



Report on
Workshop for the Strengthening of Capacities for Post-Disaster Recovery
in Central America and the Caribbean
Havana, Cuba
July 17-23, 2007

I. INTRODUCTION AND BACKGROUND

Due to the strong impact of natural disasters in Central America and the Caribbean over the last few years, especially hurricanes and tropical storms in 2004 and 2005, the UNDP has focused, through BCPR LAC, in strengthening the early recovery management capacities of country offices (CO), which are key actors in the post-disaster recovery process in the context of Humanitarian Reform.

The “Strengthening of Capacities for Post-Disaster Recovery in Central America and the Caribbean” training workshop was organized by the BCPR Panama office, as part of its Preparations for Recovery programme, in collaboration with the Caribbean Risk Management Initiative (CRMI), and held in Havana, Cuba, from July 17 to 23. It brought together 32 representatives from UNDP country offices in 16 nations and Arab states, regional advisors for Africa who are members of the BCPR Early Recovery Team and the team leader, the New York and Geneva based staff, a participant from the European Commission, an expert on gender issues from ECLAC, a member of OCHA, and operations members from UNDP/BCPR and CADRI, among others. In general, the UNDP country office participants work in programme areas related to operations and to risk reduction or the environment; and they all have accumulated experience on the subject of recovery.

Sub-regional meetings on risk reduction have been regularly organized since 1999, in Central America, and since 2002 in the Caribbean. In 2003, the LAC Disaster Sub Practica Workshop for Latin America and the Caribbean held in Barbados gathered participants from 19 countries to promote the exchange of experiences and foster the process of establishing a community of risk reduction practitioners in the region.

The “Workshop for the *Strengthening of Capacities for Post-Disaster Recovery in Central America and the Caribbean*” has become a major benchmark for Central America and the Caribbean as it provided an opportunity to build the capacities of country offices and UNDP leadership in the post-disaster recovery processes while gathering experts in different areas such as gender issues, humanitarian actions and early recovery with the aim of recuperating existing experience, identifying available resources, laying the foundations for recovery and streamlining mechanisms.

The meeting was convened seeking the participation of the region’s focal points for risk reduction, the staff in charge of operation areas, project coordinators, UNDP associate resident coordinators, regional advisors and advisors from the Geneva and New York offices, as well as some strategic partners like the European Commission, OCHA and the Economic Commission for Latin America, among others.

The workshop’s chief goal was to provide a group of participants the opportunity to exchange ideas and facilitate interaction and dialogue.

The workshop was designed using a participatory methodology as a way of strengthening the capacities of field offices to accompany the recovery processes and in the framework of an exchange of experiences while generating awareness regarding existing mechanisms and resources at the regional and global levels.

“It is not about setting up a team of specialists but rather a group of generalists who know which doors to knock on and which mechanisms to activate to accompany recovery processes”

The report highlights the main components of the workshop and includes a set of complementary documents in appendixes. It is structured as follows:

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II. METHODOLOGY

A lot has been learned over the past few days... This is a committed team, a serious group; thanks for the opportunity and I hope we meet again soon

The workshop employed the methodology and materials developed by the UNDP/BCPR Regional Office in Bangkok for the workshop held in the region in March 2007. The materials were reformulated based on the Bangkok experience and adapted to the region. A fundamental approach was used to lay the foundation for programme officials and related staff to work together with recovery processes. This was the basic line followed in the sessions and exercises.

It was structured into eight work sessions spread out in six days¹ and focused on different thematic areas. Each session was designed to bring a shared view regarding risk and a gradual and comprehensive understanding of the recovery processes, not only conceptually but also in operational terms, always based the notion that the office, the officials and the functionaries must assist the resident coordinator and work together with governments in post-disaster situations.

Each session had its own methodological proposal that included: the definition of specific objectives, presentations, exercises, support material for the session and an outline of useful Internet sites related to the theme.

In coordination with BCPR, and with the support of facilitators and the CADRI office, each module was adapted and translated into English or Spanish (depending on the case) to allow participants a better understanding.²

The adaptations extended from presentations and exercises to support consultation materials. A process of revision and monitoring was in place beginning at the coordination phase to guarantee that the workshop met its objectives. It focused on both programmatic and operational aspects.

Varied and interactive methods were used to assist in the transfer of knowledge and the exchange of experiences. This included training and presentations, case studies, exercises, group work and skill development, and time for debate during the workshop.

¹ See Section IV on Design and Content

² See Methodology Session 1 on Early Recovery Orientation

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Among the key resources of the workshop are the Guiding Principles for Recovery and the Case Study, designed under the premise of generating a hypothetical case relevant to the region's reality. The Case Study was intended to trigger debate and to serve as a base for discussions in the different sessions. It was entrusted to the Bureau for Crisis Prevention and Recovery (BCPR) in Panama, with revision and assistance from Geneva by the Capacity for Disaster Reduction Initiative (CADRI).

A shared management modality was used, which made coordination and articulation essential for the different activities during the preparation and development of the workshop.

Among the workshop's key aspects were:

- **Accumulated Experience**

The lessons learned from Bangkok were key in designing the structure and materials for the workshop.

Additionally, the different actors' accumulated experience in recovery and risk reduction processes was instrumental in reviewing performance, identifying capacities, and defining lines for the future.

- **Coordination**

In a shared management scheme among actors from different institutions located in separate countries, coordination and articulation were essential for the different activities during the preparation and development of the workshop.

- **Participation and Exchange**

The workshop was intended as a space for participation and exchange of experiences. Thus, the design included group exercises and debates as tools for discussion. In this regard, it is worth mentioning that groups were structured taking into consideration the language of the individual participants along with their training and experience.

III. OBJECTIVES

General Objective:

The purpose of the workshop was to strengthen the capacity of UNDP COs so that they can better support the recovery needs of national governments as well as UNDP's responsibilities as Cluster Lead for Early Recovery.

Among the **specific objectives** of the workshop were:

- **Building capacities:** Contributing to improve the capacities of COs to enhance and accompany the recovery processes
- **Work network:** Contributing to the establishment or consolidation of a Practitioners Network at the regional level
- **Mechanisms and resources:** Expanding knowledge on the existing corporate mechanisms and resources that can support the work at regional and global levels.
- **Strategy:** Taking advantage of the window of opportunities that disasters offer to promote medium and long term development processes in conjunction with the development agenda and framework of the roll-out country
- **Planning:** Promoting preparedness actions for recovery in the framework of inter-agency plans as well as with governments.

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In addition, the Golden Rules of Recovery were drafted using a participatory approach, as a contribution to offices that could be involved in recovery processes.

IV. DESIGN AND CONTENT

The workshop was based on a form, method, and materials developed for the UNDP Regional Office in Bangkok for a workshop offered for their region from 6-13 March, 2007. The Bangkok materials were reformulated to reflect lessons learned from the Bangkok iteration; adapted to fit the unique objectives of this workshop; and contextualized for use in the LAC region (an overview agenda may be found in Appendix 2). The curriculum and methodology of the Cuba workshop were grounded in two previous regional workshops held in the region in Barbados in August 2003 and in Jamaica in June 2005.

The planning for this workshop, led by Angeles Arenas, BCPR Regional Advisor, was interactive and participatory in its design and execution and reflected inputs from BCPR colleagues in Geneva and Panama as well as from the training design team and the other consultants/facilitators. The sessions were designed to provide a progressive overview of recovery planning viewing it from several different angles during the disaster cycle always with a focus on risk reduction.

The subject of these sessions included:

- Session 0: Introduction to Disaster Risk Reduction
- Session I: Orientation to Early Recovery
- Session II: Post-Disaster Recovery Oriented Damage and Needs Assessment
- Session III: Post-Disaster National Recovery Planning
- Session IV: Recovery Coordination Skills
- Session V: Operational Support and Requirements
- Session VI: Resource Mobilization
- Session VII: Pre-Disaster Recovery Planning
- Session VIII: UNDP Surge Capacity for Recovery

In addition to charting out the road for recovery planning before, during and after a disaster, the training utilized the UNDP's Preliminary Post-Disaster Recovery Guidelines, lessons learned from recovery processes in LAC and shared developments in the preparedness for recovery projects. Participants were encouraged to identify recommendations and action steps for building recovery capacity at the country, regional and global level.

These sessions were linked to each other with the help of exercises that used the same case study. The case study was based on a fictitious disaster (Hurricane Bravo) and set in a fictitious country (Caribbeanland) that represented the disaster risk context in the LAC Region. The case study was revised from the Bangkok workshop to set the case in the LAC context.

A set of skill stations were also set up to give the participants a flavor of key recovery coordination skills and cross-cutting subjects including: UNDAC/OCHA Briefing and Transition; Media Briefing; Developing a Flash Appeal; Mainstreaming Gender; Key Terms and Concepts; and Securing Government Commitment for Recovery. Further, on the Sunday, UNDP-Cuba organized a field trip to a Risk Reduction Center and a school that also served as an evacuation shelter.

V. INSTRUCTIONAL METHODOLOGY

Overall, diverse and interactive methods were used to build the interest and generate experience-sharing across participants and with facilitators including training and presentations by facilitators and participants, case studies, surveys, exercises, working groups, skill stations and facilitated discussions during the workshop.

The curriculum was designed to build on the participants' knowledge and experiences to the fullest extent. Participants were divided in small working groups based on as much heterogeneity as possible in the groups with regards to experience, skill and knowledge, and country of employment.

Two working groups were composed of English speakers and the others were primarily Spanish speaking. The working groups remained consistent throughout the training although it was originally foreseen to shift groups so that individuals could meet and work with others, this proved unfeasible due to language constraints. The working groups were intended to also enhance the level of cohesion as individuals built relationships within their groups.

The use of the case study was intended to set the entire workshop in a multi-hazard fictional country and allow everyone to work from the same knowledge base and to depend less on real world events and more on problem-solving and experience. A further benefit of the case study is to reduce the overall influence of participants who worked on a particular event and who thus may say "this is the right way to do this". This, in turn, reinforces the point that there are often multiple possible solutions to a given situation. The case study was, of course, based on real events. This point could have been stressed to give the case study a more "real" flavor. The case study proved useful although there was a resulting reduction in actual case situations. This could have been mitigated to some extent by ensuring that lectures and presentations contained many actual event references.

The instructional design utilized an evolving set of exercises based on the case study. Participants were introduced to a new Resident Coordinator who relied heavily on the participants for advice and consultation. The exercises had the intent of showing the progressive nature of building a recovery intervention from the onset of an event, through the needs identification phase, leading to the development of a recovery framework, implementing recovery projects and culminating in pre-disaster contingency planning. Each session was designed with a presentation, exercise, and exercise debrief.

This placed the educational focus on increasing knowledge and awareness and using the shared knowledge and experience to solve the problem presented in the exercise. The exercises were further used either to apply knowledge derived from a presentation on the subject prior to the exercise or to be used as examples when the presentation was made after the exercise. Both approaches were used depending on facilitator preferences.

One day was devoted to a series of skill stations. Each skill station (see agenda and above for topics of skill stations) was facilitated by a different resource person. All skill stations ran simultaneously. Working groups rotated from station to station on a set schedule. This pedagogic variation was much appreciated by the participants for several reasons. It was a different non-plenary based experience and changed the cadence. Content was varied and delivered in short "bursts". Participants were "on the move". Each facilitator employed a different approach but most used the case study scenario.

Multiple facilitators were used to cover the various topics and sessions. This was a strength in the sense that the participants were exposed to "subject matter experts". At the same time it made pre-course planning cumbersome and reduced the overall seamless integration of the various sessions. Further, different resource persons employed different presentation and

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group discussion approaches reducing the overall consistency of the messages, to some extent.

The workshop utilized simultaneous translation in Spanish and English. This was a necessary but encumbering aspect. Some presenters were not experienced working with simultaneous translation and the speed and specific vocabulary sometimes proved problematic. The use of headsets added a further logistical impediment to participant's interaction. Sometimes, headsets failed and content was lost.

Handouts and exercises were offered in both Spanish and English. Printouts of PowerPoints from a selected number of presentations were available in both languages. It was not always possible to verify that the text in these were the same in both languages. In one session on Guiding Principles, the English and Spanish versions were different, contributing to unsatisfactory exercise outcomes. The requirements of producing two sets of translated materials were satisfactorily handled by the workshop team but did provide logistical constraints.

The workshop was originally intended to create a regional surge tool for support to UNDP country offices and the design was developed accordingly. In the run up to the course this orientation changed to one of enhancing the capacity of the participants to support their own country offices as opposed to being deployed to other counties in the region. This change in focus required changes in the exercise and a decrease in attention to team building as an outcome.

Even so, the participatory design built strong interpersonal relationships and increased the sense of a regional network. Workshop organizers used the fact that participants were from many different countries to organize parallel strategic planning groups to take forward Latin American and Caribbean initiatives. The length of the course was designed to build the "team" feeling resulting from a significant shared experience (including time off and recreational events).

VI. DEVELOPMENT OF THE WORKSHOP



The Regional Workshop for the Strengthening of Capacities for Post-Disaster Recovery in Central America and the Caribbean, held at the Melia Habana Hotel in Cuba from July 17 to 23, provided participants with substantive and operational information aimed at strengthening the offices' capacities to support countries of the region in dealing with disasters while incorporating development actions into early recovery.

The opening session, on July 17, was chaired by the UNDP Resident Representative in Cuba, Susan McDade; Jennifer Worrell, director of the Early Recovery Department, BCPR/Geneva; and the workshop organizer, Angeles Arenas, UNDP/BCPR Regional Advisor for Disaster Reduction, based in Panama. Alessandro Villa, who represented the European Commission, briefed participants on the different opportunities for financing and support that this regional institution makes available to countries besieged by disasters.

UNDP officials and other functionaries in Latin American and Caribbean nations benefited from one week of specialized training sponsored by the regional office of the Bureau for

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Crisis Prevention and Recovery (BCPR), based in Panama, with the support of specialists from New York, Geneva and Beirut.

As host office, the UNDP/Cuba delegation showed participants the Caribbean Risk Management Initiative (CRMI) project, which has demonstrated the advantages of protection against risks and the implementation of early recovery actions to reduce dangers faced by the population and their property in the advent of disaster. The programme extends to the whole of the Caribbean and conducts its activities in the three main languages of the region.

FIRST DAY

5.1- WORKSHOP OPENING

During the opening session, Susan McDade pointed out that the challenge for UNDP resident representatives was to efficiently face post-disaster situations from their offices, especially considering the lead role that the UNDP is called upon to play in coordinating the recovery processes and accompanying governments during them.

Jennifer Worrell pointed to the need of starting recovery from the humanitarian assistance phase. She went on to highlight the importance of a corporate and global approach to supporting these processes.

“We need to work at regional and national levels... There has to be people who understand what needs to be done and how to support recovery processes”

Worrel also stressed the need to have instruments, guidelines and specific capacities available, as well as compiling successful recovery experiences to effectively lead the recovery group.

From the perspective of a Resident Coordinator, the importance of this workshop lies in strengthening the capacities of the field offices

“Country offices are aware of the need to strengthen their risk reduction capacities to be able to respond to government needs during recovery processes”

In her address, Angeles Arenas, UNDP/BCPR Regional Advisor for Disaster Reduction, highlighted the work that BCPR has been conducting in support of risk reduction in the area. Arenas also noted the importance of the workshop as a space for debate and as an opportunity to strengthen the Practitioners Network.

She referred to the key role that BCPR has played in promoting a paradigm change in the handling of disasters in the region and the contribution that different countries have made regarding institutionalising risk management and the work carried out in knowledge management and the strengthening of capacities for recovery in different countries of the region, mainly through technical assistance and training. It is important to mention that the process has allowed for learning while doing. In this respect, she stressed the usefulness of reaching alliances with other strategic partners.

5.2- SESSION 0

In addition to the presentation by facilitators and participants, this session programmed an introduction on natural catastrophes and the risks context of the sub-region, their evolution, tendencies, and economic and social impact. Also, principles in disaster risk reduction, and the interrelation between disasters and development.

It was conducted by means of two exercises:

- **The first, an introduction**, revealed the ample existence of available experience at regional and global levels: professionals with skills in risk management and environmental work, and of actors from the development area;
- **The second, on recovery orientation**, sought to determine the participants' knowledge on the issue of recovery, not only at a conceptual level but also regarding UNDP commitments and key partners in this type of process, stressing lessons learned on post-disaster recovery. It was the first time that the recovery subject was addressed and allowed for the recuperation of a set of important reflections, among them the realization that recovery is a complex, continuous and integrated process, closely linked to the Millennium Development Goals, which grants it a significant intervention framework in the countries. The group discussions made progress in relation to lessons learned and "pending" issues in these processes.³

Following, workshop facilitator Stephen Webster presented the objectives, emphasizing Practitioners Network and the need to increase knowledge of existing mechanisms and resources at the regional level. This was equally stressed by Angeles Arenas, of BCPR, who called for the workshop to be seen as a space for systematization and as a platform from which to strengthen global efforts in support of the Practitioners Network and to establish the "golden rules" of recovery.

Two conceptual papers were presented:

- **Risk Context**, by Jennifer Worrell, which addressed issues like threats and exposure to threats as way of assessing vulnerability and risks. Worrell also spoke about the connection between development and the increasing level of losses resulting from disasters, which have risen exponentially due to the more frequent occurrence of events in recent years and especially due to circumstances related to development and the worsening of risk conditions.
- **Principles and applications of disaster risk reduction**, by Angeles Arenas, which aimed at highlighting risk conditions and structural factors related to poverty and governance. She also discussed the relation between disasters and development, and the recent trend of shifting focus away from the theme of threats towards risk management as a development problem.

5.3- SESSION 1: Early Recovery Orientation

The thematic focus was on Humanitarian Reform, working groups, UNDP global recovery experiences and mandates, possible applications of the "Guiding Principles for Recovery," and the circumstances prevailing in the context of early recovery in the aftermath of disaster. In addition, an analysis was made of case studies on efforts to integrate risk reduction into recovery programmes related to disasters and UNDP's impact on the building of local governance capacities.

To attain these goals, a presentation on Humanitarian Reform was given by Barbara Goedde, BCPR Geneva, in which aspects linked to reform were analyzed. Goedde then addressed the issue of recovery cluster, from the perspective of its characteristics, objectives and implementation, assessing the UNDP role as group coordinator. When dealing with this aspect, she specifically referred to the need of assessing, recuperating, reorienting and energizing efforts underway in the country.

³ See Session 0

“If there is a certain coordination in place that is working, we should use it, there is no need to change something that has worked in a particular country”

During the closing of the first day, Jennifer Worrell gave a presentation on **“The Role of the UNDP in Coordinating and Programming Early Recovery”** with a focus on clarifying the UNDP’s role in recovery.

Her presentation stressed aspects including the concept of recovery and the UNDP’s role as coordinator and inducer of the post-disaster recovery processes.

SECOND DAY

Continuing from where the first session left off, the second day began with an exercise conducted by Angeles Arenas entitled "Understanding Post-Disaster Chaos," which put participants into a situation where they had to assist the UNDP resident representative in understanding the dynamics of the process as well as in identifying the key elements needed to establish a coherent framework of intervention and to articulate recovery within the development programme.

Arenas focused on typical situations that arise during such events and what the office should do, mainly in relation to the support it provides to government and how to integrate this support with that being offered by other missions. This is done by establishing coordination levels and policy influence mechanisms, and meeting the challenge of starting recovery immediately after the disaster and ensuring that it responds to demand.

Following was the presentation "Reflections and Experiences in Supporting Early Recovery Processes in Latin America and the Caribbean," in charge of Angeles Arenas, who discussed the processes that BCPR has supported and lessons learned, particularly in the areas of coordination and integration of the recovery cluster.

“I’m happy to know there is a strategy. I would like to know how I can access the available BCPR knowledge and products after the workshop has concluded”

Arenas then spoke about the challenges, such as the lack of human resources, and outlined the work lines and concrete areas in which BCPR can provide support, with an emphasis on the assessment of recovery needs and assisting in the drafting and implementation of recovery plans as well as in resource mobilization.

“country offices should be aware of the advantages and support that BCPR can provide, and be ready to use them”

The exercise “Guiding Principles of Recovery,” conducted by Angeles Arenas and Laura Acquaviva, of the UNDP-BCPR Early Recovery Team, deserves special mention. It dealt with the minimal standards needed to operationalize the UNDP Guiding Principles for Recovery. Work in teams allowed participants to debate on each one of the ten recovery principles, including coordination, increasing security standards, making use of on-going initiatives, promoting a participatory approach and decentralization, among others.

In the case of coordination, the need for a comprehensive approach and the promotion of joint actions was highlighted. Regarding the use of on-going initiatives, the emphasis was put on the revision and adaptation of development and investment plans and the importance of avoiding parallel work lines. The principle of improving livelihoods stressed the participation of those affected and the promotion of changes in soil use. Lastly, linked to disaster risk reduction, it was noted that policies need to be revised and specific projects promoted to increase capacities, at the level of intermediate leadership and authorities in general.

5.4- SESSION 2: Post-Disaster Recovery Oriented Damage and Needs Assessment

The session addressed the importance of assessing the damage, tools, mechanisms and needs oriented to recovery. For example, ECLAC, REDLAC and PDNA, with a focus on strengths, weaknesses and potential applications; and the role of the government, allies and other external support mechanisms in analyzing the results of damage and needs assessment.

Hosseim Kalali (UNDP/BCPR) and Max Bonnel (OCHA) were entrusted with the conduction of this session, which consisted of two presentations:

- Introduction to damage and needs assessment in recovery
- Rapid needs assessment in the context of Humanitarian Response

Hosseim Kalali focused on the issue of damage assessment. He referred to existing gaps between needs and response, and conducted a conceptual analysis of needs assessment as an exercise in recovery planning. He defined the components in the assessment process, with an emphasis on the available data, information and risk assessment. He concluded his presentation with a reference to existing methodologies, including ECLAC's.

Closing the session, Max Bonnel presented the OCHA methodology and made reference to the methodology developed by REDLAC. He noted that an agreement is still needed concerning a common methodology for rapid assessment and spoke about the importance of information management, and concluded by outlining a few of the existing tools, such as www.redhum.org.

THIRD DAY

5.5- SESSION 3: Post-Disaster National Recovery Planning

This session aimed to advance the analysis of establishing early recovery frameworks for various sectors, such as shelter, minor infrastructure, livelihoods and complete assessment of capacities; identifying and promoting risk reduction activities within recovery; promoting an effective community participation; and describing models used to organize the government's approach in building (short, medium and long term) institutional agreements for recovery.

Angeles Arenas, Laura Acquaviva and Housseim Kalali put on the session, which included three debate exercises and sessions:

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The first one, "**Challenges of Recovery**," focused on identifying specific and priority areas or sectors for recovery, as well as determining the challenges to ensure an opportune and sustainable recovery.

Regarding the main challenges, the work in groups identified the need to set priorities, define policy lines, identify those responsible for implementation, reach an agreement for recovery framework, generate a mandate, assign resources and build alliances with the strategic partners; and, with a medium-term vision, foresee that recovery activities are linked to development plans and are inclusive.

"It is important to know there is a wealth of experiences available, and that government has to respond to impending needs, but not before establishing a policy framework to deal with the issue"

The second exercise, "**Developing the recovery framework**," was based on the premise that the government had defined recovery objectives and work should be carried out along this line to identify key sectors, estimate costs and propose institutional arrangements.

The groups worked on drafting a proposal beginning with defining needs; formulating objectives, guiding principles and strategies (linked to the recovery guidelines and principles); working out institutional arrangements; and estimating costs. The different work groups were able to advance in the exercise with the recovery focus developed during the workshop.

"during a disaster there is an opportunity to address the gender equality issue, to encourage young people to participate and to address ethnic issues"

Following this was the exercise "**Developing UNDP Programmes**," facilitated by Angeles Arenas, Laura Acquaviva and Housseim Kalali, and aimed at advancing the design of projects that help operationalize the recovery framework.

The exercise had groups design recovery projects after the passing of Hurricane Bravo in Caribbeanland. Once project typology was identified, the group moved on to defining objectives and results, estimating costs, and monitoring and assessing mechanisms; with an increasing importance placed on the process induced by the working mechanism and extending to defining key areas and programmatic frameworks for recovery all the way to establishing specific projects.

The plenary session featured the participation of associate resident representative from Trinidad and Tobago, Claudio Providas, and Housseim Kalali, and looked at the strategies and care involved in defining counterparts, the mechanisms for hiring NGOs and, in some cases, the need to avoid that consultations become power plays, as they are key steps in developing and implementing UNDP programmes.

FOURTH DAY

5.6-SESSION 4: Recovery Coordination Skills

This session dealt with identifying key areas for coordinating recovery and the transmission of procedures and practices related to the OCHA/UNDAC transition, securing government commitment, and inserting early recovery projects in the Flash Appeal, among others. It was structured on the basis of short exercises as follows:

- UNDAC/OCHA Transition– Max Bonnel
- Media briefing – Alberto De Pérez
- Mainstreaming gender – Asha Kambon

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- Securing government commitment – Rocío Chaín
- Flash Appeal – Carmen Salguero
- Basic Recovery Concepts - Juan Carlos Orrego

Participants highly valued the work dynamics of this session and the methodology employed.

FIFTH DAY

5.7- SESSION 5: Operational Support and Requirements

Seeking to operationalize the recovery processes, this session focused on identifying the relevant operational requirements and support for the formulation, implementation, monitoring, evaluation and ending of early recovery related programmes and projects. It stressed the importance of using the UNDP Results Management Guide and the tools and policies regarding providing supplies, human resources, monitoring, evaluation, and the use of telecommunications technologies.

The session was in charge of Carmen Salguero, UNDP/BCPR - New York, and Claudio Providas, UNDP associate resident representative in Trinidad and Tobago.

Providas presented the challenges of recovery and discussed the roles of UNDP, mainly regarding funding and resource mobilization. Providas pointed out that UNDP has good tools and formats available, including the UNDP's Programming Manual and Results Guide, and he referred to UNDP programme cycles and types of projects. He made a special reference to the role of ATLAS and then focused on the projects, their development justification and execution modalities.

Regarding support and operational requirements, Carmen Salguero highlighted the need to institutionalize the work of field offices during emergencies and emphasized the need for communication and coordination mechanisms between the programme and operations areas to facilitate work during the crisis. Concerning operational issues, she said there should be tools and mechanisms to facilitate the purchasing processes and access to inputs during an emergency, along with the awareness that proposals have to be easy to implement.

“During recovery there has to be a strong message from the resident representative so that the office understands the role that the UNDP needs to play in the framework of a crisis”

“We need to keep our feet on the ground, proposals have to be practical and results must be delivered on time; if we cannot deliver, we should not go in”

During the discussion, consensus emerged around the need for a process of exchange of experiences among countries and the need for a concerted effort regarding procedures.

The following observations were made in this regard:

- Existing regulations in the different countries can be an obstacle and need to be thoroughly revised, including an assessment of the execution modality for reconstruction projects.
- The lack of acquisition procedures during the emergency and recovery phases hinders field offices and the recovery processes.

- The existence of a mandate to act in a coordinated fashion as a system, but without the necessary procedures to operationalize a coordinated action presents an obstacle for system's agencies.

In this respect, Angeles Arenas highlighted the need to work harder on the subject of procedures, especially related to recovery, to avoid hindering the work of field offices.

“Sometimes, exceptions to the norm are used, this often depends on the RC; if decisions are not made, paralysis takes over, hindering action. BCPR can provide support with human and economic resources, and funding”

5.8-SESSION 6: Resource Mobilization

Angeles Arenas conducted this session which focused on potential financing sources for recovery within the UNDP and from external financing organizations such as ECHO, Spanish Cooperation, the European Commission and other donors. It also dealt with available consultancy services regarding the use of the Flash Appeal and the development of projects to access Trac 1.1.3 resources. A panel discussion was held on identifying priorities and procedures in connection with external financial allies, such as the World Bank and the Inter-American Development Bank; modalities to achieve government commitment to finance recovery; and formulating comprehensive fundraising strategies for recovery with short and medium-term perspectives.

Following was a discussion on available and potential funds at the different levels, such as OCHA emergency, TRAC, CPR, TTF and Flash Appeal; as well as funds aimed at providing a foundation for recovery, including TRAC III BCPR, the European Commission and the World Bank. For each case, priorities were set as well as categories.

A second moment was a panel discussion that opened up with a reflection regarding the scope of disaster risk reduction, by Alessandro Villa, of the European Commission. Villa underlined the importance of discussing early recovery and added that the workshop was of great value in helping him become better acquainted with the topic and with the opportunities available in the region. He said that upon his return he intended to pass on all that he had learned to the European Commission.

“Over the last few days I have learned that we need to create awareness of disaster risk reduction, clarifying that it is not only about early recovery”

Several people took the floor to expand on the subject of funding: Housseim Kalali referred to Global Facility, a World Bank tool for disaster risk reduction; Alessandro Villa noted that the European Commission is working with the World Bank in shaping the Global Facility; Max Bonnel spoke about the OCHA funds; and reference was made to the “instrument for sustainability” that can provide as much as 20 million Euros for an emergency.

“A lot has been learned; I leave with the idea of trying to incorporate this system and turn it into joint work”

During the closing, Alessandro Villa acknowledged the importance of the workshop and stressed the need to join efforts and design joint work mechanisms.

An exercise on resource mobilization took place at the end of the session, conducted by Angeles Arenas. The exercise encouraged participants to discuss possibilities for resource mobilization by country offices and to define specific activities that can provide funds to the

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recovery team, identifying potential sources such as UNDP, CERF and other donors, and determining the priorities of partners, etc.

Significant progress was made regarding ways to access funds. The process was explained in its entirety, from needs assessment to the drafting of proposals, designing the recovery framework, writing project profiles, meeting with donors, how to send projects to BCPR, and monitoring and evaluation structures.

SIXTH DAY

5.9- Session 7: Pre-disaster Planning for Recovery

This session was headed by Jane Mocellin, UNDP Barbados risk management focal point, and Juan Carlos Orrego, associate consultant with the BCPR LAC Early Recovery Team. It focused on identifying key stages and approaches for recovery contingency planning. The session integrated recovery planning to the IASC contingency planning process and developed a model for assessing UNDP country office capacities for managing early recovery. The session also presented an application study to identify the methods of assisting governments in recovery planning.

Jane Mocellin presented "Mainstreaming Risk in Contingency Planning," in which she addressed CO mandates to integrate emergency management and contingency planning. Mocellin then outlined an emergency-recovery plan with an emphasis on coordination, reinforcing issues dealt with previously in relation to the UNDP's role in coordinating recovery, and highlighting the prevailing controversy between programming and coordination responsibilities.

Mocellin also spoke about recovery objectives and addressed IASC and UN responsibilities during different stages (72 hours following, and after 72 hours). Finally, she pointed out that among the lessons learned was that there is not a specific contingency plan model that can be used for all situations, as the specific characteristics of each country must be considered. Nevertheless, she stressed basic elements for all contingency plans such as risk and threat maps, scenarios, actors' capacity, risk reduction measures and harmonization among agencies. She closed the session with an exercise in which the different groups focused on the incorporation of recovery in the contingency plan to be implemented in the future.

Juan Carlos Orrego presented "Assisting Government in Preparing Plans for Post-Disaster Recovery." In a clear way, he outlined the support strategy for these kind of processes, addressing issues including identifying lessons learned and their socialization, institutional frameworks, policy aspects, the strengthening of the UN's role in the recovery processes, identifying resources, and developing recovery strategy.

The session closed with an exercise covering all seven key aspects:

- 1- Identifying, along with government, the lessons learned in post-disaster processes.
- 2- Learning and socializing lessons learned during recovery processes in Latin America.
- 3- Identifying and analyzing the existing and/or advisable institutional framework for post-disaster recovery processes.
- 4- Strengthening the role of the agencies in recovery processes.
- 5- Identifying necessary financial, technical and logistic resources; specialists in livelihood, project analysis in the light of recovery processes, etc.
- 6- Defining action models and benchmarks.

- a. Structuring the recovery plan (norms, regulations, etc.)
 - b. Planning timetable
- 7- Developing a work strategy, plan or course to assist governments in the institutionalization of recovery policies and mechanisms.

5.10- Session 8: Regional Recovery Capacities

Participants were asked to suggest actions to build regional capacities in the context of the global building of UNDP capacities.

Ian Thomas Hiemstra presented the Global Surge Project, starting with an overview of the different aspects of the programme, followed by an explanation of what SURGE is:

A programme developed to boost UNDP's operational capacity to respond quickly and effectively to the demands that arise during a crisis;

- oriented towards immediate response and not to crisis response;
- does not focus on recovery aspects;
- aimed at contributing to UNDP alignment with other agencies.

Hiemstra also pointed out that an outline for permanent hiring and coordination mechanisms are currently being developed, adding that there are already 70 pre-selected individuals in 12 fields, who have completed 4 missions in 3 regions.

Finally, Ian Thomas Hiemstra noted that financial and administrative regulations is the most debated theme in relation to this topic. He added that BCPR must continue to move forward with this issue so that field offices do not have to work with exceptions, and so that pre-established frameworks and regulation flexibility mechanisms are established for working during a crisis and recovery.

VII. EVALUATION

For evaluation purposes, participants were asked to complete daily evaluations and a final evaluation at the closing session of the workshop, and to provide oral feedback throughout the workshop.

Summary Evaluation

In the Summary evaluation, completed by 17 individuals, participants were asked to comment on the overall training method employed, the use of case studies, exercises, etc. Participants were positive and expressed satisfaction about the content of the workshop and its methodology.

Special note is made of the following comments.

Eight participants explicitly mentioned in the final evaluation (and also in the daily evaluations) that the skills stations (day four) were the most interesting, dynamic, and useful components of the workshop both for the instructive methodology employed and the content.

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In relation to the case study, four participants expressed the value of using a case study from a real country. Other participants mentioned that the case study could have been used more during some of the workshop sessions.

Three participants noted that the exercises were very useful as they facilitated the link between theory and practice. Seven others felt that more real life examples should have been included in the sessions. They felt that the extensive experience of several of the participants (including those coming from other regions) could have been better drawn on by encouraging participants to share concrete examples.

In regard to the length of the workshop, one participant said that occasionally presentations were too long and that the workshop could have been reduced by a day or two by abbreviating and/or dropping some of the presentations. Others felt the length of the workshop was too short for the intricacy and number of topics. Two participants noted in their final evaluations that too many topics were addressed in too short of time. Additionally, two people considered that the workshop was too long. One participant suggested starting the workshop on Monday. Time management of the sessions and some interventions could have been tightened according to some participants.

As part of the summary evaluation, participants were asked if the courses were to be offered again, which topics should receive more or less attention. The following table summarizes those responses.

Session Evaluations

At the end of each day, participants were asked to evaluate the sessions for that day. A table displaying the individual session evaluations is available in **Annex No.3**.

Resource Person Evaluations

Participants were asked to comment on the facilitators, trainers and resource persons. The facilitators' pool was generally rated between very good and excellent. The facilitators were particularly valued for their skills and knowledge, and for the empathy they established with all participants. Two participants expressed some concerns over the cost of using such a large number of facilitators for a workshop (especially those who traveled long distances).

One participant underlined that facilitators need to improve their discussion management skills and avoid repetition in group work reporting. Two urged that facilitators be more attentive to the degree of concentration of participants and adapt their methodology to the receptiveness of the audience.

Outputs

The training helped produce the following works:

- a CD containing course materials, including pre-workshop reading material, participant workbook (composed of presentations and exercises), detailed lists of references and resources, and other relevant documents. Most of these materials are available in English and Spanish. Following the workshop, a finalized version of the workshop design and materials will be made available to help support future delivery of the same or similar workshops.
- a set of recommendations for 'Golden Rules of Effective Disaster Recovery'. (Annex No. 4); and

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- a roster of regional resource persons detailing areas of competencies as required to support recovery.

In relation to this roster, participants were asked what function they felt most prepared to undertake as part of supporting early recovery planning and implementation. They were also asked to name the functions which they had less preparation and what actions they needed to take to become more prepared. **Table No.2** summarizes these responses.

VIII. CONCLUSIONS AND RECOMMENDATIONS

Objectives were successfully achieved and the workshop met the needs and expectations of participants due in part to the methodology implemented in setting up the working groups⁴ and the group rapporteurs, by the role played by different facilitators, and by the coordination activity of the UNDP/BCPR team. Added to this was the creation of a highly participatory scenario in which participants were able to express their opinions and expectations, discuss, and share objectives, thus setting up a common ground for the development of the sessions. Language differences did not pose any barriers, and the work of the interpreters contributed to fluent communication and understanding.

However, aspects raised by participants need to be considered and solutions found, particularly in regards to what was seen as an over-packed workshop agenda, or stated differently, to look for ways to improve the design of concentrating all activities into one week, so as to facilitate participation and generate more opportunities for social activities.

By implementing a debate, training and exchange methodology, the workshop consolidated a common vision of recovery challenges. Topics ranged from the concept of risk to recovery preparations, in terms of a conceptual and, especially operational framework, as existing tools and procedures are seen as contributing factors to field office interventions during the recovery stage.

To this end, the workshop provided participants with a notion about the existing capacity. Key aspects in this regard were clarifying and building consensus on BCPR's role in providing assistance, coordination and incentives related to recovery in the region, not only following an expressed mandate, but also by providing a solid background in assisting risk reduction and recovery processes.⁵

An important achievement was the strengthening of the practitioners network especially identifying capacities and leadership in specific thematic areas in the different offices according to their experiences.

The work of focal points, a parallel activity during the workshop, allowed for the identification of existing strengths, weaknesses, opportunities and threats to help make the network operational and to boost the topic of recovery in the region. Major aspects are detailed as follows:

⁴ Six working groups were set up, four Spanish-speaking and two English-speaking. Groups were set up based on language and experiences, while allowing new participants to share with actors with vast experience in the region.

⁵ See Results

TABLE OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS	
ASPECTS	COMMENTS
STRENGTHS	
<ul style="list-style-type: none"> - Recognition of installed capacity; - Presence in the region; - Capacity to develop programmes; - Network of contacts and knowledge; - Multi-disciplinary experienced that can be systematized and capitalized for the practitioners network; - Human Development Report (HDR) as a resource for risk reduction work; - South-South cooperation; - Impartiality; - Influencing donors agendas (EU) in the relationship between disaster-development; - BCPR services and regional capacity; - Interest in and boosting interagency work. 	<p>Some factors significantly contributed to boosting recovery and making it operational, including installed capacity, experiences in different countries, BCPR services, as well as boosting programmes that are key aspects for a programmatic action in the region.</p>
WEAKNESSES	
<ul style="list-style-type: none"> - Inflexible administrative processes - New challenges posed by interagency work: Manage UN Reform ...¿Do we have the capacity? - Overloaded focal points - Lack of specialized and/or trained human resources at the offices and a lack of practical tips - Limited BCPR personnel and weak network mechanisms - Lack of specific mechanisms adjusted to given needs - Weaknesses in mainstreaming risk reduction with other areas or key UNDP topics - The allocation of human resources from other agencies in the system (OCHA, EIRD, BCPR) do not respond to country demands, but rather to global strategies and proposals (national advisors concentrated in one country, while there is no support in others, along with the need to integrate resources with more equal distribution) - Resident representatives do not always have an interest in and a vision for integrating and implementing risk reduction and disaster management topics, or in boosting the topic and the agenda beyond emergency response. 	<p>All of the mentioned weaknesses have singular significance as they can hinder the processes, either at the office or coordination level. They are related to human resources and mechanisms, and to the operative topics of the offices themselves, with a particular stress on work overload and the difficulties of combining risk reduction and recovery within a development agenda.</p> <p>Another hurdle is posed by agency agendas versus country needs, a problem that must be overcome, as adapting to the priorities set by counterparts is essential.</p>

OPPORTUNITIES	
<ul style="list-style-type: none"> - Include RM in development programmes; - Link to climate change; - Operational rules (key points or golden rules). - Current experiences and their possible application and exchange; - Possibilities and demands for assistance and reinforcement by countries; - Possibilities to combine risk reduction with other topics; - Possibilities to integrate actors, partners, information bases, networks, counterparts, etc; - Interest of other agencies and donors in the issue. 	<p>Each opportunity stems from the existing advances, largely thanks to BCPR, and represents a major challenge. Noteworthy, are the possibilities to combine RM with development and climate change, which is largely thanks to recent attention of this problem at a global level, raising the interest of agencies and donors. On the other hand, the concrete possibility to meet country demands is also important. This is possible because of the background and experience of BCPR in the region.</p>
THREATS	
<ul style="list-style-type: none"> - Operational vs. substantive; - Competence and duplicity; - Weakness of official or country agencies in charge; - Prevailing weak links between climate change and risk reduction; - New capabilities and initiatives by other agencies and donors that do not always recognize progress made or current or past methods used 	<p>This analysis highlights critical points: institutional actions for risk reduction and recovery, and inter-agency competency are aspects to take into account. Also significant is the need to encourage offices to generate permanent processes so that the issue is not only discussed under exceptional circumstances.</p>

The workshop further advanced the drawing up of a joint work plan and the identification of concrete actions to implement progress achieved in the region —based on installed capacities—, as well as the commitment by different actors, all the while taking into consideration each of the abovementioned factors, which can either foster or hinder joint work.⁶

Group work also allowed for the participatory building of tools, particularly the GOLDEN RULES for recovery, a key tool that can be used as a guide for offices that need to take part in recovery processes, and a tool that includes key elements for the post-disaster stage and preparations for recovery.⁷

These and other aspects were highlighted during the evaluation of the workshop by Angeles Arenas and Jennifer Worrell, who also pointed out that:

- **“The workshop is not an isolated initiative or an academic proceeding, but should be conceived as part of a collective construction process;”**

⁶ See 9: Results

⁷ See 9: Results

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- To this end it is important to make a corporate effort that promotes a paradigm change by leaving behind reactive approaches and by strengthening the new paradigm promoted by the UNDP.
- Joint actions must be promoted to advance in a sustained process based on defining institutional agreements.
- Progress must continue in building mechanisms...

“We must draw up a report on risk reduction and urban risks; and plan with the country regional strategies, South-South cooperation, gender and disasters, technical assistance, coordination capacity for early recovery; support governments and the system; reorient ongoing projects; and support resource mobilization.”

IX. RESULTS

Participant evaluations of the workshop were highly favourable.

The event provided a perfect opportunity for meeting and exchange among focal points, and key management persons from country offices, regional offices and headquarters. It fostered the discussion of strategies to consolidate the work in the region by identifying main strengths, opportunities and challenges for the regional practitioners networks, along with future approaches to increase integration and teamwork, with an emphasis on the definition of the role played by UNDP/BCPR Panama in the coordination of actions at the regional level.

Some of the major results of the workshop, achieved from the work of the groups and focal points:

1. Networks Experts network and working platform for joint action
2. Golden Rules of Recovery Completed a set of rules for recovery
3. Coordination Advanced in the process of regional coordination work and in the identification of mechanisms <ul style="list-style-type: none">• Technical advice, coordination and facilitation of regional work: BCPR Panama• Operational follow-up: BCPR New York• Strategic alliances: CWGER, UN, REDLAC• Central strategic topics: priorities
4. BCPR Services To boost, accompany and facilitate the recovery and risk reduction work at the regional level
5. Communication platform As a tool for information, exchange and work, fostered by the countries

1- Networks

1.1- Establishing the experts network

This outcome was achieved in line with the objectives of the workshop.

During the event, each participant offered data related to their field, with the aim of drawing up a human resource map, including the areas of experience within the group and a directory. This help consolidate the network of colleagues from the region and fosters direct connection with those whose experiences may be useful for others. The information was collected during the workshop and integrated by BCPR Panama and in the context of the project "Preparation for Post-disaster Recovery in Latin America and the Caribbean." The initiative will also be carried forth with the implementation of a process aimed at expanding this network to further boost specialized human resources and overcome existing shortcomings.

The network should include human resources from the offices, specialists from key sectors in different countries and United Nations volunteers or other professionals linked to public services with the capacity to support the design and implementation of mid-term and long-term recovery processes. To this end, country offices committed to propose specialists who could join the network from their own contact networks.

2- Golden Rules of Recovery

The workshop foresaw consolidation and agreement on at least ten key aspects to facilitate offices in providing assistance to governments in recovery processes.

The initial idea was that such tips would embody the offices' experiences and include rules or principles for recovery, which were largely discussed during the workshop. A debate took place on the challenges faced by country offices that generated a document that could be turned into a tool for the offices taking part in recovery processes and in this way improve the assistance offered and clarify the UNDP's role during recovery, and as a recovery cluster coordinator.

The work in groups and reflections made during the closing plenary session fostered debate; **however, these key points, which may continue to be enriched, constitute a first approach to the systematization of the experience of field offices in the region. They could also lead to the implementation and regional adaptation of the set of recovery rules and principles.**

The group work and discussions defined tips along with a ranking system, establishing priorities based on the awareness level of proposals generated by different groups.

Key points were brought up, including contact with government, legal and institutional aspects, recognizing and combining ongoing initiatives, communication, and the drawing up of recovery demands starting from the crisis stage .

An important step was the consensus that each golden rule constitutes a key aspect for country offices to be able to efficiently accompany and offer technical assistance to governments in post-disaster situations, by contributing to the design and implementation of complex recovery processes which:

- involve different actors;
- demand a shared vision and strategies;
- should guarantee the articulation of sectoral interests;

- have particular handicaps such as the institutionalism and regulatory frameworks of the different countries;
- may fall into the trap of only attending to emergency needs ...

but which, for the countries, constitute an opportunity to consolidate development processes and initiatives, and to generate mechanisms and proceedings for joint action aimed at the sustained reduction of risks.

3- Coordination

It was clear that future recovery work in the region is a complex process that poses challenges such as efficiency, follow-up and coordination.

The task, as has been explained, involves actors at national and local levels, non-government organizations, and actors in the private sector, UN agencies and others.

In the framework of Humanitarian Reform, the UNDP is in charge of organizing the recovery processes, and in this context, a strong coordination is necessary in operational and thematic aspects.

The workshop brought to light the existence of a significant installed capacity in the region. The BCPR, as the technical wing of the UNDP, has boosted a paradigm change over the past few years and has developed methodologies and tools to accompany risk reduction and recovery processes. To this end, it has assisted governments in developing institutionalization and has contributed to policy making and favoured the creation of knowledge bases.

However, despite all the abovementioned aspects, many field offices are not fully aware of the existing opportunities. Still pending is the design and implementation of mechanisms for action in recovery processes; in other cases, the access to resources — technical assistance or funding— is not clear, since even at the UNDP/BCPR level there are undefined or duplicated roles, or procedures that require adjustment, promotion and modifications to make them operational. These factors, which have been explained in detail here, hinder post-disaster actions and underline the importance of investing in recovery preparations ahead of time.

It is also important to mention that the workshop allowed participants to agree on some key points to overcome the abovementioned challenges, particularly as to effective coordination of recovery processes in the region and the roles to be played by different actors in order to facilitate such actions; including the following:

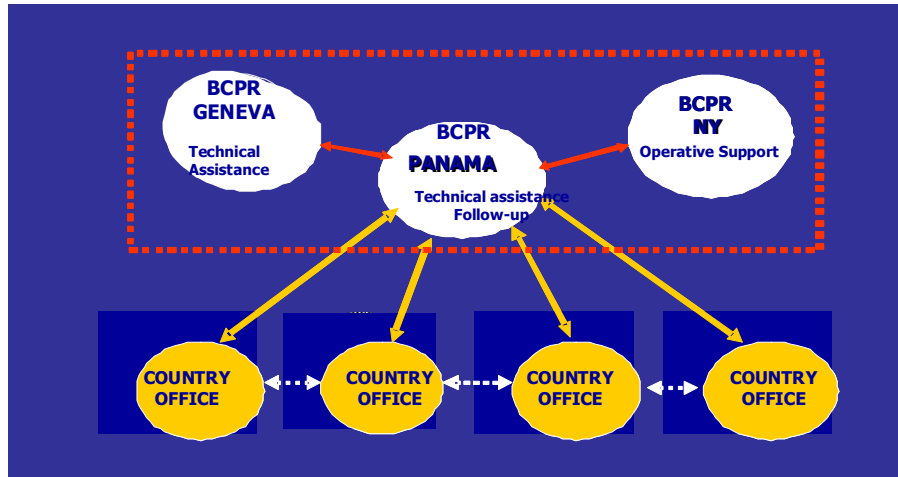
- **Technical Assistance: BCPR Panama**

The Panama Office is in charge of coordinating technical assistance based on its installed capacity and experience.

This role includes operative and thematic aspects and underlines the responsibility of BCPR, its presence in the region, its thematic leadership, its available specialized human resources and its operative mechanisms for contracting and starting operations at the disposal of field offices. Its installed capacity and background in fostering the topic and making it operational facilitates the coordination of the processes in the region.

To this end, it is clear that the mechanisms to request technical assistance by the offices is through Panama, which will then articulate the means and actions to make it effective, while following up the process with the support of BCPR offices in New York and Geneva.

- **Operative Follow-up; BCPR New York**
With the support of the members (officials), the workshop agreed that once the assistance process for the countries of the region starts, the BCPR New York office will be in charge of the operative follow-up, which is a key action in monitoring the processes.



- **CWGER (Cluster Working Group on Early Recovery)-UN-REDLAC Alliance.**
Aware of the complexity of recovery processes and their multisectoral dimensions, the workshop emphasized the need to articulate actions based on strategic alliances that favour the concerted activity of the agencies, and that create a permanent mechanism for action or a programmatic intervention framework that avoids superposition and maximizes efficiency.

4- BCPR Services

Based on the experience gathered and the existing capacities at regional levels, the workshop identified two types of services that the BCPR can offer to country offices and, via them, to governments, providing continuity of the process implemented in 2001 with the aim to strengthen recovery capacities in the region.

Some of these services are:

- Strengthening the capacities of country offices: training and technical assistance;
- Mainstreaming risk reduction and disasters in the issues relevant to sustainable development;
- Knowledge management and horizontal cooperation (Transfer Caribbean, Transfer Central America, CRMI, gender, disasters and recovery);
- Technical assistance in recovery actions;
- Providing capacity for coordination, development and implementation of early recovery activities: BCPR associated personnel, UNDP, national advisors, UNVs, among others.
- Assisting governments through UNDP offices in the planning of recovery activities;
- Assisting early recovery coordination, implementation of programmes and follow-up;

- Specialized technical assistance aimed at integrating risk reduction with recovery plans, development planning, territorial planning and public investment;
- Resource mobilization

5- Communication Platform

To vitalize the network and facilitate exchange, UNDP/BCPR Panama opened the "RED DESASTRES:" www.reddesastres.org. They explained that this virtual platform, already in operation, could be used as a venue for debate and exchange, including discussion forums and other mechanisms that favour joint action.

Field offices contributed specialized information, about their own countries and about ongoing projects and initiatives, reference documents, experiences and tools, among other elements. The agreement also stipulated that BCPR Panama is committed to carry out the follow-up.

The RedDesastres website is a space providing updated and important information on what is going on in the region concerning risk reduction and disasters. It is a place for all to interact, a site we can visit and consult, and also a platform where we can publish and show what we are doing, our own experiences, projects, events, analysis and evaluations, tools and materials to be promoted, etc. It is also a meeting place, where we can share approaches and lessons learned; where we can exchange views, communicate and work in groups, hold meetings in discussion forums on issues at the centre of our concern.

Latin America and the Caribbean is one of the regions that have been repeatedly affected by disasters. This fact has forced their populations to look for ways to better prepare themselves and develop living strategies or proposals that help to revert the situation, as they try to reduce both the possibilities of being affected and the risky conditions in which they live.

The region is rich in creativity, evident in the practices and experiences, and many creative initiatives exist at a local level. However, one of the major problems we are facing is ignorance of these initiatives due to poor information sharing and knowledge promotion, and a lack of actions that may set up mechanisms for the exchange of experiences and practices related to risk reduction and disasters.

X. STEPS TO FOLLOW AND RECOMMENDATIONS

Future steps were presented as part of what UNDP/BCPR has been undertaking since 2001, by managing projects in the region (89 projects) and mobilizing resources, which has reached \$75 million US, 12 million of which belongs to TRAC, CPR and TTF funds, while 63 million were allocated by donors. It also includes the promotion of the Risk Management paradigm, South-South cooperation in which the Urban Risk project is an important initiative, public and institutional policies; and in relation to recovery issues, technical assistance for the countries, the strengthening of capacities, assistance to recovery processes and mobilization of resources, among other aspects.

In the field of Human Resources and with the aim of improving technical assistance offered to the countries, the experience has allowed us to draw up a roster of experts and a focal point network by country. Both elements have allowed for the follow-up of post-disaster recovery processes and the improvement of country offices' capacities, plus the implementation of risk reduction programmes in the countries of the region.

Significant work has taken place in the topic of networks, mainly focused on the holding of workshops, meetings, and implementing recovery actions and regional projects, while

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integration mechanisms have made important gains in terms of publications, videos, web pages and, more recently, holding knowledge fairs.

The consolidation of alliances with strategic partners has been one of the points deserving special mention, including OCHA and UN agencies such as (RED-LAC), ECLAC, the European Commission, ECHO, CDERA, CEPREDENAC, CAPRADE, FREDECAN, and lately, with climate change increasingly becoming a determining risk factors, the GEF-UNDP/BCPR alliance.

The road to follow was considered a real challenge, as it implies the consolidation of actions and processes particularly those related to:

- Adopting a common, shared vision enriched by each actor in the network;
- Improving the capacities of the offices and counterparts for risk reduction and recovery;
- Coordination at thematic and operational levels;
- Articulating initiatives to empower the impact of actions;
- Providing clear and concerted proceedings that facilitate joint work;
- Strengthening the UNDP role as coordinator of recovery actions.

These and other priorities were identified during the workshop debate sessions and the focal point meetings, which ran parallel to the workshop, according to the objectives and scope of the event.

Participants considered the following to be the main aspects to bear in mind for future work:

- **Setting up a framework or global intervention guidelines, identifying two or three basic actions.**
There was significant consensus as to the need to improve the impact of actions linked to recovery. At the practitioners network level, participants proposed the need to identify actions in the region with high levels of coordination and follow-up that can be adopted at a global level, bearing in mind the installed capacity and with an aim to contribute to the data base.
- **Generating multi-country proposals on different topics, to be boosted by the corresponding leaders**
Participants welcomed the opportunity to take advantage of advances related to specific topics, such as urban risk, climate change and risks. They also discussed proposals to be considered in a regional context as projects or programmes linking different countries that face similar problems. In this regard, they mentioned key aspects including thematic leadership and the need for articulation and follow-up.
- **Making recovery a more dynamic theme in field offices and working with counterparts.**
Participants stressed the need to increase awareness in resident representatives to guarantee a commitment to make work viable and facilitate the process of working with the counterparts. To achieve this, assistance from BCPR Panama was requested.
- **Promoting exchange and experience meetings. Plan a meeting to share mechanisms and experiences.**
This initiative was considered to serve as key action for the improvement of capacities, the systematization of experiences, as well as for the consolidation of the practitioner's network.
- **Strengthening training infrastructure to guarantee specialized human resources and improve field office capacities.**

- **Articulating a working agenda promoted by BCPR Panama and executed by field offices with the assistance of resident representatives.**

To achieve these goals, BCPR Panama—in its role as recovery actions coordinator and based on its services offered to the region— must guarantee the availability of thematic and operational support, with an emphasis on the following:

- Technical advice and financial resources to support the offices
- Influencing and increasing awareness across the different management levels of country offices.
- Support for raising and mobilizing financial resources. Increase country office resources.
- Portfolio of concrete projects (for example GEF)⁸
- Mechanisms and tools to make processes operational

The proposed working agenda included several of these aspects, detailed as follows:

DRAFT WORKING AGENDA	
1- Strategic Topics and Proposed Leaderships	
As mentioned, among the steps to follow is the need to identify strategic topics. The proposed topics are related to the priorities, related to early recovery and risk ⁹ in particular.	
TOPICS	COMMENTS
a- Climate change and risk reduction	CRMI as a platform, which also needs to be strengthened
b- Reduction of urban risks	Advances in the Andean Zone, centred in the Ecuador office, which strong leadership related to the topic
c- Mainstreaming	Sharing methodologies and tools; coordinating report formulation; favouring the creation of public management indicators
2- Identifying three multi-country projects (one per region)	
El Salvador is in charge of promoting these multi-country projects, while BCPR Panama will implement follow-up and coordination.	
3- Taking the results of this workshop to resident coordinators and using BCPR to strengthen the topic within the RCs keeping in mind the workshop and with a view towards the December meeting	
Focal points are in charge of transferring information on the main results of the workshop and challenges faced by the offices, with the objective of favouring mainstreaming.	
4- Strengthening capacities to offer services based on the roster, information platform and joint work, in accordance with UNVs + experts	
Participants agreed that field offices would submit suggestions to BCPR Panama regarding specialists from the same offices, the private sector or from public offices (sectoral specialists). In this regard, participants agreed to generate mechanisms to guarantee resource availability.	
5- Resource mobilization (TRAC, TTF funds), accompanied by real delivery	
It was agreed that this responsibility fell to BCPR Panama with the support of its networks	
6- Strengthening the network...Platform for exchange	

⁸ See: BCPR Services

⁹ The current proposal was the result of working sessions involving the focal points and it was aimed at consolidating the network and defining future work directions.

The following aspects were highlighted to increase the operational capacity of the work proposal:

- **Information**
It was suggested that the issue of information be consolidated by taking advantage of the development of the available platform, www.reddesastres.org —devised and maintained by BCPR Panama— and the opportunity it represents. In this platform, practitioners should focus on data that contributes to risk reduction and supports the actions of offices involved in recovery processes, including country information, projects, roster and working sessions.
- **Mainstreaming**
As a whole, in accordance with the conceptual debate on the issue of risk and recovery as development problems, the focal points stressed the importance that the issues of poverty reduction and MDGs be linked to the core of the UNDP, emphasizing that it should not be a paradigm but should translate into policies, programs and projects.
- **Commitments**
Taking into account the need to consolidate actions and create a programmatic framework for intervention that strengthens the institutional character of regions, emphasis was placed on the need to generate commitments on the part of field offices, key partners of the process.

RECOMMENDATIONS

The following general recommendations stood out:

- a- The training programme contributed to the development of a network of recovery resource persons in the LAC Region. This network should be maintained and, if possible, strengthened. This might occur through regular communications (a newsletter), or by creating a forum for discussion such as a listserv or internet chat room.
- b- If participants in this workshop serve in a post-disaster recovery operation, they should be systematically debriefed by UNDP/BCPR Panama on lessons learned and the relevance of their participation/content in the workshop.
- c- Depending on the development of UNDP methodology and regional experiences with disaster events, participants could participate in regular refresher training courses.
- d- The workshop should be offered in only one language at a time unless all participants are bilingual.
- e- **Participants highlighted the importance of overcoming the shortage of specialized human resources to accompany recovery processes.** They stressed that to achieve this goal it is necessary to improve field office capacities and to consolidate and expand the practitioners network, an initiative in which field offices should play an essential role.
- f- **An active follow-up process to achieve the implementation and consolidation of the proposed programmatic action framework was suggested.** The need of preventing isolated actions was highlighted, as well as the need to provide impetus to a joint work mechanism, taking advantage of BCPR Panama's available resources.
- g- **The need to revise existing mechanisms and tools and, if necessary, to adapt them or create others to make the network's joint actions more viable, was repeatedly highlighted during the workshop.**
- h- **Participants also recommended boosting and maintaining a continuous process, enriched by the exchange of experiences and information,** which can be used to consolidate corporate actions in the region and to form a base from

which field offices can draw from to efficiently undertake tasks in post-disaster situations. In this regard, participants emphasized BCPR Panama's role in revitalizing the network.

- i- **A special mention needs to be given to the suggestion of promoting permanent processes to impact resident representatives and thus guarantee recovery efforts and the prioritizing of this subject in post-disaster situations in offices.**
- j- **Reflections were made on the need to increase efforts to generate, among donors, more awareness and interest on recovery as a replacement, in accordance with the new paradigm, for emergency.**
- k- If the workshop is offered in countries affected by hurricanes, it will require little modification. However, if it is offered in areas where other hazards are prominent, for example, earthquakes or flooding, the case study will need to be revised, but the exercises would require little adaptation.
- l- A core of participants from this workshop could be capacitated to offer it in the future. The training materials allow for straightforward replication.
- m- Disseminate this training resource to other regional disaster risk advisors and regional centres so they may draw on and adapt them to train CO staff in their regions.
- n- **Finally, it was recommended, as a system, to continue to work to influence UN agency levels to foster a joint vision and integral work in post-disaster recovery processes,** for which the role of BCPR is of fundamental importance.

Lastly, it is worth mentioning that the **GOLDEN RULES OF RECOVERY** include the main recommendations and reflections by participants, both in terms of issues and strategies.

Summary

Overall, participants' reactions were most favourable to the following aspects of the course: group interaction, methodology and content-related topics. They also valued the opportunity to meet, interact, and share with people from different countries and learn from their experiences.

The group dynamic was mentioned as one of the most important issues. In keeping with this, participants would have preferred more lessons learned from past recovery operations shared by participants. In general, the vast majority of participants found the workshop interesting, informative and useful, and the methodology and the content of the course appropriate. They felt comfortable suggesting some modifications as mentioned in the above sections of this report.

The workshop was successfully managed and conducted by the UNDP/BCPR-Panama team. The participatory educational approach helped substantially increase group cohesion and regional networking. Participants have been exposed to content that increases their overall understanding of core UNDP methodology fostering UNDP's commitments to support early recovery.

As UNDP's methodology continues to develop, these participants should continue to be supported and when methodology is deemed sufficiently developed, participants and others with similar training may participate in a refresher course. Their increased knowledge and skills should be utilized as soon as feasible in support of early recovery programming and they should be systematically debriefed. Training program should be adjusted according to lessons learned.

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The training design and workshop materials have proven to be effective in as much as these materials were an adaptation of materials developed for another region. The usefulness of the design, agenda and focus of the session, case study and exercises were clear and unambiguous. This course should be beneficial for other sub-regions, taking into account developments resulting from the Early Recovery Working Group, the UNDP Global Surge project, and The UNDP/CADRI training materials on risk reduction and early recovery. The materials provided after the course will allow easy replication of the course should UNDP-BCPR Panama decide to continue the training initiative.

**ANNEX No. 1
LIST OF PARTICIPANTS**

Workshop for the Strengthening of Capacities for Post-Disaster Recovery in Central America and the Caribbean. UNDP/Bureau for Crisis Prevention and Recovery- BCPR LAC

REGIONAL WORKSHOP FOR THE STRENGTHENING OF CAPACITIES FOR POST-DISASTER RECOVERY IN CENTRAL AMERICA AND THE CARIBBEAN, HAVANA, CUBA 17-23 JULY, 2007				
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**ANNEX No. 2
WORKSHOP AGENDA**

AGENDA
REGIONAL WORKSHOP FOR THE STRENGTHENING OF CAPACITIES FOR POST-DISASTER RECOVERY IN CENTRAL AMERICA AND THE CARIBBEAN
July 17-23, 2007

Day One (Tuesday, July 17)		
0900	Welcome and Opening Remarks	Susan McDade Angeles Arenas
Session 0: Introduction to Disaster Risk Reduction		
0930 - 1030	Introductory Exercise	Stephen Webster
1030 - 1100	Course Introduction and Overview	Stephen Webster
1100	Break	
1130 - 1230	Recovery Orientation Exercise	Stephen Webster
1230 - 1330	Lunch at Cafeteria	
1330 - 1400	Risk Context	Jennifer Worrell
1400 - 1430	Principles and Applications of Disaster Risk Reduction	Ángeles Arenas
Session I: Aspects of Early Recovery		
1430 - 1500	The Humanitarian Reform and Cluster Approach	Barbara Goedde
1500	Break	
1530 - 1700	Early Recovery and UNDP's Coordination and Programming Role	Jennifer Worrell Barbara Goedde
1800	Reception by the hotel's swimming pool Optional recreational activities: Dinner at the Casa de la Música	
Day Two (Wednesday, July 18)		
0900 - 1100	Understanding Post-disaster Chaos. Exercise	Stephen Webster
1100	Break	
1120 - 1300	Supporting Early Recovery Processes in Latin America	Ángeles Arenas
1300 - 1400	Lunch at Salón La Palma	
1400 - 1500	Recovery Guiding Principles. Exercise	Stephen Webster
1500	Break	
Session II: Needs Assessment in Post-disaster Recovery		
1530 - 1700	Post-Disaster Recovery: Needs and Damage Assessment	Hossein Kalali
1700 - 1800	Damage and needs assessment in the context of humanitarian response.	Hossein Kalali Max Bonnel
Pending	Optional Recreational Activities: Dinner at the Aquarium	
Day Three (Thursday, July 19)		
Session III: National Post-disaster Planning and Programming		
900 - 1030	Challenges in Recovery Planning	Angeles Arenas
1030	Break	
1100 - 1230	Developing a Recovery Framework	Angeles Arenas Laura Acquaviva

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1230 - 1330	Lunch at the Cafeteria	
1330 - 1530	Developing UNDP Programmes	Ángeles Arenas Laura Acquaviva Hossein Kalali
1530	Break	
1600 - 1700	Summary	
Pending	Optional Recreational Activity	
Day Four (Friday, July 20)		
Session IV: Recovery Coordination Skills		
UNDAC/OCHA Transition– Max Bonnel Providing a Media Briefing - Alberto de Perez Mainstreaming Gender – Asha Kambon Securing Government Commitment – Rocío Chaín Flash Appeal – Carmen Salguero Recovery: Basic Principles - Juan Carlos Orrego		
0900 – 0925	Introductory Session	Stephen Webster
0925 – 1025	Station One	
1012 – 1125	Station Two	
1125	Break	
1145 – 1245	Station Three	
1245 - 1330	Lunch at the Miramar Restaurant-Buffer	
1330 – 1430	Station Four	
1440 – 1540	Station Five	
1540	Break	
1600 - 1700	Summary	
Pending	Evening bolero performance	
Day Five (Saturday, July 21)		
Session V: Operational Requirements and Support		
900 - 1000	Operational Requirements and Support	Claudio Providas Carmen Salguero
1000	Break	
1030 - 1230	Operational Requirements and Support	Claudio Providas Carmen Salguero
1230 - 1330	Lunch at the Miramar Restaurant-Buffer	
Session VI: Resource Mobilization		
1330 - 1500	Resource Mobilization	Ángeles Arenas
1500	Break	
1530 - 1700	Resource Mobilization	Ángeles Arenas Stephen Webster (Exercise)
Pending	Optional Recreational Activity	
Day Six (Monday, July 23)		
Session VII: Pre-disaster Planning for Recovery		
0900 - 1030	Including Early Recovery in the UN Contingency Plan	Jane Mocellin
1100 - 1200	Recovery Contingency Planning. Exercise	Jane Mocellin
1200 - 1300	Supporting Government in Pre-disaster Recovery Planning	Juan Carlos Orrego
1300 – 1400	Lunch at the Cafeteria	
Session VIII – Advices to Improve Capacities in Recovery		

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1400 – 1430	Global Surge Project. Overview	Janthomas Hiemstra
1430 – 1500	Workshop Recap and Findings	Angeles Arenas Jennifer Worrell
1500-1600	Improving Early Recovery Processes in LAC	Angeles Arenas Daizen Oda
1600 – 1630	Workshop Assessment	Stephen Webster
1630 – 1700	Closing ceremony	
Pending	Optional recreational activity	

Events Parallel to the Workshop

Day Two (Friday, July 20)		
1830 - 2000	Meeting of national disaster reduction focal points	Angeles Arenas
Day Three (Saturday, July 21)		
1730-1900	Meeting of national focal points in disaster reduction	Angeles Arenas
Day Four (Monday, July 23)		
1900 – 2100	Meeting of the CRMI Implementation Committee (only Caribbean focal points)	Ian King

**ANNEX No. 3
WORKSHOP EVALUATION**

FIRST DAY

On day one, ten participants filled in the evaluation form and rated the session as follows:

	Excellent	Good	Satisfactory	Poor
Introductory Exercise	22%	67%	11%	
Course Introduction and Overview	25%	75%		
Recovery Orientation Exercise	12%	76%	12%	
Risk Context	40%	30%	30%	
Disaster Risk Reduction Principles and Applications	40%	60%		
Humanitarian Reform and Cluster Approach	10%	70%	20%	
Early Recovery and UNDP's Role in Coordination and Programming	40%	30%	30%	

Participants rated humanitarian reform and risk context as the most interesting presentations of the day. Several participants valued the introductory exercise for providing the opportunity to get to know the other participants and their experiences.

Several participants recommended that facilitators be more attentive to the reactions of participants and involve them more in participatory approaches. The need of short breaks between one session and the other was also raised. Generally, the day was considered interesting, but slightly overloaded with concepts and information.

SECOND DAY

On day two, 14 participants filled in the evaluation form and rated the session as follows:

	Excellent	Good	Satisfactory	Poor
Understanding Post-disaster Chaos Exercise	15%	69%	8%	8%
Supporting Early Recovery Processes in Latin America	14%	71%	8%	7%
Video, <i>The Caribbean in the Hurricane's Path</i>	28%	64%	8%	
Guiding Principles of Recovery. Exercise	8%	56%	29%	8%
Post-Disaster Recovery: Needs and Damage Assessment	23%	38%	16%	23%
REDLAC and Information Management	28%	57%	15%	
Linking recovery needs assessment to first response	23%	64%	13%	

Some participants felt that this day was too long (it ended later than expected) and that an extra day would have been beneficial to allow more time to digest information and to present questions and practical examples and receive more information on post-disaster needs assessment tools.

In general, participants' expectations were met on this day. Participants particularly valued the sessions on Post-Disaster LAC Processes, Post-Disaster Needs Assessment and the REDLAC presentation.

THIRD DAY

On day three, ten participants filled in the evaluation form and rated the session as follows:

	Excellent	Good	Satisfactory	Poor
Challenges in Recovery Planning	20%	50%	30%	
Developing a Recovery Framework	10%	80%	10%	
Developing UNDP Programmes		80%	20%	

Participants particularly liked the recovery framework exercise, mixed opinions, varying between “yes” and “somewhat” were expressed in relation to the day’s activities meeting expectations.

FOURTH DAY

On day four, 21 participants filled in the evaluation form and rated the session as follows:

	Excellent	Good	Satisfactory	Poor
UNDAC/OCHA Transition	70%	25%	5%	
Flash Appeal	33%	62%	5%	
Mainstreaming Gender	85%	15%		
Providing a Media Briefing	5%	65%	25%	5%
Securing Government Commitment	26%	43%	31%	
Recovery: Basic Principles	48%	38%	14%	

In general, participants rated group and work station dynamics as excellent. Participants valued the hands-on, practical information provided along with a good connection established between practice and theory. All work stations received at least one vote as the favourite; Gender and the UNDAC transition stations were the most popular.

FIFTH DAY

On day five, eight participants filled in the evaluation form and rated the session as follows:

	Excellent	Good	Satisfactory	Poor
Operational Requirements and Support	29%	57%	14%	
Resource Mobilization	38%	25%	37%	
Resource Mobilization for Disaster Recovery. Exercise	29%	14%	57%	

The resource mobilization session was mentioned by several participants as their favourite part of the day. Some participants noted that time management could have been better and that breaks need to be respected.

SIXTH DAY

On day six, 23 participants filled in the evaluation form and rated the session as follows:

	Excellent	Good	Satisfactory	Poor
Including Early Recovery in the UN Contingency Plan	22%	56%	22%	
Recovery Contingency Planning. Exercise	14%	62%	24%	

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Supporting Government in Pre-disaster Recovery Planning	19%	57%	24%	
Key Messages for Post-Disaster Recovery (exercise)	35%	48%	17%	
Global Surge Project. Overview	26%	61%	9%	4%
Workshop Recap and Findings	43%	43%	14%	
Improving Early Recovery Processes in LAC	19%	67%	14%	

Several participants pointed out that this was the first time they heard of the global BCPR Surge capacity project and its tools; as such, some participants would have liked to have seen this session extended. Participants also mentioned several times the Surge capacity and contingency planning process as their favourite topic of the session.

The evaluations clearly show that participants would have liked more time spent on some topics. The ones most mentioned were post-disaster needs assessments and methodologies, the Surge project, mechanism and process planning that headquarters can provide at the regional level, and auditing. Some participants also expressed that presentations could benefit from more concrete examples and practical exercises.

Table No. 1

Topics Proposed for More or Less Focus

More Focus	Less Focus
Logistics, administration, expenditures (n=6)	UNDP programming (n=2)
Best practices of recovery response (n=4)	Summary of actions in different countries (n=1)
Humanitarian reform/Cluster approach (n=3)	Contingency planning (n=1)
Contingency planning (CP) (n=3)	Natural hazards (n=1)
Mainstreaming recovery with CP (n=2)	Project formulation (n=1)
Developing a recovery framework (n=1)	Resource mobilization (n=1)
Resource mobilization (n=1)	UNDP key challenges (n=1)
Rapid response mechanisms (n=1)	

Table No. 2

Self-Assessment of Recovery Competencies

Area of Competency	Prepared to Carry Out Function	Less Prepared to Carry Out Function	Important Areas for Follow up to Ensure Preparedness
Operational, administrative and logistical aspects	5	2	
Damage assessment	1		
Early recovery		1	

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Post-disaster action plan		1	
Resource mobilization	4	2	1
Recovery framework and planning		2	
Project formulation	3		
Programming	2		
Risk management as a cross cutting issue		1	
Gender and risk management		1	
Monitoring	2		1
Contingency plan		3	6
Local level risk management	1		
Interagency planning and coordination	1		1
UNDP role in Recovery	1		1
Technology	1		
Security	1		
Coordination	4		
UNETE team strengthened			2
Develop contacts, partnerships			5
Awareness of roles and responsibilities			1
UNDP-UNS coordination			1
Good communications with Government			1
Hazard and risk awareness, background info			4
Cluster approach			2
Planning			1
Availability of a national roster			1

Next Steps

Participants were asked what steps need to be taken to ensure that the concepts, strategies, and skills taught in this course were carried forward. The following table summarizes suggestions:

Table No. 3

Suggestions for Fostering Workshop Results

Action	Number of votes
Sensitize COs management and staff, and improve communication with RRs	6
Establish an electronic mailing list/Website/Communication/ Information dissemination/FP communication	6
Organize refresher courses	3
Develop more case studies, surge tools, projects, etc. on recovery	3
Promote experience exchange	2
Promote early recovery (RC support and coordinates actions)	1
Organize a Job Fair	1
Carry out monitoring	1
Update the contingency plan	1

**ANNEX No. 4
GOLDEN RULES OF RECOVERY**

GOLDEN RULES OF RECOVERY		
1	Contact key governmental officials and other actors at national, regional and local levels without passing over formal government agreements.	****
2	Assessing needs and, if necessary, the Flash Appeal for resource mobilization.	
3	Take into consideration the legal framework, institutional aspects, and plans, along with organizational tools, chain of command and roles.	
4	Introduce Cluster Approach.	***
5	Define communication strategies.	**
6	Create alliances with the media and performance protocols.	
7	Identify human, technical and economic resources, as well as the mechanisms to access them.	
8	Incorporate recovery themes into corporate instruments for planning.	
9	Identify key actors and their initiatives at the various levels.	
10	Systematize the lessons learned by the various national and local actors, favouring the exchange of experiences.	
11	Coordinate aspects related to information.	*
12	Define entry points.	
13	Guarantee consistency between recovery proposals and development plans, if any.	
14	Take advantage of the crisis to locate resources.	
15	Sensitize and train agencies in recovery issues.	
16	As a principle, guarantee the participation and inclusion of the different actors and sectors.	
17	Become familiar with existing project portfolios.	
18	Promote a coordinated management of UN through the UNETE Group.	
19	Carry out a historical analysis of disasters and risks.	
20	Prepare a recovery plan that incorporates risk reduction.	
21	Be familiar with the technical norms and standards for construction.	
22	Be familiar with the lessons learned by other countries, as well as your own.	
23	A categorical message from the coordinator to the office, defining what needs to be done and the people responsible for the various tasks.	
24	Protect and favour operational aspects.	
Source: Based on the results of group work and the July 2007 plenary session		