workshop on disaster recovery planning for Lebanon

Beirut, Lebanon
23-25 October 2013

Organizing partners

With funding support from
REPORT

Workshop on Disaster Recovery Planning

Beirut, Lebanon
23-25 October 2013

Organizing Partners
Executive Summary

The Government of Lebanon has recently adopted a National Response Framework (NRF) for Disaster. In view of this, the Government had requested IRP to expand the Framework to include disaster recovery. In view of this, IRP in collaboration with the Prime Minister’s Office and UNDP Lebanon, facilitated a workshop on disaster recovery planning held at Grand Serail in Beirut Lebanon on 23-25 October 2013. The organization of the workshop was supported under the EC-funded project “Strengthening Region-based Capacities in Disaster Recovery Planning”, which is being implemented by UNISDR through IRP.

About 25 high-level officials from different ministries of the Government of Lebanon participated in the workshop to explore options of recovery from disasters and conflicts. Additionally, representatives of international organizations, specifically WHO and UNDP also participated to make sure that the workshop encapsulates local knowledge and regional experience. At the opening, several dignitaries delivered relevant messages. These included Gen. Mohamed Kheir, Secretary General of High Council of Defense of the Government of Lebanon; Mr. Shombi Sharp, Deputy Country Director of UNDP in Lebanon; and Ms. Luna Abu Sweireh, Program Manager of UNISDR Office in Bonn, Germany.

Various aspects of recovery planning were discussed in this workshop. In particular, strategies and actions to “build back better” after disaster and conflict were explored using local and global cases as reference. The lessons on recovery, as compiled by IRP from different experiences around the globe provided additional input to build on the existing government initiatives. The key output of the workshops is the consolidated strategic recommendations for recovery framework for disaster and conflict.

As way forward, all participants will be included in the Roster of Experts maintained by IRP. Trained experts will continually receive information and update on recovery. Moreover, trained experts are expected to share knowledge gained from the workshops to other officials from different government ministries.
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Background

1. The Prime Minister’s Office and UNDP Lebanon have jointly organized a Workshop on Disaster Recovery Planning for Lebanon 23-25 October 2013 at Grand Serail in Beirut Lebanon on 23-25 October 2013. The organization of the workshop was supported under the EC-funded project “Strengthening Region-based Capacities in Disaster Recovery Planning”, which is being implemented by UNISDR through IRP. The Government of Lebanon has recently adopted a National Response Framework (NRF) for Disaster and has requested IRP/UNISDR for technical assistance to expand the Framework to include disaster recovery. In addition, the workshop was also aimed at creating a pool of recovery experts in the Arab 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 pool of experts from the WHO, UNDP, ADRC, and Hyogo Prefecture. 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, the Prime Minister’s Office (PMO) and UNDP Lebanon had mobilized participants from different ministries of the Government.

7. UNDP continues to work closely with the Prime Minister’s Office on disaster risk management. Addressing Lebanon’s exposure and vulnerability to disasters, the UNDP provides technical support to the PMO to strengthen the institutional framework and system for disaster risk management. The first phase of this engagement facilitated partnerships between key national institutions resulting in the development of Lebanon’s national response plan. Moreover, multidisciplinary teams were also established to assess Lebanon’s progress towards the implementation of the Hyogo Framework for Action. The current phase of the project focuses on integrating disaster risk reduction (DRR) components into sectorial planning as a means to enhancing local community capacity and reducing losses in life and property in cases of disasters.

8. At the national level, UNDP’s support to the Lebanese Palestinian Dialogue Committee has focused on strengthening the responsiveness of the Government of Lebanon to address the living conditions of Palestinian refugees, and to improve the delivery of services, wherever possible. Through UNDP’s technical assistance, LPDC remains the main focal point within the Government on Palestinian issues, moreover, LPDC in partnership with the Common Space, have established a permanent dialogue mechanism. At the local level, in partnership with the LPDC and UNRWA, UNDP has established itself as a key UN agency to strengthen dialogue, cooperation and service delivery between municipalities and informal Palestinian gatherings, whenever applicable, throughout the country. Over the past year, the UNDP/UNHABITAT joint programme has to led implementing a number of infrastructure rehabilitation projects in camp adjacent areas in addition to the establishment of a national observatory for Palestinian Gatherings, therefore contributing to better national policy planning as well as better information sharing and coordination among NGOs working in the gatherings.

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

Participants

10. About 25 high level officials from the Government 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).

11. 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. At the opening, several dignitaries delivered important messages to the participants. At the opening, several dignitaries delivered relevant messages. These included Gen. Mohamed Kheir, Secretary General of High Council of Defense of the Government of Lebanon; Mr. Shombi Sharp, Deputy Country Director of UNDP in Lebanon; and Ms. Luna Abu Sweireh, Program Manager of UNISDR Office in Bonn, Germany.

12. 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

13. 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

14. 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.

15. 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.
16. 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.

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

**Recovery Planning Exercises**

18. 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.

19. 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.

20. 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**

21. 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.

22. 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, education, and social welfare), 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.
Capacity

23. 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.

24. Technical support will be further coordinated with UNDP Lebanon and participants, if needed.

Way Forward

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

26. As way forward, all participants will be included in the Roster of Experts maintained by IRP. Trained experts will continually receive information and update on recovery.

27. Moreover, trained experts are expected to share knowledge gained from the workshops to other officials from different government ministries. Participants will further share local case studies so that these cases can be shared globally.

28. Finally, the PMO, UNDP in Lebanon, 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>
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</thead>
</table>
| 1. Introduction to Disaster Recovery | 1. To ensure that the objectives of the workshop are clear  
2. To introduce the participants  
3. To introduce basic terms and concepts | 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. | 10  
10  
20  
50 |
| 2. Recovery Planning Process | 1. To introduce the scenario on which participants will work over the next three days  
2. To show case examples of “build back better” | 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) & China (Recovery Plan) will be introduced and discussed, with focus on | 30 |
| 3. PDNA Process | 1. To introduce the mechanism and partners of the PDNA  
2. To provide links to further information on PDNA | 3.1 Introduction to the PDNA Process  
3.2 Links to PDNAs  
3.3 Discussion on participant’s experiences with PDNA and/or other methodologies of ex-post assessment of damages and losses | **45** |
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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Note:</strong> Presented only by resource speakers from UNDP/BCPR or the World Bank</td>
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</tr>
</tbody>
</table>

| 4. Workshop 1: Shelter & Infrastructure (6~8 parallel groups) | 1. To introduce menu of options of different approaches to recovery for shelter and infrastructure  
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 | 4.1 Key Messages from Guidance Notes – Shelter and Infrastructure  
4.2 Presentation of cases focused on good practices  
4.3 Discussion in groups focused on practical strategies and guiding principles for recovery  
4.4 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 | **20 + 20** |

**Reading Material:**  
1. Guidance Notes on Shelter and Recovery IRP  
2. Safer Homes, Stronger Communities: Handbook for Reconstructing after Natural Disaster World Bank  
3. Guidance Notes on Infrastructure and Recovery IRP

| 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 |  |  |

| 5. Workshop 2: Climate Change & Environment (6~8 parallel groups) | 1. To introduce menu of options of different approaches to recovery for environment and integrating climate | 5.1 Key Messages from Guidance Notes – Environment and Climate Change  
5.2 Presentation of cases focused on good practices  
5.3 Discussion in groups focused on practical strategies and guiding principles | **20 + 20** |

**Reading Material:**  
1. Guidance Notes on Environment and Climate Change IRP  
2. Safer Homes, Stronger Communities: Handbook for Reconstructing after Natural Disaster World Bank  
3. Guidance Notes on Infrastructure and Recovery IRP
| **INTERNATIONAL RECOVERY PLATFORM** Beirut, Lebanon 23-25 October 2013  
| **Report: Workshop on Disaster Recovery Planning** |

<table>
<thead>
<tr>
<th><strong>6. Workshop 3:</strong> Health &amp; Psychosocial (6~8 parallel groups)</th>
<th><strong>7. Prioritizing Recovery Projects</strong></th>
</tr>
</thead>
</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. Introduce the dilemma of balancing conflicting demands in recovery, and diversion of funds from on-going development work  
2. Suggest methodology to facilitate prioritization |
| 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 | 7.1 Principles & Examples |
| **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 |
| **60** | **60** |

**70 (Total 210)**

**80 (Total 210)**

| **8. Workshop 4:** Gender & Livelihoods (6~8 parallel groups) | **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 |
| --- | --- |
| 1. To introduce menu of options of different approaches to recovery for gender and | 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 |
| **20 + 20** | **20 + 20** |

| **20 + 20** |

**60**

**70 (Total 210)**

**20 + 20**
| Workshop 5: Governance (6–8 parallel groups) | 9.1 Key Messages from Guidance Notes – Governance in Recovery | 9.2 Presentation of cases focused on good practices | 9.3 Discussion in groups focused on practical strategies and guiding principles for recovery | 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 | 15 | 30 | 45 | 60 (Total 150) |
| 1. To introduce menu of options of different approaches to recovery for gender and livelihoods | Reading Material: | 1. Guidance Notes on Governance and Recovery IRP | |
| 2. To show case good practice cases on recovery | 2. Guidance Notes on Livelihoods and Recovery IRP | |
| 3. To utilize the given scenario to discuss, in groups, and formulate strategies and guiding principles for resilient recovery | | |

| Workshop 10: Funding Recovery | 10.1 Options such as CAT Bonds, Insurance, etc. | 10.2 Cases of good practice | 10.3 Discussion on experiences and replication of good practices | Reading Material: | 30 | 30 | 30 |
| 1. Introduce options for funding the recovery | 1. From World Bank | 2. Resource Person from Bank | |
| 2. Provide links for further research | |

| Closing | 1. Vote of Thanks | 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](http://www.recoveryplatform.org)

[www.gfdrr.org](http://www.gfdrr.org)
## Annex 3: List of Participants

### Workshop on Disaster Recovery Planning
**Grand Serail 23-25 Oct 2013**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Antoine Bachaalany</td>
<td>General</td>
<td>Lebanese Army Forces</td>
</tr>
<tr>
<td>Khalil Abou Sleiman</td>
<td>General Pilot</td>
<td>Lebanese Army Forces</td>
</tr>
<tr>
<td>Hussein Fawaz</td>
<td>General</td>
<td>Lebanese Army Forces</td>
</tr>
<tr>
<td>Bassam Mokdad</td>
<td>Head of beirut district</td>
<td>Lebanese Red Cross</td>
</tr>
<tr>
<td>Jean Farah</td>
<td>Colonel</td>
<td>Lebanese Army</td>
</tr>
<tr>
<td>Georges Berbari</td>
<td>Chief of Service</td>
<td>Ministry of Environment</td>
</tr>
<tr>
<td>Joumana Orabi</td>
<td>Chief of airport studies</td>
<td>Civil aviation</td>
</tr>
<tr>
<td>Awad Charafeddeh</td>
<td>Directeur des Etudes</td>
<td>E.D.L.</td>
</tr>
<tr>
<td>Ali Ghayeb</td>
<td>IT Administrator</td>
<td>Ministry of Energy</td>
</tr>
<tr>
<td>Ghassan Elias</td>
<td>HRC</td>
<td></td>
</tr>
<tr>
<td>Salim Abdo</td>
<td>Colonel</td>
<td>ISF</td>
</tr>
<tr>
<td>Abdel Rahman Baba</td>
<td>Colonel</td>
<td>Beirut Fire Brigade</td>
</tr>
<tr>
<td>Elias Khoury</td>
<td>S. Operations Coordinator</td>
<td>High Relief Commissor</td>
</tr>
<tr>
<td>Fadi Jannan</td>
<td>Programme Officer</td>
<td>UNISDR</td>
</tr>
<tr>
<td>Albert Al Rashkidi</td>
<td>AGM</td>
<td>Ministry Of Energy</td>
</tr>
<tr>
<td>Marwan Kronfol</td>
<td>General Director Advisor</td>
<td>Motelecom</td>
</tr>
<tr>
<td>Rana Al Hajj</td>
<td>Head of NNA</td>
<td>Ministry of Information</td>
</tr>
<tr>
<td>Raghida Nehme</td>
<td>Head of Section</td>
<td>Ministry Of Social Affairs</td>
</tr>
<tr>
<td>Walid Chaar</td>
<td>LT. Colonel</td>
<td>Lebanese Army Forces</td>
</tr>
<tr>
<td>Georges Abou Moussa</td>
<td>Director Of Operations</td>
<td>Civil Defense</td>
</tr>
<tr>
<td>Sawsan Bou Fakhreddine</td>
<td>consultant</td>
<td>DRM</td>
</tr>
<tr>
<td>Karim Moussa</td>
<td>Engineer</td>
<td>Metn Qaemamak</td>
</tr>
<tr>
<td>Fadi Matar</td>
<td>Engineer</td>
<td>CDR</td>
</tr>
<tr>
<td>Abdul Hamid Awik</td>
<td>Fire Brigade Leader</td>
<td>Tripoli Fire Brigade</td>
</tr>
</tbody>
</table>
## Annex 4: Workshop Agenda

**Workshop on Disaster Recovery Planning**  
Grand Serail Conference Room, Prime Minister’s Office  
23-25 October 2013

### 23 October (Wednesday)

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
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<tbody>
<tr>
<td>08:30~09:00</td>
<td>Registration</td>
</tr>
<tr>
<td>09:00~09:30</td>
<td>Opening Remarks</td>
</tr>
<tr>
<td></td>
<td>Mr. Shombi Sharp, Deputy Country Director UNDP in Lebanon</td>
</tr>
<tr>
<td></td>
<td>Gen. Mohamed Kheir, Secretary General Higher Council of Defense, Government of Lebanon</td>
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<tr>
<td></td>
<td>Ms. Luna Abu Sweireh, Program Manager UNISDR Office in Bonn, Germany</td>
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<tr>
<td>09:30~10:15</td>
<td>Introduction to Disaster Recovery (S)</td>
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<td></td>
<td>National Response Framework of Lebanon</td>
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<td>Ms. Sawsan Bou Fakhreddine</td>
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<tr>
<td>10:15~10:30</td>
<td>Tea Break</td>
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<tr>
<td>10:30~12:30</td>
<td>Infrastructure (S)</td>
</tr>
<tr>
<td></td>
<td>Governance (G)</td>
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<tr>
<td>12:30~13:30</td>
<td>Lunch</td>
</tr>
<tr>
<td>13:30~15:30</td>
<td>Shelter (S)</td>
</tr>
<tr>
<td></td>
<td>Scenario for Planning (G)</td>
</tr>
<tr>
<td>15:30~17:00</td>
<td><strong>Workshop 1</strong>: Governance, Infrastructure, &amp; Shelter</td>
</tr>
<tr>
<td></td>
<td>(including group presentations &amp; tea break)</td>
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### 24 October (Thursday)

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>09:00~11:00</td>
<td>Environment (G)</td>
</tr>
<tr>
<td></td>
<td>Health (S) (with 15mins tea break)</td>
</tr>
<tr>
<td></td>
<td>Disaster Management System in Japan</td>
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<tr>
<td></td>
<td>Mr. Shingo Kochi, Hyogo Prefecture</td>
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<tr>
<td>11:00~12:30</td>
<td><strong>Workshop 2</strong>: Environment &amp; Health (including group presentations)</td>
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<tr>
<td>12:30~13:30</td>
<td>Lunch</td>
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<tr>
<td>13:30~15:30</td>
<td>Mental Health in Primary Care</td>
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<td></td>
<td>Dr. Rabih El Chammay, Mental Health Adviser, Lebanon</td>
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<tr>
<td></td>
<td>Psychosocial (S)</td>
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<td>Energy Recovery after a Disaster in Lebanon</td>
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<td>Engr. Awad Charaf Eddine Director Electricity Lebanon</td>
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<td>Gender (G)</td>
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<tr>
<td>15:30~17:00</td>
<td><strong>Workshop 3</strong>: Psychosocial &amp; Gender (including 15mins tea break &amp; group presentations)</td>
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### 25 October (Friday)

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<tr>
<th>Time</th>
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<tr>
<td>09:00~10:30</td>
<td>Financing Recovery (S)</td>
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<td>Livelihoods (G)</td>
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<td>Pre-Disaster Recovery Planning (PDRP) (S) (with 15mins tea break)</td>
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<tr>
<td>10:30~12:00</td>
<td><strong>Workshop 4</strong>: Livelihoods &amp; PDRP (including group presentations)</td>
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<tr>
<td>12:00~12:30</td>
<td>Closing (including evaluation)</td>
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(S) = Sanjaya    (G) = Gerald
### 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 |
Annex 6: Scenario for Group Exercise

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

Build Back Better (BBB) development approach
- Recovery of expected conditions without disaster
- Recovery of pre-disaster conditions

Long term development
- Natural hazard
- Relief phase
- Recovery phase
Annex 7: Outputs

INFRASTRUCTURE

- Rehabilitation of infrastructures resilient to disasters
- Reconstruction of roads, power, (with environment considerations)
- General survey and assessment of damage and loss
- Construction of roads, communities, and power in secure place and using safe criteria
- Seismic-proof infrastructures
- Disaster-proofing of infrastructures to be done regularly
- Revival of industrial zones
- Optimize use of infrastructure
- Dams construction in safe places
- New roads to be construct and should be built with high standards

GOVERNANCE

- Formations of recovery committees at national and local levels
- Assessment of damage and loss
- Collaboration with all stakeholders to avoid chaos and overlapping of activities
- Draw strategies for resilient recovery – short, mid, long term strategies
- Participation of local communities and engaging them in the implementation of programs and projects
- Coordination with other agencies for sharing of resources in reconstruction
- Tax incentives as option to finance recovery
- Legal procedures in recovery that ensure transparency & accountability
- Consider cultural practices/orientation for stakeholders’ engagement
- Ensure that plans are strategic plan (e.g. align with other plans such as land use)
- Raise public awareness constantly
- Offer local job opportunities
- Involve the community in all decision making process
- Investment incentives

HOUSING

- Relocation / site appropriate for housing (classification), and with consideration to the marginal groups/communities
- Rehabilitation of partly damaged houses
- Proper site identification
- Assessment and formation of committees to assess hazard risks and impact to housing
- New urban planning zones

HEALTH

- Utilize alternative options of medical services aside from traditional hospitals
- Prevent outbreaks of epidemics (e.g. cholera, malaria) to programs and projects
- Ensure safety of medical staff
- Promote sanitation measures (e.g. use of sanitizers)
- Ensure systems for logistical needs of medicines & milks, with consideration to disabled
- Partnership with other health sector stakeholders
- Draw lessons from past disasters to reconstruct resilient hospitals
- Adopt international criteria & standards for construction of medical facilities

ENVIRONMENT
- Damage and Impact Assessments, including Environmental Needs Assessments
- Conform with international agreements concerning environment (e.g. toxic waste disposal)
- Reforestation programs to reverse environmental degradation
- Prevent pollution by enforcing laws even before disaster
- Recycling, reuse, and pre-agreements as options for sound environment
- Partnerships with NGOs in environmental programs and projects
- Identification of dumping sites to easily manage debris after disaster
- Design mechanisms for recycling of hazardous materials
- Treatment and disposal of toxic materials should be done far from residential areas
- Quick but reliance Environmental Impact Assessments (EIA) for reconstruction of recovery projects
- Avoid the use of asbestos and other toxic materials in reconstruction

GENDER
- Determine the needs of men and women before planning a program (e.g. using parallel dialogue)
- Use gender analysis tools to ensure that none of the gender is left out during reconstruction and recovery
- Create a gender committee to discuss issues of both men and women (adopt checklists and tools that are “out of the box”)
- Engage women, who were left out from original plans, in recovery activities and mainstream their participation

MENTAL HEALTH
- Conduct initial mental assessments
- Promote mental health care at the national level
- Identify mental health workers and train volunteers (especially those who are patient to listen and understand)
- Create a specialized team to deal with children
- Memorials for the dead

FINANCING
- Pre-agreement with lending institutions
- Promote private sector investment
- New taxation to finance recovery
- Cut some government budgets
- Flash appeals for some projects
- Slight tax increase similar to what was done 1950 Earthquake in Lebanon

PRE-DISASTER PLANNING
- Organize recovery structures/institutions
- Make a pre-disaster plan, and ensure funding (option: insurance schemes)
- Establish scenarios on how the plan will be operations
- Conduct field investigations to validate the plan
- Engage civil society in the planning process
- Plan for communication alternatives
- Train concerned officials to manage crisis and recovery
- Alternative centers for communications (facilitation centers)
- Mitigate impact of disasters to reduce cost of recovery and reconstruction

**LIVELIHOODS**
- Maintain database of livelihoods and assets in consultation with stakeholders
- Use of livelihoods to be provided to the village and allow them to manage and implement their respective livelihoods recovery plan (to help prevent internal conflicts)
- Replace lost assets and compensate damaged livelihoods facilities
- Adopt voucher system
- Adopt cash or food for work
- Establish employment centers with database of capacities of local people
- Let community plan their livelihoods following a build back better principle
- Improve governmental procedures in supporting affected communities
Annex 8: Photos

Mr. Shombi Sharp, Deputy Country Director UNDP

Ms. Luna Abu Sweireh, Program Manager UNISDR

Gen. Mohamed Kheir, Sec-Gen Higher Council of Defense

Ms. Sawsan Bou Fakhreddine
<table>
<thead>
<tr>
<th>Presentation</th>
<th>Group Discussion</th>
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<tr>
<td><img src="image1" alt="Presentation Image" /></td>
<td><img src="image2" alt="Group Discussion Image" /></td>
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<td><img src="image3" alt="Presentation Image" /></td>
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**Group Discussions**
Presentation of Group Outputs

Presentation of Output

Closing
## International Recovery Platform Secretariat

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1-5-2 Wakinohamakaigan-dori  
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