



International
Recovery Platform

Role of Regional Organizations in Disaster Recovery Planning:

Needs and Capacity Assessment & Blueprint for Future Action



UNISDR

The United Nations Office for Disaster Risk Reduction



The Role of Regional Organizations in Disaster Recovery Planning: Needs and Capacity Assessment & Blueprint for Future Action was developed by the International Recovery Platform to facilitate the enhancement of long-term disaster recovery planning efforts at the national, regional, and global levels through the building of technical and institutional capacities. This action was carried out with funding by the European Union. IRP acknowledges the leading work of Damon Paul Coppola, the consultant who facilitated this report and Sanjaya Bhatia, Knowledge Management Officer of IRP (UNISDR)

The International Recovery Platform (IRP) was conceived at the World Conference on Disaster Reduction (WCDR) in Kobe, Hyogo, Japan in January 2005. As a thematic platform of the International Strategy for Disaster Reduction (ISDR) system, IRP is a key pillar for the implementation of the Hyogo Framework for Action (HFA) 2005-2015: Building the Resilience of Nations and Communities to Disasters, a global plan for disaster risk reduction for the decade adopted by 168 governments at the WCDR. The key role of IRP is to identify gaps and constraints experienced in post disaster recovery and to serve as a catalyst for the development of tools, resources, and capacity for resilient recovery. IRP aims to be an international source of knowledge on good recovery practice.

United Nations International Strategy for Disaster Reduction (UN/ISDR) aims at building disaster resilient communities by promoting increased awareness of the importance of disaster reduction as an integral component of sustainable development, with the goal of reducing human, social, economic and environmental losses due to natural hazards and related technological and environmental disasters.

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The findings, interpretations and conclusions expressed in this paper do not necessarily reflect the views of the IRP partners and governments and the European Union. This report may be freely quoted but acknowledgement of sources is requested.

International Recovery Platform

REPORT

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Future Action**

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Executive Summary

The UNISDR and its partners continue to seek the enhancement of long-term disaster recovery planning efforts at the national, regional, and global levels through the building of technical and institutional capacities. In 2012, a multi-year project was launched in collaboration with the International Recovery Platform (IRP) and funded by the European Union to scope regional recovery planning capacities, and to assess outstanding recovery planning capacity development needs, in order to identify effective strategies to implement and institutionalize regional recovery planning frameworks. This project seeks to work in collaboration with regional and national governments to design such frameworks, which will support the building and sharing of capacities both before disasters occur and in their aftermath. An effort was launched in January of 2012 to conduct a needs and capacity assessment of select regional organizations to identify the support required for developing and/or strengthening of pre-disaster capacities for recovery planning and for maintaining a roster of experts on pre-disaster recovery planning. This report, which is the product of desk research, stakeholder workshops, surveys, and interviews, is the product of that effort, and details the following:

- The need for pre- and post-disaster recovery planning
- An overview of the regional recovery planning mechanisms presently in place
- An assessment of the need for increased disaster recovery planning capacity building at the regional and national levels
- An assessment of the present capacities and associated activities of select regional organizations in pursuit of member country capacity development (in the area of recovery planning)
- Recommendations for the creation of regional recovery planning and technical assistance frameworks

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Chapter

1

1. Introduction

“Disasters cut across national boundaries and their consequences have regional and global implications. [I]n Japan when the earthquake and tsunami hit, global industrial supply chains were disrupted. The floods that cost \$40 billion dollars last year in Thailand also had a very heavy impact on the industrial base of the region. JP Morgan estimates that global industrial production was set back by approximately 2.5%. The drought in the Horn of Africa last year has generated massive population displacement and intraregional migration movements. While there are local and national level specificities, there are also commonalities in the nature of the disasters’ impact and the needs of the affected communities across the region that is affected by a particular disaster.”

Marta Ruedas (UNDP), at the 2012 International Recovery Forum

The motivating concepts that guide disaster management, namely the reduction of harm to life, property, and the environment, are largely the same throughout the world. However, the capacity to carry out this mission is by no means uniform. Whether due to political, cultural, economic, or other reasons, the unfortunate reality is that some countries and some regions are more capable than others at addressing the problem. But no nation, regardless of its wealth or influence, is so far advanced as to be fully immune from disasters’ negative effects. Furthermore, the emergence of a global economy makes it more and more difficult to contain the consequences of any disaster within one country’s borders.

The frequency of and economic losses attributable to disasters have been rising dramatically worldwide since the early twentieth century - and by more than 800 percent over the last four decades. Moreover, the ongoing and projected increase in number and severity of weather related hazards (including cyclonic storms, excessive or absent rainfall, receding of glaciers, high-probability floods, and extreme temperatures) associated with global climate change pose an increased threat to the development projections and sustainability. Disaster Risk Reduction (DRR) and climate change mitigation and adaptation share a common space of concern: reducing the vulnerability of communities and achieving sustainable development.

Since December 11, 1987, when the United Nations General Assembly declared the 1990s as the International Decade for Natural Disaster Reduction (IDNDR), there has existed a concerted global effort to promote internationally-coordinated disaster risk reduction. While these efforts continue to achieve great strides in risk reduction for UN Member States, disasters continue to plague the world community on national, regional, and global levels.

Research and practice continue to support the theory that there exists a strong correlation between disasters and poverty, and likewise instability. It is well documented that those developing countries repeatedly subject to disasters experience stagnant or even negative rates of development over time. Hurricane Mitch, which destroyed as much as 70% of the infrastructure in Honduras and Nicaragua, is a prime example, having been blamed with reversing the rates of development in these and other Central American countries by at least a decade (and as much as 20 and 30 years in some areas). The same effect also has been witnessed in many of the areas affected by the 2004 tsunami and earthquake events in Southeast Asia and the 2010 earthquake in Haiti.

Governments in several regions have taken note of the benefits to be gained through bilateral, regional, and international cooperation in the areas of disaster prevention, risk reduction, and disaster response. Historically, cash, in-kind, and technical assistance has been provided by means of bilateral offers or through UN-led coordination mechanisms. These efforts have been invaluable in helping to address the immediate and ongoing response and relief needs of impacted disaster victims. In the past decade, several regional organizations have even taken extra measures to develop more formal mutual aid arrangements and protocols for assistance, some of which include binding provisions. All of this assistance has proven vital to ensuring immediate and long-term regional stability in the face of persistent and increasing impacts of catastrophic disaster events.

The European Union, the UN International Strategy for Disaster Reduction (UNISDR) with the International Recovery Platform (IRP) partners, have begun a project that seeks to strengthen existing regional frameworks and to create new frameworks as required which support nations' abilities to better manage the most chaotic and oft-neglected phase of emergency management: Recovery. This report was developed to provide clarity on a range of important topics including current recovery planning practices, the need for regional and national capacity building in recovery, and the present recovery planning activities of several regional organizations. The authors of this report have synthesized the results of a desk review, a 2-day stakeholder workshop, and a survey in order to provide a set of recommended actions and parameters for the development of a framework through which regionally-focused national-level capacity-building efforts might be created. This background information, and the recommendations for action, are both contained within.

Chapter

2

2. Recovery Planning in the Context of Disaster Risk Reduction

Disaster-impacted governments are beginning to fully appreciate the important role effective recovery planning plays in ensuring that progress towards long-term development goals is maintained or, at minimum, quickly resumed. Experience has shown that many nations have suffered greatly from misguided or ill-informed recovery efforts, and in a great many cases this has been the result of a shortage of recovery planning resources, expertise, and guidance in the early post-disaster period. It is in this earliest phase when the overall recovery strategy is set, and recovery outcomes are largely determined - yet this is precisely when confusion is greatest and technical expertise is in shortest supply. The present convention is for disaster affected countries to initiate ad-hoc long-term recovery planning efforts in the aftermath of each major disaster, typically addressing each event in isolation. The result is often that opportunities for disaster risk reduction are missed, past mistakes are repeated, and recovery funds do not reach their potential.

While the greatest share of international attention, and likewise assistance, are provided in the short term phases of disaster response and recovery, it is during the longer-term period of recovery and reconstruction that a disaster-impacted country's fate is sealed. The quality and effectiveness of planning and operations will ultimately determine whether poverty in the country is alleviated or exacerbated. While each disaster is unique in its consequences, and there exists no single formula that may be used to characterize precisely how such problems play out, the following list provides a general overview of the many ways in which disasters impact countries for the longer period beyond the initial deaths, injuries, and destruction sustained:

- Development efforts are stunted, erased, or even reversed
- Moderate to sizeable portions of GDP must be diverted from development projects, social programs, or debt repayment in order to manage the disaster consequences and begin recovery efforts
- Vital infrastructure is damaged or destroyed, including roads, bridges, airports, sea ports, communications systems, power generation and distribution facilities, and water and sewerage plants, requiring years to rebuild
- Schools are damaged or destroyed, leaving students without an adequate source of education for months or even years
- Hospitals and clinics are damaged or destroyed, resulting in an increase in vulnerability to disease of the affected population
- Formal and informal businesses are destroyed, resulting in surges in unemployment and decreased economic stability and strength
- Reconstruction efforts result in shortages of materials and labor, which in turn drive up construction costs, inflate salaries, and draw workers away from other sectors where they are needed

The recovery period is one in which confusion typically reigns. There may be people displaced from their homes, business owners anxious to resume operations, and government offices that must restart the provision of services, among other pressures. Like response, recovery is a process that is performed within a time-constrained setting and on which victims' lives and communities' viability directly depends. To be performed well, response and recovery operations require unique skills, equipment, resources, and personnel. Unlike what is typically the case with response, however, pre-disaster planning very rarely considers long-term recovery operations. And in the aftermath of an event, little time exists to plan effectively. Rebuilding without considering the disaster's effects, new information about hazards, and the options that exist to address risk reduction and likewise development trajectory, is unwise and irresponsible. Unfortunately, decisions made in the critical early-recovery phase are often done so with little or no analysis, and many opportunities for improvement are thus lost.

It has been postulated that disaster recovery based upon pre-disaster planning is much more organized, is more likely to result in community improvement, and is more likely to result in a reduction of future disaster losses. Because nobody knows for sure exactly how and where the disaster consequences will manifest themselves, recovery plans are hypothetical, focusing more on broad goals and ideals than on specific actions and procedures (e.g., include such provisions as reduce vulnerability to electrical transmission wires or revise building codes to address new seismicity estimates, for instance). During much of the actual recovery period, many decisions will require split-second action, with little or no time for analysis. A plan outlining overarching goals and objectives can help guide those decisions. Decisions made without considering these goals can drastically limit opportunities to rebuild the community to be more resilient and disaster resistant.

Even in the absence of pre-disaster recovery planning, there is a need for both actionable assessment information upon which recovery planning is based, and expertise in each of the recovery sectors (including planning for and coordinating the recovery actions prescribed). There persists a documented need in all regions of the world for the development of long-term disaster recovery planning capacity at the national government level. Governments must have reliable access to a range of technical expertise in the very early aftermath of a disaster event when recovery planning needs are greatest. Moreover, DRR and development activities performed prior to the onset of any disaster can substantially improve the post-disaster success of recovery efforts should such a need ever arise. However, there are at present very few national governments with such a capacity in place, and no formal regional or global frameworks in place to support the development of these capacities.

The 2004 Boxing Day Earthquake and subsequent Indian Ocean Tsunami highlighted the dire need for enhancement of national- and regional-level capacity in the area of disaster recovery planning. As stated in a report released by the Tsunami Evaluation Coalition in 2006, the tsunami event highlighted the arbitrary nature of current disaster recovery funding mechanisms. The system in place produces an uneven and inequitable flow of funds, and coordination on the ground faced many challenges and varied greatly between different recovery planning and operational stakeholders. While a lack of qualified response staff was a previously noted, recognition of an even greater dearth of qualified recovery planning and operations experts emerged in this event (primarily due to an exponential increase in both the scope of the required interventions and the range of skills required to manage the complex recovery requirements).

Assessments conducted in the aftermath of the 2012 Haiti Earthquake, the 2009 floods in Western Africa, the 2010 typhoon season in the Philippines, the 2009 tsunami in Samoa, and the 2010 Pakistan flooding, indicated that each of the countries involved in these events were unprepared to manage the recovery needs that presented in their aftermath. Government officials tasked with recovery at both the local and the national levels were overwhelmed by the needs of the more immediate relief effort, and were thus largely unprepared to manage the demanding tasks associated with long-term disaster recovery planning and development efforts required in these early days. In fact, the Tsunami Evaluation Coalition directly linked many of the high costs of disaster recovery, and the ongoing challenges that persist, to the absence of any pre-event planning for post disaster recovery and reconstruction (despite recognition that the country faced significant seismic risk). There is an urgent need to address the gap.

Recognition of a need for recovery planning is not without precedent. The Hyogo Framework for Action (HFA) noted that there exist five gaps and challenges related to the prevalence of risk throughout the world, one of which was Preparedness for effective response and recovery. In fact, the need for enhanced recovery capacity appears throughout the Framework, most prominently through Strategic Goal 3 under Priority 4, which calls for nations to incorporate disaster risk reduction measures into post-disaster recovery and rehabilitation processes and use opportunities during the recovery phase to develop capacities that reduce disaster risk in the long term, including through the sharing of expertise, knowledge and lessons learned. As the Global Assessment Report (2009) highlighted, recovery from disasters constitutes an important element for the achievement of internationally agreed development goals, including those contained in the Millennium Declaration. The framework identifies the need for a significantly greater focus on sustainable recovery planning; as investments after a disaster occurs can be lost forever if reconstruction does not conform to modern insights of strategic DRR based recovery planning.

Furthermore, it is recognized, including by Governments, that the issues of climate change, disaster risk and development challenges should be addressed together - this has been referred to as a "triple win" by UN Secretary General Ban Ki-moon. Recognizing the links between disaster risk reduction and climate change adaptation, the Intergovernmental Panel on Climate Change (IPCC) has undertaken a Special Report on "Managing the Risks of Extreme Events and Disasters to Advance Climate Change Adaptation (SREX)." This report, due out in early 2012, will help policy-makers evaluate options for reducing disaster risks related to climate change. The Special Report will also

be included in the IPCC's Fifth Assessment Report. The main topic of next World Water Development Report 2012 will be "Risk and Uncertainty". Recovery planning would be addressed as an integral part of these initiatives.

The HFA has directly tasked the United Nations and the regional international organizations (IGOs) with the enhancement of recovery planning capacity. Within their mandates, priorities, and resources, the UN agencies and the regional IGOs are tasked with (among other tasks), *"strengthen[ing] the international mechanisms with a view to supporting disaster stricken States in the transition phase towards sustainable physical, social and economic recovery and to reducing future risks."* The call to action continues in stating that, *"this should include support for risk reduction activities in post-disaster recovery and rehabilitation processes and sharing of good practices, knowledge and technical support with relevant countries, experts and United Nations organizations."*

2.1. Focus of this Research

The focus of research conducted in this effort, as detailed in this report, is:

- Identification of the present capacity of select regional organizations to support the development and/or strengthening of pre- and post-disaster recovery planning; and
- Scoping of likely needs of regional organizations required to implement pre- and post-disaster recovery planning capacity building as detailed in this document (specifically in terms of increasing national-level capacities and maintaining intra-regional rosters of experts)

Research efforts also looked at national-level capacities and needs in a number of countries in Asia, Europe, the Americas, and the Caribbean, though this was not the central focus of research and results are not necessarily representative of all national capacities.

2.2. Research Methodology

The research methods utilized in this report include the following:

Workshops

Two days of workshops were conducted at the 2012 International Recovery Forum. During these workshops, participants drawn from a number of regional IGOs presented on their organizations' pre- and post-disaster recovery planning capacities. These organizations also worked together in focus groups to identify the different areas that the regional IGOs would be best positioned to help develop national recovery planning capacities (utilizing a set of structured discussion guidelines). Focus group discussions focused on sharing information, knowledge, and experience on key components of regional recovery planning and operations frameworks, with the objective of the discussions being the identification of factors for success, and recommendations of future steps to strengthen the recovery planning capacity of regional IGOs and national governments. The groups focused on three components of cooperation, namely knowledge management, ex-ante capacity building, and technical support. A copy of the workshop discussion guidelines is provided as Appendix A.

Desk review

IRP staff and the project consultant identified and reviewed published and web-based documents to assess established and proposed pre- and post-disaster recovery planning projects and programs for the purpose of scoping the capacity of regional IGOs to participate in recovery planning assistance efforts as proposed in this project.

IGO and National Government Surveys

Representatives from regional IGOs and other international organizations, and from national government emergency management agencies, were invited to participate in a voluntary online survey (Appendix B) that sought to assess a number of issues including:

- Current practices in pre- and post-disaster recovery planning
- Regional- and national-level recovery planning capacities
- Available opportunities and resources to enhance recovery planning capacity
- Interest in participating in regional and global recovery planning frameworks

- Obstacles to regional and global cooperation

2.3. International Recovery Forum 2012 Outcome

The recommendations from the International Recovery Forum 2012 reinforce the outcomes of the survey. Representatives from a number of global and regional international organizations and Financial Institutions, from select national governments, and from academic institutions, participated in a workshop on the 19th and 20th of January, 2012 held during the International Recovery Forum in Kobe, Japan. The organizations and governments represented included:

- ASEAN
- Asian Development Bank (ADB)
- Asian Disaster Recovery Center (ADRC)
- CDEMA
- Government of Brazil
- Government of China
- Government of Fiji
- Government of Haiti
- Government of India
- Government of Indonesia
- Government of Jamaica
- Government of Japan
- Government of Mongolia
- Government of Myanmar
- Government of Nepal
- Government of Thailand
- Government of the Philippines
- Government of the Solomon Islands
- Government of Tonga
- Hyogo Prefectural Government
- International Labour Organisation (ILO)
- Japan International Cooperation Agency (JICA)
- Kyoto University
- Minami Sanriku Government
- SAARC
- SOPAC
- Tohoku University
- Tsinghua University
- UNDP
- UNISDR
- UNOCHA
- World Bank
- World Health Organization (WHO)

Workshop participants were placed into three groups of equivalent size, each tasked with an identical set of discussion questions. The groups were instructed to focus their discussions on the sharing of information, knowledge, and experience about key components of a conceptual regional cooperation framework for resilient recovery and planning. The proposed objective of the discussion was to identify the factors for success, and recommend future

steps to strengthen capacity of regional intergovernmental organizations and national governments to ensure effective recovery planning. Each group member was asked to share their own organization's or nation's existing initiatives or principles, the issues and challenges they have identified or faced, and to provide suggested actions for three components of regional cooperation, namely:

- Knowledge Management
- Ex-Ante Capacity Building
- Technical Support

The questions addressed by the groups included the following:

Knowledge Management

1. Does the inter-governmental organization have a role as a repository on knowledge for disaster risk reduction, recovery and reconstruction planning?
2. Does the organization make efforts to function as a regional network for knowledge dissemination, providing knowledge inputs to national governments for recovery planning?
3. Are efforts for collaboration with national governments, other regional organizations and international organizations effective?

Ex-Ante Capacity Building

1. Does the organization promote capacity building at regional and national levels before disasters occur, for mitigation and recovery planning?
2. How are training needs assessed, both at regional and national levels?
3. How is partnership and leadership with national governments and international organizations promoted for capacity building programs?

Technical Support

1. What are the arrangements for transfer of technical support?
2. Are any links established between regional and national organizations, and with international organizations, for continuing technical support?
3. What is required to establish a sustainable link amongst national platforms, regional and international organizations for transfer of knowledge / technology, advisory services and experts, both by electronic means and in reality?

The recommendations and observations relative to these three components follow:

Knowledge Management

1. Filtering of Information: High-quality authenticated information is crucial to the recovery planning process. It is important that not just any or all information, but rather the right information – at the appropriate level of detail - is delivered to those individuals in the recovery planning process that require it. Information overload caused by the provision of too much untargeted information is just as dangerous as operating on the basis of incomplete or absent information. The regional organizations are typically in the best position to process and likewise filter the information that is coming in, thereby ensuring that it is timely, accurate, and actionable. This might also entail translation in some cases, as there have been a number of cases where the resources existed but were not usable by the local affected population.
2. Dissemination of Information: Information is only useful if it is delivered to the people who need it, and in an efficient and timely manner. Effective information dissemination is based upon an accurate understanding of informational needs, access to a wide range of information resources, and reliable and appropriate mechanisms for transmitting the information to end users (e.g., technologically-appropriate, or cognizant of communications infrastructure shortfalls). The regional organizations have unique access to both the users of the information (namely national government emergency management agencies and IGOs coordinating the international response) and the generators or providers of such information. The regional organizations

is well positioned to serve as a single intermediary for information dissemination between the affected government or governments and the many providers of such information (both inter- and intra-regional).

3. Offering a Single Interface or Platform: Locating appropriate information can be difficult for end users because of the wide range of sources that generate such information. The international and/or regional IGOs can serve as single interfaces or banks of information to which end users can go to fulfill a wide range of needs. The regional IGOs can organize the information within this single interface such that appropriate linkages are made. While the International Recovery Platform does this at the global scale, it was noted that the regional IGOs each have a much better sense of what the specific needs of the member states are and can collect and organize that information in a manner that is of most use to those end users. The regional IGOs are also well positioned to work with each other to ensure that appropriate information is available within the region, rather than requiring the affected nations themselves to look throughout the wider global inventory of resources to find such resources when needed (especially in the time-constrained ex-post disaster environment). This may even involve the breaking down of diplomatic barriers that otherwise prevent such sharing from occurring – an appropriate role for the international organization.
4. Maintaining Institutional Memory: Recovery planning practices evolve as a matter of knowledge and experience. However, without the benefit of access to such intellectual resources, benefits cannot be gained and in fact mistakes of the past may be repeated. The regional organizations are very well positioned to work in partnership with universities or other specialized institutions to monitor ongoing recovery efforts, and to collect, process, and disseminate guidance based upon recovery knowledge and experience gained through collective research and action. It was further suggested that the IGOs serve to promote or facilitate learning exchanges that allow those who directly experience and recover from disasters to effectively share their knowledge with those who have recently endured such experiences.
5. Ensuring Sustainability: To ensure the ongoing sustainability of knowledge sharing mechanisms, specifically in terms of ongoing financing for the services provided, it was suggested that the regional IGOs develop partnerships or other linkages with support organizations, including the private sector, NGOs, and philanthropists.

Ex-Ante Capacity Building

1. Generator / Provider of Training: Training is essential to capacity, and as such any framework as conceived should not rely entirely upon the provision of external assistance. Rather, it is very important that the regions support the building of capacity within their member countries so that national governments have trained people capable of transmitting any developed capacity both laterally and down to the local or grassroots level. Global and regional IGOs to an ever-increasing degree continue to play a critical role in the development and provision of training. Many of the regional organizations maintain or support specialized institutions that host or develop and administer training that is offered to member states (and in some instances to a wider audience). Regional organizations can play a major role in building capacities through hands-on training courses through workshops, seminars, and e-learning. It was mentioned that all regional organizations must be certain that the training they provide be capable of allowing for Training of Trainers to ensure subsequent in-country knowledge transfer (and they should institute mechanism to monitor and support this knowledge transfer to ensure that it occurs). Of course, training is only of use to the end users when it serves their identified needs. The IGOs are the best positioned to scope what these unique and/or collective training needs might be (specifically in relation to knowledge or capacity gaps), to subsequently determine what information is required to develop effective courses of study to transfer knowledge, skills and abilities, and finally to host or otherwise provide such training in a manner that is affordable and accessible to all who require it in the region. It was added that the availability of the training products is at times not enough to satisfy needs – rather the training must be modified to better meet the context of the training recipient. The regional IGOs can work to alleviate the disconnect that often exists between products developed for a global audience with universal solutions and the local needs and peculiarities.
2. Generator / Provider of Guidance: Pre-disaster recovery planning, as well as development of institutional capacity to conduct post-disaster recovery planning, hinges greatly upon the availability of informational resources (e.g., guidance notes, manuals, checklists, job aids, protocols, etc.) Of course, with the great differences that exist between regions, and very often between countries within a single region, there is an ongoing need for more closely tailored informational resources that more accurately meet each user's needs. The global and regional IGOs have been instrumental in providing such resources on an exceptionally

wide range of topics and as such the institutional capacity to produce and disseminate such products exists. With proper support, the regional IGOs could easily tap into these existing networks and mechanisms to produce informational resources that are tailored to the needs of their members.

3. Facilitator of Leadership Training: While the capacity often exists to disseminate knowledge and/or provide training on the technical operations of a particular function within an organization or jurisdiction, the training and preparation of the individuals tasked with leading such efforts is not always possible. It was stated by a workshop presenter that approximately 20 percent of recovery expertise required is technical, while the remaining 80 percent requires leadership qualities. Recovery processes are often plagued with the handicap of weak or ill-prepared leaders, and the delays or misdirected actions that result can be taxing to the ongoing recovery effort. The regional IGOs can help to develop leaders who institutionalize the ex-ante and ex-post disaster recovery planning knowledge and skills, and who ensure that recovery processes are driven according to the needs and preferences of the affected government rather than an interpretation of such by some outside coordination mechanisms.
4. Coordination of Capacity Building Assistance: The need for cooperation between and among IGOs, international agencies, NGOs, and other external stakeholders that are involved in capacity building for recovery planning is necessary given that such mechanism do not always exist or operate effectively. This includes the fostering of partnerships, the building of coalitions, and the facilitation of access to funds for recovery. Whether for ex-ante or ex-post disaster recovery planning efforts, it is imperative that all players follow the national (host) governments' agendas and that they ensure they are delivering what is needed for those countries with regards to capacity. There already exist organizations, such as JICA, that maintain capacity building programs, but the regional organizations can manage these types of efforts on a more geographically-specific basis for their member countries. Each country has particular experiences in recovery that could serve as good examples for their neighbors or even for very far-flung neighbors. Regional organizations are very well placed to facilitate the interchange of experiences from community to the policy level and to maximize the use of expertise that is available within each region.

Technical Support

1. Facilitation of Intra- and Inter-Regional Cooperation and Communication: IGOs are 'Relationship Managers'. Whether for information or the provision of technical assistance, nations can benefit greatly from their intra-regional neighbors as well as from all countries regardless of where they are located. This is true of all global cooperation arrangements, including South-South cooperation. Many of the best practices and lessons learned in recovery, as is true with other topics, transfer in part if not in their entirety – but there must be an effective means through which such that the knowledge and accessibility of such resources exists. The regional IGOs are equipped to facilitate connections between and within regions. The regional IGOs can likewise serve as a communication channel within and outside of the region, and even within the affected countries themselves. In this regard they can facilitate an information sharing link among constituencies at all level (especially between the decision-makers / politicians and the people who are affected. A regional mechanism could step in and help link constituencies. The regional IGOs can also serve as matchmakers in recovery, matching one country with others or match one organization with others that are in need after we've created a need assessment. Finally, the regional organization can offer what was referred in the workshop as being 'synerization', which involves the coordination of the intent and goals of those in the region, such that past experiences that include parallel operations and competition for space and influence on policy are avoided.
2. Advocacy: The regional IGOs can play an important role in advocating for greater inclusion of DRR and recovery-focused matters in the political agenda. Regional guidelines, protocols, and agreements serve to direct member states towards prevailing conventions and practice, and the regional organizations themselves are central to presenting such topics and moving them towards regional- and national-level implementation. IGOs can help to influence action that is otherwise stunted due to budget constraints, and can help to provide evidence-based information to the countries in order to facilitate decisions that have to be made. It was noted in the workshop presentations that regional IGOs are particularly well—positioned to improve policy and advocacy for resilient recovery where common approaches could be established for recovery policies, institutional frameworks, assessment and planning tools and funding mechanisms on a regional basis. The Comprehensive Disaster Management Initiative supported by UNDP is one possible example of successful cooperation. The Caribbean disaster management association CDEMA has been

developing regular forums where the exchange of experiences through knowledge fairs and workshops, publications and websites has provided an excellent medium for triggering discussions, reflections and for raising consciousness on disaster risk at technical and political levels. This sustained engagement has been reflected in a significant advancement of the disaster risk reduction and recovery capacities in the CDEMA member countries and in the establishment of common benchmarks at the legislative frameworks and multi-hazard resilient building codes in the region. South/South cooperation has also been established between CDEMA and SOPAC and has been established to transfer the experience to Pacific small island developing states.

3. **Engagement:** Whereas advocacy is an important step in the process towards the institutionalization of recovery-planning capacity, many member states will require much greater engagement from their regional organizations to successfully implement what regional initiatives have set out to accomplish. The regional organizations can continue to monitor and support their member states as they move towards increased states of resilience – incorporating prevailing knowledge and practice in their efforts. It was expressed in the workshop that the IGOs are in a privileged position among the national governments, and should leverage that privileged position to ensure that progress is made.
4. **Expertise:** The regional IGOs can develop a cadre of technical experts or support groups, in order to offer such expertise to member countries that require it in either the ex-ante or ex-post period of disaster recovery planning. The IGOs can also coordinate with other organizations or institutes to help provide these technical expertise resources, especially for specific and highly technical areas such as the application of early warning systems, for example. There are several options for how this can be done, including dynamic portals (e.g., cyberspace, promotional videos, and mass media). A “network of networks” wherein local, national, and intro-regional networks are all connected into one regional or global network. This network of networks would help to ensure that individuals with needed technical expertise, whether at the regional level or within the member states, are accessible to a much wider pool of end users.
5. **Operations:** The regional organizations may be best suited in many cases to perform the recovery assistance needs assessment. ASEAN did this during the recent floods in Thailand, and the information proved timely. Regional organizations are able to maintain stockpile databases, which would contain information on the stockpiles (and pre clearance) of disaster relief items. There needs to be a central repository of such information about who has what, and what is available to be able to assist each country in the region. Additionally, regional IGOs can drive the establishment of standards or protocols, such as the ASEAN SASOP (standby arrangement) which guides the request of assistance from the AHA Center and ASEAN members. Creation of similar mechanisms or protocols for regions or the whole sphere of the international community recovery mechanism could be helpful for governments requesting aid. These would serve to minimize organizational confusion during both recovery and reconstruction.
6. **Driver for Action:** The regional mechanisms can help to establish a standard regulatory framework for recovery (which would speed implementation, speed decision-making, and adjust audit mechanisms). In the event of an actual disaster, the regional IGOs can serve as a driver for political clearance in recovery decision-making, using it as an external pressure for the high-level decision makers to make better and faster decisions in recovery.
7. **Transparency:** Regional IGOs can help to ensure transparency in the recovery planning process.

Chapter

3

3. Assessment of Ongoing Recovery Planning Efforts

3.1. Summary

The survey was conducted between February and May 2012. Survey results and research confirmed that pre-disaster recovery planning is rarely performed by national governments, and almost never performed at the provincial or local levels, despite that recognition of the need exists. The chief obstacle to the performance of pre-disaster recovery planning is weak capacity to undertake such efforts, which also persists into the post-disaster period in the event that a disaster occurs. As such, there exists a significant need for the development of recovery planning capacity at the national level, and subsequently at the provincial and local levels.

At present, regional organizations do not routinely offer pre-disaster recovery planning assistance in the form of capacity building (namely training) services, informational resources (guidebooks or manuals), or technical assistance. Several regional organizations do perform the gathering, processing, and dissemination of information that is valuable in informing the pre-disaster recovery planning process, but the information is not produced nor packaged specifically for these purposes. Following the occurrence of a disaster, the bulk of assistance provided by regional organizations to their member states relative to disaster recovery planning pertains to damage assessments. Of the respondents that participated in the survey, only 30 percent indicated a strong capacity to assist disaster affected member states in formulating and/or implementing recovery plans in the aftermath of disasters. Specific technical assistance relative to recovery sectors (e.g., shelter, governance, health) is not provided nor is it readily available in most cases.

Within each region studied in the development of this report, there is at least one regional IGO that is both well-positioned to assume an increased role in national-government pre- and post-disaster recovery planning capacity development, and willing to assume such a role. The specific nature of the role assumed by each, and levels of support required to facilitate such a role, do differ.

3.2. National Government Recovery Planning Capacity and Action

Disaster recovery planning, whether ex-ante or ex-post, is not routinely nor uniformly. Clearly, the greatest prevalence of recovery planning exists at the national government level, followed by governments at the provincial level and to the least degree at the local level. Survey respondents indicated that recovery planning was either often or always performed at the national level approximately 50% of the time, and this fell to less than 25% at the local level.

Figure 3.1 How prevalent is the practice of disaster recovery planning before or after a disaster, among the member country in your region?

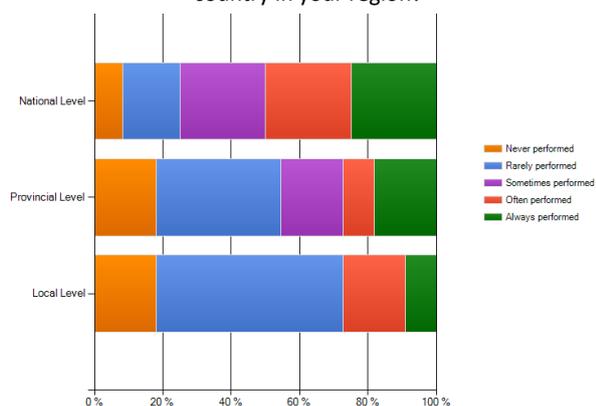
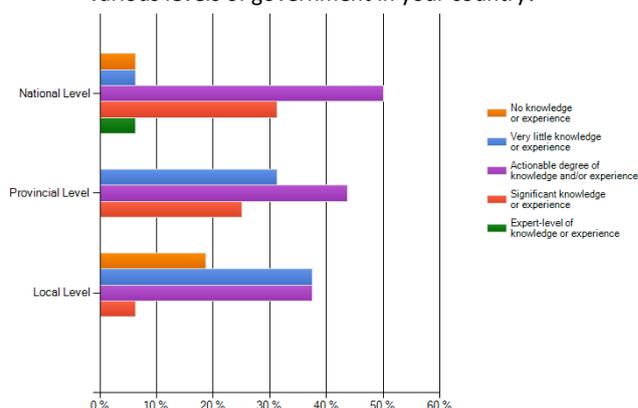


Figure 3.2 How would you categorize the institutional knowledge regarding recovery planning and operations at the various levels of government in your country?



Regional representatives described their member countries' governments as having very little recovery planning knowledge or experience in 45% of responses, and as having an actionable degree of recovery planning knowledge and/or experience in 37% of responses. In only 18% of cases was knowledge described as either significant or expert-level. National government respondents echoed these figures, but indicated that while very few provincial or local governments had the capacity to perform recovery planning; most governments had at least an actionable level of knowledge about recovery planning (leaving only 10 percent as having little or no recovery planning knowledge or experience).

Figure 3.3 In light of past disasters in your country, how much need is there for capacity building to address the development of recovery strategy and plans?

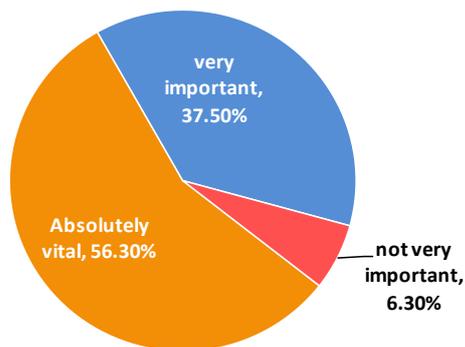
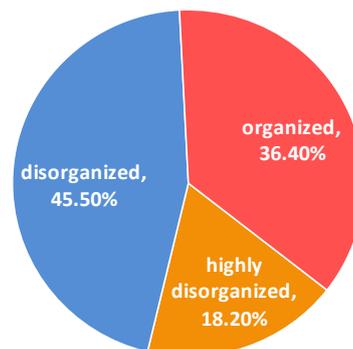


Figure 3.4 How would you characterize the coordination of long-term recovery planning efforts conducted by disaster-affected member states in your region?



In terms of governmental institutional capacity to formulate recovery plans and implement operations in the aftermath of major disasters, the trend continued. Regional organization representatives stated that in almost 60 percent of cases, only a minimal capacity exists, while national governments claimed to have good capacity in 60 percent of responses, and strong or very strong capacity in 20 percent of cases (responding that minimal capacities existing in only about 20 percent of cases). This capacity shrank considerably as the analysis moved to the provincial and local levels (where almost 70 percent of local governments were identified as having minimal or no capacity) where such knowledge is vital to recovery success.

Of particular significance is that the coordination of recovery planning remains an ongoing area of weakness. Respondents indicated that when disasters do occur, the coordination of recovery planning activities exists largely in a disorganized state, which is in line with the body of recovery planning experience.

Across the board, respondents agreed with the statements that recovery planning capacity building is needed in their region, and that the countries in their region would stand to benefit from an increase in recovery planning capacity. It was noted by the regional organization that recognition of the value of recovery planning does exist. In the vast majority of cases, respondents claimed that national governments would be willing to commit to increasing both ex-ante and ex-post disaster recovery planning capacities within their respective regions, and a full 100% of respondents stated that government officials at all government levels would be willing to participate in training and technical assistance programs that help increase recovery planning capacity.

3.3. Summary of Regional Organization Capacity

Of the respondents that participated in the survey, only 30% indicated a strong capacity to assist disaster affected member states in formulating and/or implementing recovery plans in the aftermath of disasters. Another 46% stated they had some capacity to do so, while 23% claimed very little capacity. Despite these figures, a full 60% of respondents stated that their organization did have an office, branch, or division that currently assists member countries in conducting recovery planning before and after disasters. These figures point to a recognition of the need, and in a majority of cases action based upon that recognition.

Few regional organizations indicated that they were well-staffed to provide sector-specific technical expertise in the areas of infrastructure, health, governance, economic recovery, housing, social sector, engineering, and the environment. However, exactly half of the organizations surveyed stated that they did currently assist their member countries in developing recovery planning capacity, either through training or technical assistance. In the overwhelming majority of cases, respondents indicated that there existed interest among their organization's leadership to assist member states in their recovery planning efforts. The existence of training in the areas of pre-

and post-disaster recovery planning was reported by survey respondents to exist in several regions and at the government level in a number of cases. However, follow-on desk research cannot confirm that any formalized or regular program of training focused on recovery planning, accessible on more than a one-time or limited time basis, exists.

Figure 3.5 Does regional organization have an office, branch or division that currently assists member countries in conducting disaster recovery planning before disaster?

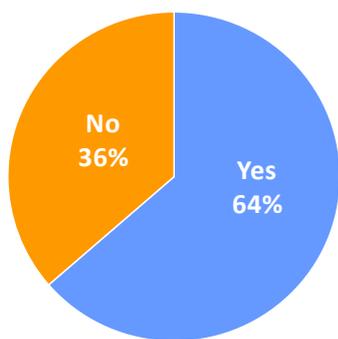


Figure 3.6 Does your organization currently assist member countries in developing recovery planning capacity, either through training or technical assistance?

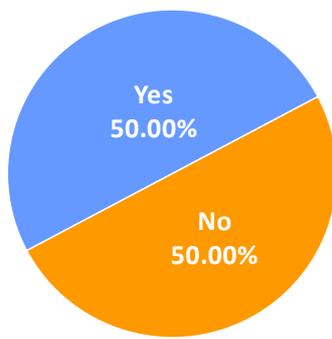
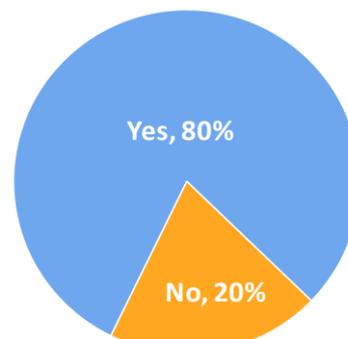


Figure 3.7 Does your organization have capacity to implement a new or expanded program aimed at building member countries' capacities to conduct disaster recovery planning, before or after disasters?

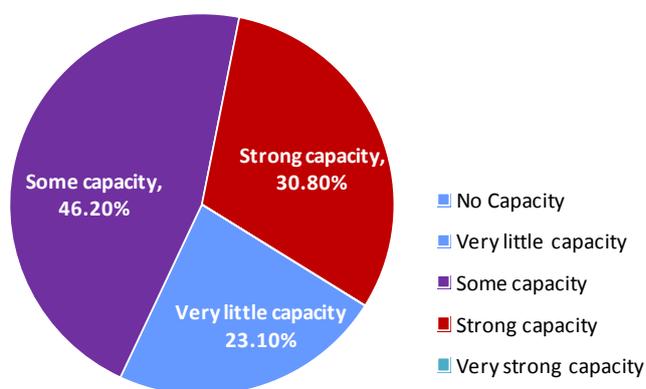


There do exist informational resources that address the topic of ex-ante and/or ex-post disaster recovery planning, but these resources often have little applicability to governments for a range of reasons. Survey respondents reported that they were aware of different informational resources, but claimed the relevance of these resources was often questionable. Several respondents did claim awareness of Recovery Planning Information Resources offered by IRP, but while more than 50 percent of regional organizations do claim to use such resources, the number of countries claiming their use was not as great. In all cases, respondents stated that their organization would be interested in exchanging information and/or expertise in recovery planning with other regional organizations, and 80% stated that their organization does have the capacity to implement a new or expanded program aimed at building member countries' capacities.

3.4. Role of the Regional Organizations

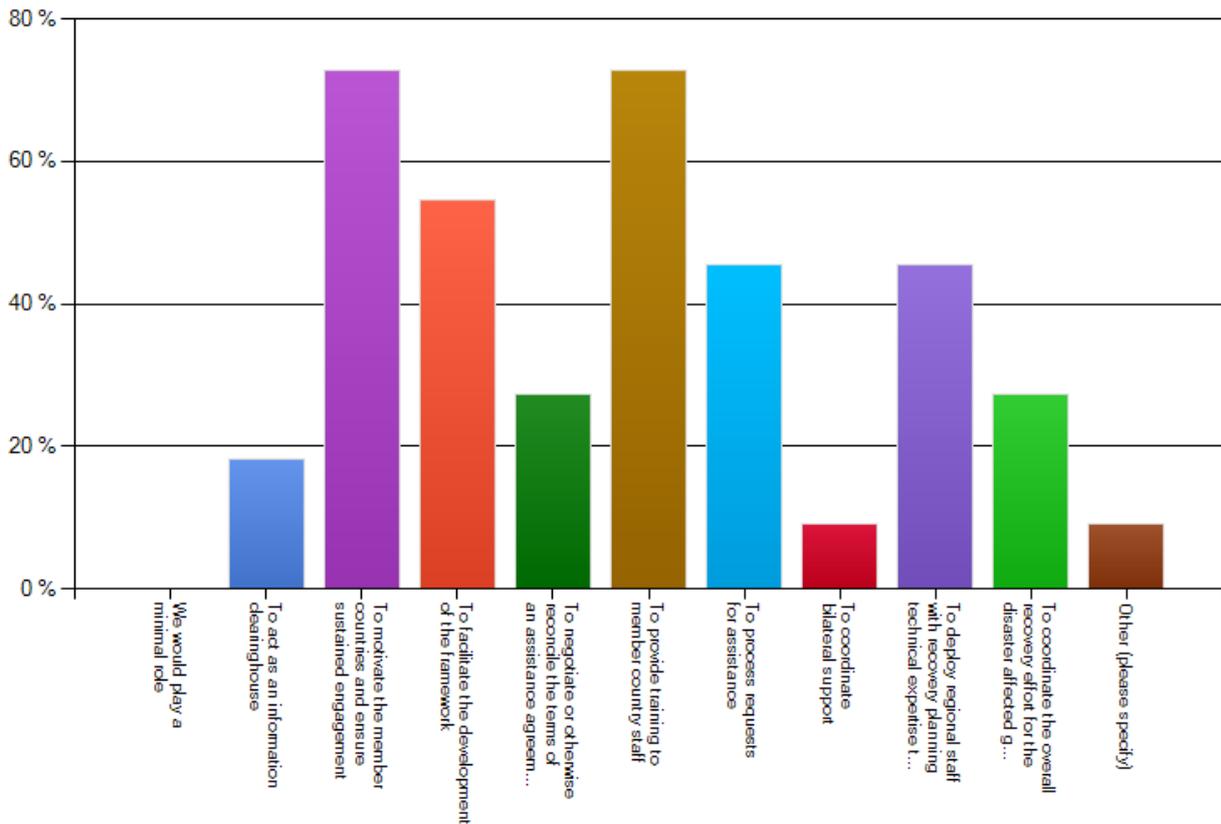
Regional organizations do differ considerably with regards to the relationships that they have with their member countries, the mandates they operate according to (with regards to emergency management functions), and the capacities they have to assist in the development of recovery planning capacities of their member states. All regional IGOs interviewed and profiled continue to play an active role in promoting progress towards the HFA goals. Several host or arrange for training in various emergency management functions for the purpose of disaster risk reduction and institutional capacity building. And in a handful of cases, the organization actively participates and/or supports actual preparedness, mitigation, response, and recovery activities conducted by their member states. All organizations tie their actions back to the HFA.

Figure 3.8 How would you describe the present institutional capacity of your organization to assist disaster affected states in formulating and implementing long term disaster recovery plans in the aftermath of major disaster?



When asked about the optimal role that the IGO might play in an agreement or framework that was developed for regional recovery planning assistance, respondent answers were as follows:

Figure 3.9 If agreement or framework for regional recovery planning assistance was developed in your region, how would you characterize the optimal role for your organization? (Check all that apply)

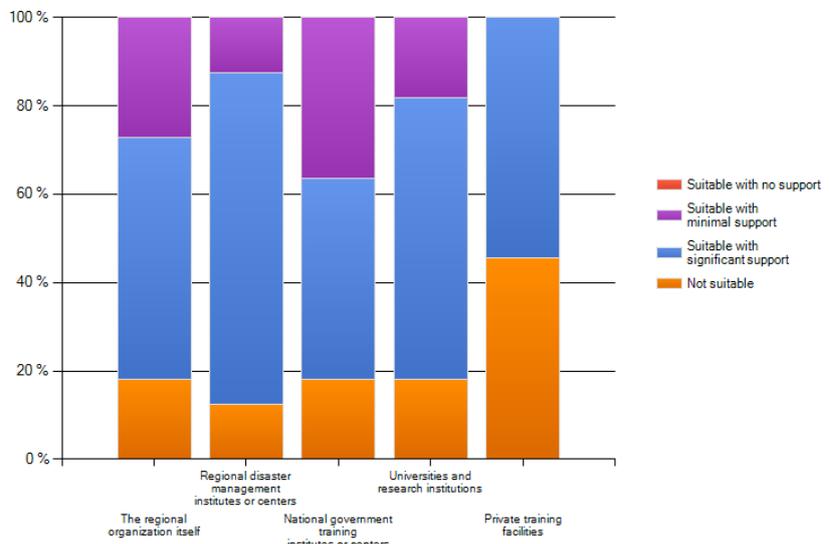


Respondents from both the national governments and the regional IGOs were presented with several staffing / representation options for the proposed framework. These looked at utilizing a cadre of experts that was drawn from either the national governments, the IGOs, or a combination of both. In the overwhelming majority of cases, respondents wished to utilize a combination of national and regional staff (60% of regional organizations answered in this manner, as did 80% of national government representatives.) Specifically, the solution most often selected is described as:

“[Cadre of national and regional staff] A cadre of recovery planning experts from both the regional organization and from each of the member country’s governments is identified and trained in relevant recovery planning functions. A database detailing cadre members and their skills is maintained at the regional level. Cadre members are prepared to facilitate recovery in their own country if the need should arise, but also remain available for deployment to other member countries in the region upon request, as coordinated under an agreement facility by the regional organization.”

There appears to be a wide range of possible options for the delivery of training to support capacity building. Both the national government and

Figure 3.10 Training will be a key component to institutionalizing recovery planning capacity in the region. If provided with funding and technical support, how would you characterize each of the following with regards to their suitability as a training source in this effort?



regional IGO respondents noted that the most capable providers of training, or those organizations that would be best positioned to take on expanded training roles in the area of recovery planning, would be the regional organizations or the national government training institutes and centers. Not surprisingly, when asked which of the possible organizations would be best positioned to perform training, the regional IGOs indicated themselves most often, while the national government respondents indicated that they would be best positioned to do so.

Chapter

4

4. Recommendations for the Development of Regional Recovery Frameworks

4.1. Regional Recovery Planning Capacity Building Needs Assessment

There are a number of products and services that would be needed to support the enhancement of national, provincial, and local recovery planning both before and after disasters occur. These include:

1. Training and Education

National government staff require greater access to opportunities through which they may enhance their recovery planning (ex-ante and ex-post) knowledge, skills, and abilities. Even in countries that have experienced disasters, and which have subsequently performed recovery planning in their aftermath, there may not have been access to the global experience and/or catalogue of lessons learned and best practices, thereby leaving much room for further learning. While training and education does currently exist in the area of recovery planning at select facilities, these resources are not often targeted to the needs of particular countries and/or governments (e.g., small island states).

2. Technical Assistance

Recovery planning draws upon a diverse range of technical expertise in a number of areas that include infrastructure, health, shelter, economic development, livelihoods, culture, the environment, and more. It is unrealistic to expect all nations' governments will maintain a staff possessing all areas of expertise required to meet the technical needs of a recovery planning effort. However, such resources do likely exist in part throughout the various countries within the region, at the regional organizations, and certainly throughout the world. The problem of closing these gaps lies mostly in the identification of such technical experts, the connecting of resources and needs, and the facilitation of opportunities for assistance.

3. Informational Resources

The recovery planning process is a systematic one, and one that benefits greatly from the documentation of past experience. Because recovery planning is not routinely performed by most governments, there exists little institutional knowledge to draw from. Therefore, informational resources (including such things as job-aids, checklists, guidance notes, and manuals) are extremely helpful in reducing what often amounts to improvisation or efforts that are otherwise performed in a way as to result in avoidable mistakes. However, as is true with training and education, informational resources are far too often created for a global audience and tend to be too general in their verbiage to meet individual nations' specific needs. Language is another concern in many cases. Nations interested in recovery planning require guidance tailored to the specific issues they intend to or need to address in their efforts.

4. Data and information

Like is true with response and mitigation planning, there exists a significant data requirement that drives recovery planning. In the post-disaster period this requirement is chiefly a matter of damage, loss, and needs assessments, but also includes such things as long-term development goals, the preferences of the affected population, opportunities for disaster risk reduction, and more. In pre-disaster recovery planning, there are information needs relative to anticipated disaster risk (including likely consequences) that must be applied to these aforementioned planning data needs. While much of the information must be gathered by the jurisdiction themselves, there are technological solutions, such as satellite imagery and regionally-focused hazard and risk assessment programs that are very helpful in informing the recovery planning process.

5. Policy Direction

Recovery planning in practice requires policy actions to be effective to ensure that recovery can take place as intended. For instance, there are changes that must occur relative to permitting, reimbursement, liability, etc. that may not be immediately apparent to a planning team that lacks experience from a previous disaster. Governments stand to benefit from advice and direction on key policy decisions to be made, especially in the case where region-wide or global assistance mechanisms are to be established.

4.2. Specific Technical Development Needs at the Regional Level

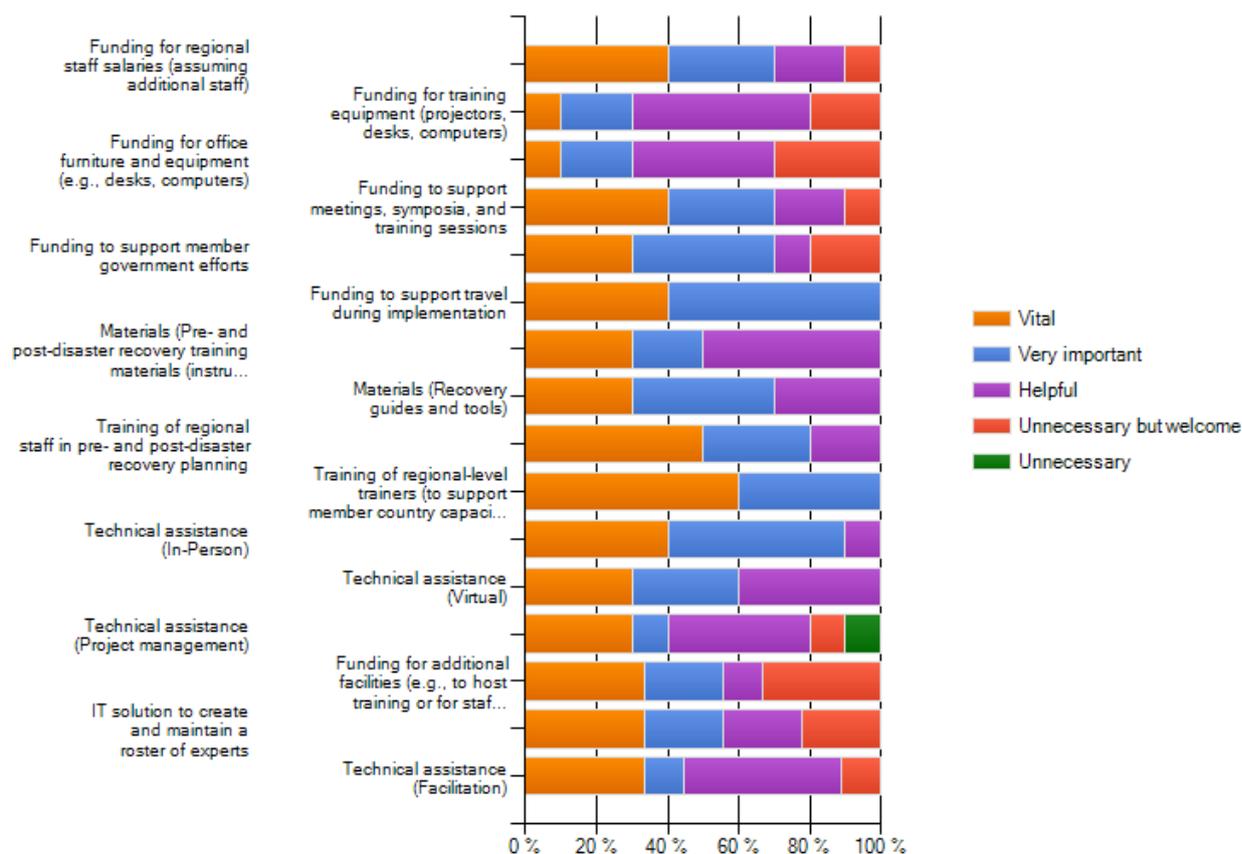
The regional organizations are all currently involved to varying degrees in the building of their member countries' capacities (as guided by their mandates). Through their own involvement (and that of their member countries) in the HFA, many organizations have enhanced their capacity building functions in the area of disaster risk management - most notably with regards to response capacity, preparedness, and disaster mitigation. As a result of both of these factors, most regional IGOs are already structured in a manner as to support the provision of assistance that would be required to support a framework as proposed in this project (namely to enhance national, provincial, and local government capacity building in the areas of pre- and post-disaster recovery planning.)

Given the present shortage of programs maintained by the regional organizations that serve to increase recovery planning capacity among member countries, there does exist a need for support in these efforts. The regional organizations respondents were presented with a range of possible areas of support to consider. Additionally, desk research and information gained through the workshop presentations and working groups informed this assessment. There are four specific areas in which support would be at minimum desired, and in many cases required. These include:

- Funding, to support:
 - Staff
 - Training equipment
 - Office furniture and equipment
 - Meetings, symposia, training sessions
 - Member government efforts
 - Travel during implementation
 - Additional facilities
- Materials
 - Training materials
 - Instructional materials
- Technical assistance
 - In-person
 - Virtual
 - Project management
- IT Solutions

Survey respondents differed only slightly in how they rated the importance of each of these factors for building regional recovery planning assistance frameworks. The greatest identified needs related to the training of regional staff and regional level trainers. This was followed by the need for in-person technical assistance to implement the framework, and for the development of recovery planning materials. Funding for office equipment, furniture, and facilities were needed to the least degree.

Figure 4.1 Describe how important each of the following would be to implementing a regional recovery planning framework in your region?



4.3. Critical Steps and Stakeholders Required to Build Institutional Capacity

Capacity building in the context of ex-ante and ex-post disaster recovery planning would most naturally progress in a manner that is similar to what is currently occurring with other DRR capacity building efforts (in the areas of response planning and vulnerability reduction.) These endeavors, which have evolved over several decades and which are now highly familiar to every regional organization and associated member country, are almost equal to what is required with recovery planning in terms of the involved stakeholders; the leadership commitment requirements; the human, material, and financial resources; and the scope of supportive materials that remain undeveloped.

Provided below is a series of proposed steps that are representative of a comprehensive capacity building effort that runs parallel to previous such efforts. It is to be understood and expected, as described throughout this report, that each region and each country differs both in terms of its existing recovery planning programs and capacities in place, and its differences in perceptions held by leadership at the local, provincial, national, and regional levels (of the need for enhanced recovery planning capacity.) As such, each region and each country will likewise differ with regards to which of the following recommended steps are required, and how much effort is required for each that is taken. Order is of no consequence.

1. Required Steps: Global Capacity Building Efforts

- Promote recognition of the vital need for recovery planning among regional organizations
- Support regional organizations' efforts to increase recognition of the value of, and correct misperceptions about, recovery planning
- Develop recovery planning guidance, and guidance on the development of recovery planning capacity
- Convene global workshops to foster best-practices in recovery planning capacity building, to enable mentoring opportunities, and to build support for capacity building efforts

- Coordinate inter-regional and global mutual assistance agreements (e.g., for the exchange of technical experts)
- Provide a global platform for the sharing of best practices

Key Stakeholders:

- International Recovery Platform (IRP) partners
- Donors

2. Required Steps: Regional Capacity Building Efforts

- Secure commitment from regional IGO leadership to address recovery planning capacity of the organization / member countries
- Promote the need for recovery planning among member countries
- Foster / conduct regional recovery planning workshops
- Secure commitment from national government leadership to enhance national-level recovery planning capacity
- Establish a budget for recovery planning capacity building activities
- Designate a recovery-focused program or office within the regional organization to serve as a regional focal point, and develop regional organization recovery planning capacity
 - Information management (including regional virtual network linked to global networks)
 - Coordination mechanisms
 - Communication protocols
 - Technical assistance
- Increase the regional organization recovery-focused human resources capacity (either through new staff or training of existing staff)
- Acquire / tailor / develop targeted recovery planning guidance for member countries
- Incorporate recovery planning activities into all disaster risk reduction initiatives (as appropriate)
- Identify / develop / promote recovery planning training and education programs
- Inventory technical experts in the region with general or sector-specific recovery planning expertise (roster of experts)
- Foster bilateral exchanges of recovery planning technical assistance
- Develop regional organization recovery planning capacity
 - Information management
 - Coordination mechanism
- Promote regional agreements that foster intra-regional recovery planning assistance

Key Stakeholders

- Regional IGOs
- Regional Financial Institutions
- Regional Emergency Management, Research, and Policy Institutes
- Regional Centers
- Member Country Representatives

3. Required Steps: Governmental Capacity Building Efforts

- Secure commitment among leadership at the national government level and among emergency management agencies to enhance recovery planning capacity
- Understand recovery planning requirements
 - Scope likely post-disaster recovery requirements
 - Assess existing recovery capacity at all levels, including local, provincial, national, regional, NGO, private sector, and others (as appropriate)
 - Identify recovery capacity gaps by sector
 - a. Infrastructure
 - b. Health
 - c. Shelter/Housing
 - d. Governance
 - e. Livelihoods
 - f. Psychosocial
 - g. Environment
 - h. Others
- Determine which agencies will be involved in ex-post or ex-ante recovery planning efforts, and assess whether staff fulfill the need
- Develop / access recovery planning training opportunities

Key Stakeholders

- National Government Agencies
- Provincial Government Agencies
- Local Government Agencies
- Non-governmental Agencies
- Universities and Research Centers

4.4. Operational Linkage Mechanisms Between IRP and Regional/National Users

Recognition of the value of and need for recovery planning exists among all regional organizations. Several, as noted in this report, already have taken action to address recovery planning, though through existing programs that address more general DRR concepts (rather than directly addressing the need for recovery planning). In the short-term, the most effective mechanisms for developing operational linkages between IRP and these regional organizations is through these staff engaged in DRR through the HFA. The effectiveness of such engagement has been mixed thus far, as indicated through the commitment to participation in the recovery forum. However, the commitment is increasing year over year, and such linkages will increase in strength accordingly.

The use of recovery planning guidance documents and other products as an engagement strategy is effective in situations where recognition of their value exists. Only half of the organizations participating in the survey indicated that they currently used recovery planning products and tools developed by IRP partners, or other international organizations. Presumably, if this rate could be raised through increased marketing of such products at the global level, or through greater applicability of such products by enabling tailoring to meet member country needs, the method of operational engagement would increase in value. When asked what kinds of information, tools, or technical assistance the regional organizations seek from IRP or its partners, the answers included:

- Sector specific tools for capacity building
- Best practices and law-related guidance

- The latest trends in recovery planning and management
- Simple templates for assessment
- Information to help train government officials
- Seminars and workshops for local staff
- Access to a technical database
- National or international training on recovery planning
- Guidance notes that are more specific
- Templates or software
- Case study-based training

4.5. Implementation Strategy Development Considerations

Ex-ante and Ex-post disaster recovery capacity building implementation strategies must be developed using close involvement of the primary stakeholder group – the regional organizations themselves. Ideally, the role of IRP is to serve as facilitator in the truest sense of the function (to make the process easier without inserting undue or unnecessary bias or influence). The regional organizations that participated in the 2012 Recovery Forum showed significant motivation in their efforts to define the correct role of the regional organization in the mechanisms to be addressed through this project. There is no reason to believe these same organizations would not be up to the task of designing an effective systems-based approach to implementing a regionally-focused recovery planning capacity building effort at the global level.

It is recommended that IRP foster a series of regional workshops – one in each of the identified pilot-program regions – to identify a flexible yet effective mechanism to implement capacity building strategy throughout all regions. The key capacity building needs identified through the 2012 Recovery Forum and through the research conducted in the formulating of this report should be used as the foundation of the participatory facilitated efforts. What is likely to occur, as indicated by the outcome of previous similar efforts, is that different approaches to the same strategy – each relevant to the specifics of the distinct regions (e.g., small island state, transitional governments), will emerge. The needs will be similar or even equivalent from region to region, but the methods identified for achieving those ends will differ considerably. Research indicates that the differences between these regions is of such a great magnitude, as based on the typical response and DRR efforts conducted in each region, that any single ‘centralized’ effort to design a global implementation strategy is likely to be of less relevance to each user than a suite of region-specific implementation strategies would be – despite the added effort. Ultimately, what will result is the individualized guidance that each of these regions has requested through no uncertain terms throughout their participation in this program.

Regional organizations will clearly benefit from the development of an administrative or programmatic model against which their own program may be developed. The tailoring of this model should be the focus of future collaboration between IRP and the regional organizations, whether such efforts occur at the regional or global level. A good starting point for this model is the recovery planning efforts currently in place under the OAS Inter-American Network for Disaster Mitigation (INDM). While this structure is described much greater detail on page 41 of this report, the following describes the key points that are in line with what is needed to support regional capacity development (as identified through the workshop and research efforts):

The Inter-American Network for Disaster Mitigation (INDM)

The INDM is an information and capacity-building network within the Organization of American States (OAS) Department of Sustainable Development (DSD) that responds to requests from member countries to enhance practical and concrete intergovernmental cooperation on disaster reduction-related topics. The Network strengthens practical collaboration among government agencies by sharing technical information and best practices. Participation in the Network will comprise all participating member countries and several relevant international and regional organizations such as the IDB, the World Bank, PAHO, UNISDR, and others. Specifically, the Network was created to:

1. Assist Member States with the sharing and exchange of information, knowledge, and experience
2. Strengthen regional planning and disaster management activities in order to respond more effectively to more frequent disasters that impact the Hemisphere
3. Provide for a mechanism to coordinate efforts and promote collaboration among the organizations of the Inter-American System, Regional Inter-governmental Organizations, International Organizations, Donors, Financial Institutions, and National Agencies responsible for the coordination of disasters management
4. Support the follow-up and implementation of the decisions of the Inter-American Committee on Natural Disaster Reduction (IACNDR)
5. Coordinate the implementation, monitoring and periodic revision of the Inter-American Strategic Plan for Policy on Vulnerability Reduction, Risk Management and Disaster Response (IASP) (the regional intergovernmental guidance for disaster risk reduction)

The mission of the INDM is to support the exchange of information and knowledge regarding past disasters, vulnerability reduction, preparedness and response practices and strategies, and disaster mitigation – so as to mainstream Disaster Risk Management and, particularly, Disaster Mitigation into national and regional development plans and public policy; improve coordination of international cooperation and investment plans; and support the implementation of multi-national agreements for trans-boundary early warning systems and data sharing and exchange.

- The strategic objectives of the INDM are as follows:
- To support the development of the HFA National Platforms within the Regional
- To facilitate the exchange of information, knowledge and experience
- To support the monitoring and revision of the Inter-American Strategic Plan for Policy on Vulnerability Reduction, Risk Management and Disaster Response
- To support the coordination of a regional agenda for the implementation of the IASP and the decisions of the IACNDR

Among the foundational principles of the Network are:

- Coordination and inclusiveness
- Product-oriented dialogue
- Value added (filling in gaps, and avoiding overlaps and duplication)
- Strengthening of inter-governmental regional organizations
- Capacity building at the regional, national and local levels

All OAS Member States are invited to appoint a National Operational Focal Point (NOFP) for the purpose of coordinating and liaising with pertinent stakeholder organizations (governmental, NGO, and private) within their territories. The NOFPs serve as liaison in their countries for the purpose of: (1) preparing a government position on a certain issue under consideration by the Network; (2) delivering or collecting information or data; (3) identifying the appropriate organization or expert to participate in thematic forums or technical meetings; and (4) coordinating and executing an activity of the Network in their national territory, including technical meetings, conferences and seminars, data collection or distribution of educational and informational material, and virtual forums, among others.

Inter-governmental organizations, such as CDEMA, CEPREDENAC and CAPRADE, which act in coordination with national agencies, are invited to serve as Regional Focal Points for the Network, for the purpose of coordinating the Network activities and supporting the national agencies within their sub region of competence.

Finally, a Pool of Experts organized by thematic area is assembled to provide technical support. Experts and specialists are invited to sign up for being part of thematic-specific groups, as to provide for a knowledge/expertise tank that can be consulted or called upon to assist in the development of policy papers, sub regional or regional discussions, drafting of a project proposal or a policy, or reviewing a case study, project or program execution. Participation in the Pool does not entail any financial or specific-time allocation commitment, except being available for consultations, peer reviews, and ad-hoc technical events –virtual and non-virtual. Some of the activities for which experts in the Pool may be called upon are:

- Participation in limited-time virtual forums.

- Product-oriented virtual forums
- Technical Reviews
- Technical Writings
- Technical Meetings, Conferences, Seminars, and Workshops

The INDM seeks to capitalize on the capacity, expertise and strengths of its members to provide a wide range of services and goods. However, some unique services and goods are under development as follows:

- A Web-based Dynamic Institutional Mapping Tool (DIMIT), which consists of a relational database with multiple linkages so as to provide information on organizations and contacts; cooperation agreements and administrative and legal instruments for joint projects and programs; projects, including events (seminars and conferences), workshops, meetings, and conventions; and experts and policy and decision-makers.
- A Comprehensive Dynamic Calendar of Events (CDCE), available for accessing information on current and scheduled events.
- Geographic-specific Thematic Sub Regional Forums organized to address specific issues, based on geographic profiles, needs and thematic priorities.
- Inter-Agency Coordination.

4.6. Indicators for monitoring progress, evaluating sustainability, measuring impact

The organizations that participated in this project or were otherwise assessed in the course of research all indicate that there exists much room for capacity development at all levels - from local to global. Through the IRP Recovery Forum held in January of 2012, a number of development needs were identified (see below), and suggestions for how to make recovery planning capacity sustainable and effective were similarly suggested. Like is true for the HFA “Indicators of Progress” developed to measure the status of HFA implementation, the indicators for monitoring progress, evaluating sustainability, and assessing the impact of capacity development activities for recovery planning must be based upon *established program goals*. While the goal-setting effort is subsequent to this report, recommended goals and indicators include:

Goal 1: The building of recovery planning capacity is a priority at all administrative levels among member countries

Indicators:

- Member state participates in regional recovery planning workshops
- Commitment is made by national government leaders to participate in regional capacity-building activities
- Commitment is made by national government leaders to support the development of / enhancement of recovery planning capacity at all administrative levels
- Strong policy, technical and institutional capacities and mechanisms for recovery planning are in place at all administrative levels
- Pre-disaster recovery plans and/or frameworks are in place at all administrative levels, and staff are trained in their use
- Knowledge transfer occurs between the national, provincial, and local levels through training, workshops, mentoring, or other means
- A national multi-sectorial platform for recovery planning is functioning

Goal 2: Regional capacity exists to support member state recovery planning efforts

Indicators:

- Agreement among member country representatives to establish a budget to build recovery planning capacity at the regional level
- Dedicated recovery planning program office or program created at the regional level
- Staff and resources designated for recovery program implementation exist
- Web page on regional organization website dedicated to recovery planning established

- Recovery planning resources tailored to the individual needs (hazards, vulnerabilities, likely recovery requirements, capacity, language, culture, etc.) available
- Regional staff with recovery planning expertise available for deployment to disaster impacted countries

Goal 3: Intra-regional sharing of technical resources exists

Indicators:

- Inventory of member country recovery planning technical experts conducted by regional organization
- Database to manage technical resource inventory information developed and hosted in an accessible format and on an accessible medium (e.g., web-based)
- SOPs and agreements to guide sharing of intra-regional or bilateral resources created and implemented
- Funding and/or reimbursement mechanisms to support deployment of intra-regional technical experts established
- Regional recovery planning mutual assistance agreements with binding provisions ratified by member countries
- Procedures are in place to exchange relevant information during disasters and to undertake post-event reviews.

Goal 4: Training programs to enhance the recovery planning technical capacity (knowledge, skills, and abilities) of staff at the local, provincial, national, and regional levels exist

Indicators:

- Robust training resources exist in the region, accessible to all stakeholders
- Programs to support participation in training resources (e.g., financial assistance) identified or established
- Course materials tailored to the specific needs of member countries
- Train the trainer courses available for national-level staff
- Support to promote knowledge transfer (vis-à-vis train the trainer programs) exists

Goal 5: Recovery planning capacities at national and local levels are both sustainable and effective

Indicators

- Recovery planning efforts initiated in the first week following the onset of disaster
- Recovery operations result in significant reduction in future risk
- Disaster recovery plans address and reduce existing hazard vulnerabilities
- Recovery operations as planned are equitable, effectual, and cost-effective

4.7. Issues, Challenges, and Obstacles, and Recommendations to Overcome Each

There exist a number of issues, challenges, and obstacles impacting recovery planning and the enhancement of relevant capacity building at the regional and national levels, as noted in the desk research, the survey outcome, and as a result of the workshops and presentations that occurred at the 2012 IRP Recovery Forum.

Specific issues to consider during the development and implementation of the capacity building frameworks include:

- Recovery Frameworks Must Address the Unique Nature of Each Country: Development of the frameworks should consider a bottom-up approach, driven by the needs of the countries within each region. It is important to ensure that the needs of governments, with their national expertise, is built upon by the expertise of the IGOs, rather than substituted by it. Recovery frameworks should build on existing mechanisms – each country’s mechanisms are very important and should not be ignored. Adhering to such standards will be key to ensuring that organizational confusion is minimized. The regional organization should help to simplify the recovery decision-making process, and help governments and organizations involved in recovery to take action that is built upon existing knowledge and established mechanisms
- Recovery Frameworks Must Support Needs and Development Goals at All Government Levels: Recovery frameworks must help to develop a holistic capacity building policy for national governments to integrate

recovery projects with humanitarian response and development. It is also important that the recovery frameworks balance the focus such that the local level (government and community) needs are addressed. Too often, in large-scale disasters, the regional focus is more on the national plan, the national level, the overall picture, leaving the communities most affected and most vulnerable somewhat neglected. A workshop participant stated that, while it is always vital to have the local perspective in the discussion about recovery, the discussion can become uncontrolled without the involvement of experts. Therefore, any framework will have to ensure there are suitable, unbiased experts who can participate or even who lead the discussion.

- Recovery Frameworks Must Foster Trust: The regional organization should develop a foundation of trust throughout all levels. Trust should extend through all jurisdictional levels and the international organization often enjoys a level of trust less hindered by national and local politics. Similarly, it is important that IGO recommendations apply to each and every partner of the organizations, rather than select countries.
- Recovery Frameworks Must Ensure Flexibility: Any recovery mechanisms is going to have to ensure that significant flexibility remains in the decision-making process, especially with regards to funding mechanisms and the existence of clearly-defined auditing and accountability mechanisms, in order to ensure that actions occur as quickly as needed. If this is not addressed, operations remain in 'normal' mode and the pace of recovery is hindered.
- Resources: The IGOs have finite resources, in terms of both people and budgets. Despite intentions, it is important to be realistic and accurately prioritize exactly what the role of the IGO should be given the human and financial resources that national governments can provide. Moreover, the question of resource availability, or resource scarcity, is important in defining relationships in cooperation agreements. One must always ask if the resource provider is defining the agenda, or whether they are providing resources within the context of agreed strategic frameworks. Framework designers must remain aware participant intentions, and ensure they are not conflict-driven. It is therefore always important to consider social and political factors in the issue of cooperation in disaster recovery.

Research also investigated a number of issues and challenges that either contribute to ongoing problems in the formulation of post-disaster recovery planning and operations, or will cause problems moving forward as capacity development is sought. Survey respondents identified the degree to which different factors contributed to problems in their region or in their country. The single most significant of these issues identified by both the regional IGOs and the national governments was:

- A lack of institutional recovery planning knowledge and/or capabilities

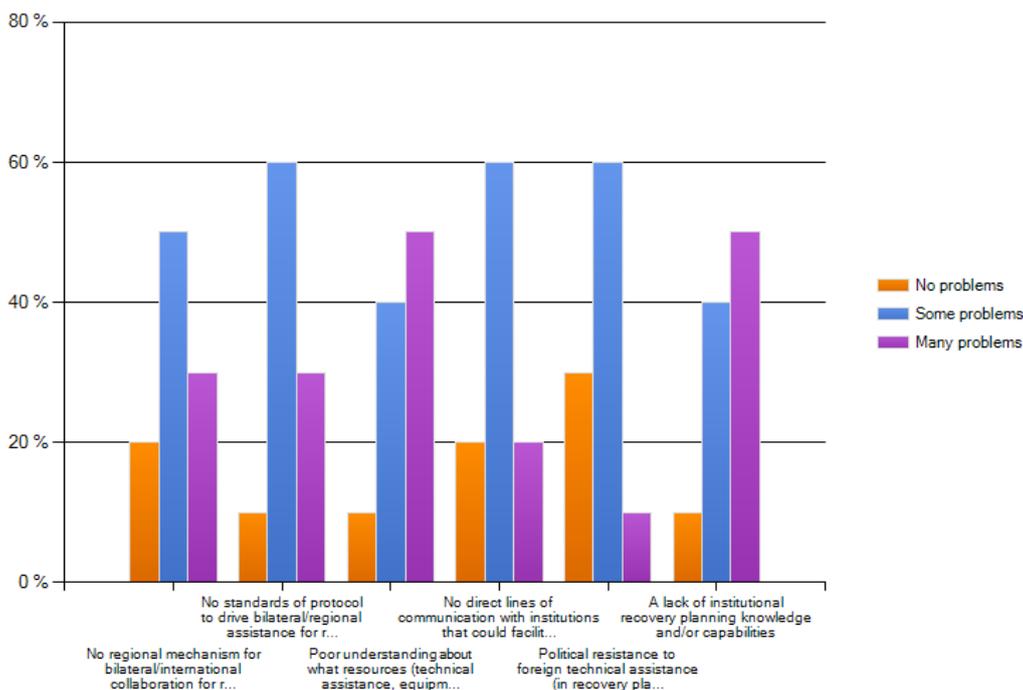
To only a slightly lower degree, the following were each cited as major contributing factors

- Poor understanding about what resources (technical assistance, equipment, supplies) are available throughout the region
- No regional mechanism for bilateral/international collaboration for recovery planning
- No Standards of protocol to drive bilateral/regional assistance for recovery planning

And to the lowest degree (yet still cited in the majority of cases as presenting some problems), include:

- No direct lines of communication with institutions that could facilitate assistance in recovery planning
- Political resistance to foreign technical assistance in recovery planning

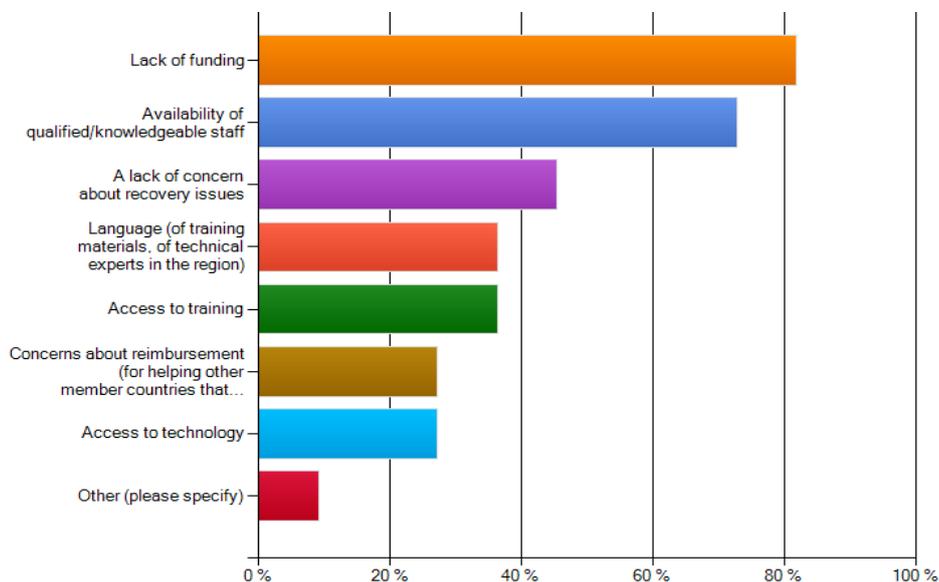
Figure 4.2 To what degree do each of these present problems in the recovery phase of major disasters in your region?



A regional IGO representative stated that the diverse needs of different countries within a region could act as an obstacle to regional cooperation in recovery planning, unless there exists some binding agreement to which the different all of the countries in the region have committed. The ASEAN Agreement on Disaster Management and Emergency Response (AADMER) was cited as an example of regional commitment for collective action, and the Inter-American Convention to Facilitate Disaster Assistance serves as a second example. However, it is recognized that any such agreements require the building of trust and confidence, and the settling of differences, such that all participants perceive the agreement to be equitable and fair.

Another regional IGO representative from an organization consisting of small island states recognized that the motivation to participate in regional agreements for disaster recovery, or any aspect of disaster management at that, will be influenced by the nature of the member states in that region. The limited resources that characterize island states, for instance, is a strong factor in the desire of member states in regions made up of such nations to participate in regional cooperative agreements. Regions consisting of larger states will likely encounter greater resistance either out of a perception that internal resources are sufficient to manage planning and operational needs, or for other reasons related to the relative autonomy of larger countries in matters of emergency management.

Figure 4.3 What obstacles stand in the way of efforts to build recovery planning capacity among the member countries in your region?



Concern about the involvement of the private sector was noted on several occasions. There is a clear lack of information, and very little knowledge sharing, among the private-sector recovery stakeholders. Without the private sector involvement, however, recovery planning will not be able to achieve its potential. The regional organizations are positioned to support the involvement of private sector actors, and the ‘network of networks’ concept could be a possible solution. Architects of the recovery framework must ensure that the private sector is recognized for their knowledge and expertise just as they are known for their ability to provide funding.

And finally, it was noted that the regional IGOs are not equal with regards to their capacity. While some exist primarily to serve as “information sharing nodes”, others have significant human, financial, and material resources are thus able to support ongoing direct interface with member states for the purposes of capacity building, and are able to offer more significant pre- and post-disaster assistance.

4.8. Design Considerations

Given the differences that exist between the capacities of different regional IGOs, and the preferences and capacities that exist within each of the national governments within the regions, there are a range of options that exist to address the availability and provision of recovery planning technical assistance. These options (with descriptions provided) include:

- **Cadre of Existing Regional Staff**

A cadre of recovery planning experts formed by the regional organization’s existing staff is identified and trained in various aspects of recovery planning and operations. A database detailing cadre members and their skills is maintained. These individuals remain on standby in their regular jobs, ready to deploy to disaster impacted member states upon request.

- **Cadre of New Regional Staff**

A cadre of new staff is created at the regional level, with part- or full-time responsibilities to support recovery planning region-wide, and to deploy to disaster-impacted member countries in the region upon request to assist with post-disaster recovery planning.

- **Cadre of National Government Staff**

A cadre of recovery planning experts from each member country’s government is identified and trained in relevant recovery planning functions. A database detailing cadre members and their skills is maintained at the regional level. These individuals are prepared to facilitate recovery in their own country if the need should arise, but also remain available for deployment to other member countries in the region upon request, as coordinated under an agreement facility by the regional organization.

- **Cadre of National and Regional Staff**

A cadre of recovery planning experts from both the regional organization and from each of the member country’s governments is identified and trained in relevant recovery planning functions. A database detailing cadre members and their skills is maintained at the regional level. Cadre members are prepared to facilitate recovery in their own country if the need should arise, but also remain available for deployment to other member countries in the region upon request, as coordinated under an agreement facility by the regional organization.

5. Capability Assessments of Select Regional Organization

Select regional organizations in each of the world regions were assessed to determine their present recovery planning efforts, and to identify opportunities to support recovery planning capacity development at the national, provincial, and local levels. Assessments were made on the basis of a review of organizational literature and reports, participation in the project survey, presentations at the International Recovery Forum 2012, and through direct interaction. The organizations assessed in this effort include:

- Association of South East Asian Nations (ASEAN)
- Andean Community (CAN)
- Andean Committee for Disaster Prevention and Relief (CAPREDE)
- Caribbean Disaster Emergency Management Agency (CDEMA)
- Central American Centre for Coordination of Natural Disaster Prevention (CEPRENAC)
- Disaster Prevention and Preparedness Initiative for South Eastern Europe (DPPI SEE)
- IGAD Climate Predication and Application Centre (ICPAC)
- Organization of American States (OAS) Executive Secretariat for Integral Development
- Department of Sustainable Development (DSD)
- Risk Management and Adaptation to Climate Change (RISK-MACC)
- The League of Arab States (LAS)
- Regional Centre for Disaster Risk Reduction (RCDRR)
- South Asian Association of Regional Cooperation (SAARC)
- SAARC Disaster Management Centre (SDMC)
- The Southern African Development Community (SADC)
- Secretariat of the Pacific Community (SPC)
- SPC Applied Geoscience and Technology Division (SOPAC)

5.1. Association of South East Asian Nations (ASEAN)

ASEAN is a regional IGO based in Jakarta, Indonesia and consisting of member states Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Viet Nam. ASEAN has been addressing disaster management from a regional vantage since as early as 1976 when member countries first signed the Declaration of ASEAN Concord in February of 1976 which identified the importance of disaster management, and furthermore through the Declaration on Mutual Assistance on Natural Disasters signed in June 1976 which further strengthened the development of cooperative DRR frameworks. These two efforts set in motion a concerted movement that led to the 2005 signing and 2009 ratification of the ASEAN Agreement on Disaster Management and Emergency Response (AADMER), a legally-binding regional mutual aid agreement for disaster response.

Since the 1970s, ASEAN DRR efforts have been coordinated by the ASEAN Experts Group on Disaster Management (AEGDM), established through the 1976 Declarations. AEGDM was established under the ASEAN Committee on Social Development (COSD), which reports to the ASEAN Standing Committee (ASC). At first the scope of this group was limited to a few major hazards, but it has since expanded to include all hazards (natural and man-made) and all aspects of disaster management including response, recovery, prevention, mitigation and preparedness. Functions and activities included:

1. Enhancing the sharing of resources and information on disaster management

2. Facilitating the coordination and distribution of disaster relief when needed
3. Intensifying collaborative activities in disaster management with third countries and international agencies while striving for self-reliance
4. Promoting human resource development in disaster management with third countries in accordance with the needs of Member Countries
5. Promoting the active involvement and participation of NGOs
6. Promoting effective integration of programs and activities with other relevant ASEAN bodies
7. Promoting public education and awareness programs
8. Promoting collaborative disaster research activities

In 2003, the AEGDM was elevated in stature, becoming to the ASEAN Committee on Disaster Management (ACDM) which reports directly to the ASEAN Standing Committee. This move enabled Member Countries to meet annually and to adopt a more project-oriented stance. The ACDM vision seeks “a region of disaster-resilient nations, mutually assisting and complementing one another, sharing a common bond in minimizing adverse effects of disasters in pursuit of safer communities and sustainable development”, while their mission is, “to enhance cooperation in all aspects of disaster management prevention, mitigation, preparedness, response and recovery through mutual assistance activities in order to minimize the adverse consequences of disasters on the economic and social development in Member Countries.”

In 2004, the ACDM launched the ASEAN Regional Programme on Disaster Management (ARPDM) to provide a framework for promoting regional cooperation on disaster management. ARPDM outlines ASEAN’s regional strategy, priority areas, and activities for disaster reduction. ARPDM addresses disaster management from two perspectives:

1. Regional activities covering cross-boundary issues and involving inter-country collaboration; and
2. Regional activities in support of national activities

ARPDM also fosters each of the following in support of disaster risk reduction:

1. Implementation in sub-regional clusters involving three to four countries, as appropriate
2. Synergy with on-going disaster management programs undertaken by international and regional organizations
3. Partnerships with on-going mechanisms already functioning in a hazard-specific or thematic sector

ARPDM has five major program components under which 29 activities have been identified and through which regional disaster risk reduction will be achieved. These components include:

1. Establishment of an ASEAN Regional Disaster Management Framework (to promote cooperation/collaboration among Member Countries in all areas of disaster management including joint projects, collaborative research and networking)
2. Capacity Building (to strengthen capacity building in priority areas and to promote human resources development in disaster management)
3. Sharing of Information and Resources (to promote the sharing of information, expertise, best practices, and resources)
4. Promoting Collaboration and Strengthening Partnerships (to promote partnerships among various stakeholders, including governmental organizations, international organisations, NGOs and community-based organisations)
5. Public Education, Awareness, and Advocacy (to promote advocacy, public education and awareness programs related to disaster management)

Specific projects and activities within these five components that relate to recovery capacity building include:

- **The ASEAN Disaster Management Training Institutes Network**

The ASEAN Disaster Management Training Institutes Network was developed in order to enhance member country capacities and operational capabilities for pre-disaster mitigation and preparedness, response and effective post-disaster recovery. In recognition that such capacity building is needed at all levels of

government from local to national, and among governmental and nongovernmental agencies, specialized agencies must exist that can conduct such training in each country. ARPD, through the Asian Disaster Preparedness Center (ADPC) in Bangkok, has been supporting the training and capacity building at institutions throughout the ASEAN region. This has included the training of trainers and the facilitation of the sharing of curriculum, methodologies, case studies, and manuals between training institutions.

- **ASEAN Disaster Information Sharing and Communication Network (DISCNet)**

The importance of timely and accurate risk information, with regards to enabling disaster risk reduction action, has been stressed by ASEAN. Also key are capabilities to monitor disaster trends and current issues in emergency management, and having an effective disaster management information system at the national level. DISCNet was established to create regional databases for hazards, vulnerabilities, risk, and expertise. DISCNet also provides access to a 'Brain Bank' wherein internet and videoconferencing technologies provide opportunities for regular access to and communication with a cadre of identified experts throughout the region at minimal cost. Finally, DISCNet will be tasked with creating and/or hosting region wide risk maps for response and other planning purposes (the ASEAN Hazard and Vulnerability Mapping Project). It is hoped that the sharing of information and regular communication on disaster management among national disaster management organizations will address many problems related to a lack of access to information and/or expertise, which in turn will enable relevant organizations to perform DRR more effectively

ASEAN Agreement for Disaster Management and Emergency Response (AADMER)

In January of 2005, following the Boxing Day Earthquake and Tsunami, ASEAN leaders held a special meeting and adopted the Declaration on Action to Strengthen Emergency Relief, Rehabilitation, Reconstruction and Prevention on the Aftermath of Earthquake and Tsunami Disaster on 26 December 2004. The Declaration called for the UN to take lead in mobilizing international community to support national relief emergency programs of the affected countries in their role as national coordinators. It called for the international financial institutions to lead rehabilitation and reconstruction (upon the request and in support of affected countries). And it called for ASEAN's various agreed initiatives and on-going programs to address mitigation and prevention. Finally, it called for (among other things) the development of a regional instrument on disaster management and emergency response. The development of the ASEAN Agreement on Disaster Management and Emergency Response followed, which was signed that same summer, and ratified in December of 2009.

AADMER is a binding agreement that establishes a regional disaster management framework to address a wide range of emergency management topics including risk identification, hazard monitoring, early warning, mitigation, disaster preparedness, response, recovery, technical cooperation and research, coordination, and more. Disaster-affected ASEAN nations can request assistance from fellow member states by making a formal request. Once requested, assistance is provided to the affected country in support of their ongoing efforts, not separate from or in lieu of them. AADMER also established the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre).

The AADMER Work Plan was established to translate the agreement into action. The Work Plan has a timeframe spanning from 2010 to 2015, and addresses all phases of emergency management. ASEAN continues to develop resources within its "Disaster Recovery Toolkit" that guides member countries through various emergency management functions. Recovery-focused products include on such activities as conducting assessments, creating effective recovery action plans, mobilizing resources, coordination, and transition plan from post-recovery into sustainable development.

The ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre)

The ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) was established to facilitate cooperation and coordination among the ASEAN countries, and with relevant UN and IG organizations. It has been called the "operational engine" of AADMER. AHA Centre functions that relate to recovery include:

- Receive, consolidate, and disseminate to member governments data analyzed by (and recommendations on risk from) national focal points
- Conduct analysis on possible regional-level implications
- Track available resources available throughout the region for relief/response

- Facilitate the establishment, maintenance and periodic review of regional standby arrangements for disaster relief and emergency response
- Track and disseminate data on earmarked assets and capacities available for the regional standby arrangements for disaster relief and emergency response
- Facilitate joint emergency response
- Where possible and appropriate, facilitate the processing of transit of personnel, equipment, facilities and materials in respect of the provisions of assistance
- Facilitate activities for technical cooperation and scientific and technical research

Among the key elements of regional cooperation as espoused by ASEAN is the maintenance of a recovery information and accountability system. This includes tracking funding that supports implementation to ensure accountability and transparency for all stakeholders. This includes identifying donors, determining their pledge commitment, and recommending what organization(s) is best positioned to receive and act on the funding. ASEAN also helps to track ongoing response and recovery activities, performing a monthly tracking effort to determine progress.

5.2. Andean Community (CAN) & Andean Committee for Disaster Prevention and Relief (CAPREDE)

The Andean Community (CAN - Comunidad Andina) is a regional IGO created in 1969 that includes member countries Bolivia, Colombia, Ecuador, and Peru. In 2002, CAN established the Andean Committee for Disaster Prevention and Relief (CAPRADE) within the CAN Secretariat for the purpose of, and with the capacity for, reducing the risk and impact of natural and man-made disasters in the region. The focus of CAPREDE is on coordinating and promoting policies, strategies and plans and promoting activities for all phases of disasters (preparedness, mitigation, response, and recovery), as well as through mutual cooperation and assistance and the exchange of pertinent experiences.

- While CAPREDE addresses all phases of disaster management, the following functions relate in full or in part to disaster recovery:
- Integrates and coordinates member country efforts in order to incorporate the concept of risk prevention and management in development planning
- Proposes the adoption of common policies and strategies on subjects within its area of competence
- Promotes the fulfillment and harmonization, by the Member Countries, of international agreements on disaster prevention and relief
- Promotes cooperation among the Member Countries focused on the resolution of problems relating to disaster prevention and relief
- Encourages research and knowledge exchange among Member Countries and with other regions, and links scientific and technological institutions in joint projects
- Promotes and coordinates common actions aimed at obtaining bilateral and multilateral international cooperation
- Promote the fulfillment and harmonization of international agreements on natural disasters, in keeping with the various existing multilateral and regional initiatives
- Promotes and evaluates the strengthening of member country capacities and actions Promotes public participation in disaster prevention, response, and recover
- Coordinates its work with other disaster prevention and relief institutions and networks in the Region

The CAN countries have begun to increase their experience in intra-regional disaster prevention and relief, and have adopted several decisions related to the topic within the framework of the Andean Integration System (SAI). SAI is a set of bodies and institutions designed to allow for an effective coordination between the Andean countries in order to maximize sub regional integration, promote extra-regional cooperation, and to strengthen actions related to the integration process. The SAI comprises the following bodies and institutions: Andean Presidential Council; Andean Council of Foreign Affairs Ministers; the Andean Community Commission; Andean Community General Secretariat; Andean Community Court of Justice; Andean Parliament; Business Consultative Council; Labor Consultative Council; Andean Development Corporation; Latin American Reserve Fund; Simón Rodríguez Agreement, Andean Health

Organization - Hipólito Unanue Agreement; and Simón Bolívar Andean University, Consultative Council of Indigenous Peoples.

The European Commission is supporting disaster risk reduction in the Andean region through the Project to Support Disaster Prevention in the Andean Community (PREDECAN). This project began in 1993. The Project's general objective is to "help reduce the vulnerability of people and goods exposed to natural dangers and risks and to promote the sustainable development of the CAN countries." The Project proposes to improve risk management capacities by strengthening national and institutional policies and coordinating activities related to risk. This includes the following actions:

- Strengthening national and sub-regional systems and policies by providing support on organization, policy, strategic planning, legal framework and the search for funding relating to the National Disaster Prevention and Relief and/or Defense/Civil Protection Systems
- Assisting CAPRADE in consolidating the coordination of joint actions and mutual support for Disaster Prevention and Relief.
- Strengthening mechanisms for generating, systematically organizing, conserving and disseminating risk and disaster-related information
- Incorporating risk management into territorial, sector and development planning
- Risk management education and awareness, which includes the preparation of teaching materials, the provision of training at regional and national levels, and the support of higher education programs and curriculum development in different countries.
- Conducting pilot projects to strengthen participation in local risk management

In 2004, CAN created the Andean Strategy for Disaster Prevention and Relief. The strategy recognized the growing impact of disaster risk and vulnerability on the region's people, infrastructure, development, and economy, and thus sought to work in line with the ISDR framework. The Andean Strategy for Disaster Prevention and Relief was thus created to implement a system that facilitates regional cooperation and joint action among member countries as performed by CAPREDE. The Strategy was created with the support of the Andean Development Corporation (CAF) and the Andean Risk Prevention and Mitigation Program, (PREANDINO).

5.3. Caribbean Disaster Emergency Management Agency (CDEMA)

The Caribbean Disaster Emergency Management Agency (CDEMA), as its name suggests, is a regional IGO focused on disaster management in 16 Caribbean nations. CDEMA was created in 1991 as the Caribbean Disaster Emergency Response Agency (CDERA) by the CARICOM Conference Heads of Government. In 2009 the organization changed its name in accordance with an expansion in organizational mission that more fully embraced the principles and practices of comprehensive disaster management (preparedness, mitigation, response, and recovery). The change is also the result of a broadening of the stakeholder base and improvement of the organizational governance structure.

CDEMA performs a number of key emergency management functions, inclusive of:

- Mobilizing and coordinating disaster relief
- Mitigating the immediate consequences of disasters in Participating States
- Providing immediate and coordinated response by means of emergency disaster relief to any affected Participating State
- Securing, coordinating and providing reliable and comprehensive risk and disaster information to interested IGOs and NGOs
- Encouraging the following by member states:
 - The adoption of DRR policies and practices at the national and regional level
 - Cooperative arrangements and mechanisms to facilitate the development of a DRR culture
 - Coordinating the establishment, enhancement and maintenance of adequate emergency disaster response capabilities among the Participating States

Per this movement towards comprehensive disaster management, CDEMA operations will include the following activities and products suitable for recovery activities:

- The offering of training for disaster management personnel
- The development of model training courses and products
- Institutional strengthening for disaster management organizations
- Development of model disaster legislation for adaptation/adoption by members
- Development of model policies and guidelines for use in emergencies
- Contingency planning
- Resource mobilization for strengthening disaster management programs in participating States
- Improving emergency telecommunications and warning systems
- Development of disaster information and communication systems

CDEMA is comprised of:

- The Coordinating Unit, which is the CDEMA secretariat, headquartered in Barbados
- The national disaster management organizations of the 16 member states
- A Board of Directors consisting of the 16 National Disaster Coordinators
- A supreme policymaking Council, comprised of the Heads of Government of the Participating States

The 16 CDEMA Participating States structured into four sub-regions, each of which is headed by an operation unit known as a Sub-Regional Focal Point. The functions of each focal point, relevant to the recovery effort, are to:

- Acquire and maintain comprehensive emergency management capacity information
- Test and maintain communications with the Coordinating Unit and with national disaster management agencies
- Ensure sub-region continuity of operations

Membership in CDEMA requires the Participating State to establish or maintain a National Disaster Organization (NDO) or a national relief organization capable of responding swiftly, effectively and in a coordinated manner to disasters in Participating States (typically the government body tasked with domestic emergency management). NDOs are headed by the National Disaster Coordinator (NDC) who is a government official responsible for the day-to-day management of the organization, and are the national focal points for CDERA's activities in the Participating State. The Participating States are in addition required to:

- Establish planning groups and define national policies and priorities to address disasters
- Provide national relief organizations with adequate support including named emergency coordinators, liaison officers with key Ministries, emergency services, utilities, etc.
- Define the disaster role and functions of government agencies
- Establish and equip a suitable Emergency Operations Center (EOC)
- Develop and maintain an appropriate emergency telecommunications system
- Perform disaster operations planning and associated drills and exercises
- Review and rationalize disaster-related statutory authorities
- Develop an emergency shelter policy program involving local participation
- Develop and implement a comprehensive disaster public awareness program
- Develop and implement appropriate training programs for disaster management staff

To date, recovery interventions in the region have been largely reactive. Beginning just over a decade ago, CDEMA began developing recovery planning guidelines and to monitor recovery efforts, but participation in these efforts by Participating States was mixed. The experience with Hurricane Ivan in Grenada (2004) serves as the single greatest case of significant regionally-supported recovery since CDEMA began.

CDEMA is made up of very small and resource-limited countries, and these countries recognize the value of collaboration with each other and with development partners. The expanding commitment to include recovery has been apparent in organization's effort to change its name from CDERA to CDEMA. CDEMA activities have begun to adapt the principles that effective recovery hinges upon effective natural disaster planning and an appropriate response, and that national and community risk profiling are critical platforms for moving from reactive to proactive

(strategic) recovery planning. Based on the CDEMA philosophy that preparedness is the foundation of effective recovery planning, Participant States have focused their resources on preparedness. They look at damage and needs analyses to driver of the state of the impact and the consequences to be managed in recovery, and have focused on improving these processes. CDEMA maintains a variety of rapid assessment and technical support teams to work through the disaster office to deal with requests for information and analysis. They collaborate on “joint project development,” which involves participation of all relevant regional partners in response and recovery project development. To finance needs assessment and recovery planning, CDEMA can request up to \$200,000 USD per country per event from the Caribbean Development Bank. This funding allows CDEMA access regional expertise and resources to inform the planning process.

5.4. Central American Centre for Coordination of Natural Disaster Prevention (CEPREDENAC)

CEPREDENAC is a regional intergovernmental organization located in Guatemala. CEPREDENAC was established in 1987 to serve as a specialized institution for promoting regional cooperation for the prevention of disasters. Since that time the organization has been instrumental in securing region-wide commitment to DRR through the passing of several resolutions, and the creation of several plans and strategies, signed by participating countries (which currently include Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama). CEPREDENAC's inter-sectorial agenda is harmonized with other specialized regional entities in areas as hydrological resources, agriculture, nutrition, and food security.

The CEPREDENAC Regional Disaster Reduction Plan (PRRD) was created to foster disaster reduction as an integral part of the sustainability of Central American societies. Its strategic objectives are:

- Promoting the incorporation of disaster risk reduction in legislation, policies
- Enhancing and developing greater resilience of the population to disaster risk
- Promoting the incorporation of disaster risk analysis in the design and implementation of prevention, mitigation, response, recovery and reconstruction in the countries of the region

5.5. Disaster Prevention and Preparedness Initiative for South Eastern Europe (DPPI SEE)

In November of 2000, the Stability Pact for South Eastern Europe launched the Disaster Preparedness and Prevention Initiative for South Eastern Europe (DPPI SEE) in order to bring about a more cohesive regional strategy for disaster preparedness and prevention. DPPI SEE was conceived as a regionally-owned framework through which South Eastern European nations could develop disaster risk reduction programs and projects from all hazards. This is accomplished today through the DPPI SEE Regional Cooperating Council (RCC). DPPI SEE also brings together donor countries and international governmental and non-governmental organizations to coordinate ongoing and future activities and identify unmet needs in order to improve the efficiency of national disaster management systems within the regional cooperation framework.

DPPI SEE Parties (members) currently include Albania, Bosnia and Herzegovina, Bulgaria, Croatia, FYR Macedonia, Moldova, Montenegro, Romania, Slovenia, Serbia, Turkey, Greece, and Hungary.

The overarching goal of DPPI SEE is to foster regional cooperation and coordination in every stage of the disaster management process, and for natural and man-made disasters, without creating new structures or layers of bureaucracy. DPPI attempts to:

- Contribute to the institutional capacity-building of disaster management organizations of DPPI SEE Parties to enhance disaster prevention and preparedness in the SEE region
- Strengthen the interregional exchange of emergency management information, lessons learned, and best practices
- Enhance cooperation between DPPI partners in view of EU enlargement and the process of Euro – Atlantic integration for SEE countries
- Support and encourage countries in the region to develop, adopt and/or enforce state-of-the-art disaster emergency legislation, environmental regulations and codes designed to prevent and mitigate disasters in line with guidelines and common practices accepted in the international community

- Assist and encourage countries in the region to implement the Hyogo Framework for Action 2005 – 2015

The Disaster Preparedness and Prevention Initiative is one of the leading initiatives in the region that provides a platform for full regional cooperation and coordination on the issues of the preparedness, prevention and management in the case of disaster. The initiative core functions are financed through fixed and mandatory annual contributions made by the signatory states.

The DPPI SEE Disaster Management Training Programme (DMTP) organizes workshops, seminars, conferences, and training courses on various preparedness and mitigation topics including rescue training, firefighting, and disaster risk reduction, among others. Training resources may be tailored to fit the unique needs of Member States. Also, DMTP promotes the interchange of training between member states. The Disaster Risk Reduction course is a project jointly developed by DPPI SEE, UN/CADRI, and MSP, which focuses on the HFA goals and objectives, as well as response and recovery fundamentals. The purpose of the course is to develop a regional pool of professional trainers in DRR issues. Financing of the DMTP activities is normally shared between the host country and the DPPI SEE budget. The project goal is to enhance disaster preparedness and prevention through disaster management education and training as well as to train and practice disaster response, with the aim of: strengthening cooperation among all participants in protection and rescue activities, harmonizing the activities of the participants in order to eliminate possible failures and promoting the understanding of national and international principles related to disaster management.

Other relevant projects include:

- Joint Fire Fighting Units between Bosnia and Herzegovina, Croatia and Montenegro – Conducted to improve preparedness and prevention and response to open fires in the area, regardless of national borders, with jointly trained rapid fire-fighting response units between Bosnia and Herzegovina, Croatia and Montenegro. Within the framework of the project 8 Emergency Response Teams have been formed and 72 fire fighters trained and equipped. The project was implemented by the Governmental organizations responsible for civil protection, disaster management and rescue in participating countries.
- The Project for Support of Establishing the Joint Emergency Response Units in case of floods in SEE – This project, which is partly implemented pending increased financing, seeks to:
 - Enhance further cooperation between states in the region of South Eastern Europe in case of natural and manmade disasters
 - Reduce effects and damage caused by natural and manmade disasters in the countries of South Eastern Europe
 - Establish effective regional cooperation and coordination of the preparedness and prevention activities in the region of South Eastern Europe in case of major floods
- The joint DPPI SEE, UN/CADRI and MSB Project – This project has been underway since 2009. The project focus is on critical DRR concepts, including the HFA and key activities of response and recovery, and all organizations and individuals with a role in DRM in the region may participate. The project is aimed at creating a pool of professional trainers on DRR issues.

DPPI SEE seeks to act as a hub for regional cooperation in DRR in the SEE region. DPPI also develops informational resources for the region, such as a project geared towards harmonizing of seismic hazard maps, a project for support of establishing "The joint emergency response units in case of floods in South Eastern Europe" as well as many training events. All this has been/ is to be further achieved through jointly implemented projects and activities, support to the DPPI SEE Parties to develop and/or enforce state-of-the-art disaster management and other related legislation in line with guidelines and common practices accepted in the EU and the international community, strengthening and enhancing bilateral and multilateral cooperation in the SEE region, comprehensive exchange of information and sharing of lessons learnt and best practices.

The European and Mediterranean Major Hazards Agreement (EUR-OPA)

The European and Mediterranean Major Hazards Agreement (EUR-OPA) was set up by the Council of Europe Committee of Ministers in 1987 by Resolution (87)2. There are currently 27 Member States signatory to this agreement, though it remains "open" in order to allow any non-member State of the Council of Europe to subsequently apply for member status. Member States are expected to promote bilateral and regional cooperation them and to comply with the principles and guidelines put forward by the EUR- OPA Agreement with respect to preventive action and education relating to major hazards. Thus they are expected to implement the Agreement's recommendations and resolutions through their national policies. The member States are Albania, Armenia,

Azerbaijan, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, France, Georgia, Greece, Luxembourg, Malta, Republic of Moldova, Monaco, Portugal, Romania, Russia, San Marino, Serbia, Spain, “the former Yugoslav Republic of Macedonia”, Turkey, Ukraine, and three Mediterranean countries which are not member States of the Council of Europe: Algeria, Lebanon, and Morocco.

EUR-OPA Major Hazards Agreement is a platform for multi-disciplinary cooperation in the region on emergency management, inclusive of information and knowledge, prevention, risk management, post-crisis analysis and rehabilitation/recovery.

Following the Ministerial Meeting of October 2006, the Agreement reaffirmed in a resolution its priority activities in the field of disaster prevention in the European and Mediterranean area, and included these in the joint effort to implement the Hyogo Framework for Action:

- Institutional, Legislative, and Political Aspects:
 - Analyzing member states’ legislation on major hazards
 - Encouraging national coordination platforms
- Building up a risk reduction culture:
 - Supporting university training and training courses for specialists
 - Encouraging the devising and use of teaching materials in schools and for the general public
- Research, risk assessment, and early warning:
 - Collecting and analyzing information relating to risks
 - Developing standardized methodologies
- Efficient preparation and response through service activities:
 - Supporting coordinated regional approaches
 - Promoting psychological assistance in emergency situations

EUR-OPA maintains a number of “Specialised Euro-Mediterranean Centres” in the various member countries, each of which is focused on a unique aspect of disaster and risk management. These centers develop projects, both at the national and regional levels, aimed at improving the awareness and resilience to major risks within the population. Each center, under an individual annual work program jointly funded by the Agreement, works in its own specific area of expertise. Thus a full range of expertise can be used for the purposes of coordinated programs spanning several of the network’s centers, benefiting from specific financial support from the Agreement. Once per year the Meeting of the Directors of Specialised Euro-Mediterranean Centres facilitates the concrete contribution to the common objectives of the various partners through implementation of European expertise and research, training and information programs. At present, the Network of Specialised Euro-Mediterranean Centres includes:

- CRSTRA - Scientific and Technical Research Centre on Arid Regions (Algeria)
- ECRM - European Interregional Education Centre on major risks management (Armenia)
- ECMHT - European Centre on Training and Information of Local and Regional Authorities and Population in the Field of Natural and Technological Disasters (Azerbaijan)
- ISPU - Higher Institute of Emergency Planning (Belgium)
- ECRP - European Centre for Risk Prevention (Bulgaria)
- NTC - National Training Centre (Bulgaria)
- BE-SAFE-NET - European Centre for Disaster awareness with the use of the Internet (Cyprus)
- EMSC - European Mediterranean Seismological Centre (France)
- CerCo - Specialised European Centre on Coastal Risks (France)
- CERG - European Centre for Seismic and Geomorphological Hazards (France)
- GHHD - European Centre on Geodynamical Risks of High Dams (Georgia)
- GFMC - The Global Fire Monitoring Center (Germany)
- ECFF - European Centre on Forest Fires (Greece)
- ECPFE - European Centre on Prevention and Forecasting of Earthquakes (Greece)

- CUEBC - European University for the Cultural Heritage (Italy)
- ECGS - European Centre for Geodynamics and Seismology (Luxembourg)
- ICoD - Euro-Mediterranean Centre on Insular Coastal Dynamics (Malta)
- ECMNR - European Centre for Mitigation of Natural Risks (Moldova)
- CEPRIIS - Euro-Mediterranean Centre for Evaluation and Prevention of Seismic Risk (Morocco)
- CERU - European Centre on Urban Risk (Portugal)
- ECBR - European Centre for Rehabilitation of Buildings (Romania)
- ECNTRM - European Centre of New Technologies for the Management of Natural and Technological Major Hazards (Russian Federation)
- CEMEC - European Centre for Disaster Medicine (San Marino)
- CEISE - European Centre on Social Research in Emergency Situations (Spain)
- ECILS - European Centre on the Vulnerability of Industrial and Lifeline Systems (FYR Macedonia)
- AFEM - European Natural Disasters Training Centre (Turkey)
- TESEC - European Centre of Technological Safety (Ukraine)

Hazard Study and Vulnerability Analysis

The Agreement advocates a preventive approach to natural and technological hazards as the most effective way of coping with major hazards and reducing their effects on the population. The Agreement has focused on identifying and mapping hazards and given priority to defining joint action and relevant studies at international level. Decision-making assistance is needed in risk management, the aim being to provide, at the appropriate time and in an appropriate form, enough of the structured knowledge needed to help decision-makers to manage the hazard.

The Agreement has also backed the promotion of training relating to major hazards:

- Long-term university training
Mainly through its centers, the Agreement encourages universities to develop specific training on risk sciences, and has backed the start-up of various training courses in member states :
 - European Masters course in disaster medicine (San Marino)
 - “Risk science” element of the “Risk environment” Master’s course (Montpellier, France)
 - Specialized Master’s course in risk management at local and regional level - Applied urban cindynics (EISTI, Cergy Pontoise, France)
- Specialized courses
 - Taking account of the need for short specialized training courses both for students and for professionals, the Agreement also gives its support to the development of specific training modules.

Improving Risk Governance

Over recent years, the EUR- OPA Major Hazards Agreement has taken a particular interest in the role of the legal frameworks within which risk prevention and management activities have to take place. The situation in this sphere varies widely in the different member states, and a good number of countries, in search of input for the discussion of their own reforms, are endeavoring to draw on other countries’ experience. These efforts nevertheless, for reasons of proximity making contact and information exchange easier, tend to go no further than neighboring countries’ experience, whereas hazards and disasters call for a wider vision.

It was recommended that member states’ own regulations be in line with a comprehensive management approach encompassing: the inclusion of every kind of hazard; active participation by those with a management role; the concept of ongoing emergency spanning the prevention, preparation, action, post-emergency analysis, and rehabilitation phases. In a context of greater devolution, local and regional authorities also play a vital role in not only immediate decision-making, but also the adoption of preventive measures.

Uniting all the sector's stakeholders

The EUR- OPA Major Hazards Agreement emphasizes the fact that effective risk prevention and management require the best possible coordination of the various players during every phase. The Agreement's structure, within which technical centers and institutional decision-makers stand side-by-side, has led to the encouragement of links between technical and scientific knowledge and practical measures.

Very much aware that these traditional stakeholders do not cover everything that is conducive to risk reduction, the Agreement supports the pooling of their resources (in terms of both capabilities and knowledge) so as to take account of all relevant aspects. More specifically, the Agreement, in cooperation with the Secretariat of the International Strategy for Disaster Reduction, encourages the setting up in its member states of national platforms for disaster risk reduction (uniting academia and the public, private and social sectors).

Relevant Capacity

EUR-OPA does assist Member States in conducting disaster recovery planning before disasters occur, but does not offer significant post-disaster planning assistance. On average, such requests for assistance are received less than once per year. The specialized center TESEC has been communicated as the office best suited to assume (or which presently maintains) recovery planning responsibilities. At present, this office provides the following advisory assistance to disaster affected member countries:

- Establishing a recovery planning committee
- Drafting a long-term recovery plan or strategy
- Drafting or revising long-term development plans
- Integrating disaster risk reduction into recovery projects

EUR-OPA TESEC maintains an in-house subject matter expertise (minimally staffed) to provide sector-specific assistance in the areas of Governance, Engineering Technical Assistance, and Environment. While, they do not at present assist member countries in developing recovery planning capacity, there is interest among leadership to assist Member States in this manner, or to exchange recovery planning information and/or expertise with other regional organizations, or to host training aimed at recovery planning capacity development. In the event of a regional agreement (binding or non-binding), which an organizational representative described as being likely welcomed by member states, EUR-OPA TESEC would be best positioned to provide training to member country staff. However, it was noted that within the region the national government training institutes and/or centers were probably best suited to assume an expanded role in this regard.

The following table describes the organization's assessment of the importance of several factors for implementing a regional recovery planning framework in the region:

Factor / Importance	Very important	Helpful	Unnecessary but welcome
Funding for regional staff salaries (assuming additional staff)		X	
Funding for additional facilities (e.g., to host training or for staff workstations)			X
Funding for training equipment (projectors, desks, computers)		X	
Funding for office furniture and equipment (e.g., desks, computers)			X
Funding to support meetings, symposia, and training sessions	X		
Funding to support member government efforts		X	
Funding to support travel during implementation	X		
Materials (Pre- and post-disaster recovery training materials (instructor/participant guides))	X		
Materials (Recovery guides and tools)	X		
Training of regional staff in pre- and post-disaster recovery planning		X	
Training of regional-level trainers (to support member country capacity building)	X		
IT solution to create and maintain a roster of experts	X		
Technical assistance (In-Person)	X		
Technical assistance (Virtual)		X	
Technical assistance (Facilitation)		X	
Technical assistance (Project management)		X	

The anticipated timeframe for the establishment of a recovery planning regional framework in this region was estimated to be 3 years, with case by case engagement throughout the project provided by IRP, its partners, and other organizations.

5.6. IGAD Climate Prediction and Applications Centre (ICPAC)

In 1989, twenty four countries in Eastern and Southern Africa established a Drought Monitoring Centre with its headquarters in Nairobi (the DMCN) and a sub center in Harare (DMCH) in response to a series of devastating weather related disasters. In October 2003, the Heads of State and Governments of the Intergovernmental Authority on Development (IGAD) held their 10th Summit in Kampala, Uganda, where DMCN was adopted as a specialized IGAD institution. The name of the institution was changed to IGAD Climate Prediction and Applications Centre (ICPAC) in order to better reflect its expanded mandates, mission and objectives within the IGAD system. A Protocol integrating the institution fully into IGAD was signed in April 2007.

ICPAC is responsible for seven member countries (Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan and Uganda) and three other countries (Burundi, Rwanda and Tanzania). The Centre's vision is *[t]o become a viable regional centre of excellence in climate prediction and applications for climate risk management, environmental management, and sustainable development*, while its mission is *provision of timely climate early warning information and supporting specific sector applications to enable the region cope with various risks associated with extreme climate variability and change for poverty alleviation, environment management and sustainable development of the member countries*.

The objectives of the Centre are:

1. To provide timely climate early warning information and support specific sector applications for the mitigation of the impacts of climate variability and change for poverty alleviation, management of environment and sustainable development
2. To improve the technical capacity of producers and users of climatic information, in order to enhance the use of climate monitoring and forecasting products in climate risk management and environment management
3. To develop an improved, proactive, timely, broad-based system of information/product dissemination and feedback, at both sub-regional and national scales through national partners
4. To expand climate knowledge base and applications within the sub-region in order to facilitate informed decision making on climate risk related issues
5. To maintain quality controlled databases and information systems required for risk/vulnerability assessment, mapping and general support to the national/ regional climate risk reduction strategies.

The Centre has several functions relative to these objectives, which include:

- Acquisition of climate and remotely sensed data
- Developing and archiving of national and regional climate databanks including calibration of remote sensing records
- Processing data and developing basic climatological statistics required for baseline risk scenarios and other applications
- Monitoring, predicting, and providing early warning information of the space-time evolutions of weather and climate extremes over the sub-region
- Hazards and climate risk mapping of the extreme climate events thresholds
- Networking with WMO, the National Meteorological and Hydrological institutions as well as regional and international centers for data and information exchange
- Capacity building in the generation and applications of climate information and products
- Applications of climate tools for specific climate sensitive sector risk reduction, environment management , and sustainable development, including integration of indigenous knowledge
- Monitoring, assessing, detecting and attribution of climate change and associated impacts, vulnerability, adaptation and mitigation options

- Developing relevant tools required to address the regional climate challenges through research and applications in all climate sensitive socio-economic sectors including addressing linkages with other natural and man-made disasters
- Networking and conducting the exchange of information regarding disasters in the sub-region

The Centre offers a number of informational products including periodic climate and weather bulletins, updates on climate and El Niño, and annual climate summaries. To date the Centre has been instrumental in increasing DRR in the sub-region through the provision of capacity enhancement, informational products, networking assistance, and more.

Relevant Capacity

ICPAC is currently building their institutional capacity to assist disaster-affected member states in formulating and implementing long-term disaster recovery plans in the aftermath of major disasters. This capacity, which is still in its primacy, exists in the Djibouti branch (but is described as having been ‘lying low for some time.’ ICPAC recovery planning assistance resources now include three trained experts, and they are looking to increase this number to enable a surge capacity. It is felt by the organization that there exists a vital need for capacity building to develop recovery strategies and plans among member states.

At present, ICPAC performs the following actions and/or services when requested by disaster-affected member countries in the sub-region:

- Performs a damage/needs assessment
- Establishes a recovery planning committee
- Manages disaster financing, loans, and bilateral and NGO development assistance
- Drafts or revises long-term development plans
- Integrates disaster risk reduction into recovery projects

The organization is well staffed to provide technical expertise in the areas of Governance, Economic Recovery, and Engineering Technical Assistance, while minimally-staffed to assist with recovery in the Infrastructure, Health Sector, Housing, Social, and Environment Sectors, as requested. Requests are received about one time per year.

ICPAC does assist member countries in developing recovery planning capacity through training and/or technical assistance, but they are seeking to increase their capacity. ICPAC leadership is committed to such efforts, marked most recently by acceptance of a mandate by Member State Heads to spearhead a comprehensive Recovery/Resilience program in response to the 2011 Horn of Africa drought. Leadership is also interested in both intra- and extra-regional exchange of information and expertise.

If an agreement or framework for regional recovery planning assistance was developed in the ICPAC sub-region, the organization would view their optimal role as follows:

- To act as an information clearinghouse
- To motivate Member Countries and to ensure sustained engagement
- To facilitate the development of the framework
- To negotiate or otherwise reconcile the terms of an assistance agreement/compact
- To provide training to Member Country staff
- To process requests for recovery planning assistance
- To coordinate bilateral recovery planning support
- To deploy regional staff with recovery planning technical expertise to the disaster affected countries, but operate under the authority of the affected government
- To coordinate the overall recovery effort for the disaster affected government upon request

ICPAC at present does maintain a staff of trained instructors who could meet the needs of a Train-the-Trainer capacity building program focused on disaster recovery planning. It was noted that, if provided with funding and technical support, ICPAC would be best suited to facilitate a regional system of training (given that significant external support was provided). However, it was also noted that each of the following would be suitable in playing a role in such a system:

- Regional disaster management institutes of centers
- National government training institutes or centers
- Universities and research institutions
- Private training facilities

Describe how important each of the following would be to implementing a regional recovery planning framework in your region?

Factor / Importance	Vital	Very important	Helpful
Funding for regional staff salaries (assuming additional staff)	X		
Funding for additional facilities (e.g., to host training or for staff workstations)	X		
Funding for training equipment (projectors, desks, computers)	X		
Funding for office furniture and equipment (e.g., desks, computers)	X		
Funding to support meetings, symposia, and training sessions	X		
Funding to support member government efforts	X		
Funding to support travel during implementation	X		
Materials (Pre- and post-disaster recovery training materials (instructor/participant guides))	X		
Materials (Recovery guides and tools)	X		
Training of regional staff in pre- and post-disaster recovery planning	X		
Training of regional-level trainers (to support member country capacity building)	X		
IT solution to create and maintain a roster of experts	X		
Technical assistance (In-Person)	X		
Technical assistance (Virtual)	X		
Technical assistance (Facilitation)	X		
Technical assistance (Project management)	X		

The anticipated timeframe for the establishment of a recovery planning regional framework in this region was not indicated, however it was stated that case by case engagement throughout the project provided by IRP, its partners, and other organizations would be expected.

5.7. Organization of American States (OAS), Executive Secretariat for Integral Development, Department of Sustainable Development (DSD) & Risk Management and Adaptation to Climate Change (RISK-MACC)

The Organization of American States was established 1948 with the signing of organization's Charter. However, the OAS existed as the International Union of American Republics since 1890, giving it the status as the oldest regional intergovernmental organization. OAS was established to achieve among its member states, "an order of peace and justice, to promote their solidarity, to strengthen their collaboration, and to defend their sovereignty, their territorial integrity, and their independence." Today, the OAS has 35 Member States, and constitutes the main political, juridical, and social governmental forum in the Hemisphere. In addition, it has granted permanent observer status to 67 states, as well as to the European Union (EU).

OAS Member States include: Antigua and Barbuda, Argentina, The Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Granada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Lucia, Saint Vincent and the Grenadines, St. Kitts & Nevis, Suriname, Trinidad and Tobago, United States of America, Uruguay, and Venezuela.

The Department of Sustainable Development (OAS/DSD), through its Risk Management and Adaptation to Climate Change section (RISK-MACC), supports the priorities of OAS Member States in adapting to and managing the increasing risks associated with natural disasters. The ultimate goal is to mainstream Risk Management into development policy and planning across all sectors and government levels, by building on work underway at the regional and international levels, and by taking into account the changing priority needs of Member States and relevant OAS mandates received from the highest-policy making bodies in the Americas.

The objective of the RISK-MACC Section is to support the priorities of the OAS Member States in adapting to and managing the risk associated to natural hazards by providing them with technical and policy recommendations related to natural hazard risk management with the purpose of mainstreaming risk management into development policy and planning.

The Inter-American Committee on Natural Disaster Reduction (IACNDR) represents a crucial milestone in the progress towards risk reduction by providing strategic thinking and recommendations on initiatives, with a special focus on policies and programs designed to reduce vulnerability in Member States and aid them in investing in increased resilience of their environmental, social and economic assets.

Good governance, including public participation and involvement, transparency and accountability, is key to reducing risk. Active and responsible public participation results in self-awareness and sound risk assessment, while fostering transparency and accountability in the administration of emergency assistance, leading to more resilient and prepared communities. Capacity building and institutional strengthening particularly at the local government and organized civil society group level is also crucial, as these are the first to respond in a disaster and are in the best position to work with communities. RISK-MACC integrates such key objectives for risk reduction with fundamental OAS goals emerging from the OAS Charter and OAS Democratic Charter in its work: good governance, poverty alleviation, job and income opportunities, and the strengthening of democracy.

As part of its dual approach to risk reduction, RISK-MACC is partnering with the Secretariat of the UN International Strategy for Disaster Reduction (UN/ISDR) and its Regional Office, UN/ISDR Americas, to mutually support and coordinate the implementation of the Hyogo Framework for Action (HFA) Regional Platform for Disaster Risk Reduction in the Americas and the IACNDR Inter-American Strategic Plan for Policy on Vulnerability Reduction, Risk Management and Disaster Response (IACNRD/IASP). RISK-MACC also advances bottom-up initiatives supporting efforts to increase community resilience and reduce vulnerability.

The Inter-American Network for Disaster Mitigation (INDM) offers a unique opportunity to support IACNDR decisions and advance practical collaboration between Member States and intergovernmental agencies in matters of risk reduction. It is the permanent hemispheric mechanism for strengthening practical cooperation in the integration of disaster risk reduction across all sectors, government levels and segments of the civil society, into the so-called National Platforms for Disaster Risk. INDM can also offer unique value in becoming the operational branch of the Regional Platform for Disaster Risk Reduction in the Americas. In this context, INDM seeks to develop a single 'IASP-HFA Monitoring and Reporting System', on the basis of the 'HFA Monitor', which was designed and coordinated by the UN/ISDR Secretariat as an-online tool to monitor, review and report on progress and challenges in the implementation of disaster risk reduction and recovery actions at the national level in accordance with HFA priorities.

The Department of Sustainable Development's mandates and directives in DRR are executed at three distinct levels. The first is project execution for developing "good" practices and addressing pressing issues in critical geographic as well as thematic areas. The second level is networking for information and knowledge sharing so that "good" practices can be shared and replicated, and knowledge and experience can be transferred, so as to optimize human and financial resources. Finally, DSD provides for mechanisms and tools to support the formulation of policy in DRR. To this end, it supports and coordinates with all OAS policy and decision-making bodies, namely: The OAS General Assembly; the Permanent Council; and the various committees of the OAS and the Inter-American System (particularly the Inter-American Committee on Natural Disaster Reduction (IACNDR), the Committee on Hemispheric Security (CHS), and the Permanent Council – CEPICDI Joint Working Group on 'Existing Mechanisms for Disaster Prevention and Response and Humanitarian Assistance among the Member States'.)

Inter-American Network for Disaster Mitigation

In order to contribute to the strengthening of good governance-related activities in reducing the risk of natural disasters and sustainable development in the region, and by taking advantage of the advances in information and communication technologies, the DSD with support from the Canadian International Development Agency established in 2006 a new information and capacity-building network at the hemispheric level. The OAS Inter-American Network for Disaster Mitigation (INDM) responds to requests from OAS member countries to enhance practical and concrete cooperation among governments, as they increase programs intended to reduce the growing human, economic and developmental threats of natural disasters.

The objective of the Network is to strengthen practical collaboration among government agencies in the area of risk reduction, particularly by sharing of technical information and best practices. This will include helping countries mainstream risk reduction actions at the economic and sector-specific level. Participation in the Inter-American Network will comprise all 34 OAS participating member countries, as well as relevant international and regional organizations such as the IDB, the World Bank, PAHO, UNISDR, among others.

RISK-MACC has developed partnerships and cooperation agreements focused on risk management, including the recent creation of the Inter-American Network for Disaster Mitigation (INDM). INDM emerged from the need to:

1. Assist OAS Member States with the sharing and exchange of information, knowledge, and experience on Disaster Risk Management
2. Strengthen the planning and disaster management activities of the OAS in order to respond more effectively to more frequent disasters that impact the Hemisphere
3. Provide for a mechanism to coordinate efforts and promote collaboration among the organizations of the Inter-American System, Regional Inter-governmental Organizations, International Organizations, Donors, Financial Institutions, and National Agencies responsible for the coordination of disasters management
4. Support the follow-up and implementation of the decisions of the Inter-American Committee on Natural Disaster Reduction (IACNDR)
5. Coordinate the implementation, monitoring and periodic revision of the Inter-American Strategic Plan for Policy on Vulnerability Reduction, Risk Management and Disaster Response (IASP) (the regional intergovernmental guidance for disaster risk reduction)

The mission of the INDM is to support the exchange of information and knowledge regarding past disasters, vulnerability reduction, preparedness and response practices and strategies, and disaster mitigation – so as to mainstream Disaster Risk Management and, particularly, Disaster Mitigation into national and regional development plans and public policy; improve coordination of international cooperation and investment plans; and support the implementation of multi-national agreements for trans-boundary early warning systems and data sharing and exchange.

The strategic objectives of the INDM are as follows:

- To support the development of the National Platforms of the Hyogo Framework for Action, within a Regional perspective
- To facilitate the exchange of information, knowledge and experience –lessons learned and good practices, among the OAS participating Member States
- To support the monitoring and revision of the Inter-American Strategic Plan for Policy on Vulnerability Reduction, Risk Management and Disaster Response –IASP , as to ensure that the progress and lessons learned from the various national and regional strategies are being taking into consideration
- To support the coordination of a regional agenda for the implementation of the IASP and the decisions of the IACNDR

The INDM adopts the following foundational principles:

- Coordination and inclusiveness
- Product-oriented dialogue
- Value added –filling in gaps, and avoiding overlaps and duplication
- Strengthening of inter-governmental regional organizations
- Capacity building at the regional, national and local levels

In addition, the following overarching principles guide INDM action:

- Prevention and preparedness –saving lives and personal property, and reducing losses and damage to social and economic infrastructure
- Community organization and local management –self-assessing risk of cultural, social and economic values, and utilizing ancestral knowledge and practices (bio-indicators for early warnings)
- Gender equity –assessing gender and age-specific vulnerabilities
- Financial and Social Risk Assessment –investing in ex-ante measures
- Private sector involvement in all phases of risk management and disaster mitigation –forging public-private partnerships

National Operational Focal Points

All OAS Member States are invited to appoint a National Operational Focal Point for the purpose of coordinating and liaising with pertinent organizations –governmental, non-governmental and private, within their national territories. The National Operational Focal Points are the national institutions responsible for preparedness, prevention and mitigation of disasters. Likewise the general membership, it comprises institutions and not their associates. All communications will be with the Heads of the institutions who are free to delegate this function to any other staff. The main function of the National Operational Focal Points is to serve as liaison in their countries with other governmental institutions, non-governmental institutions, private enterprises, and organizations of the civil society, for the purpose of: (1) preparing a government position on a certain issue under consideration by the Network; (2) delivering or collecting information or data; (3) identifying the appropriate organization or expert to participate in thematic forums or technical meetings; and (4) coordinating and executing an activity of the Network in their national territory, including technical meetings, conferences and seminars, data collection or distribution of educational and informational material, and virtual forums, among others.

Regional Focal Points

Inter-governmental organizations, such as CDEMA, CEPREDENAC and CAPRADE, which act in coordination with national agencies, are invited to serve as Regional Focal Points for the Network, for the purpose of coordinating the Network activities and supporting the national agencies within their sub region of competence.

Pool of Experts

Finally, a Pool of Experts organized by thematic area is assembled to provide technical support. Experts and specialists are invited to sign up for being part of thematic-specific groups, as to provide for a knowledge/expertise tank that can be consulted or called upon to assist in the development of policy papers, sub regional or regional discussions, drafting of a project proposal or a policy, or reviewing a case study, project or program execution. Participation in the Pool does not entail any financial or specific-time allocation commitment, except being available for consultations, peer reviews, and ad-hoc technical events –virtual and non-virtual. Some of the activities for which experts in the Pool may be called upon are:

- Participation in limited-time virtual forums. In these cases, experts may be asked to make a brief presentation of a case study, practice, legislation, technical report, scientific research, or any other relevant information before a Web-cam, and become available for a short period to answer questions or provide further information. In these cases, experts may also be asked to act as moderators
- Product-oriented virtual forums: These forums are established for the revision and further discussion of a paper or document. These forums may last few days or weeks, and experts in the Pool might be asked to provide advice or comments, or act as moderators or presenters
- Technical Reviews: Experts may be asked to peer-review a document or paper
- Technical Writings: Experts may be asked to draft technical or policy papers, contribute or provide comments and/or information
- Technical Meetings, Conferences, Seminars, and Workshops. Experts may be asked to participate as moderators, panelist, speakers or participants at these events. Their participation may involve the drafting of presentations and background documents, or reference cases for discussion.

Goods and Services

The INDM seeks to capitalize on the capacity, expertise and strengths of its members to provide a wide range of services and goods. However, some unique services and goods are under development as follows:

- A Web-based Dynamic Institutional Mapping Tool (DIMT), which consists of a relational database with multiple linkages so as to provide information on organizations and contacts; cooperation agreements and administrative and legal instruments for joint projects and programs; projects, including events –seminars and conferences, workshops, meetings, and conventions; and experts and policy and decision-makers. The DIMT includes a catalogue of publications and available information, and tools for queries of multiple criteria and multiple outputs –reports and graphs, histograms and geo-referenced data.

- As part of the Web Portal and as a specific output of the DIMT, a Comprehensive Dynamic Calendar of Events (CDCE) is available for accessing information on current and scheduled events. Likewise a GIS, the CDCE allows for changing temporal scales and drilling-down techniques to go from general Calendars to detailed information on events, organizers, sponsors, participants, programs, and background or discussion documents.
- Geographic-specific Thematic Sub Regional Forums (Central American Isthmus, Caribbean Small Island States, and the Andean Community) are being organized to address specific issues, based on geographic profiles, needs and thematic priorities.
- Finally, Inter-Agency Coordination –among Inter-American and UN Systems organizations, is being pursued and fostered by the Network.

The Inter-American Convention to Facilitate Disaster Assistance

The Inter-American Convention to Facilitate Disaster Assistance is the only legally-binding regional disaster assistance instrument adopted by the OAS General Assembly in Santiago, Chile, in June 1991. This agreement applies in any case where one nation assists another, upon request, in the aftermath of a disaster. The Convention addresses a number of key issues related to bilateral assistance, including: requests for, offers of, and acceptance of assistance; mechanisms for national coordination; liability; and direction and control of assistance, among others. At present, the Convention has been ratified by five (5) member states, including the Dominican Republic, Nicaragua, Panama, Peru, and Uruguay.

Relevant Capacity

RISK-MACC does assist Member States in conducting disaster damage and needs assessments, and advises in the drafting of long-term development plans and in integrating DRR into recovery projects. However, it does not presently offer significant pre- and/or post-disaster planning assistance. While the organization is well staffed to provide technical expertise in the areas of governance and environment, and minimally staffed in the area of engineering, it is not currently staffed with technical experts in infrastructure, health sector, and other recovery sectors. On average, recovery assistance requests are received less than once per year.

At present the OAS does not assist member countries in developing recovery planning capacity, and there is not any significant interest among leadership to do so. However, the organization would be likely to be interested in exchanging information and expertise in recovery planning with other regional organizations. An organization representative indicated that the organization itself was not positioned to be able to provide training in recovery planning to member states, even with support. However, it was felt that national government training institutes and centers, most notably Mexico, Chile, Brazil, and Peru, would be able to do so with minimal support. Universities, research institutions, and private training facilities could provide such training with significant support. Currently GS/OAS is exploring the signing of a cooperation agreement with the Louisiana State University, Stephenson Disaster Management Institute (SDMI), in order to expand its capability and promote training in disaster prevention and mitigation, emergency response and disaster management, and recovery.

When asked whether OAS would have the capacity to implement a new or expanded program aimed at building member countries' capacities to conduct disaster recovery planning, before or after disasters, an organization representative stated that:

“Perhaps the most significant accomplishment is the advancement of the UN Hyogo Framework for Action (HFA) Regional Platform of the Americas for Disaster Risk Reduction, in collaboration with UNISDR Americas. Thus far, two sessions of the Regional Platform have been co-organized and convened with UNISDR. SEDI/DSD presented the Regional Report at the First (2007), Second (2009) and Third (2011) sessions of the Global Platform in Geneva, and led the drafting of the First and Second Regional Report prepared jointly with UNISDR Americas and in consultation with the sub regional Inter-governmental Organizations (CDEMA, CEPREDENAC, and CAPRADE) in 2009 and 2011. DSD/RISK-MACC also participated in its capacity as “expert institution” in inter-agency missions to assess progress in the implementation of the Hyogo Framework for Action and in Disaster Risk Reduction in selected countries of the Americas, and contributed to the drafting of the UNISDR-lead Diagnosis on Disaster Risk Reduction in Chile and in the Dominican Republic. Also, DSD/RISK-MACC participated in the drafting of the UNSPIDER-lead Technical Advisory Report for the use and application of satellite imagery data and technologies in Disaster Emergency Response in Guatemala.”

Were an agreement or framework for regional recovery planning assistance to be developed in the region, the optimal role for RISK-MACC would be to provide training for member country staff, to process requests for assistance, and to coordinate the overall recovery effort for the disaster affected government upon request.

The following table describes the organization's assessment of the importance of several factors for implementing a regional recovery planning framework in the region:

Factor / Importance	Vital	Very Important	Helpful
Funding for regional staff salaries (assuming additional staff)		X	
Funding for training equipment (projectors, desks, computers)			X
Funding for office furniture and equipment (e.g., desks, computers)			X
Funding to support meetings, symposia, and training sessions		X	
Funding to support member government efforts			X
Funding to support travel during implementation		X	
Materials (Pre- and post-disaster recovery training materials (instructor/participant guides))		X	
Materials (Recovery guides and tools)		X	
Training of regional staff in pre- and post-disaster recovery planning			X
Training of regional-level trainers (to support member country capacity building)		X	
IT solution to create and maintain a roster of experts	X		
Technical assistance (In-Person)	X		
Technical assistance (Virtual)		X	
Technical assistance (Facilitation)			X
Technical assistance (Project management)		X	

The anticipated timeframe for the establishment of a recovery planning regional framework in this region was estimated to be from 6 months to 1 year, with engagement from IRP and its partners and other organizations provided on an ongoing basis.

A critical instrument/tool is the Inter-American Network for Disaster Mitigation (INDM). OAS participating Member States have agreed in the urgency to enhance its functions and capabilities. A Permanent Council – CEPICDI Joint Working Group on 'Existing Mechanisms for Disaster Prevention and Response and Humanitarian Assistance among the Member States' has just completed the formulation of an "Inter-American Plan for Disaster Prevention and Response and the Coordination of Humanitarian Assistance". The Plan identifies, as one of the critical objectives, the enhancement of INDM and the Inter-American Committee.

Some low-cost actions that are being considered to boost the role of OAS/SEDI in Disaster Risk Reduction, building on existing partnerships and the work of the INDM, include the establishment of a Pool of Experts (within the INDM) in the various phases and aspects of Disaster Risk Reduction, who work in Government agencies of the OAS participating Member States, and the design of a south-south cooperation system for assisting Member States in areas identified through the 'HFA Monitor' biennial reports.

5.8. The League of Arab States (LAS) & Regional Centre for Disaster Risk Reduction (RCDRR)

The League of Arab States (LAS) is a regional IGO encompassing North Africa and Southwest Asia and based in Cairo, Egypt. LAS was formed in 1945 following the adoption of the Alexandria Protocol, with a stated goal being to "draw closer the relations between member States and co-ordinate collaboration between them, to safeguard their independence and sovereignty, and to consider in a general way the affairs and interests of the Arab countries." Member states include Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, State of Palestine, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Yemen.

In response, and as a follow-up to the 1st Arab Summit on Socio-Economic Development, the Council of Arab Ministers responsible for the environment adopted specific actions relating to disaster risk reduction through a decision in May of 2009 to develop an Arab Strategy for Disaster Risk Reduction. This strategy, entitled The Arab Strategy for Disaster Risk Reduction 2020, adopted in December of 2010, has a two-fold purpose:

1. To outline a vision, strategic priorities and core areas of implementation for disaster risk reduction in the Arab region
2. To enhance institutional and coordination mechanisms, and monitoring arrangements to support the implementation of the Strategy at the regional, national and local level through preparation of a Programme of Action.

The Arab Strategy for Disaster Risk Reduction is designed to complement existing and on-going efforts in disaster risk reduction by national institutions and regional technical organizations in the LAS region. Implementing partners of the Strategy are to focus on multi-sectorial approaches with the purpose of reducing emerging risks across the Arab region by 2020, in line with the global priorities outlined by the Hyogo Framework for Action (HFA) and the Millennium Development Goals. The five priorities of the LAS Strategy directly mirror those of the HFA, including the desire to increase nations' capacity to incorporate DRR into disaster recovery. Specific commitments detailed under these priorities, which pertain to recovery planning actions in the region, include:

- Ensuring that disaster risk reduction measures are integrated into post-disaster recovery and rehabilitation processes
- Establishing disaster preparedness plans, contingency plans, recovery and reconstruction plans at all administrative levels with the participation of women, the aged, children, IDPs and people with special needs
- Ensuring that national/ local financial reserves and contingency mechanisms are in place and well understood by all stakeholders to ensure effective response and recovery when required
- Addressing national trans-boundary cooperation on disaster response, preparedness and recovery among Arab states

Technical specialized organizations under the umbrella of the LAS work towards this goal by incorporating DRR measures into their projects and technical assistance programs covering member states. These organizations include the Arab Academy for Science, Technology and Maritime Transport (AASTMT), the Arab Centre for the Study of Arid Zones and Dry Lands (ACSAD), the Arab Organization for Agricultural Development (AOAD), the Arab Labour Organization (ALO) and the Arab League's Educational, Cultural and Scientific Organization (ALECSO). To directly address the HFA priorities as outlined in the LAS Strategy, and to strengthen the DRR capacities of member states, a Regional Centre for Disaster Risk Reduction Training and Research (RCDRR) was established in Cairo.

In 2009, the Arab League performed an assessment of progress towards meeting HFA goals. This assessment, while admittedly based on incomplete data due to limitations on data collection abilities in several member states, showed progress in regional disaster risk reduction efforts - namely on enhancing political and national commitment to risk reduction, development of institutional mechanisms, national platforms and strategies, enhancing early warning systems and building preparedness and response capacities. It is noteworthy that in most instances, countries reported that increased political commitment did not necessarily translate into operational capacities or commitment of resources to effectively implement the strategies or integrate risk reduction into development plans. Countries witnessed relatively weak progress on education and public awareness as well as on the collection, availability and accessibility of data and information on risk and vulnerabilities, tools and methodologies for disaster risk reduction, multi-risk and multi-hazard approaches.

In the Arab region, funding remains the main challenge faced by national and local authorities, civil society organizations and humanitarian workers implementing disaster risk reduction measures targeting communities at risk. However, in keeping with stated commitments, LAS encourages its member states to dedicate at least 1% of national development funding and development assistance towards disaster risk reduction measures. Specifically, it was recommended that member states assess the possibility of utilizing existing regional funds and mechanisms (including, among other mechanisms, socio-economic development funds and national disaster relief and response budgets) by allocating a dedicated budget for disaster risk reduction and recovery activities at the sub regional, national or local level.

The various LAS technical institutions, the United Nation's secretariats, specialized agencies, international organizations and civil society organizations in the region all provide crucial support to member states. This includes technical and grant assistance, capacity development, policy advisory services, research and tools development and

advocacy for integration of disaster risk reduction in regional programmes and national policies on education, climate change adaptation, flood risk management, drought assessment and risk mitigation.

The Regional Centre for Disaster Risk Reduction (RCDRR)

The Regional Centre for Disaster Risk Reduction (RCDRR) was established in 2009 by a partnership between the Kingdom of Saudi Arabia, the United Nations International Strategy for Disaster Reduction (UNISDR) and the Arab Academy for Science, Technology and Maritime Transport (AASTMT), as an intergovernmental organization of the League of Arab States targeting the achievement of sustainable development in the Arab Region. The Centre seeks to address risk through knowledge, research, and training of scientific and technical cadres in various disciplines on DRR. The main objectives of RCDRR, as per the 2009 RCDRR Statutes, are:

- Integration of DRR into regional and national sustainable development policies, strategies and plans
- Enhancing regional and national capacities in the field of DRR research, education and training
- Contributing to the development and harmonization of regional DRR methodologies and tools including database and guidelines
- Promoting partnership building with a multi-stakeholder approach to accelerate the implementation of the Hyogo Framework of Action

The 3-year strategic business plan (2011-2013) of RCDRR provided specific recommendations for future action for the organization. This included a restructuring of the center to position it as a center of excellence in disaster risk reduction, to be achieved by positioning RCDRR on “par with a global center of expertise,” and creating its business model to be based on needs and driven by demand of the countries in the Arab and Islamic region.

5.9. South Asian Association of Regional Cooperation (SAARC) & SAARC Disaster Management Centre (SDMC)

The South Asian Association of Regional Cooperation (SAARC) was officially established in 1985. The objectives of the organizations are to:

- Promote the welfare of the people of South Asia and to improve their quality of life
- Accelerate economic growth, social progress and cultural development in the region and to provide all individuals the opportunity to live in dignity and to realize their full potential
- Promote and strengthen selective self-reliance among the countries of South Asia
- Contribute to mutual trust, understanding and appreciation of one another's problems
- Promote active collaboration and mutual assistance in the economic, social, cultural, technical and scientific fields
- Strengthen cooperation with other developing countries
- Strengthen cooperation among themselves in international forums on matters of common interest
- Cooperate with international and regional organizations with similar aims and purposes.

SAARC seeks to maintain respect for the sovereignty of each member state, and to cooperate only on bi- or multi-lateral issues in such a manner that is mutually beneficial to all members. The SAARC member countries include Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka.

The SAARC Disaster Management Framework

After the December 26, 2004 tsunami events, an Experts Group was established by a Special Session of the SAARC Environment Ministers (via the Male Declaration) to formulate a Comprehensive Framework on Early Warning, Disaster Management and Disaster Prevention.

The Expert Group met in February of 2006 and developed the framework, which is aligned with the implementation of the HFA. The Framework was approved by the SAARC Council of Ministers in July 2006 and by the Fourteenth SAARC Summit in New Delhi in April of 2007.

The Framework provides a platform for South Asian countries to:

- Establish and strengthen the regional disaster management system to reduce risks and to improve response and recovery management at all levels
- Identify and elaborate country and regional priorities for action
- Share best practices and lessons learnt from disaster risk reduction efforts at national levels
- Establish a regional system to develop and implement regional programs and projects for early warning
- Establish a regional system of exchanging information on prevention, preparedness and management of natural disasters
- Create a regional response mechanism dedicated to disaster preparedness, emergency relief and rehabilitation to ensure immediate response
- Create a regional mechanism to facilitate monitoring and evaluation of achievements towards goals and strategies.

SAARC Disaster Management Center (SDMC)

The SAARC Disaster Management Centre (SDMC) was established in October of 2006 at the premises of National Institute of Disaster Management in New Delhi to serve as a center of excellence for knowledge, research, and capacity building in disaster management. The Centre has the mandate to serve the SAARC Member Countries by providing policy advice and facilitating capacity building services including strategic learning, research, training, system development and exchange of information for effective disaster risk reduction and management in South Asia.

The Centre is staffed by professionals working on various dimensions of disaster risk reduction and management in the region. SDMC is networking through the National Focal Points of the Member Countries with the various Ministries, Departments and Scientific, Technical, Research and Academic institutions within and outside the Government working on various aspects of disaster risk reduction and management. SDMC conducts studies and research, organizes workshops and training programs, publishes its reports and documents, and provides various policy advisory services to the Member Countries.

SDMC Knowledge Management

- South Asia Digital Vulnerability Atlas
 - Contains digital vulnerability information for five countries in full, and for three still in process. The process works by incorporating data from various sources and plotting them on digital satellite data. The atlas incorporates topography, hydrology, vegetation, geology, geomorphology, meteorological data, land use, and land cover, and plots hazard information. The system, which is GIS based, can also incorporate building type and use data as well. The project is meant to inform the preparedness, mitigation, and prevention processes. This process could be useful to the regional disaster recovery strategy because key information on hazards, vulnerabilities, risks, and disasters will be known – not only for each country, but each country will know for its neighbors in the region. The program provides a regional focal point for the data, which would otherwise be impossible or difficult to get. It also helps to guide building code development, and to permit accurate scenario based planning methods (including the simulation of past disasters on present-day populations).
- South Asia Disaster Knowledge Network
 - A one stop disaster knowledge portal serving the South Asian region. It organizes information throughout the region into different thematic networks. There are currently networks for earthquakes, cyclones, floods, landslides, drought, and more. National focal points in each country are connected to the network for that country, which will also include NGO and private sector organizations, research institutions, and individuals. The Knowledge Network acts as a hub to all of these stakeholders. The data is all authenticated, and translated as needed. The program's goals are to:
 - Develop a virtual resource center for disaster management in South Asia using information and communication technology.
 - Develop a network of institutions for effective information, knowledge management and disaster management, including linkages with real end data providers - a one stop source of information on disaster management in South Asia.

The Earthquake Risk Reduction and Recovery Preparedness program that was designed for five SAARC countries (Bangladesh, Bhutan, India, Nepal, and Pakistan) has led the way in the exchange of experiences on preparedness and recovery tools and methodologies for risk assessment, practices in the enforcement of building codes, municipal level plans facilitated in SAARC with technical and financial support from Japan. The regular systematic compilation of risk reduction experiences, methods, and tools and the extraction of lessons learned and their subsequent dissemination are crucial elements not only for replicating good experiences but also for giving an added value to the development of knowledge regarding risk reduction and recovery.

Relevant Recovery Planning Capacity

SDMC is not mandated to undertake recovery planning, and therefore reports very little capacity at the present time to assist disaster-affected member states in formulating and implementing long-term disaster recovery plans in the aftermath of major disasters, or to assist them in conducting disaster recovery planning before a disaster. The organization is not staffed to provide any sector-specific technical expertise. However, it identifies the need for capacity building to address member states' abilities to develop recovery strategies and plans as absolutely vital, and leadership have expressed interest in assisting recovery planning efforts at the regional and/or national levels, and in exchanging information and/or expertise in recovery planning with other regional organizations.

If a SAARC-based recovery planning framework was developed, the organization would seek sector-specific tools for capacity building. Both binding and non-binding agreements among member states would be welcomed. The organization could implement a new or expanded program aimed at building member countries' capacities to conduct disaster recovery planning, before or after disasters, at a later stage. If an agreement or framework for regional recovery planning assistance was developed in the SAARC region, the organization characterizes its optimal role as:

- To motivate the member countries and ensure sustained engagement
- To facilitate the development of the framework
- To provide training to member country staff

At present the existing SAARC DRR and development programs and policies may be used for integration of disaster recovery planning at the national and local levels.

SAARC reports that, in the region, the regional disaster management institutes or centers would be best positioned to provide recovery-based training, but that significant support would be required. Other suitable organizations include SAARC itself, the national government training centers, and universities and research institutes. Private training facilities would not be suitable.

SAARC staff believe that member countries in the region would be very interested in participating in a framework for recovery planning at the global level. The following table describes the organization's assessment of the importance of several factors for implementing a regional recovery planning framework in the region:

	Vital	Very important
Funding for regional staff salaries (assuming additional staff)	X	
Funding for additional facilities (e.g., to host training or for staff workstations)	X	
Funding for training equipment (projectors, desks, computers)		X
Funding for office furniture and equipment (e.g., desks, computers)		X
Funding to support meetings, symposia, and training sessions	X	
Funding to support member government efforts		X
Funding to support travel during implementation	X	
Materials (Pre- and post-disaster recovery training materials (instructor/participant guides))	X	
Materials (Recovery guides and tools)	X	
Training of regional staff in pre- and post-disaster recovery planning	X	
Training of regional-level trainers (to support member country capacity building)	X	
IT solution to create and maintain a roster of experts	X	
Technical assistance (In-Person)	X	
Technical assistance (Virtual)	X	
Technical assistance (Facilitation)	X	
Technical assistance (Project management)	X	

SAARC would anticipate ongoing engagement from IRP, its partners, and other global organizations in the establishment of a regional recovery assistance framework.

5.10. The Southern African Development Community (SADC)

The Southern African Development Community (SADC) started as *Frontline States* whose objective was political liberation of Southern Africa. SADC was preceded by the Southern African Development Coordination Conference (SADCC) formed in Lusaka, Zambia in 1980 with the adoption of the Lusaka Declaration. SADC took on its present name in 1992 following the signing of the SADC Treaty and Declaration. Current SADC members include Angola, Botswana, Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, United Republic of Tanzania, Zambia and Zimbabwe.

The organization's vision is that of "a common future, a future within a regional community that will ensure economic well-being, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the people of Southern Africa." The SADC mission is "to promote sustainable and equitable economic growth and socio-economic development through efficient productive systems, deeper co-operation and integration, good governance, and durable peace and security, so that the region emerges as a competitive and effective player in international relations and the world economy."

The Regional Indicative Strategic Development Plan (RISDP) and the Strategic Indicative Plan for the Organ (SIPO) remain the frameworks for SADC Regional integration that provide SADC Member States with a consistent and comprehensive program of long-term economic and social policies. The RISDP emphasizes that good political, economic and corporate governance are prerequisites for sustainable socio-economic development, and that SADC's quest for poverty eradication and deeper integration levels will not be realized in the absence of good governance.

The Organ on Politics, Defence and Security Cooperation plays a vanguard role as part of the institutional mechanisms for promoting and maintaining peace and stability in the region and the SIPO provides the institutional framework for the daily implementation of the Organ's Objectives. The SIPO is divided into four main sectors of Political; Defence; State Security; and Public Security.

The SADC Climate Services Centre (CSC) was established in 1990 as part of the initiative of African governments and the cooperating partners to combat perennial calamities arising out of the recurrent extremes of climate variations. Exhaustive studies had shown that extremes in climate variation oftentimes affected many countries of a region simultaneously. A regional approach to combating the negative impact of these extremes in climatic variations was deemed best, and two Drought Monitoring Centers (DMCs) were formed for 22 Eastern and Southern Africa countries with centers in Nairobi and Harare. The principal goal of the DMCs are to contribute to the reduction of negative impacts of adverse weather and climate conditions such as drought, floods and other extreme events on sustainable socio-economic development, and to the rational use, conservation and protection of national resources in the IGAD and SADC regions. These centers have contributed immensely in the mitigation of negative impacts of adverse climate to many countries over the years.

The principal beneficiaries are the end-users who will apply climate and hydro-meteorological information and products in the various weather-sensitive economic sectors such as agriculture, health, energy, water resources management, disaster management, transport, etc. Decision-makers and policy-makers in various government departments and NGOs will also be expected to use the products and services to devise strategies for mitigating the impacts of climate extremes.

The purpose of the SADC CSC is to ensure that a sub-regional mechanism for monitoring and predicting extremes in climate condition is operational. The CSC carries its mandate through development, generation and dissemination of meteorological, other environmental and hydro-meteorological products. The products have also made valuable contribution to increasing the region's disaster preparedness for and efficient management of weather and climate-induced disasters. It trains personnel from principally the SADC national Meteorological/Hydrological Services (NMHSs) in climate prediction and the user-communities in the region in application of climate products and services for optimum socio-economic development which is highly sensitive to vagaries of weather and climate.

Since its establishment, the SADC CSC has continued to provide services and outreach products in weather and climate monitoring and prediction for the benefit of the SADC Member States and regional and international institutions. In particular those in programmes of Early Warning for Food Security, Disaster Preparedness, Health and Water Management Sectors. For instance, the Southern Africa Regional Climate Outlook Forum (SARCOF) products issued in during pre-season, August/September and subsequent updates from CSC and collaborating partners consistently indicate with fair accuracy rainfall performances throughout the season across SADC.

CSC continues to provide guidance in the dissemination and communication of climate information through various channels. This has been made more effective through the nascent SADC-Network of Climate Journalists. Over the years, the CSC has also maintained a unique partnership with research scientists, universities, national, regional and international climate centers worldwide. The Centre has enjoyed in-kind and funding support from many cooperating partners. United Nations Development Programme (UNDP), World Meteorological Organization (WMO), World Bank, Agencies of the United States of America such as National Oceanic and Atmosphere Administration- Office of Global Programmes (NOAA-OGP) and United States Agency for International Development (USAID), the Kingdom of Belgium and others, have funded the DMC at various times since its inception. These partnerships have also made it possible for the CSC to carry out programme activities such as attachment of SADC Visiting Scientists to the Centre and to run workshops, including SARCOFs.

The central role played by WMO for the success of CSC since its inception has enabled the Centre to fulfill its objectives, towards the realization of its goals as per its mandate of generating and disseminating vital climate information and products to SADC Member States, for the benefit of their planning and decision making processes for sustainable socio-economic development. Due to the successes scored in its operation new institutions would like to forge partnerships with CSC.

5.11. Secretariat of the Pacific Community (SPC) & SPC Applied Geoscience and Technology Division (SOPAC)

SPC was founded in Australia in 1947 under the Canberra Agreement in order to restore order in the region following World War II. In 1972, SOPAC was created as a UNDP Regional Project. In 1990 it became an independent IGO. Then, in 2011, SOPAC became a new division under SPC. SOPAC is dedicated to providing services that promote sustainable development in its member countries, and its work is carried out through its Secretariat based in Suva. SOPAC members include: Australia, Cook Islands, Fiji Islands, Guam, Federated States of Micronesia, Kiribati, Marshall Islands, New Zealand, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu, Niue, Nauru and Palau. Associate members (local administrations of non-self governing territories) include American Samoa, French Polynesia, New Caledonia and Tokelau.

The purpose of SOPAC is to ensure the earth sciences (inclusive of geology, geophysics, oceanography, and hydrology) are utilized fully in the fulfillment of the SPC Mission. To fulfill this, the division has three technical work programs:

- Ocean and Islands
- Water and Sanitation
- Disaster Reduction

These three programs share common technical support services:

- Natural Resource Economics
- GIS and Remote Sensing
- Technical Equipment and Services
- Data Management
- Publications and Library

The Disaster Reduction Programme (DRP)

The DRP provides technical and policy advice and support to strengthen disaster risk management practices in Pacific Island Countries and Territories. The program carries out this responsibility in coordination and collaboration with other technical program areas within SOPAC and also with a range of regional and international development partners and donors. The overarching policy guidance for DRP is the HFA-linked Pacific Disaster Risk Reduction and Disaster Management Framework for Action 2005-2015 (Pacific DRR and DM Framework for Action) which supports and advocates for the building of safer and more resilient communities to The other significant regional policy instruments that help to guide the efforts of the DRP are the Pacific Plan and the Pacific Islands Framework for Action on Climate Change 2006 – 2015.

Pacific DRR & DM Framework for Action

The vision of the DRR and DM Framework for Action is to create safer and more disaster resilient Pacific island nations and communities “so that Pacific peoples may achieve sustainable livelihoods and lead free and worthwhile lives.” The Framework’s mission is to build the capacity of Pacific island communities by accelerating DRR and disaster management policy implementation, and to enable planning and programs to address current and emerging challenges, through:

- Development and strengthening of disaster risk reduction and disaster management, including mitigation, preparedness, response and relief/recovery systems
- Integration of disaster risk reduction and disaster management into national sustainable development planning and decision-making processes at all levels
- Strengthening partnerships between all stakeholders in disaster risk reduction and disaster management

DRM Policy and Planning Team (PPT)

DRP PPT is responsible for the DRM mainstreaming initiative which SOPAC spearheads on behalf of the Pacific Disaster Risk Management Partnership Network. In fulfilling this responsibility the PPT, under the direct guidance of the DRP Manager provides the following services to Pacific Island Countries and Territories (PICTs):

Leads and coordinates High Level Advocacy at Cabinet/political level to garner support for DRM mainstreaming in national, sectorial, local and community planning and budgetary processes

- Leads and coordinates the development and implementation of DRM National Action Plans with the support of other members of the Pacific DRM Partnership Network
- Supports the integration of DRM and climate change adaptation initiatives at national level within PICTs
- Analysis of budgeted DRM investment in annual appropriations of PICTs
- Economic impact analysis of disaster events
- Cost benefit analysis of DRM measures

High Level Advocacy for DRM Mainstreaming

In February 2001, a Pacific regional workshop held in Suva agreed on the ‘mandate’, goal and objective for the SOPAC DMU Advocacy Program. In addition the workshop also recommended the appointment of a High Level Advocacy Team with the goal: “Adoption by national governments of a comprehensive and integrated risk management policy designed to reduce vulnerability, enhance community resilience and achieve sustainable development”, and the objective “to obtain highest-level national commitment to and support for the integration of disaster reduction and response strategies into national development policies and plans”.

Since endorsement of the DRR and DM Framework, the SOPAC High Level Advocacy Team has worked to develop DRM National Action Plans in several countries in the region. Following a hiatus, The PPT is working closely with the UNISDR and other partner organizations to revive high-level advocacy and now under the banner of the ‘Pacific High Level Advocacy Team’. Recent funding support from UNISDR will facilitate a range of advocacy activities across a number of Pacific island countries. The goal of this newly-established team will initially be to raise awareness of the need for increased budgetary allocations for disaster and climate risk reduction.

Development and Implementation of Disaster Risk Management National Action Plans

A major focus of the PPT is to building member country resilience by facilitating the creation of Disaster Risk Management National Action Plans. The Partnership Network continued to provide strong support in terms of the realization of DRM initiatives linked to NAP exercises and also for other risk reduction and disaster management related activities.

TRAINING

The DRP continues to support training and capacity building initiatives in PICTs. There is a recognized need to explore opportunities to maintain the current suite of training and to identify additional training opportunities that contribute to the strengthening of key agencies and other stakeholders including NGOs and community groups.

TAF/OFDA Pacific DRM Training Programme

SOPAC maintains a relationship with The Asia Foundation and the USAID / Office of US Foreign Disaster Assistance (TAF/OFDA) Pacific DRM Training Programme (PDRMP). The PDRMP organizes a number of training courses throughout the Pacific targeting a broad range of participants. In addition to supporting national-level training PDRMP also provided instructor/trainer development workshops at the request of countries for specific courses. These workshops provided national trainers greater understanding of the critical elements of the individual courses.

Disaster Management

DRP supports the strengthening of disaster management governance, which has included the development of institutional, policy and decision-making processes such as disaster management legislative and planning frameworks and national focal points (NDMOs) and guidelines or models of good practice for national application. The emergency management preparedness, response and coordination capabilities within countries will be critically assessed to determine the level of resources and capacity that is available to protect vulnerable communities. A priority will be to ensure that effective emergency response, communication and coordination processes are established and that existing resources are utilized in the most effective way.

The DRP Disaster Management Team provides the following services to PICTs:

- Technical advice and support to review and update national DRM governance arrangements and legislation, operational plans and procedures
- Support for the design and conduct of operational and table-top exercises to test emergency response plans and procedures
- Support for the conduct of disaster risk management training in collaboration with the Pacific DRM Program of The Asia Foundation/Office of US Foreign Disaster Assistance
- Design and development of professional training courses in collaboration with TAF/OFDA and the Fiji National University

Pacific DRM Partnership Network (PDRMPN)

SOPAC established the Pacific Disaster Risk Management Partnership Network in 2006 to provide a collaborative and cooperative mechanism to support disaster risk management capacity building in the region and help Pacific Island Countries and Territories adapt and implement the Pacific DRR & DM Framework for Action. The Partnership is an “open-ended, voluntary” membership of international, regional and national government and non-government organizations, with comparative advantages and interests in supporting Pacific countries toward mainstreaming DRM through addressing their disaster risk reduction and disaster management priorities. The Members of the Partnership Network Agree:

- That disaster risk reduction and disaster management are sustainable development issues within the broader context of economic growth and good governance.
- That national governments have a critical role in developing disaster risk reduction and disaster management national programs and plans that reflect the needs of all stakeholders in a whole of country approach
- That a regional effort must be responsive to and support and complement national programs and plans to strengthen resilience to disasters
- That as regional partners we commit to coordinating our activities and to work cooperatively and collaboratively under the guidance of the Pacific Plan and Regional Framework for Action 2005 – 2015
- That we can build safer and more resilient nations and communities to disasters if we work in unison and accept this disaster risk management charter as a basis for future action

The following tools have been developed by SOPAC in collaboration with DRM partners to better enable implementation of DRR and DM Framework for Action.

Pacific Disaster Net (PDN) is the DRM web portal for the Pacific. It is designed to become the largest and most comprehensive information resource in relation to disaster risk management in the Pacific.

Projects and Capacities Portal (Partnership Capability Matrix) maps “who does what where”. It contains information on Partners’ capabilities and capacities to implement specific activities outlined in the Pacific DRR and DM Framework for Action. In addition to information provided by Partners in relation to their capabilities and capacities an inventory

has also been done of DRM initiatives and activities implemented in the Pacific region. The inventory identifies gaps and as well opportunities for collaboration between partners.

The Disaster Risk Reduction Projects Portal (DRR PP) improves information sharing on past, ongoing and planned DRR initiatives from 2005 onwards in Asia and the Pacific region. It facilitates better coordination and program planning by regional stakeholders, enhances the use of resources, reduces duplication, shares lessons learned and identifies gaps in DRR efforts in the region.

The RfA Online Monitor monitors progress of implementation of the Pacific DRR and DM Framework for Action. SOPAC as the facilitator of the Pacific DRM Partnership Network has the responsibility to coordinate reporting of progress towards the achievement of the expected outcomes under the Pacific DRR and DM Framework for Action.

Community Risk Programme | TAF/OFDA Pacific Disaster Risk Management Programme: The goal of this program is to reduce vulnerability of Pacific Island communities to disaster by building sustainable regional, national, and community level disaster management capacity through enhanced training, improved advocacy, and strengthened local institutions. Key features of the program include:

- Course development and delivery
- National ownership
- Improved management capacity
- Advocacy
- Expanded instructor cadre
- Institutionalization

Recent SOPAC Initiatives in the Recovery Area

Following the 2009 tsunami in Samoa, SOPAC was given the mandate to coordinate post-disaster technical assessments, and coordinated the international research and scientific assessment teams, which included the Disaster Reduction Program and the Oceans and Islands Team. Moving forward, the SOPAC coordination role has been agreed to by the Pacific Island Forum, in order to alleviate pressures on affected governments to allow them to focus on humanitarian issues. SOPAC is by no means a solution to everything in this regard, as they must rely on others' expertise.

Countries in the region are currently response-focused rather than risk-reduction focused. However, SOPAC is trying to encourage member governments to adopt a standardized methodology for damage, loss, and needs assessments, and are trying to create a regional pool of expertise so they can conduct their own damage, loss, and needs assessments when requested. In coordination roles, they would like to ensure poverty alleviation strategies and disaster risk reduction strategies are incorporated into disaster recovery, and encourage disaster risk considerations into planning and budgetary processes. As part of this we are doing a lot of work with financing and planning officials through the national action plans so that they can actually be allocated in the annual budget.

Relevant Capacity

SOPAC currently maintains a moderate to strong institutional capacity to assist member states in conducting disaster recovery planning before disasters occur. This capacity falls under the National Action Plans for DRM or Joint National Action plans from DRM & CCA which is run by the SPC-SOPAC Disaster Reduction Programme. The results of post disaster technical assessments carried out in the aftermath of disasters are presented to affected countries along with recommendations and an offer of support. On average, requests for assistance are made from one to several times per year. At present, this office provides the following assistance to disaster affected member countries:

- Performs or advises on the performance of damage and needs assessments
- Assists in the establishment of a recovery planning committee
- Assists or advises in the drafting of long-term recovery plans and/or strategies
- Assists in the management of disaster financing, loans, bilateral assistance, and NGO development assistance
- Drafts or revises long-term development plans

- Assists or advises in the integration of disaster risk reduction into recovery plans

SOPAC maintains a minimal staff capable of assisting economic and environmental sector recovery technical assistance, and focuses mostly on scientific assessments looking at disaster impact and/or water issues. While they generally do not assist member countries in developing recovery planning capacity, the organization is interested in exchanging information and/or expertise in recovery planning with other regional organizations. In the event of a regional agreement (binding or non-binding), which was described as being likely to be welcomed by member states, SOPAC would be best positioned to perform the following:

- Continue and/or increase post-disaster assessment activities
- Motivate member countries and ensure sustained engagement
- Facilitate development of the framework
- Negotiate or otherwise reconcile the terms of an assistance agreement/compacts
- Provide training to member country staff
- Deploy regional staff with recovery planning technical expertise to the disaster affected countries (operating under the authority of the affected government)

It was felt that, in the region, SOPAC would be best positioned to assume recovery-based training, as this could be done with minimal support. And while the national governments were also identified as possible training providers, it was felt that they would need significant support to do so. Private agencies and universities were identified as unsuitable for this purpose. SOPAC is currently designing and developing a training course on damage loss and needs assessments.

It was felt that member countries in your region would not be willing to participating in a framework for recovery planning at the global level (extra-regional).

The following table describes the organization's assessment of the importance of several factors for implementing a regional recovery planning framework in the region: Describe how important each of the following would be to implementing a regional recovery planning framework in your region?

Factor/Importance	Vital	Very important	Helpful	Unnecessary but welcome
Funding for regional staff salaries (assuming additional staff)	X	X		
Funding for additional facilities (e.g., to host training or for staff workstations)	X			
Funding for training equipment (projectors, desks, computers)			XX	
Funding for office furniture and equipment (e.g., desks, computers)		X	X	
Funding to support meetings, symposia, and training sessions	X			X
Funding to support member government efforts		XX		
Funding to support travel during implementation	X	X		
Materials (Pre- and post-disaster recovery training materials (instructor/participant guides))			XX	
Materials (Recovery guides and tools)			XX	
Training of regional staff in pre- and post-disaster recovery planning		XX		
Training of regional-level trainers (to support member country capacity building)	X	X		
IT solution to create and maintain a roster of experts			X	
Technical assistance (In-Person)		XX		
Technical assistance (Virtual)		X	X	
Technical assistance (Facilitation)				X
Technical assistance (Project management)			X	X

The anticipated timeframe for the establishment of a recovery planning regional framework in this region was estimated to be 1 to 3 years, with case by case engagement throughout the project provided by IRP, its partners, and other organizations.

ANNEXES

Annex 1: Guide Questions for Group Discussions

~ Components for success of Regional Cooperation Frameworks for Resilient Recovery ~

1. The group discussion is focused on sharing information, knowledge, and experience on key components of regional cooperation framework for resilient recovery and planning. The objective of the discussions is to identify the factors for success, and recommend future steps to strengthen capacity of regional inter-governmental organizations and national governments to ensure effective recovery planning.
2. Each group, with 10-15 participants, is expected to share and discuss (i) existing initiatives/principles, (ii) issues/challenges, and (iii) suggested actions for the following components of regional cooperation for post-disaster recovery and preparedness planning:
 - a. Knowledge Management
 - b. Ex-Ante Capacity Building
 - c. Technical Support
3. The Chair of each group will moderate the discussions and prepare a summary of group recommendations (with assistance of rapporteurs from IRP Secretariat) to be presented at the plenary scheduled on **January 20, 2012**. To guide the discussions, the chair may utilize the template below:
4. Each chair is expected to present the outputs at the Forum on 20th January in approximately 10 minutes each.

Component	Existing Initiatives / Principles	Issues / Challenges	Recommended Future Actions
Knowledge Management Does the inter-governmental organization have a role as a repository on knowledge for disaster risk reduction, recovery and reconstruction planning? Does the organization make efforts to function as a regional network for knowledge dissemination, providing knowledge inputs to national governments for recovery planning? Are efforts for collaboration with national governments, other regional organizations and international organizations effective?			
Ex-Ante Capacity Building Does the organization promote capacity building at regional and national levels before disasters occur, for mitigation and recovery planning? How are training needs assessed, both at regional and national levels? How is partnership and leadership with national governments and international organizations promoted for capacity building programs?			
Technical Support What are the arrangements for transfer of technical support? Are any links established between regional and national organizations, and with international organizations, for continuing technical support? What is required to establish a sustainable link amongst national platforms, regional and international organizations for transfer of knowledge / technology, advisory services and experts, both by electronic means and in reality?			

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Annex 3: Project Survey Instrument (Regional)

Recovery Framework Scoping Survey

INTRODUCTION

The IRP, UNISDR, and other global partners have made it a priority to enhance long-term disaster recovery planning efforts at the national, regional, and global levels through the building of technical and institutional capacities. A multi-year project is currently underway to design and implement regional and global frameworks that support the building and sharing of such capacities through training, technical assistance, and strategic guidance. At this early stage in the process, our goal is threefold:

- 1) To assess the nature of disaster recovery planning as it is currently conducted;
- 2) To better understand the experience, preferences, and viewpoints of the stakeholders involved, and;
- 3) To determine what resources would be needed by governments and organizations in order to bring this project to fruition.

We understand that your time is valuable and therefore appreciate your willingness to participate in this survey. If you have any questions or need clarification on any issue, please do not hesitate to contact Project Consultant Damon Coppola at dcoppola@bullockandhaddow.com or Project Executive Sanjaya Bhatia at shatia@recoveryplatform.org.

1. IGO or Organization:

2. Office / Branch / Center:

3. Name of person completing this survey:

4. Title of person completing this survey:

5. Contact Phone Number:

6. Contact Email:

Recovery Planning Needs

1. How prevalent is the practice of disaster recovery planning, before or after a disaster, among the member countries in your region?

	Never performed	Rarely performed	Sometimes performed	Often performed	Always performed
National Level	<input type="radio"/>				
Provincial Level	<input type="radio"/>				
Local Level	<input type="radio"/>				

Comment

Recovery Framework Scoping Survey

2. How would you categorize the institutional knowledge regarding recovery planning and operations of the national governments in your region?

- No knowledge or experience
- Very little knowledge or experience
- Actionable degree of knowledge and/or experience
- Significant knowledge or experience
- Expert-level of knowledge or experience

Comment

3. How would you describe these governments' institutional capacity to formulate recovery plans and implement operations in the aftermath of major disasters?

- No capacity
- Minimal capacity
- Good capacity
- Strong capacity
- Very strong capacity

Comment

4. Do options exist in your region for member countries' government officials to receive training in disaster recovery planning, before or after a disaster?

- No
- Yes (please describe)

5. Do informational resources, guides, or tools exist that address disaster recovery planning and that are relevant to the countries in your region?

- No
- Yes (please describe)

Recovery Framework Scoping Survey

6. How would you describe the present institutional capacity of your organization to assist disaster-affected member states in formulating and implementing long-term disaster recovery plans in the aftermath of major disasters?

- No capacity
- Very little capacity
- Some capacity
- Strong capacity
- Very strong capacity

Comment

7. To what extent do you agree or disagree with the following statements:

	Strongly disagree	Disagree	Agree	Strongly Agree	N/A
The member countries in our region stand to benefit from an increase in disaster recovery planning capacity.	<input type="radio"/>				
The member countries in our region recognize the value of effective disaster recovery planning in improving disaster recovery outcomes.	<input type="radio"/>				
The member countries in our region would be willing to commit to increasing regional capacity to conduct disaster recovery planning, both before and after disasters.	<input type="radio"/>				

Comment

8. To what degree do each of these present problems in the recovery phase of major disasters in your region?

	No problems	Some problems	Many problems
No regional mechanism for bilateral/international collaboration for recovery planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No standards of protocol to drive bilateral/regional assistance for recovery planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor understanding about what resources (technical assistance, equipment, supplies) are available throughout the region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No direct lines of communication with institutions that could facilitate assistance in recovery planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Political resistance to foreign technical assistance (in recovery planning)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A lack of institutional recovery planning knowledge and/or capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Capacity / History of Providing Pre- and Post-Disaster Recovery Assistance

Recovery Framework Scoping Survey

1. How would you characterize the coordination of long-term recovery planning efforts conducted by disaster-affected member states in your region?

- Highly disorganized
- Disorganized
- Organized
- Highly organized

Comment

2. In light of past disasters (in your region), how much need is there for capacity building to address member states' abilities to develop recovery strategies and plans?

- Absolutely vital
- Very important
- Somewhat important
- Not very important
- Not needed

Comment

3. Are there any agreements among member countries, binding or otherwise, to provide recovery planning or operational assistance in the aftermath of a disaster?

- No
- Yes (please specify)

4. Does your regional organization have an office, branch, or division that currently assists member countries in conducting disaster recovery planning before a disaster?

- No
- Yes (please specify)

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Recovery Framework Scoping Survey

5. Does your regional organization have an office, branch, or division that currently assists disaster-affected member countries in conducting post-disaster recovery planning?

No

Yes (please specify)

1. Within your organization, which office, agency, or function is best suited to assume (or presently maintains) recovery planning responsibilities (please describe)?

2. Describe the nature of disaster recovery assistance provided by your regional organization to disaster-affected member countries (multiple answers per row permitted):

	Perform	Assist	Advise	n/a
Perform a damage / needs assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish a recovery planning committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Draft a long-term recovery plan or strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage disaster financing / loans / bilateral and NGO development assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Draft or revise long-term development plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrate disaster risk reduction into recovery projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment

Recovery Framework Scoping Survey

3. Is your regional organization currently staffed to provide sector-specific technical expertise in any of the following areas?

	Well staffed	Minimally staffed	Not staffed
Infrastructure Recovery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Sector Recovery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic Recovery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing Sector Recovery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Sector Recovery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engineering Technical Assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

4. At present, how often (on average) are requests for recovery planning assistance made to your regional organization by disaster affected member countries?

- More than once per month
- Once per month
- Several times per year
- Once per year
- Less than once per year
- Other (please describe)

5. Does your organization currently assist member countries in developing recovery planning capacity, either through training or technical assistance?

- No
- Yes (please describe)

6. Is there interest among the leadership of your organization to assist recovery planning efforts at the regional and/or national level?

- No
- Yes (please describe)

Recovery Framework Scoping Survey

7. Would your regional organization be interested in exchanging information and/or expertise in recovery planning with other regional organizations?

- No
 Yes

Comment

8. To your knowledge, does your regional organization currently use the recovery planning products and tools developed by IRP, UNISDR, and other international organizations?

- No
 Yes

If Yes, please specify if possible

9. What kind of information, tools, or technical assistance would you seek from networks such as IRP or other international organizations to develop a program aimed at increasing institutional disaster recovery planning capacity in your region?

10. Does your organization have the capacity to implement a new or expanded program aimed at building member countries' capacities to conduct disaster recovery planning, before or after disasters?

- No
 Yes (please describe)

11. Do any organizations in your region maintain a database of regional recovery planning experts who can be called upon to assist in disasters (or in conducting recovery planning)?

- No
 Yes (please describe)

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Recovery Framework Scoping Survey

12. Are there any organizations in your region that regularly conduct meetings, activities, conferences, or forums that address pre- or post-disaster recovery topics?

- No
- Yes (please describe)

Institutional Framework Development Needs

1. What is the level of awareness among your member countries regarding the need to increase their own recovery planning capacity?

- Unaware of the need
- Aware, but unconcerned
- Concerned, but uncommitted
- Highly aware and committed

Comment

2. Do you feel that the member countries in your region would be willing to participate in training and technical assistance programs that help increase pre-disaster planning capacity?

- No
- Yes

Comment

3. Do you feel that the member countries in your region would be willing to participate in a non-binding agreement or framework to assist other member countries with recovery planning assistance?

- Very unlikely
- Unlikely
- Likely
- Very likely

Comment

Recovery Framework Scoping Survey

4. Do you feel that the member countries in your region would be willing to participate in a binding agreement or framework to assist other member countries with recovery planning assistance?

- Very unlikely
- Unlikely
- Likely
- Very likely

Comment

5. If an agreement or framework for regional recovery planning assistance was developed in your region, how would you characterize the optimal role for your organization? (check all that apply)

- We would play a minimal role
- To act as an information clearinghouse
- To motivate the member countries and ensure sustained engagement
- To facilitate the development of the framework
- To negotiate or otherwise reconcile the terms of an assistance agreement/compacts
- To provide training to member country staff
- To process requests for assistance
- To coordinate bilateral support
- To deploy regional staff with recovery planning technical expertise to the disaster affected countries, but operate under the authority of the affected government
- To coordinate the overall recovery effort for the disaster affected government upon request
- Other (please specify)

Recovery Framework Scoping Survey

6. If a regional recovery assistance framework were established in your region, which of the following design concepts would make the most sense?

- [Cadre of existing regional staff] A cadre of recovery planning experts formed by the regional organization's existing staff is identified and trained in various aspects of recovery planning and operations. A database detailing cadre members and their skills is maintained. These individuals remain on standby in their regular jobs, ready to deploy to disaster impacted member states upon request.
- [Cadre of new regional staff] A cadre of new staff is created at the regional level, with part- or full-time responsibilities to support recovery planning region-wide, and to deploy to disaster-impacted member countries in the region upon request to assist with post-disaster recovery planning.
- [Cadre of national government staff] A cadre of recovery planning experts from each member country's government is identified and trained in relevant recovery planning functions. A database detailing cadre members and their skills is maintained at the regional level. These individuals are prepared to facilitate recovery in their own country if the need should arise, but also remain available for deployment to other member countries in the region upon request, as coordinated under an agreement facility by the regional organization.
- [Cadre of national and regional staff] A cadre of recovery planning experts from both the regional organization and from each of the member country's governments is identified and trained in relevant recovery planning functions. A database detailing cadre members and their skills is maintained at the regional level. Cadre members are prepared to facilitate recovery in their own country if the need should arise, but also remain available for deployment to other member countries in the region upon request, as coordinated under an agreement facility by the regional organization.
- Other (please specify)

7. Do you feel there are opportunities at the regional level to integrate -disaster recovery planning into existing DRR and development programs?

- No
- Yes (please describe)

8. Do you feel there are opportunities at the national level to integrate disaster recovery planning into existing DRR, development, and humanitarian assistance programs?

- No
- Yes (please describe)

9. Are there any potential partners in the region that are well-suited to support this effort (either through training or technical assistance)?

- No
- Yes (please provide examples)

Recovery Framework Scoping Survey

10. Training will be a key component to institutionalizing recovery planning capacity in the region. If provided with funding and technical support, how would you characterize each of the following with regards to their suitability as a training source in this effort?

	Not suitable	Suitable with significant support	Suitable with minimal support	Suitable with no support
The regional organization itself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional disaster management institutes or centers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
National government training institutes or centers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Universities and research institutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private training facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment

11. Given these capacities, what organization or entity would be best suited to provide recovery planning training (irrespective of any present capacity to do so)?

- The regional organization itself
- Regional disaster management institutes or centers
- National government training institutes or centers
- Universities and research institutions
- Private training facilities
- Other (please specify)

12. . In your opinion, how interested would the member countries in your region be to participating in a framework for recovery planning at the global level (extra-regional)?

- Not likely to participate in a global framework
- May be interested in participating in such a framework, but only if the terms were non-binding
- Would be very interested in participating in a global framework
- Other (please specify)

Implementation Needs and Challenges

Recovery Framework Scoping Survey

1. Describe how important each of the following would be to implementing a regional recovery planning framework in your region?

	Vital	Very important	Helpful	Unnecessary but welcome	Unnecessary
Funding for regional staff salaries (assuming additional staff)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding for additional facilities (e.g., to host training or for staff workstations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding for training equipment (projectors, desks, computers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding for office furniture and equipment (e.g., desks, computers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding to support meetings, symposia, and training sessions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding to support member government efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding to support travel during implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Materials (Pre- and post-disaster recovery training materials (instructor/participant guides))	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Materials (Recovery guides and tools)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training of regional staff in pre- and post-disaster recovery planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training of regional-level trainers (to support member country capacity building)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IT solution to create and maintain a roster of experts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical assistance (In-Person)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical assistance (Virtual)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical assistance (Facilitation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical assistance (Project management)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment

Recovery Framework Scoping Survey

2. What obstacles stand in the way of efforts to build recovery planning capacity among the member countries in your region? (check all that apply)

- Language (of training materials, of technical experts in the region)
- Access to training
- Lack of funding
- Availability of qualified/knowledgeable staff
- Concerns about reimbursement (for helping other member countries that are impacted, as in the case of a regional assistance framework)
- A lack of concern about recovery issues
- Access to technology
- Other (please specify)

3. How long would you expect it to take to establish a regional pre- and post-disaster recovery assistance framework as described in this survey?

4. How much engagement would you expect from IRP, its partners, and other global organizations in the establishment of a regional recovery assistance framework?

- No engagement required
- To get the project started
- Throughout the project on a case by case basis (upon request)
- On an ongoing basis
- Other (please specify)

Annex 4: Recovery Framework Project Background

This project has been initiated to for the purpose of creating long-term capacity for pre- and post-disaster recovery planning. The goal is to enhance and reinforce national-level recovery planning capacities by establishing regional- and global-level recovery planning and assistance frameworks. The project seeks to institutionalize the availability of training throughout the region, and formalize protocols that guide the sharing of personnel, information, and expertise both before and after disasters occur, for the purpose of significantly enhancing disaster impacted nations' abilities to conduct disaster recovery planning.

The UNISDR and its partners have continued to seek the strengthening of long-term disaster recovery planning efforts at the national, regional, and global levels through the building of technical and institutional capacities. The establishment of the International Recovery Platform has been instrumental to such efforts. This project furthers these goals by working in direct collaboration with regional and national governments in designing and implementing frameworks that support the sharing of knowledge and resources and building of capacities. This project aims globally at enabling high risk, less developed countries to establish the temporal link between preparedness, recovery and sustainable development by strengthening capacities for integrating DRR in pre-disaster recovery planning and programming. This is completely in line with the UNISDR Secretariat's Biennial Work Programme 2010-2011, and follows recommendations of Hyogo Framework for Action.

The International Recovery Platform (IRP) will be one of the key coordination mechanisms for the project implementation given its global coordinating functions in the area of recovery. The IRP secretariat is hosted by UNISDR and chaired by the World Bank Global Facility (GF/DRR), which optimizes coordination opportunities between both organizations in building an inclusive methodology for the project's implementation. IRP efforts on this project began in earnest at the International Recovery Forum (IRF by GFDRR, UNDP and UNISDR) on 11-12 January 2011, which focused on pre-disaster recovery planning capacity building. This further helped to synchronise the efforts of these organisations in this particular area of work. Following on a year of conceptualizing global recovery planning capacities and needs, the 2012 International Recovery Forum held on January 19 and 20 of this year, brought together representatives from several regional IGOs to discuss ongoing regional recovery planning efforts and to theorize the role that regional IGOs might play in the proposed frameworks.

The Global Facility have shown an interest in partnering on this action given their expertise in post-disaster recovery and related needs assessment. The GF/DRR Track III addresses capacity development on various recovery issues. This Action is also expected to build on the existing partnership between the UNISDR secretariat and the GF/DRR in the context of GF/DRR's Track 1 programme for disaster risk reduction at the global and regional levels.

The conclusions of the 2011 International Recovery Forum fed into the 2011 Global Platform for Disaster Risk Reduction (8-13 May 2011, Geneva) which hosted for the first time the World Reconstruction Conference, jointly with the World Bank. This innovation can be seen as an exciting development and opened up the field of risk reduction and its role in recovery and reconstruction to a new and expanded audience. The implementation of this Action and the delivery of its outputs will build upon the conclusions and recommendations of both the Global Platform and the World Reconstruction Conference.

Regional IGOs will represent valuable vehicles to mobilize political support and ensure an effective delivery of regional DRR Ministerial Conferences' recommendations on recovery planning aspects. Many of the activities will be undertaken in collaboration with partners at the regional level, as detailed in the log frame. The UNISDR secretariat and its partners will provide additional technical and financial resources that are required to implement the Action.

The primary target group would include functionaries from government and regional organizations which would create a standby capacity at the regional level available to any high risk country desiring PDRP support. All country related decisions will be taken as per the consultation with respective UN Resident Coordinator's offices. The primary trainees 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 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. Thus making sure that the policy making process in their respective countries or implementation of recovery programs encapsulate local knowledge, regional experience and international sectorial expertise. Key civil society organizations will also be engaged in the

training. 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 benefit the project as much as it will also enhance their capacities.

Project Objectives

Overall Objective

To reinforce the capabilities of national governments through the regional inter-governmental organizations and ISDR partners, in Pre-Disaster Recovery Planning (PDRP) 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. The defined indicator of success is the existence of at least one regional organization in each of the five world regions (inclusive of their sub-regions) which is able to provide technical support to its members states on pre-disaster recovery planning either directly or through an established network of practitioners from national, regional and global levels.

Specific Objectives:

- To undertake capacity development for pre-disaster recovery planning in at least 5 regional organizations (IGOs or regional technical centers) and 3 countries in each of the 5 regions
 - Task 1: Develop / adapt a set of training materials for the regional “Training of Trainers” (ToT) trainings
 - Task 2: Conduct regional level training of trainers for 5 regional organizations at either one global or respective regional venues
 - Task 3: Conduct a needs and capacity assessment of select regional organizations to identify the support required for developing/strengthening on PDRP and maintaining a roster of experts on pre-disaster recovery planning
 - Task 4: Develop / adapt a set of training materials for the country level training module
 - Task 5: Conduct country level trainings on an average of 3 countries per region over 5 regions (participants to include local government representatives of the Making Cities Resilient campaign) with involvement of regional trainers as and where possible
- To develop policy advisory for pre-disaster recovery planning (including the development of guidelines for integration of DRR into recovery planning, PDNA process, sectorial guidance notes on recovery, and monitoring and evaluation of recovery impact)
 - Task 1: Existing guidance material for each of the mentioned recovery related issues is reviewed to ensure that disaster risk reduction concerns are appropriately addressed and recommendations made to ensure that any shortcomings are addressed
 - Task 2: Hire a resource person through a consultancy for the development of the said guidelines
 - Task 3: Organize International Recovery Forum
 - Task 4: Monitor the incorporation of strategic recovery and reconstruction planning into the HFA-Monitor system
- To undertake technical resource development for pre-disaster recovery planning
 - Task 1: Production of a “handbook/manual” with best practices for elaboration of ex-ante contingency plans and pre-disaster recovery planning
 - Task 2: Translate training material into at least one other language
 - Task 3: Print, publish and disseminate relevant technical resources on pre-disaster recovery planning
 - Task 4: Strengthen available electronic tools and facilities, especially a simple-to-use e-platform

Annex 5: Recommendations for further action

There are a number of products and services that would be needed to support the enhancement of national, provincial, and local recovery planning both before and after disasters occur. These include:

1. Training and Education

National government staffs require greater access to opportunities through which they may enhance their recovery planning (ex-ante and ex-post) knowledge, skills, and abilities. Even in countries that have experienced disasters, and which have subsequently performed recovery planning in their aftermath, there may not have been access to the global experience and/or catalogue of lessons learned and best practices, thereby leaving much room for further learning. While training and education does currently exist in the area of recovery planning at select facilities, these resources are not often targeted to the needs of particular countries and/or governments (e.g., small island states).

2. Technical Assistance

Recovery planning draws upon a diverse range of technical expertise in a number of areas that include infrastructure, health, shelter, economic development, livelihoods, culture, the environment, and more. It is unrealistic to expect all nations' governments will maintain a staff possessing all areas of expertise required to meet the technical needs of a recovery planning effort. However, such resources do likely exist in part throughout the various countries within the region, at the regional organizations, and certainly throughout the world. The problem of closing these gaps lies mostly in the identification of such technical experts, the connecting of resources and needs, and the facilitation of opportunities for assistance.

3. Informational Resources

The recovery planning process is a systematic one, and one that benefits greatly from the documentation of past experience. Because recovery planning is not routinely performed by most governments, there exists little institutional knowledge to draw from. Therefore, informational resources (including such things as job-aids, checklists, guidance notes, and manuals) are extremely helpful in reducing what often amounts to improvisation or efforts that are otherwise performed in a way as to result in avoidable mistakes. However, as is true with training and education, informational resources are far too often created for a global audience and tend to be too general in their verbiage to meet individual nations' specific needs. Language is another concern in many cases. Nations interested in recovery planning require guidance tailored to the specific issues they intend to or need to address in their efforts.

4. Data and information

Like is true with response and mitigation planning, there exists a significant data requirement that drives recovery planning. In the post-disaster period this requirement is chiefly a matter of damage, loss, and needs assessments, but also includes such things as long-term development goals, the preferences of the affected population, opportunities for disaster risk reduction, and more. In pre-disaster recovery planning, there are information needs relative to anticipated disaster risk (including likely consequences) that must be applied to these aforementioned planning data needs. While much of the information must be gathered by the jurisdiction themselves, there are technological solutions, such as satellite imagery and regionally-focused hazard and risk assessment programs, that are very helpful in informing the recovery planning process.

5. Policy Direction

Recovery planning in practice requires policy actions to be effective to ensure that recovery can take place as intended. For instance, there are changes that must occur relative to permitting, reimbursement, liability, etc., that may not be immediately apparent to a planning team that lacks experience from a previous disaster. Governments stand to benefit from advice and direction on key policy decisions to be made, especially in the case where region-wide or global assistance mechanisms are to be established.

Specific Technical Development Needs at the Regional Level

The regional organizations are all currently involved to varying degrees in the building of their member countries' capacities (as guided by their mandates). Most regional IGOs are already structured in a manner as to support the provision of assistance that would be required to support a framework as proposed in this project (namely to enhance national, provincial, and local government capacity building in the areas of pre- and post-disaster recovery planning.)

There are four specific areas in which support would be at minimum desired, and in many cases required. These include:

- Funding, to support:
 - Staff
 - Training equipment
 - Office furniture and equipment
 - Meetings, symposia, training sessions
 - Member government efforts
 - Travel during implementation
 - Additional facilities
- Materials
 - Training materials
 - Instructional materials
- Technical assistance
 - In-person
 - Virtual
 - Project management
- IT Solutions

Critical Steps

Required Steps: Global Capacity Building Efforts

- Promote recognition of the vital need for recovery planning among regional organizations
- Support regional organizations' efforts to increase recognition of the value of, and correct misperceptions about, recovery planning
- Develop recovery planning guidance, and guidance on the development of recovery planning capacity
- Convene global workshops to foster best-practices in recovery planning capacity building, to enable mentoring opportunities, and to build support for capacity building efforts
- Coordinate inter-regional and global mutual assistance agreements (e.g., for the exchange of technical experts)
- Provide a global platform for the sharing of best practices

Key Stakeholders:

- International Recovery Platform (IRP) partners
- Donors

Required Steps: Regional Capacity Building Efforts

- Secure commitment from regional IGO leadership to address recovery planning capacity of the organization / member countries
- Promote the need for recovery planning among member countries
- Foster / conduct regional recovery planning workshops

- Secure commitment from national government leadership to enhance national-level recovery planning capacity
- Establish a budget for recovery planning capacity building activities
- Designate a recovery-focused program or office within the regional organization to serve as a regional focal point, and develop regional organization recovery planning capacity
 - Information management (including regional virtual network linked to global networks)
 - Coordination mechanisms
 - Communication protocols
 - Technical assistance
- Increase the regional organization recovery-focused human resources capacity (either through new staff or training of existing staff)
- Acquire / tailor / develop targeted recovery planning guidance for member countries
- Incorporate recovery planning activities into all disaster risk reduction initiatives (as appropriate)
- Identify / develop / promote recovery planning training and education programs
- Inventory technical experts in the region with general or sector-specific recovery planning expertise (roster of experts)
- Foster bilateral exchanges of recovery planning technical assistance
- Develop regional organization recovery planning capacity
 - Information management
 - Coordination mechanism
- Promote regional agreements that foster intra-regional recovery planning assistance

Key Stakeholders

- Regional IGOs
- Regional Financial Institutions
- Regional Emergency Management, Research, and Policy Institutes
- Regional Centers
- Member Country Representatives

Required Steps: Governmental Capacity Building Efforts

- Secure commitment among leadership at the national government level and among emergency management agencies to enhance recovery planning capacity
- Understand recovery planning requirements
 - Scope likely post-disaster recovery requirements
 - Assess existing recovery capacity at all levels, including local, provincial, national, regional, NGO, private sector, and others (as appropriate)
 - Identify recovery capacity gaps by sector
 - Infrastructure
 - Health
 - Shelter/Housing
 - Governance
 - Livelihoods
 - Psychosocial
 - Environment
 - Others

- Determine which agencies will be involved in ex-post or ex-ante recovery planning efforts, and assess whether staff fulfill the need
- Develop / access recovery planning training opportunities

Key Stakeholders

- National Government Agencies
- Provincial Government Agencies
- Local Government Agencies
- Non-governmental Agencies
- Universities and Research Centers

Annex 6: Acknowledgements

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