workshop on disaster recovery planning for Ethiopia

Bishoftu, Ethiopia
29-31 July 2013

Organizing partners

With funding support from
REPORT

Workshop on Disaster Recovery Planning

Bishoftu, Ethiopia
29-31 July 2013

Organizing Partners
**Executive Summary**

The Intergovernmental Authority on Development (IGAD) and IRP jointly organized the first *Workshop on Disaster Recovery Planning* for the Horn of Africa on 29-31 July 2013 at Dreamland Hotel, Bishoftu, Ethiopia. The first workshop was intended for government officials of Ethiopia. It was part of the European Commission (EC) funded project “Strengthening Region-based Capacities in Disaster Recovery Planning”. The aim of the workshop was to create a pool of recovery experts in the region by having a standby capacity at IGAD and some of its member states so that support can be expected by any country desiring assistance for disaster recovery planning.

Eighteen (18) high level officials from the Government of Ethiopia came to the workshop. Participants have been engaged in recovery planning from supporting ministries such as public works, health, education, and environment. In addition, officials from international agencies, including the African Center for Disaster Risk Management (ACDRM) also participated, making sure that the policymaking process encapsulates local knowledge, regional experience, and international expertise. At the inauguration, H.E. Ato Mitiku Kassa, State Minister for Disaster Risk Management and Food Security Sector of the Department of Agriculture Government of Ethiopia came to grace the occasion and expressed his commitment to do everything in his power to make sure that knowledge and experiences acquired from the workshop are appropriately applied.

The three-day workshop comprised mainly of sharing stories on recovery initiatives and group exercises on recovery planning. The workshop enriched participants’ knowledge of integrating disaster recovery planning into their national DRR plans, UNDAFs, and other planning/programming instruments. It also resulted into discussions among representatives from government bodies, IGAD, and IRP partners to further share knowledge and exchange information for recovery planning. Technical support will be further coordinated with the Government of Ethiopia through the participants, if needed.

As way forward, report of the workshop will be shared to IGAD and all participants as reference for recovery planning exercise in the future – specifically the section on outputs. IGAD and IRP will manage the *Roster of Experts for the Horn of Africa*, including tapping them to serve as resource persons for follow-up workshops in their respective countries or even in other countries within the region. Trained experts are expected to share knowledge gained from the workshops to other officials from different government departments and ministries. Furthermore, participants are expected to further share local case studies to IGAD and IRP so that these cases can be shared globally. In the case of Ethiopia, it has been taking a lead role in developing new initiatives in the region. Firstly, it has embarked on a paradigm shift in dealing with disaster from “crisis management” to “risk management”. Secondly, the disaster risk management activities are aligned with the Hyogo Framework for Action (HFA), wherein lessons can input into the formulation of HFA2. Finally, it developed the DRM Program and Investment Framework (DRM-SPIF) to facilitate integration of disaster recovery planning in disaster risk management and sustainable development.
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Background

1. The Intergovernmental Authority on Development (IGAD) and IRP jointly organized the first Workshop on Disaster Recovery Planning for the Horn of Africa on 29-31 July 2013 at Dreamland Hotel, Bishoftu, Ethiopia. The first workshop was intended for government officials of Ethiopia. It was part of the European Commission (EC) funded project “Strengthening Region-based Capacities in Disaster Recovery Planning”. The aim of the workshop was to create a pool of recovery experts in the region by having a standby capacity at IGAD and some of its member states so that support can be expected by any country desiring assistance for disaster recovery planning (Annex1).

2. IRP, on the basis of its mandate, seeks to contribute to the enhancement of post-disaster recovery operations by developing essential capacities through training, experience sharing, and technical exchanges. It addresses the demands of governments, local officials, and leaders who are entrusted with the responsibilities for planning, managing, and executing resilient disaster reduction and recovery activities.

3. Various aspects of recovery planning were discussed during the three-day workshop through the facilitation of IRP, and its trained pool of experts from the WHO, ILO, UNDP, ADRC, and UNISDR. It was expected that the beneficiaries of the workshop could have a seamless access to the expertise within the region, and plan for a better integration of risk reduction concerns in all phases of the recovery process that builds on the existing assessment of risks. Additionally, the workshop was generally aimed at ensuring that risk reduction approaches are systematically incorporated into the design of emergency preparedness, response, and recovery programs in accordance with strategic goal (c) of the Hyogo Framework for Action (HFA).

4. The Guidance Notes on Recovery, developed by IRP, served as based material for the workshop. It was tailored to fit the hazards facing the region, particularly drought and flood. It also served as an additional tool for policymakers and planners to effectively address the issues on recovery. The guidance notes, which compile global case studies on recovery, were explained at the workshop because experiences from large-scale disasters indicate that national and/or local governments are often ill-prepared to carry out the demanding tasks of planning for effective long term recovery and development. Moreover, governments need to strengthen its capacity in recovery planning because oftentimes the capacity is overwhelmed in the relief and response efforts.

5. The workshop module on recovery planning (Annex 2), developed on the basis of the guidance notes, was adopted to facilitate the workshop. This module covered 11 recovery sectors (i.e. climate change, environment, gender, governance, health, infrastructure, livelihood, pre-disaster recovery planning, psycho-social, shelter, and telling live lessons) where capacity of government officials, who are engaged in long-term recovery, can be strengthened. The cases are continually updated and tailored to specific regional contexts.
Organizing Partners

6. With funding support from EC, IGAD had mobilized participants from the Government of Ethiopia to take part in the workshop.

7. The Intergovernmental Authority on Development (IGAD) in Eastern Africa was created in 1996 to supersede the Intergovernmental Authority on Drought and Development (IGADD) which was founded in 1986. The recurring and severe droughts and other natural disasters between 1974 and 1984 caused widespread famine, ecological degradation and economic hardship in the Eastern Africa region. Although individual countries made substantial efforts to cope with the situation and received generous support from the international community, the magnitude and extent of the problem argued strongly for a regional approach to supplement national efforts.

8. In 1983 and 1984, six countries in the Horn of Africa - Djibouti, Ethiopia, Kenya, Somalia, Sudan and Uganda - took action through the United Nations to establish an intergovernmental body for development and drought control in their region. The Assembly of Heads of State and Government met in Djibouti in January 1986 to sign the Agreement which officially launched IGADD with Headquarters in Djibouti. The State of Eritrea became the seventh member after attaining independence in 1993. In April 1995 in Addis Ababa, the Assembly of Heads of State and Government made a Declaration to revitalize IGADD and expand cooperation among member states. On 21 March 1996 in Nairobi the Assembly of Heads of State and Government signed ‘Letter of Instrument to Amend the IGADD Charter/Agreement”, establishing the revitalized IGAD with a new name “The Intergovernmental Authority on Development”. The Revitalized IGAD, with expanded areas of regional cooperation and a new organizational structure, was launched by the IGAD Assembly of Heads of State and Government on 25 November 1996 in Djibouti, the Republic of Djibouti.

9. The IGAD mission is to assist and complement the efforts of the Member States to achieve, through increased cooperation: (i) food Security and environmental protection, (ii) promotion and maintenance of peace and security and humanitarian affairs, and (iii) economic cooperation and integration.

10. As its vision, IGAD will be the premier regional organization for achieving peace, prosperity and regional integration in the IGAD region. The objectives are to: (i) promote joint development strategies and gradually harmonize macro-economic policies and programs in the social, technological and scientific fields; (ii) harmonize policies with regard to trade, customs, transport, communications, agriculture, and natural resources, and promote free movement of goods, services, and people within the region; (iii) create an enabling environment for foreign, cross-border and domestic trade and investment; (iv) achieve regional food security and encourage and assist efforts of Member States to collectively combat drought and other natural and man-made disasters and their natural consequences; (v) initiate and promote programmes and projects to achieve regional food security and sustainable development of natural resources and environment protection, and encourage and assist efforts of Member States to collectively combat drought and other natural and man-made disasters and their consequences; (vi) develop
and improve a coordinated and complementary infrastructure, in the areas of transport, telecommunications and energy in the region; (vii) promote peace and stability in the region and create mechanisms within the region for the prevention, management and resolution of inter-State and intra-State conflicts through dialogue; (viii) mobilize resources for the implementation of emergency, short-term, medium-term and long-term programmes within the framework of regional cooperation; (ix) promote and realize the objectives of the Common Market for Eastern and Southern Africa (COMESA) and the African Economic Community; and (x) facilitate, promote and strengthen cooperation in research development and application in science and technology.

11. The 22nd Council of Ministers held in October 2003 endorsed an IGAD DRM Programme document (predating the Hyogo Framework for Action and the Africa Regional Strategy on Disaster Risk Reduction and its Programme for Action) and charged the Secretariat with its implementation. This made IGAD a pioneering organization to push the DRM agenda in the region and the African continent. The IGAD DRM programme has thus emanated from the early recognition by IGAD and its Member States that disasters have been causing disproportionate loss of lives, livelihoods, and were derailing development inputs in the region. Therefore DRRM (that emphasized investments in disaster risk reduction, prevention, preparedness, etc.) endeavors needed to be incorporated in all development programmes and disaster response strategies, if disasters are to be contained in sustainable manner. This approach represented a paradigm shift from disaster management to risk management.

12. Staffers at IGAD have exposures in the reconstruction processes, recovery planning, public investment systems, and preparedness or contingency planning that are crucial in the workshop.

**Participants**

13. Eighteen (18) high level officials from the Government of Ethiopia came to the workshop. Participants have been engaged in recovery planning from supporting ministries such as public works, health, education, and environment. In addition, officials from international and other national agencies also participated, making sure that the policymaking process encapsulates local knowledge, regional experience, and international expertise (Annex 3).
14. The primary participants were functionaries from government who would create a standby capacity at the regional level available to any high risk country desiring Disaster Recovery Planning support. In addition to officials from national governments, members of international community such as the WHO, ILO, JICA, ICRC, UNDP, and African Center for Disaster Risk Management (ACDRM) were represented. At the inauguration, H.E. Ato Mitiku Kassa, State Minister for Disaster Management of the Government of Ethiopia came to grace the occasion and expressed his commitment to do everything in his power to make sure that knowledge and experiences acquired from the workshop are applied.

15. The participants of the workshop are expected to contribute in (i) building a critical mass of professionals in country governments oriented towards resilient recovery, and who can inform the recovery processes in the country as well as advocate for “build back better”, (ii) improving the knowledge in managing recovery programs based on lessons learned from prior global experiences, (iii) improving global support for more effective management of recovery after major disasters, and (iv) disseminating additional resources on recovery, reflecting the best of global knowledge, which can assist the participants in recovery project development and execution.
Workshop Activities

16. The three-day workshop comprised mainly: (i) sharing of stories on recovery initiatives along various sectors; and (ii) group exercises on recovery planning.

Sharing of Case Studies

17. The case studies covered different sectors of recovery as reflected in the workshop schedule (Annex 4). Lessons drawn from specific case were explained by IRP resource persons/consultants with the aid of PowerPoint presentation. Most of the case studies were taken from the guidance notes, and were presented to provide participants with menu of options in addressing recovery issues. Local participants were encouraged to share local stories and experiences, which will then be added into the online version of the Guidance Notes.

18. Each case study highlighted a unique recovery practice, designed to entice participants to reflect and analyze whether such practice is applicable to their contexts. In presenting a recovery case, three points were emphasized: (i) the unique feature a recovery practice; (ii) the process how such recovery practice is carried out; and (iii) the lessons that can be disseminated to other countries. In most presentations, photos and graphic illustrations were added in the PowerPoint slides. Some slides show detailed information, including related tools, checklists, and web links to guide participants. Examples of PowerPoint slides are shown below.

Sample Slide 1: Text

Sample Slide 2: Diagram

Sample Slide 3: Photos

Sample Slide 4: Graphic Illustration
19. Printed copies of PowerPoint presentations as well as CDs containing relevant materials and references on recovery were provided to all participants to be used in workshop. The list of resources contained in the CD is shown in Annex 5.

20. Participants actively shared their respective experiences on disaster risk reduction, highlighting specific initiatives and programs. In addition, IRP partners from the WHO, ILO, and UNDP also served as resource persons.

Recovery Planning Exercises
21. Post-disaster recovery scenarios from droughts and floods (Annex 6) were provided to guide participants who were grouped into two teams to plan for recovery. The main objective of each team was to suggest appropriate options and strategies to be considered in the recovery plan.

22. Based on their discussions for each recovery sector, the teams came up with basic principles and guidance for formulating a recovery plan. The recovery plan mentioned the key challenges, the basic approach to recovery, and some of options to address the issues given in the scenario. The strategies for recovery (outputs) are shown in Annex 7.

23. Each team was given opportunity to present their outputs (a form of policy paper on sectoral recovery for the government) to other teams at the plenary. During the group presentation, it was assumed that the administrator/political head of the district was attending the briefing. The group presentation provided opportunity for all group to share and ask questions regarding their recommended strategies.

Results
Evaluation
24. Feedback on various aspects of the workshop was drawn from the participants’ evaluation and through informal interactions between staff and key partners who jointly organized the workshop. The approach of the workshop and the materials used were generally regarded as “excellent” or “good”. Participants reported that the workshop addressed knowledge gaps on recovery and reinforced governments’ existing recovery planning initiatives.

25. Overall, the participants expressed that the case studies and examples shared at the workshops were useful for planning exercises. As participants represented key government agencies (e.g. public works, housing, health, finance, education, social welfare, and governance), the workshop anticipated rolling out initiatives and interagency coordination in recovery planning. The level of participation indicated that the workshop attracted the right audience whom EC and international development agencies can tap to coordinate long-term recovery efforts. For coordination purposes, the names of participants were added in IRP’s Roster of Experts. They will receive regular updates, including new cases and lessons on recovery through the IRP Secretariat.
26. The workshop enriched participants’ knowledge of integrating disaster recovery planning into their national DRR plans, UNDAFs, and other planning/programming instruments. The workshop resulted into discussions among representatives from government bodies, national platforms, and IRP partners to further share knowledge and exchange information for recovery planning.

27. Technical support will be further coordinated with IGAD and the participants, if needed.

**Way Forward**

28. This report, as compiled by IRP, will be shared to IGAD and all participants as reference for recovery planning exercise in the future – specifically the section on outputs.

29. IGAD and IRP will develop and manage the Roster of Experts for the Horn of Africa, including tapping them to serve as resource persons for follow-up workshops in their respective countries or even in other countries in the region. Trained experts are expected to share knowledge gained from the workshops to other officials from different government departments and ministries.

30. Participants will further share local case studies to IGAD and IRP so that these cases can be shared globally. Ethiopia has been leading the region with new initiatives. Firstly, it has embarked on a paradigm shift in dealing with disaster from “crisis management” to “risk management”. Secondly, the disaster risk management activities are aligned with the Hyogo Framework for Action (HFA), wherein lessons can input into the formulation of HFA2. Finally, it developed the DRM Program and Investment Framework (DRM-SPIF) to facilitate integration of disaster recovery planning in disaster risk management and sustainable development.

31. Finally, the government, national platform, IGAD, and IRP will further share knowledge and exchange information for recovery planning.
Annex 1: Note of Introduction

UNISDR has been awarded with the EC project called "Strengthening Region based Capacities in Pre-Disaster Recovery Planning". The project aims globally at enabling high risk countries to establish the temporal link between preparedness, recovery and sustainable development by strengthening capacities for integrating DRR in disaster recovery planning (both pre- and post – disaster) and programming.

The key components of the project include:

**Overall Objective**
To reinforce the capabilities of national governments through the regional inter-governmental organizations and ISDR partners, in Disaster Recovery Planning so that most high risk countries could have a seamless access to such expertise within their respective regions and plan for a better integration of risk reduction concerns in all phases of the recovery process, building on the existing assessment of risks.

*Indicator:* Each of the five regions (which include the sub-regions) of the world has at least one regional organization which is able to provide technical support to its member states on disaster recovery planning either directly or through an established network of practitioners from national, regional and global levels

*Expected Result 1:* Representatives of government bodies, National Platform members (including CSOs) and UNCTs in approximately 15 countries globally have the knowledge of integrating of disaster recovery planning into their national DRR plans, UNDAFs and other planning/programming instruments as relevant

*Expected Result 2:* Guidelines developed for integration of DRR into
- Recovery planning
- Sectorial guidance notes on recovery
- Monitoring and evaluation of recovery impact

Under this component, the project will compile information on existing workshop material, adapt and translate for specific regional or country needs. Ensure that existing guidance on recovery planning, early assessment of sectoral needs, key experiences on institutional arrangements for recovery and implementation of recovery plans in sectors have integrated disaster risk reduction approaches and expertise are available.

Recovery planning is a process that requires involvement of different organisational and sectoral partners. With the central and / or local government in the lead (subject to the scale of the process), it enlists the engagement of regional inter-governmental organisations, UN Country team, national platforms members (as available), the multi-lateral development banks and the European Union. Moreover, the expertise required from different development sectors like health, education, infrastructure, shelter, etc. expects the involvement of different government ministries, departments and sectoral leads from UN and the donor community.

The primary target group includes functionaries from government and regional organizations which would create a standby capacity at the regional level available to any high risk country
desiring recovery planning support. The primary participants would be government officials who will be engaged in recovery planning - from the national platform, as well as from supporting Ministries, such as public works, health, education, etc. In addition, staff from local and city government as well as international and national agencies will be involved, linking with the Making Cities Resilient Campaign. National Platform members and donor community are also potential trainees. Key civil society organizations will also be engaged in the workshop. For example the Red Cross Red Crescent Societies and other community based actors play a critical role in the relief, rehabilitation and recovery. Engaging them will also enhance their capacities.

For the national level workshops we propose a three day event, participants including those who wish to be trained in recovery planning, as well as who can serve on a roster of experts for deployment in the region if the need arises. They will serve as a reserve of recovery experts, both within the country as well as for possible overseas short term deployment, as required by the regional IGO. The workshop will empower the participants to draw upon global best practices for recovery and reconstruction. Have a look at www.recoveryplatform.org. Each workshop can engage up to 40 participants, all costs, including domestic travel of participants, workshop material, venue, equipment, resource persons, etc. will be covered.

What we hope to achieve, in the very long term, is develop a mechanism for technical assistance to member states of the regional IGO for recovery planning. The mechanism will draw upon a roster of experts in select member states who may be deployed (1, 2-3 persons only) to a member state after a disaster to advise the government on recovery planning, in case the government desires such support. The experts will receive regular updates on the knowledge on recovery planning from IRP so the skills are upgraded. The IGO secretariat can play a coordinating role, with full technical support of IRP and UNISDR.
Annex 2: Workshop Module on Disaster Recovery Planning

Method of Delivery: Lecture, discussion, reflection and simulation through scenario

Objectives for Day 1:
Increase participant’s knowledge and understanding of the concept of recovery and “build back better”
Discuss some tools and apply to a given scenario as simulation
Learn through reflection and discussion of past experiences linked with tools and practices introduced in the session

<table>
<thead>
<tr>
<th>Title</th>
<th>Learning objectives</th>
<th>Elements</th>
<th>Duration (minutes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction to Disaster Recovery</td>
<td>1. To ensure that the objectives of the workshop are clear 2. To introduce the participants 3. To introduce basic terms and concepts</td>
<td>1.1 Overview of day’s objectives 1.2 Introductions 1.3 Introduction to Key Terms (reference: UNISDR terminology – the publication will be distributed on day one – this session will clarify any doubts) 1.4 Discussion on Role of Government in recovery – responsibilities, legislative requirements, involvement of many departments, inter-sectoral approach to recovery, coordination issues. Session will conclude with participants discussing own experiences with the above issues of recovery. 1.5 Build Back Better – disaster and the window of opportunity. Session concludes with a discussion on examples of “build back better” from experience of participants.</td>
<td>10 10 50</td>
</tr>
<tr>
<td>2. Recovery Planning Process</td>
<td>1. To introduce the scenario on which participants will work over the next three days 2. To show case examples of “build back better”</td>
<td>2.1 Introduce “Scenario” - a disaster situation will be given to participants, who will develop strategies and guiding principles for recovery based on the discussions over the next three days, based on menu of options of different approaches from the thematic sessions and the guidance notes. The link between sustainable recovery and development will be emphasized so the strategies link up with long term development and ongoing development projects 2.2 Examples of Planning Process from Kobe (Phoenix Plan) &amp; China (Recovery Plan) will be introduced and discussed, with focus on</td>
<td>30</td>
</tr>
<tr>
<td><strong>3. PDNA Process</strong></td>
<td><strong>3.1 Introduction to the PDNA Process</strong></td>
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<tr>
<td><strong>Note:</strong> <em>Presented only by resource speakers from UNDP/BCPR or the World Bank</em></td>
<td><strong>3.2 Links to PDNAs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. To introduce the mechanism and partners of the PDNA</td>
<td><strong>3.3 Discussion on participant’s experiences with PDNA and/or other methodologies of ex-post assessment of damages and losses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. To provide links to further information on PDNA</td>
<td><strong>Reading Material:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4. Workshop 1:</strong> Shelter &amp; Infrastructure (6~8 parallel groups)</td>
<td><strong>1. Tripartite UN, EC, World Bank agreement on PDNA</strong></td>
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<tr>
<td></td>
<td><strong>2. Knowledge table with display of PDNA documents</strong></td>
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<td></td>
<td><strong>3. One recent PDNA will be distributed</strong></td>
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</table>

**Objectives for Day 2:**
- Discuss tools and apply to a given scenario as simulation
- Understand some challenges to resilient recovery
- Learn through reflection and discussion of past experiences linked with tools and practices introduced in the session

<table>
<thead>
<tr>
<th><strong>5. Workshop 2:</strong> Climate Change &amp; Environment (6~8 parallel groups)</th>
<th><strong>5.1 Key Messages from Guidance Notes – Environment and Climate Change</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To introduce menu of options of different approaches to recovery for environment and integrating climate</td>
<td><strong>5.2 Presentation of cases focused on good practices</strong></td>
</tr>
<tr>
<td></td>
<td><strong>5.3 Discussion in groups focused on practical strategies and guiding principles</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Reading Material:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>1. Guidance Notes on Shelter and Recovery IRP</strong></td>
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<tr>
<td></td>
<td><strong>2. Safer Homes, Stronger Communities: Handbook for Reconstructing after Natural Disaster World Bank</strong></td>
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<td></td>
<td><strong>3. Guidance Notes on Infrastructure and Recovery IRP</strong></td>
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<table>
<thead>
<tr>
<th><strong>Reading Material:</strong></th>
<th><strong>5. Workshops:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shelter &amp; Infrastructure</strong></td>
<td><strong>Climate Change &amp; Environment</strong></td>
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<tr>
<td><strong>20 + 20</strong></td>
<td><strong>20 + 20</strong></td>
</tr>
<tr>
<td><strong>60</strong></td>
<td><strong>70</strong></td>
</tr>
<tr>
<td><strong>(Total 210)</strong></td>
<td><strong>(Total 150)</strong></td>
</tr>
<tr>
<td><strong>Workshop 3: Health &amp; Psychosocial</strong> (6~8 parallel groups)</td>
<td><strong>Workshop 4: Gender &amp; Livelihoods</strong> (6~8 parallel groups)</td>
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</tbody>
</table>
| 1. To introduce menu of options of different approaches to recovery for health and psychosocial issues  
2. To show case good practice cases on recovery  
3. To utilize the given scenario to discuss, in groups, and formulate strategies and guiding principles for resilient recovery | 1. To introduce menu of options of different approaches to recovery for gender and livelihoods  
2. To show case good practice cases on recovery  
3. To utilize the given scenario to discuss, in groups, and formulate strategies and guiding principles for resilient recovery |
| 6.1 Key Messages from Guidance Notes – Health and Psychosocial issues in Recovery  
6.2 Presentation of cases focused on good practices  
6.3 Discussion in groups focused on practical strategies and guiding principles for recovery  
6.4 Presentations by groups on the strategies and principles they elected to adopt. The groups are expected to defend their stand and to challenge other stands – the discussion will facilitate learning through reflection | 8.1 Key Messages from Guidance Notes – Gender and Livelihoods in Recovery  
8.2 Presentation of cases focused on good practices  
8.3 Discussion in groups focused on |
| **Objectives for Day 3:**  
Discuss tools and apply to a given scenario as simulation  
Learn through reflection and discussion of past experiences linked with tools and practices introduced in the session  
Understand the different approaches possible for resilient recovery | **Reading Material:**  
1. Guidance Notes on Environment and Recovery IRP  
2. Guidance Notes on Climate Change and Recovery IRP  
**Reading Material:**  
1. Guidance Notes on Health and Recovery IRP  
2. Guidance Notes on Psychosocial issues and Recovery IRP  
**Reading Material:**  
1. Guidance Notes for Decision Makers IRP  
2. Disaster Recovery Toolkit page 12-13 COSCDA |

**Total 210**

**Total 210**
| Workshop 5: Governance (6-8 parallel groups) | 1. To introduce menu of options of different approaches to recovery for gender and livelihoods | 9.1 Key Messages from Guidance Notes – Governance in Recovery | 15 |
| | 2. To show case good practice cases on recovery | 9.2 Presentation of cases focused on good practices | 30 |
| | 3. To utilize the given scenario to discuss, in groups, and formulate strategies and guiding principles for resilient recovery | 9.3 Discussion in groups focused on practical strategies and guiding principles for recovery | 45 |
| | | 9.4 Presentations by groups on the strategies and principles they elected to adopt. The groups are expected to defend their stand and to challenge other stands – the discussion will facilitate learning through reflection | 60 (Total 150) |

**Reading Material:**
1. Guidance Notes on Governance and Recovery IRP
2. Guidance Notes on Gender and Recovery IRP

| Funding Recovery | 1. Introduce options for funding the recovery | 10.1 Options such as CAT Bonds, Insurance, etc. | 30 |
| | 2. Provide links for further research | 10.2 Cases of good practice | 30 |
| | | 10.3 Discussion on experiences and replication of good practices | 30 |

**Reading Material:**
1. From World Bank
2. Resource Person from Bank

| Closing | 1. Vote of Thanks | 11. Closing | 30 |
| | 2. Distribution of certificates to participants | | |

**Note:** Coffee/tea will be available in rooms. Participants are free to help themselves during discussion time

**Useful web links for reference:**

www.recoveryplatform.org

www.gfdrr.org
Annex 3: List of Participants

Workshop on Disaster Recovery Planning for Ethiopia

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Gender</th>
<th>Organization (Ministry/Department)</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Tadesse Bekele</td>
<td>M</td>
<td>DRMFSS/MoA</td>
<td>Director</td>
</tr>
<tr>
<td>2.</td>
<td>Berhanu W/michael</td>
<td>M</td>
<td>DRMFSS/MoA</td>
<td>Director</td>
</tr>
<tr>
<td>3.</td>
<td>Zewdu Eshetu</td>
<td>M</td>
<td>African Center for Disaster Risk Management</td>
<td>Co-Manager</td>
</tr>
<tr>
<td>4.</td>
<td>Muluneh Woldemariam</td>
<td>M</td>
<td>DRMFSS/MoA</td>
<td>Co-ordinator</td>
</tr>
<tr>
<td>5.</td>
<td>Beletu Teferra</td>
<td>F</td>
<td>DRMFSS/MoA</td>
<td>Senior Agronomist</td>
</tr>
<tr>
<td>6.</td>
<td>Zenit Ahemed</td>
<td>F</td>
<td>DRMFSS/MoA</td>
<td>Disaster Assessment Expert</td>
</tr>
<tr>
<td>7.</td>
<td>Adera Kassa</td>
<td>M</td>
<td>DRMFSS/MoA</td>
<td>Senior Livestock Expert</td>
</tr>
<tr>
<td>8.</td>
<td>Assefa Kebede</td>
<td>M</td>
<td>Ministry Water &amp; Energy</td>
<td>Hydrologist</td>
</tr>
<tr>
<td>9.</td>
<td>Berihu Kahsay</td>
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<td>Senior Expert</td>
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<td>10.</td>
<td>Tewodros Demissie</td>
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<td>Transport Officer</td>
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<td>11.</td>
<td>Samrawit Tamrat</td>
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<td>DRMFSS/MoA</td>
<td>Accountant</td>
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<td>12.</td>
<td>Woldehawariat Kelbore</td>
<td>M</td>
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<td>Procurement Officer</td>
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<td>13.</td>
<td>Aragaw Lemma</td>
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<td>DRMFSS/MoA</td>
<td>Finance Co-ordinator</td>
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<td>14.</td>
<td>Altayech Yitbarek</td>
<td>F</td>
<td>DRMFSS/MoA</td>
<td>Programmer</td>
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<tr>
<td>15.</td>
<td>Ato Naod Berhanu</td>
<td>M</td>
<td>EHNRI</td>
<td>P-Emergency Officer</td>
</tr>
<tr>
<td>16.</td>
<td>W/ro Yeshiwork Ayane</td>
<td>F</td>
<td>Ministry of Women, Youth and children</td>
<td>Youth’s Officer</td>
</tr>
<tr>
<td>17.</td>
<td>Ato Seleshi Degefu</td>
<td>M</td>
<td>Eth. Road Authority</td>
<td>Environmental &amp; Social mgt Team</td>
</tr>
<tr>
<td>18.</td>
<td>Yonas Tekle Michael</td>
<td>M</td>
<td>Environmental Protection Authority</td>
<td>Environmental Conservation Expert</td>
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<tr>
<td>19.</td>
<td>Mathewos Hunde Tulu</td>
<td>M</td>
<td>IGAD</td>
<td>DRM Advisor to</td>
</tr>
<tr>
<td>20.</td>
<td>Keflemariam Sebhatu</td>
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<td>IGAD</td>
<td>Program Manager</td>
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<tr>
<td>22.</td>
<td>Faraz Jamil Kakar</td>
<td>M</td>
<td>ICRC Ethiopia</td>
<td>Detention Doctor</td>
</tr>
<tr>
<td>23.</td>
<td>Kebba O. Jaiteh</td>
<td>M</td>
<td>WHO Ethiopia Office</td>
<td>Technical Doctor</td>
</tr>
<tr>
<td>24.</td>
<td>Andrea Bruni, WHO</td>
<td>M</td>
<td>WHO Ethiopia Office</td>
<td>Technical Officer</td>
</tr>
<tr>
<td>25.</td>
<td>Sinkinesh Beyene</td>
<td>F</td>
<td>UNDP Ethiopia</td>
<td>Team Leader, CCRGG</td>
</tr>
<tr>
<td>26.</td>
<td>Michiko Yokohama</td>
<td>F</td>
<td>JICA Ethiopia Office</td>
<td>Project Adviser</td>
</tr>
<tr>
<td>27.</td>
<td>Christophe Rochat</td>
<td>M</td>
<td>UNDP Ethiopia Office</td>
<td>ER/DRR Specialist</td>
</tr>
</tbody>
</table>
# Annex 4: Workshop Agenda

**Workshop on Disaster Recovery Planning for Ethiopia**  
29-31 July 2013, Bishoftu, Ethiopia

## Agenda

<table>
<thead>
<tr>
<th>Day 1 – July 29 (Mon)</th>
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<tr>
<td><strong>09:00–09:30</strong></td>
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<td><strong>09:30–10:00</strong></td>
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<td><strong>10:00–10:30</strong></td>
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<td><strong>10:30–10:45</strong></td>
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<td><strong>10:45–12:30</strong></td>
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<tr>
<td><strong>12:30–13:30</strong></td>
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</tbody>
</table>
| **13:30–15:15** | - Shelter  
- Lessons on Recovery from Japan by Mr. Shingo Kochi, Hyogo Pref.  
- Scenario for Planning |
| **15:15–15:30** | Tea Break |
| **15:30–17:00** | Workshop 1: Governance, Shelter, & Infrastructure  
(including 15 minutes tea break & group presentations) |

<table>
<thead>
<tr>
<th>Day 2 – July 30 (Tue)</th>
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</table>
| **09:00–11:00** | - Health  
- Environment |
| **11:00–11:15** | Tea Break |
| **11:15–12:30** | Workshop 2: Health & Environment |
| **12:30–13:30** | Lunch |
| **13:30–15:30** | - Climate Change with Sinkenesh Beyene, UNDP Ethiopia Office  
- Livelihoods with Paul Crook, ILO Kenya Office |
| **15:30–17:00** | Workshop 3 Climate Change & Livelihoods  
(including 15 minutes tea break & group presentations) |

<table>
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<tr>
<th>Day 3 – July 31 (Wed)</th>
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<tbody>
<tr>
<td><strong>09:00–09:45</strong></td>
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</table>
| **09:45–12:30** | - Gender  
- Psychosocial with Dr. Adrea Bruni, WHO Ethiopia Office  
- Lessons on Recovery from Japan by Mr. Shingo Kochi, Hyogo Pref.  
- Pre-Disaster Recovery Planning |
| **12:30–13:30** | Lunch |
| **13:30–15:00** | Workshop 4: Gender & Psychosocial  
(including 15 minutes tea break & group presentations) |
| **15:00–16:00** | Closing (tea break, evaluation, & feedback) |
## Annex 5: List of Workshop Materials

<table>
<thead>
<tr>
<th>FOLDER</th>
<th>DOCUMENT</th>
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</table>
| 1. Introduction to Disaster Recovery | • Natural Hazards, Unnatural Disasters (The World Bank)  
• Learning from Disaster Recovery: Guidance for Decision Makers  
• UNISDR Terminology (English)  
• Post Disaster Recovery Guidelines (UNDP) |
| 2. Planning Process | • Scenario for Planning  
• National Disaster Recovery Framework (FEMA/USA)  
• Hyogo Phoenix Plan (book & ppt)  
• Los Angeles Recovery and Reconstruction Plan  
• The Overall Planning for Post-Wenchuan Earthquake Restoration and Reconstruction  
• Hope Beyond the Disaster (7 Principles of Tohoku Recovery) |
| 3. PDNA Process | • Basics of PDNA  
• PCNA-PDNA Joint Declaration (EU-UNDG-WB)  
• PDNA Haiti 2010 |
| 6. Funding Recovery | • Financing recovery (World Bank Document)  
• Prioritizing Recovery Projects (COSDA document) |
| 7. Additional Resources | (1) Sendai Reconstruction Plan; (2) Kobe Reconstruction Plan, (3) Reconstruction Guide; (4) Terminologies; (5) Note of Introduction about the Workshop on Disaster Recovery Planning; (6) Guidance Notes on Safer School Construction; (7) Basics of PDNA |
| 9. Evaluation | Evaluation Forms |
Scenario for Planning Exercise

**DEMOGRAPHICS**

Total Population of District “Horn” is 1,190,000

There are 220,000 families

- Females 590,000
- Males 600,000

20% Seniors
84,000
With disabilities
490,000 Children
INSTRUCTIONS

Response has been COMPLETED. YOU are a member of a team constituted by the Government to plan for recovery, and:

- provide advice and suggest options
- ensure comprehensive and inclusive recovery
- meet the needs of members of the community, including the marginalized groups
- follow “build back better” principle
Steps

You have been briefed on a menu of options and the different approaches to tackle the challenges of recovery.

Your team consists of engineers, technical specialists, finance and budget experts and community organizers, Your task in the team is to flag the key issues and the different approaches that can be adopted to address the challenges.

Step 1: Nominate one person of the group as rapporteur who will note the points of discussion on the flipchart/white board.

Step 2: As a team, discuss the issues, challenges, and options for recovery, based on the information provided in the scenario. You can make assumptions as you go along, to fill in any information gaps, but be sure to mention the assumptions.

Step 3: Based on the discussions, for each sector, draft the basic principles and guidance for a recovery plan. The plan may mention the key challenges, the basic approach to recovery and some of the options suggested. This document will form the input of the team to a policy paper on the sectoral recovery for the government.

Step 4: One member of the team will present the findings to the plenary. Assume the Governor/political head of the province is attending the briefing. Other teams will cross question and all your team members are free to respond.

Integrating recovery in development
## Annex 7: Outputs

### Recommendations for Recovery Plan

#### Consolidated Group Outputs

### Governance

- Facilitate strong coordination unit for recovery
- Set up an authority to take leading role in recovery process
- Track the recovery process, specifically putting in place a financial tracking mechanism
- Legislation to source and allocate resources for reconstruction
- Put in place transparency and accountability mechanisms
- Support community-led recovery programs and ensure full community participation
- Ensure that there is no duplication and overlap of activities among different stakeholders
- Put in place a strong monitoring and evaluation system
- Empower communities and develop their capacities during reconstruction process

### Infrastructure

- Relocate infrastructures that are prone to disaster
- Ensure resilient design
- Facilitate access to financial institution to support reconstruction of damaged infrastructures
- Assess the magnitude of infrastructure damage
- Mobilize resources for recovery of key infrastructures
- Ensure involvement of stakeholders in planning the reconstruction of damaged infrastructures

### Shelter

- Amend/update the building codes
- Ensure resilient building materials
- Relocate housing sites based on landuse plan
- Community participation in designing the new shelter
- All vulnerable groups should be taken into consideration in reconstructing new homes
- Select appropriate housing site with community participation
- Community preference to housing design should be given attention

### Health

- Assess damaged health infrastructures
- Ensure that medical equipment are protected from future disaster
- Prioritize recovery of water and ensure sanitation
- Make hospitals more resilient
- Promote activities of mutual help among community members
- Revitalization of health systems
- Immediately make available basic health services
- Prepare guidelines for better nutrition
- Baseline information on health structure, epidemiological indices, and health personnel
- Close monitoring and evaluation of health care recovery
- Priority health services to women, elderly, children, and disabled

### Psychosocial

- Identify people with trauma
- Train volunteers who have skills to listen
- Learn and apply appropriate lessons on psychosocial support from traditional best practices
- Community awareness raising on psychosocial management
- Maintain a workable referral system
- Formulate a budget line for psychosocial programs
- Enhance community participation and sensitization

### Gender

- Sex disaggregated data
- Community mobilization and awareness raising on gender issues
- Mainstreaming gender in development
- Provision of special support for neglected gender
- Engaging both men and women in decision-making process and policymaking
- Awareness program for policymakers on gender concerns
- Identification of gender-specific needs
- Gender analysis for recovery programs and projects

### Environment

- Prepare a resource and hazard map
- Assess the impact of disaster on environment
- Reverse environmental degradation
- Rehabilitation of lands affected by desertification (or chemical hazards)
- Introduction of environment-friend technologies
- Enforce land use policies that regulate activities that affect the environment
- Effective Sustainable Landuse Management (SLM)
- Mapping of ecosystem
- Diversification of livelihoods that depend on environment
- Community-based environmental protection
- Promotion of alternative sources energy
- Strengthening Meteorological Services
- Voluntary resettlement of communities doing too much cultivation
- Reforestation
- Waste disposal management and utilization (recycling)

### Climate Change

- Integrate climate adaptation in development plan
- Introduction of improved agricultural technologies (drought-resilient)
- Strengthen health and agricultural extension programs
- Enhance real time climate information exchange
- Strengthen Water Management and Protection practices/technologies
- Promote alternative livelihood activities with climate change adaptation
- Sustainable Land Management (SLM)
- Expand existing adaptation and mitigation mechanisms
- Strengthening of water harvesting schemes
- Coordination and collaboration among climate-related institutions at different levels
- Strengthen local indigenous knowledge on climate change
- Drought and flood resistant plants and animals
- Climate-resilient urban planning and infrastructures

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<thead>
<tr>
<th>Livelihoods</th>
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<tbody>
<tr>
<td>- Protect asset depletion and asset building (e.g. PSVP)</td>
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<tr>
<td>- Promote community savings and micro-financing</td>
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<tr>
<td>- Promote drought-tolerant livestock (e.g. camel and goat) and local breeds</td>
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<tr>
<td>- Introduce new technologies for rangeland management, which are culture-friendly</td>
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<tr>
<td>- Promote voluntary sedentary agriculture along the river banks</td>
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<tr>
<td>- Strengthen and promote livestock marketing and trading (stocking, destocking, and restocking)</td>
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<tr>
<td>- Diversification of livelihood activities (agriculture and non-agriculture)</td>
</tr>
<tr>
<td>- Self-employment schemes</td>
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<tr>
<td>- Access to financial services</td>
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<tr>
<td>- Strengthen water harvest projects to support agricultural activities</td>
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<tr>
<td>- Improve market chain system to benefit the communities</td>
</tr>
<tr>
<td>- Community-driven livelihoods recovery plan</td>
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<tr>
<td>- Promote insurance and loan schemes for poor people</td>
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<td>- Strengthen livelihoods training centers</td>
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Annex 8: Photos

Minister Mitiku Kassa at Opening

Mathewos of IGAD

Faraz and Pilar of ICRC Ethiopia

Ms. Yokoyama of JICA at Group Discussion
International Recovery Platform Secretariat

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