involved in the response to COVID-19. This project will also analyse how volunteers, community groups, or support from other organisations and businesses were utilised during COVID-19.

This research will contribute in three ways: a) *proposing a new decision-making framework that enables informed and rapid decisions nearest to the information source*; b) *addressing the autonomy-control dilemma that previous research has highlighted*; and c) *informing policymakers and emergency responders about how to enable autonomy for on the ground staff which increases resilience and agility.*

Identifying priority research needs for the effective regulation and oversight of emergency planning across organisations

Alan Boyd, David Powell and Duncan Shaw are conducting a study to identify research that could be particularly helpful to inform how regulatory and oversight bodies support coordinated resilience and emergency preparedness across different organisations and stakeholders. There will be a particular focus on supporting the contribution of health and social care organisations in England. The purpose of the study is to inform future proposals for funding to conduct the research that is needed. The study will include a rapid literature review, interviews with staff from regulatory and oversight bodies, and interviews with other researchers.

This study aims to identify research needs in four areas: a) *regulation and oversight at the system level*; b) *coordinating the activities of different regulators and oversight bodies, such as through joint projects, memorandums of understanding and coordinated development of standards, guidance and assessment frameworks*; c) *assessing the contribution that individual organisations make to system resilience, response and recovery*; and d) *the scope and powers of regulatory and oversight bodies.*

Recovery, Renewal, Resilience Frameworks

A Strategic Recovery, Renewal, Resilience Framework: Insights from Theory and Practice

Duncan Shaw, David Powell, Simos Chari and Andrew McClelland are developing a strategic recovery, renewal and resilience

framework. This project aims to (a) develop a generalizable, theoretically underpinned framework for strategic recovery, renewal, and resilience; and (b) test that the framework is widely applicable. This research study has two phases. In the first phase, a "discovery-oriented" approach will use ethnographic observations, focus-groups and interviews with senior managers, together with findings from a literature review of previous research, to develop a conceptual framework of key variables and relationships that are important in understanding strategic recovery, renewal, and resilience. The second phase will conduct a large scale questionnaire survey, incorporating scales that have already undergone psychometric testing, to test the generalizability of the framework.

This research will *provide a theoretically and practically anchored framework for strategic recovery, renewal, resilience that informs organizations how to build adaptive capacities for future unanticipated events.*

Towards more resilient and sustainable tourist-historic cities post-COVID

This research, led by Andrew McClelland and Duncan Shaw, is focused on the impacts of COVID-19 on tourism and how lessons learned during the pandemic are shaping the strategic thinking of tourist-historic cities in relation to recovery and renewal. Tourism is one of the global industries most impacted by the crisis and will experience significant disruption into the future given public-health measures and restrictions on the mobility of international travellers. Many places are highly dependent on the visitor economy and may struggle to recover at the same pace as other local economic sectors. Further, the present crisis has also underlined calls for remaking the industry in the face of climate change and other profound societal challenges.

Using qualitative interviews, this research will therefore explore: (a) *the response of tourist-historic cities to the impacts and implications of COVID-19*; and (b) *whether and how the crisis is being used to renew local tourism for a more sustainable and resilient future.*

To get involved or to find out more about our activities please get in touch at RecoveryProject@manchester.ac.uk

The Recovery, Renewal, Resilience Team

Professor Duncan Shaw

Professor in Operational Research and Critical Systems at Alliance Manchester Business School (AMBS). Duncan leads the Recovery, Renewal, Resilience cross-university team and contributes to several local and national committees on response and recovery, working in the UK and with governments in many countries as they address the consequences of the virus. He is currently writing the international standard on Recovery and Renewal from pandemics (ISO22393).

Róisín Jordan

Project Coordinator in Recovery, Renewal, Resilience at the University of Manchester. Róisín supports the development of The Manchester Briefing by identifying global learning on COVID-19 and develops this data into actionable lessons for recovery and renewal.

Alan Boyd

Research Fellow in Healthcare and Public Sector Management, AMBS. Alan conducts research into the regulation, governance and improvement of public services, focusing particularly on healthcare. This has included a scoping study of research on emergency planning in health care - see <https://doi.org/10.1057/hs.2013.15>. Alan also has expertise in evaluation and evaluation capacity strengthening.

David Powell

Principal Advisor in Recovery, Renewal, Resilience at the Humanitarian and Conflict Response Institute (HCRI). David sits on local and national committees on COVID - 19 and translates his thinking on Recovery, Renewal, Resilience into government practice and The Manchester Briefing.

Dr Nathaniel O'Grady

Lecturer in Human Geography and Disaster at HCRI, University of Manchester. Nat's work investigated the cultural-political conditions that shape the emergence and unfolding of crises and inform the practices developed to govern them.

Professor Mandy Turner

Professor of Conflict, Peace and Humanitarian Affairs, HCRI. Before joining the HCRI in 2020, she was the director of a British Academy research centre in East Jerusalem. Her research focuses on development and aid in war-torn societies, and she is a specialist on the Israel-Palestine conflict.

Dr Simos Chari

Senior Lecturer in Marketing Management and Strategy, AMBS. Dr Chari's primary research falls in the general fields of strategy formulation and implementation. In effect Dr Chari's work concentrates on marketing strategy as process (i.e., how to formulate effective strategies) and practice (i.e., strategy change and renewal, organizational capacity for change, and performance implications).

Dr Judy Scully

Senior Lecturer in Work and Organisation, Aston University, Birmingham. Her areas of research expertise include: Emergency Preparedness and Resilience, Health Service Management and User Engagement, SHRM and Innovation in the Public Sector, SMEs, Innovation and Productivity.

Dr Jenny Moreno

Assistant Professor, University of Concepción, Chile. Her research focuses on community resilience following disasters in the context of developing countries. Jenny has been working with national and local governments, academia, and civil society to provide support in disaster planning and recovery including community resilience in Chile and Argentina.

Dr Ayham Fattoum

Lecturer of Management Studies and Operational Disaster Management, HCRI. Ayham's experience covers diverse posts and sectors such as quality management, HR, and change management in the not-for-profit and commercial sectors. His latest research aims at enhancing the resilience, agility and viability of systems during emergencies in the context of managing spontaneous volunteers during disasters.

Dr Szymon Parzniewski

Research Associate in Recovery, Renewal, Resilience, University of Manchester. His research interests focus on the growing social complexity in disaster context, reflected but not limited to issues around: migration, diversity, race, vulnerability, resilience, climate change, displacement, Anthropocene mobility. Previously Szymon worked as a Regional Policy and Liaison Intern at the IOM Regional Office in Vienna and JSPS Visiting Research Fellow at University of Toyama.

Dr Ilma Chowdury

Lecturer in Marketing, AMBS. Ilma conducts research on bottom of the pyramid markets, customer vulnerability and sustainability in supply chains, and is passionate about research on the reduction of inequalities, alleviation of poverty and enhancement of living standards through services marketing and management practices.

Dr Andrew McClelland

Research Associate in Recovery, Renewal, Resilience, University of Manchester. Andrew has diverse interests in the public policy challenges confronting places experiencing or emerging from crisis and conflict. Prior to joining the Recovery, Renewal, and Resilience from COVID-19 project team, Andrew worked as a postdoc at the University of Liverpool (2018 -2020) where he coordinated and edited a series of COVID-19 Policy Briefs focused on the Liverpool City Region.

Dr Gemma Sou

Vice Chancellor's Fellow, RMIT, Melbourne, Australia. Gemma's broad research agenda explores the everyday lived experiences of disaster recovery among marginalised groups. She is particularly interested in exploring how refugees perceive, experience and respond to covid19 when living in "global north" cities.

Dr Magda Hassan

Assistant Professor in Marketing, AMBS. Magda's main focus in the Recovery, Renewal and Resilience project is to understand how the pandemic has affected micro-businesses and self-employed across the UK. While the news often reports the negative impact the pandemic had on the economy, Magda is interested to explore the coping mechanisms and opportunities businesses managed to harvest during the pandemic.

Dr Billy Tusker Haworth

Lecturer in Disaster Management, HCRI. Billy's research and teaching expertise are uniquely positioned at the intersection of critical human geography, geographic information science (GIS), and international disaster studies. During COVID-19, Billy has conducted research into the experiences of LGBTIQ+ people in the UK and Brazil, with implications for more inclusive crisis response strategies and future risk reduction.

Briefing B:

Lessons you may find helpful from across the world

We provide the lessons under six categories, with sub-categories for ease of reference. We have selected lessons that are of specific interest to the process of recovery and renewal although many also relate to the response phase, and the likely overlap between response, recovery, and renewal.

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Humanitarian Assistance

Actions

Impact on:

Volunteers

Canada:

<https://tinyurl.com/ydnr9aph>

UNDRR:

<https://tinyurl.com/4dm6wfh7><https://tinyurl.com/2j87dp2h>

Chile:

<https://tinyurl.com/t8v4rrbw>

Consider the role of young people in reducing and responding to disaster risk. A recent study found that the Canadian disaster news media framed young people in five different ways: “1. the vulnerable status of youth; 2. youth as passive bystanders; 3. children as a burden on adults; 4. youth as active agents; and 5. youth as a ‘legitimizing criteria’ in disaster response” (where certain response and recovery resources/actions are prioritized to enable young people to “bounce back” following crisis). The findings of this research highlight a need to shift the narrative and change how young people are framed in emergencies, to recognise their assets and potential roles in disaster risk reduction, emergency response and recovery efforts. Consider:

- Meaningful, inclusive, collaborative and creative strategies to engage young people in all stages of disaster risk and risk management, e.g. [Colombia: The school of our dreams](#) where young people create music videos to teach others about the value of protective and protected schools:
 - o Enable “Self-driven participation” (youth-owned and led engagement) where young people take ownership and identify risks, and manage the process and outcomes, supported by adults when necessary
 - o Establish “Collaborative participation” (adult-owned and youth-led engagement) where adults establish collaboration and invite young people to support the identification of issues. Partnerships are established between adults and young people in a form of “inter-generational collaboration”, a partnership which allows young people to increase their levels of self-directed action over time
- In the [Philippines](#), children are participating in “school-watching programmes” where they gather information about risks that can be addressed by local school authorities. The children create hazard maps which can be shared to educate other students on risk and safety information
- Recognise the role of young people in creating resilience in communities, e.g. [Injuv](#) (The National Youth Institute in Chile) who focus on ways in which young people can be involved, activated and mobilised in emergency response during crisis. They have been working to establish and ecosystem of permanent local youth volunteers, and connect young volunteers directly with voluntary organisations through an online volunteer platform ([Transform Country Network](#))
- Utilize the media to amplify the voices and efforts of young people as catalysts for change in their communities, to create a platform through which young people can share their ideas, opinions and concerns

Impact on:

Community engagement

UNDRR Sendai Voluntary

Commitment platform:

<https://tinyurl.com/64e5cm4>

The Sendai Framework Voluntary Commitments Initiative, UNDRR. Our Recovery, Renewal, Resilience project has recently been recognised by UNDRR (United Nations Office for Disaster Risk Reduction), joining the global Sendai Framework Voluntary Commitments initiative for disaster risk reduction. This initiative was developed in response to the General Assembly resolution [68/211 \(2013\)](#) to support the development of partnerships at all levels to implement the Sendai framework. The Sendai Framework VC initiative provides specific encouragement to academic, scientific, and research entities in regards to their contribution to disaster risk reduction. The Voluntary Commitment highlights our projects ‘Sendai Priorities for Action’ including:

- Understanding disaster risk;
- Strengthening disaster risk governance to manage disaster risk;
- Investing in disaster risk reduction for resilience;
- Enhancing disaster preparedness for effective response, and to ‘Build Back Better’

The Sendai Framework Voluntary Commitment platform showcases a wide range of work from different organisations and groups across the world, all working to build resilience. The platform serves as a “mechanism to mobilize, monitor and take stock of commitments from multi-stakeholders for the implementation of the Sendai Framework until 2030”. You can explore the various projects from across the world or register your own project on the platform [here](#).

Humanitarian Assistance

Actions

Impact on:
Vulnerable people

UK:
<https://tinyurl.com/skfyths3>

Consider the measures required to support people living in rural communities. The Rural Lives project examined the impacts of the COVID-19 pandemic and lockdowns on individuals experiencing financial hardship and vulnerability in rural areas, and the responses to address those impacts. It investigated the contributions of “societal processes, individual circumstances, and various support sources (e.g. markets, state, voluntary/community organisations, and family and friends)”. The study finds that lockdowns delivered an acute shock to rural economies and societies, many of which rely heavily on tourism and hospitality, and that the pandemic amplified the impacts of digital exclusion. Pre-COVID, a substantial proportion of rural residents were found to be financially vulnerable. This study suggests that many more will be at risk of financial hardship in the coming months and years as “the full impacts of the pandemic play out and sources of support become more constrained”. The study suggests future actions to support people living in rural communities:

- Diversify rural economies and support “good work” to offer people a fair and secure income, e.g. by providing targeted funding and support to help people to establish small businesses that increase the strength of other sectors (outside of those currently relied upon) and provide rural residents with “less precarious employment opportunities”
- Establish business support networks/signpost people to business advisory services to mitigate the negative effects of necessity entrepreneurship (e.g. people may lack confidence and/or knowledge about what is involved in setting up a viable business)
- Define and support the role of rural Voluntary and Community Social Enterprise (VCSE) sector, who have the potential to be a key actor when tackling the rise in rural youth unemployment
- Reinstate and support the expansion of mobile and outreach face-to-face services for the most vulnerable, especially those who may be more isolated due to physical distance from services, lack digital literacy or face mental health challenges
- “Continue partnership working and flexible funding” between service providers and VCSEs so that they can continue to play a joined-up signposting role, connecting rural communities to information, advice and services
- Integrate VCSEs into strategic planning to create effective partnership structures
- Explore the “rural potential for social care provision” and review the experience of social care and carers during the pandemic to learn lessons. E.g. “deliver a more personalised and joined-up approach via informal cooperation between health and care workers, learning from more flexible work practices adopted during the pandemic”
- Enable communities to take a more active role in commissioning social care, and enable community groups to deliver care in their communities
- Co-produce service design with communities, pilot integrated ways of working with VCSEs and the community, and take locally-based approaches to service delivery that prioritise local community outcomes and individual needs/priorities
- Consider a combination of “person-based and place-based” social protection and welfare measures at national policy level

| Economic | Actions |
|---|--|
| <p>Impact on: <i>Business regeneration/ rejuvenation</i></p> <p>New Zealand: https://tinyurl.com/vfmfn29v</p> | <p>Consider an international trade recovery strategy to harness opportunities in the aftermath of COVID-19. New Zealand has developed a trade recovery strategy to protect jobs, increase employment and drive economic recovery. The strategy is shaped by three key priorities:</p> <p><i>Retooling support for exporters:</i></p> <ul style="list-style-type: none"> ▪ Provide intensive support to exporters through tailored mechanisms to build capabilities and "connect with overseas markets and global partners" ▪ Strengthen online tools and services for exporters, e.g. "make trade barrier portals more user-friendly for exporters facing challenges offshore" ▪ Expand tools and services to SMEs through "NZTE's Regional Business Partner network" <p><i>Refreshing key trade relationships:</i></p> <ul style="list-style-type: none"> ▪ Provide current "free trade agreements with greater 'in-market' and 'to-market' support for exporters" – ensuring better support to an increased number of markets ▪ Intensify the existing trade diversification strategy and leverage New Zealand's reputation as a trusted trade partner ▪ Further the progress made on free trade agreements, through new negotiations e.g. with the UK ▪ Expand on the "Comprehensive and Progressive Agreement for Trans-Pacific Partnership" <p><i>Reinvigorating international trade architecture:</i></p> <ul style="list-style-type: none"> ▪ Support the World Trade Organisation and the Asia-Pacific Economic Cooperation to protect the multilateral rules-based system, develop consensus on policies to support recovery, and "push back against protectionism" ▪ Similarly, "pursue new 'plurilateral' negotiations, e.g. The Digital Economy Partnership Agreement and the Agreement on Climate Change, Trade and Sustainability" |
| <p>Impact on: <i>Private sector</i></p> <p>Global: https://tinyurl.com/6beyw49j</p> | <p>Consider ways in which the private sector can support an equitable COVID-19 vaccine programme. Global distribution of the COVID-19 vaccine is essential to ensure that all lives are protected. As a result of vaccine shortfall, people in many parts of the world may need to wait up to three years to get the vaccine, during which time COVID-19 will continue to mutate and spread. In addition to protecting human life, global distribution of vaccines is required to protect the economy, which could be "deprived of up to \$9.2 trillion" if not (International Chamber of Commerce). Low and middle income countries are reliant on the work of COVAX to provide global equitable access to COVID-19 vaccines. However, mobilising the necessary support from donors is a challenge. "Greater public-private sector collaboration is required to ensure rapid and fair distribution". Many private sector companies are looking for ways to support the global vaccination effort but are unsure as to how exactly they can do this. The World Bank advises to consider:</p> <ul style="list-style-type: none"> ▪ Aggregate funding to mobilize donors, e.g. introduce a pool fund or matching commitments, which can establish a coordinated approach from public and private donors and increase the number of and size of donations from diverse co-funders ▪ Establish "concessional financing" to support local businesses to develop and improve their service delivery and supply chains to better meet the needs of local vaccine programmes (e.g. small and medium sized businesses in disadvantaged sectors and locations) ▪ Introduce "results-based finance to improve accountability and outcomes per dollar spent on the vaccination support, as traditional grant funding is tied to inputs, not achievement of outcomes" |

| | |
|--|---|
| <p>Infrastructure</p> <p>Impact on: <i>Welfare (including social care)</i></p> <p>UK (p. 34-37): https://tinyurl.com/jxarwn37</p> | <p>Actions</p> <p>Consider measures for social care service recovery. The health and social care system is complex, spanning a broad range of services delivered by both statutory and third sector organisations. COVID-19 has had a significant impact on society and on health and social care services. A recent impact assessment 'Health and Social Care in Wales COVID-19: Looking Forward' presents "high level expectations" for NHS and social care recovery. It also identifies the challenges and constraints ahead, and priorities for each part of the system. Social care services are one of the key priorities, recognising the critical role that social care workers (including unpaid carers) have played in frontline responses to COVID. Consider:</p> <ul style="list-style-type: none"> ▪ Learn lessons from the pandemic. Assess and identify the "hidden harms" caused by COVID-19 and implement services that can mitigate the longer term impacts of COVID on communities and individuals ▪ Facilitate opportunities for families to "identify and own solutions to challenges brought about or exacerbated by COVID", to support families to remain together ▪ Identify and address the impacts of 'Long COVID', work to understand the effect of this on people who receive care and support, including unpaid carers and the social care workforce ▪ Introduce strategies that tackle the disproportionate impacts of COVID-19 on unpaid carers, focusing particularly on challenges related to "respite and support for carers" ▪ Recognise that the Local Authority Hardship Fund has been central to the continuity of many critical social care organisations during the pandemic. "Ensure that commissioners of care and support services, in local authorities and health boards, use this financial support in ways that enable them to match the provision of services to changing population need" as the full impacts of the pandemic play out ▪ Introduce the 'Real Living Wage' across the social care sector, to support wellbeing and mental health ▪ "Build on and improve the collaborative working that has been evident across the health and social care sector throughout the pandemic" |
| <p>Environment</p> <p>Impact on: <i>General environment</i></p> <p>Global: https://tinyurl.com/swe9u77r</p> <p>United Nations Office for South-south Cooperation (UNOSSC)</p> <p>United Nations Human Settlement Programme (UN-Habitat)</p> | <p>Actions</p> <p>Call for Submissions: 'Innovative Experiences of Cities on environmental Sustainability and Climate Actions'. Cities are central to addressing climate change and promoting environmental sustainability. Floods, droughts, storms and rising sea levels are impacting infrastructure, livelihoods and human health across the world. In particular, urban activities contribute significantly to "climate change and environmental degradation". The UNOSSC, in partnership with UN Habitat, have launched a call for submissions on cities' innovative experiences on environmental sustainability and climate action through South-South and triangular cooperation. They call for examples of innovative environmental sustainability and climate solutions in cities that fulfil the following criteria:</p> <ul style="list-style-type: none"> ▪ Include South-south or triangular cooperation approaches ▪ Are scalable and replicable ▪ Involve a local government or municipal authority <p>This call for submissions offers an opportunity to:</p> <ul style="list-style-type: none"> ▪ Feature as a case study in the upcoming joint publication by UNOSSC and UN-Habitat ▪ Join UNOSSC's cities thematic clusters network which offers an opportunity to share experiences and learn about knowledge-sharing and pilot project opportunities <p>Submit initiatives/projects by June 5th 2021 here</p> |

Communication and engagement

Actions

Impact on:

Targeted communications

Canada:

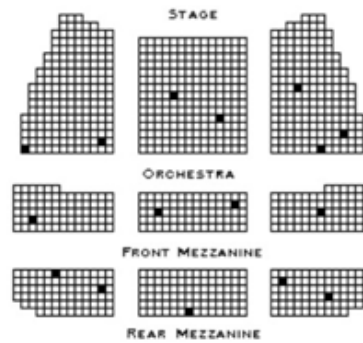
<https://tinyurl.com/ssrhv8vm>

<https://tinyurl.com/24tsmrjd>

Consider approaches that visually communicate risk. The complexity of COVID-19 has meant that the risks have often been difficult to predict and understand, thus creating uncertainty and a challenge for those responsible for public risk communications. "When scientific uncertainty appears in public settings, it could reduce the perceived authority of science" (Zehr, p.11). Effective communication of uncertainty is essential, to ensure that individuals and communities are well-informed, are better able to make decisions about their well-being and respond to/mitigate the impacts of risk. Consider:

- Create a visualization of risk, to generate a deeper and more relevant understanding of the facts and insights often concealed in abstract data, e.g.; 'The risk characterisation theatre', a visualisation approach using a seating chart (like those used when booking seats in a theatre) which "visually displays risk by obscuring a share of seats that correspond to the risk" (see example below)
- This approach generates a visual of the likelihood of the risk, and enables a visual communication of rare risks that are often challenging to represent and communicate effectively
- This approach also enables an individual to relate a risk with a level and within a context that they can naturally associate to. By not stating exact figures, this approach tackles the "big issue" of uncertainty in risk
- Other examples of visualizations of risk include; displaying the impact of "long COVID" as places in a bus, e.g. "a figure such as 22% of patients discharged from hospital after COVID-19 reporting hair loss could be depicted as 11 individuals on a bus full of 50 people who have left hospital after receiving care for the virus". This is a scenario that anyone familiar with a bus can easily imagine. The data becomes immediately less abstract.

The below visual depicts the number of additional people experiencing cardiovascular events when taking a certain pain relieving drug and is based on a comparison to 1,0000 people not taking this medication (Rifkin and Bouwer, 2007, p.76)



Rifkin, E. and Bouwer, E. (2007) *The Illusion of Certainty : Health Benefits and Risks*. Boston, MA: Springer US.

| Governance and legislation | Actions |
|---|---|
| <p>Impact on: <i>Planning for recovery</i></p> <p>European Union: https://tinyurl.com/4bk39a83</p> <p>France: https://tinyurl.com/3mwx62js</p> | <p>Consider priorities for recovery and renewal. The European Union recently set out Europe’s priorities for recovery, which aim to create a “greener, more digital and more resilient Europe”. The latest budget will focus on:</p> <ul style="list-style-type: none"> ▪ “Research and innovation, via Horizon Europe; ▪ Fair climate and digital transitions, via the Just Transition Fund and the Digital Europe Programme; ▪ Preparedness, recovery and resilience, via the Recovery and Resilience Facility, rescEu, and a new health programme, EU4Health; ▪ Modernising traditional policies such as cohesion and the common agricultural policy, to maximise their contribution to the Union’s priorities; ▪ Fight climate change, with 30% of the EU funds; ▪ Biodiversity protection and gender equality” <p>France recently set out the key measures within their recovery plan, complementing the priorities set out by the European Union. France is investing largely in:</p> <ul style="list-style-type: none"> ▪ Accelerating the greening of the economy, with investments in “energy performance renovations for buildings, in “green” infrastructure and mobility, to reduce the carbon-intensity of manufacturing processes, and in the development of new green technologies” (hydrogen, biofuels, recycling) ▪ Economic resilience through “reductions in production taxes, the provision of support for equity capital funding for business, investment in industrial innovation and support for exports” ▪ A focus on financial support and digital transformation of voluntary sector enterprises and small-medium enterprises |

Briefing C:

Considerations for vaccine passports

[TMB Issue 30](#) discussed the potential ethical issues associated with varying restrictions on individual liberties based on possession of a vaccine certificate. Digital vaccination passports have generated a complex debate across the world, as understanding of the COVID-19 virus and the effectiveness of current vaccines is still developing and digital vaccine passports are an “evolving science”. Introducing infrastructure that has the potential to create “segregation and risk scoring at an individual level, enables third-party access to health information, brings profound risks to individual rights and concepts of equity in society”¹. The Ada Lovelace Institute² recently released ‘Checkpoints for vaccine passports’ which strives to support governments and developers to work through the important steps to examine the evidence available, understand the design choices and the societal impacts, and assess whether a roll-out of vaccine passports could navigate risks to play a socially beneficial role. Below we replicate content from that report which explains their six vaccine passport system requirements³:

1. Scientific confidence in the impact on public health

As scientific knowledge on the effectiveness of current COVID-19 tests, vaccines and antibodies is still developing, governments and public health experts should:

- “Establish scientific pre-conditions’, to include the level of reduced transmission from vaccination that would be deemed acceptable to permit their use;
- Create a model and test the behavioural impacts of different digital vaccination passport programmes (e.g. in combination with or in place of social distancing);
- Conduct a comparative analysis of different vaccine passport schemes to other public health measures in terms of necessity, benefits, risks and costs;
- Develop and test public communications with regards to what certification should be understood to mean in terms of uncertainty and risk;
- Set out the permitted pathways for calculating what constitutes lower risk individuals, including vaccine type, test types, antibody protection and duration of reduced risk following vaccination, testing and infection;
- Outline public health infrastructure requirements for successful use of a passport scheme, which may include access to vaccine, vaccine rate, access to tests, testing accuracy, or testing turnaround”

1 <https://www.adalovelaceinstitute.org/report/checkpoints-vaccine-passports/>

2 <https://www.adalovelaceinstitute.org/>

3 Ibid.

2. Clear, specific and delimited purpose

To mitigate the potential risks of vaccine passports (e.g. barriers to employment, stigma and discrimination), the following measures should be considered:

- “Specify the purpose of a vaccine passport and clearly communicate the specific problems it aims to address;
- Conduct a comparison of alternative options and existing infrastructure, policy or practice to evaluate if any new system and its overheads are proportionate for specific use cases (e.g. care home visitations);
- Clearly define where certification will be permitted and set out the scientific evidence on the impact of these systems;
- Clearly define where the use of certification will not be acceptable, and whether any population groups should be exempted (e.g. children, pregnant women or those with health conditions);
- Consult with representatives of workers and employers, and issue clear guidance on the use of vaccine passports in the workplace;
- Establish clear aims, measures to assess success and a model for evaluation”

3. Ethical consideration and clear legal guidance

Ethics and law relating to the permitted and restricted uses of vaccine passports, and mechanisms to support rights and redress and table illegal use should be considered:

- “Publish and require the publication of, impact assessments – on issues including data protections, equality and human rights;
- Offer clarity on the current legality of any uses, specifically laws regarding employment, equalities, data protection, policing, migration and asylum, and health regulations;
- Create clear and specific laws, and develop guidelines for all potential user groups about the legality of use, mechanisms for enforcement and methods of legal redress for any vaccine passport scheme;
- Support cooperation between relevant regulators that need to work cooperatively and pre-emptively;
- Make any changes via primary legislation, to ensure due process, proper scrutiny and public confidence;
- Develop suitable policy architecture around any vaccine passport scheme, to mitigate harms identified in impact assessments – which may require employment protection and financial support for those facing barriers to work on the basis of health status”

4. Sociotechnical system design, including operational infrastructure

Consider how the vaccine passport system design will function in practice and link with other systems:

- “Outline the vision for any role vaccine passports should play in COVID-19 strategies, e.g. whether developing own systems or permitting others to develop and use passports;
- Outline a set of best-practice design principles any technical design should embody – including data minimisation, openness, ethics by design and privacy by design – and conduct small-scale pilots before further deployment;
- Protect against digital discrimination, by creating a non-digital (paper) alternative;
- Be clear about how vaccine passports link or expand existing data systems (in particular health records and identity);
- Clarify broader societal issues relating to the system, including the duration of any planned system, practical expectations of other actors in the system and technological requirements, aims, costs, and the possible impacts of other parts of the public health system or economy informed by public deliberation;
- Incorporate policy measures to mitigate ethical and social risks or harms identified”

5. Public legitimacy

Public confidence in vaccine passports will be crucial and consideration should be given to local contexts:

- “Undertake rapid and ongoing public deliberations as a complement to, and not a replacement for, existing guidance, legislation and proper consideration of issues;
- Undertake public deliberation with groups who may have particular interest or concerns from such a systems, e.g. those who are unable to have the vaccine, those unable to open businesses due to risk, groups who have experienced discrimination or stigma;
- Engage key actors in the successful delivery of these systems (business owners, border control, public health experts)”

6. Protection against future risks and mitigation strategies for global harms

Consider the longer-term effects of vaccine passport systems and how they might shape future decisions or be used by future governments:

- “Be up front as to whether any systems are intended to be used long term, and design and consult accordingly;
- Establish clear, published criteria for the success of a system and for ongoing evaluation;
- Ensure legislation includes a time-limited period with sunset clauses or conditions under which use is restricted and any dataset deleted – and structures or guidance to support deletion where data has been integrated into work systems for example;
- Ensure legislation includes purpose limitation, with clear guidance on application and enforcement, and include safeguards outlining uses which would be illegal;
- Work through international bodies like WHO, GAVI and COVAX to seek international agreement on vaccine passports and mechanisms to counteract inequalities and promote vaccine sharing”