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**Strengthening Disaster Risk Management Capacities in  
Lebanon  
Project ID: 00071806**

**Narrative Progress Report**

**Reporting period: January 2014 – December 2014**

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## 1. List of Abbreviations

DRM	Disaster Risk Management
PMO	Prime Minister Office
NCC	National Coordination Committee
COM	Council of Ministers
UNDP	United Nations Development Programme
DRR	Disaster Risk Reduction
NRP	National Response Plan
HFA	Hyogo Framework of Action
UNHCR	United Nations High Commissioner for Refugees
NOR	National Operations Room
MOR	Mobile Operation Room
CBRN	Chemical – Biological – Radioactive - Nuclear
BRHIA	Beirut Rafik Hariri International Airport
UN ISDR	United Nations Office for Disaster Reduction
INSARAG	International Search and Rescue Advisory Group
CDR	Council for Development and Reconstruction
NGO	None Governmental Organizations
LAF	Lebanese Armed Forces
ISF	Internal Security Forces
CDR	Council for Development and Reconstruction
CNRS	National Council for Scientific Research
LRC	Lebanese Red Cross
NCLW	National Commission for Lebanese Women
GARD	Getting Airport Ready for Disasters
WHO	World Health Organization
SOP	Standard Operating Procedures
QPR	Quarterly Progress Report
APR	Annual Progress Report
M&E	Monitoring and Evaluation

## **2. Project Background and Objectives**

Lebanon is subject to a wide range of natural hazards, the biggest threat being of a severe earthquake and/or an associated Tsunami. Smaller-scale disasters which the country also faces include floods, forest fires, land-slides and drought.

Accordingly, in May 2009, UNDP and the Lebanese Government represented by the Prime Minister signed a project document on “Strengthening Disaster Risk Management Capacities in Lebanon”. The project aims to help the Lebanese Government develop its disaster management and corresponding risk reduction strategy.

In order to achieve its outcome “mainstreaming disaster preparedness and management in national development framework strategies in Lebanon”, the project needed to evolve through two main phases to provide a stable platform for future developments.

In Phase I (2010-2011-2012), the focus was on initiating a framework at the National level as part of the following outputs:

1. Disaster Risk Reduction and Management Unit Established
2. National DRR strategy and systems developed and implemented
3. Building National capacities at central and regional levels
4. Public Awareness on DRR raised
5. Gender Equality initiatives integrated into DRR Institutional framework and Regional and Local Plans.

The objectives of Phase II (2013-2014-2015) consist in finalizing the work previously done in addition to targeting sectoral and local levels with a particular concentration on capacity building focusing on highly vulnerable groups as part of the following outputs:

1. Institutional mechanisms for DRM established with sufficient capacities to increase national resilience against disaster risks
2. DRR considerations integrated into development planning of critical economic and social sectors to reduce vulnerability of development infrastructure and assets
3. Local and community capacity for disaster risk reduction enhanced to reduce losses to life and property.

## **3. Project Performance**

### **a) Update on outcomes**

In 2014, the UNDP “Strengthening Disaster Risk Management Capacities in Lebanon” Project in partnership with the Lebanese Government, has made significant progress towards achieving several project objectives, outcomes and activities at the national, sectoral and local levels.

At the national level, a steady increase in governmental support and a stronger engagement at the institutional level were witnessed which was reflected through the project board meeting held in September 2014 where the Prime Minister’s advisor Mr. Karam stressed on the importance of continuing the work that had started through the DRM project and underlined the commitment of the Prime Minister to the goals of the project. Moreover the establishment of the National Coordination Committee (NCC) by the Prime Minister in 2013 which includes members of the DRM Unit has provided a major boost for DRM at the national level, while the work of this committee continues to be very promising in terms of coordination among different governmental agencies involved in DRM.

A major breakthrough progress has been accomplished at the national level through the initiation of the establishment of the National Operations Room within the PMO, which will

ensure strategic coordination and implementation of minimum standards in response to the needs, priorities and maximize the impact of the resources management, information and disaster mitigation. Once activated, the NOR will be at the center of all response and will be mobilized during natural disasters, emergencies, crisis and major civilian operations to protect and safeguard civilians and property. It is worth noting that the NOR which consist of two rooms has already been fully equipped with office furniture and basic IT equipment and will be fully equipped with the necessary Network and Systems infrastructure during the first quarter of 2015.

Study visits for high level delegations (formed of public stakeholders) to France, Italy and the USA have also taken place with the objective of witnessing best practices related to the design, development and management of operations room. These visits were necessary as they set the foundations of Lebanon's NOR and guided both the PMO and UNDP on how it will function and coordinate its work at the national, sectoral and local levels. Other capacity building workshops were also implemented at the national, sectoral and local levels for key public partners such as information management training in coordination with OCHA, local authorities training for the adoption of the resilient cities campaign and private sector trainings in coordination with UNISDR and the integration of DRR training into industrial companies in coordination with the EU through TAIEX.

Another significant progress is reflected through the finalization of the flood assessment report by the CNRS and the valuable maps as well as recommendations. For the first time, Lebanon has flood hazard intensity maps and flood hazard maps necessary for increasing and improving decision making capabilities in planning.

Furthermore, the finalization and submission of Lebanon's HFA progress report highlights the government's commitment to DRM, while allowing to strengthen cooperation and coordination among different public stakeholders, an enhance understanding and work of DRR at the sectoral and local level.

At the sectoral level, support was provided to critical sectors in developing their response plans and adequate mechanisms including the establishment of disaster management rooms and enhancing public staff skills in disaster risk reduction and management. This was accomplished for four key sectors in 2014 which are the Ministry of Education, Ministry of Social Affairs, Beirut Rafic Hariri International Airport and Ministry of Agriculture.

At the local level, the development of response plans and crisis operations rooms for the Mouhafaza of North, Mouhafaza of South, Mouhafaza of Baalbek-Hermel, Caza of Chouf, Union of Municipalities of Tyre, Union of Municipalities of Dannieh has been achieved which has supported in strengthening regional and local level management.

Local and community awareness on DRR has been enhanced through the DRM Unit's continuous work with universities and NGOs where trainings and drills were implemented in cooperation with the Lebanese Army, the Civil Defense and the Red Cross.

Finally, and as part of increasing preparedness and awareness at the national and local levels, activities such as a national media billboard campaign on forest fires in collaboration with AFDC, the reproduction and dissemination of over 100,000 home guides on DRM all over the Lebanese territories with the collaboration of the Internal Security Forces, the reproduction of 1,000 emergency kits and the implementation of DRR school plays in 5 different locations in the country targeting more than 3,000 students, teachers and school directors took place.

## **b) Update on Outputs**

The annual project outputs in 2014 are the achievements of the 3 intended project outputs and their respective activities as described in the original workplan, to be specific:

### **Output 1: Institutional mechanisms for DRM established with sufficient capacities to increase resilience against disaster risks.**

- 1.1. Follow up on the DRM Unit Operational issues
- 1.2 Support establishment of a fully functional and operational Central National operations Room (NOR) at the Grand Serail
- 1.3. HFA Annual Progress Report
- 1.4. Initiate the National Strategy for Early Recovery System
- 1.5. Awareness of key stakeholders and general public enhanced
- 1.6. Support the establishment and setting up of an operational Mobile Operations Room (MOR) and field assessment team
- 1.7 Byblos Simulation testing the National Response plan

### **Output 2: DRR Considerations integrated into development planning of critical economic and social sectors to reduce vulnerability of development infrastructure and assets**

- 2.1. Supporting the CNRS monitoring hazards and conducting analysis (early warning systems):
- 2.2. Provide support to the MoEHE in Crisis Preparedness and Planning
- 2.3. Support and set up coordination with the Ministry of Public Health
- 2.4. Provide support to the MoSA in Crisis Preparedness and Planning
- 2.5. Provide support to the BRHIA and other military airports in Crisis Preparedness and Planning
- 2.6. Collaboration with the Ministry of Agriculture

### **Output 3: Local and community Capacity for DRR enhanced to reduce losses to life and property**

- 3.1. Collaboration and support for Lebanon's 3 Mouhafaza/Caza/District and 5 Municipalities / Union of Municipalities with highest influx of Syrian refugees and vulnerable areas
- 3.2. Provide support to 25 local authorities to adopt the resilient cities charter
- 3.3. Implement awareness raising activities on crisis preparedness
- 3.4 Capacity Building to institutional arrangements with municipalities

## **c) Achievements towards outputs:**

### **Output 1: Institutional mechanisms for DRM established with sufficient capacities to increase resilience against disaster risks**

#### **1.1. Follow up on the DRM Unit Operational Issues**

During the month of September 2014 a project board took place to discuss the project's progress and present the work plan; the meeting also aimed at giving donors, stakeholders and partners the opportunity to discuss and comment the project's strategic direction.

The meeting was chaired by Mr. Shadi Karam, Senior advisor to the Prime Minister who highlighted the importance of integrating DRR into development planning, and who thanked the donors and stakeholders for their support. In this context, Mr. Karam reiterated the government's endorsement and commitment to the project. Mr. Luca Renda – UNDP Country Director stressed that the project's vision is to build the country's resilience through integrating DRR into different development plans as well as enabling government agencies

to better respond to disasters. Mr. Renda highlighted that DRR work is more process oriented and as such quick wins are not always available. The project manager Ms. Zaarour made a presentation of the project since its initiation as well as the main objectives of the two project phases, accomplishments, challenges and activities till the end of 2014.

Future directions were also discussed among the attendees who agreed that the project requires lots of patience and that success is achieved through change in behaviors within institutions. Strong evidence to the success of the project is the strengthened coordination among agencies and collaboration with partners. Ms. Hage-Felder reconfirmed SDC's continued engagement and appreciated the engagement of new donors in DRM, such as the German Government. Ms. Hage-Felder also requested to have the DRM unit engaged in another important topic which is water management due to the potential conflicts that may arise stemming out from water shortages

The meeting was attended by:

- Prime Minister Office (PMO): Mr Shadi Karam;
- The Council of Development and Reconstruction (CDR): Ms. Wafaa Charafeddine;
- UNDP : Mr. Luca Renda, Fadi Abilmona, Nathalie Zaarour, Karine Zoghby
- Donors: Swiss Agency for Development and Cooperation (SDC): Ms. Heba Hage Felder, Ms. Dalia Lakkis- German Embassy: Dr. Hanane Abdul Reda
- Lebanese Red Cross: Mr. Georges Kettaneh

## **1.2. Support the establishment and set up of a fully functional and operational central National Operations Room (NOR) at the Grand Serail**

### **1.2.1 Secure an adequate location to host NOR**

### **1.2.3 Supply and installation of all necessary NOR equipment**

As proposed within the general framework of the national response plan which was finalized in 2013, the establishment of a National Operations Room (NOR) is a necessary action to ensure a holistic approach, strategic coordination, implementation of minimum standards in response that caters to the needs, priorities and that maximizes the impact in the management of resources, information and disaster mitigation.

Based on a letter from Mr. Ross Mountain sent to the Prime Minister requesting support in this regard, the location was designated within the Presidency of the Council of Minister and major funds were ensured for its establishment which reflects the high level of importance given by the government and donors towards increasing Lebanon's resilience and implementing the National Response Plan.

Based on best practices and lessons learned from study visits carried out by the project to the US and Europe and after the designation of the location within the Presidency of the Council of Minister, the project team, with the support of technical experts,

drafted the related terms of reference including technical specifications for the procurement of Office furniture, Audio Equipment, Network and Systems Infrastructure and Equipment and Video Wall for the National Operation Room to be fully equipped and operational. All ToRs were advertised based on UNDP standard procurement procedures and processes



and by the end of December 2014, the NOR was already fully equipped with office furniture and audio equipment while the Network and Systems Infrastructure and Equipment and Video Wall systems will be finalised during the first quarter of 2015 . It is worth mentioning that the NOR consists of two fully connected rooms, one for the National Coordination Committee and the other for the technical staff.

### **1.2.8. Undertake one study visit to a model NoR**

#### ***Study visit to USA – FEMA***

Within the context of the National Response Framework of the Lebanese Government, the National Committee assigned to coordinate the response efforts during disasters that was established in 2013 by the Presidency of the Council of Ministers headed by the Secretary General of the Higher Council of Defense General Mohammad Kheir participated, with support from UNDP, in a "Senior Crisis Management Seminar" that was implemented in the framework of cooperation with the US Embassy in Beirut to develop the capacities of the National Committee on the Emergency Management Cycle (Mitigation, Preparedness, Response, and Recovery). The seminar was conducted from 9th to 13th of July at Maryland University, Maryland, USA with the participation of a delegation of 20 participants from different Lebanese administrations.



The seminar program included 14 modules including one case study for group work on the following topics:

1. Introduction
2. Preparedness
3. Mitigation
4. Continuity of Operations Plans (COOP)
5. Mass casualties
6. Critical infrastructure
7. Incident Command System (ICS)
8. Incident Management Teams (IMT)
9. Mass evacuation
10. Post blast investigation
11. Adversary planning and phases of attack
12. Crisis communications.
13. Human rights
14. Capstone Case Study

The seminar also included a field visit to the Montgomery Emergency Operations Center during which the participants were briefly introduced to the different sections and functions of the EOC. The Seminar provided a great opportunity for the Lebanese Delegation to assess the level of work achieved in Lebanon within the National Response Framework, and to identify further training programs needed for the implementation of the Plan through the establishment and activation of the National Emergency Operations Center. It was also the first time that all the members of the National Coordination Committee simultaneously attended such an in depth training which is essential for the homogeneity of the group and for them to have the opportunity to discuss their findings together, and to provide them with a basis of comparison between the way Operation Rooms are ran abroad and the way it is being designed and implemented in Lebanon.



### ***Study visit to COGIC - France 22 to 26 September 2014***

With the support of EU - TAIEX and UNDP, a study visit to France was carried out and included a very high level Lebanese delegation composed of four members representing the Higher Defense Council at the presidency of the Council of Ministers, the Internal Security Forces and Fire Brigade of Beirut and the project manager of the Disaster Risk Management Project. The main objective of this visit was to learn from France's experience in crisis management and be introduced to the framework of France's civil security, the Directorate General of Civil Security and Crisis Management, its mandate, structure, roles and responsibilities and linking it to the projected Lebanese NDRMA National Disaster Risk Management Agency as well as learn best practices and participate in maneuvers organized by the "Centre opérationnel de gestion interministérielle des crises (COGIC)" especially in the functioning of the operations room in crisis, its equipment and functions. The mission was also an opportunity to learn more about the emergency medical services in France and ORSEC emergency plan.



This visit was also an opportunity for UNDP to request assistance from the Directorate General of Civil Security in the Design and implementation of a Mobile Operation Room. The French civil security gladly accepted and proposed the services of an expert whom arrived to Beirut on March 1 2015, for assisting UNDP in drafting Terms of Reference and Technical specifications for the Mobile Operations Room.

### ***Technical Study visit to the Italian Civil Protection – 22 to 26 October 2014***

Also with the support of EU – TAIEX, a technical study visit to the Italian Civil Protection was conducted and included members of the Higher Council of Defence- Presidency of the Council of ministers and the DRM Unit. The main objective of the visit included acquiring technical skills that enable the proper management of the technical crisis operations room lead by the High Council of Defence, learn best practices in IT and technical management for monitoring, forecasting and preventing disasters during normal times using data collection, analysis and GIS maps and learn best practices in the direct and immediate intervention following the breakout of an emergency and coordinate with the concerned agencies at the local, regional or national levels depending on the level of intervention needed.



### ***Study Visit Italian Civil Protection 9 to 12 December 2014***

Within the scope of building national capacities, a high level Lebanese delegation formed of the Head of Intelligence in Beirut and representative from governmental Guard at the Presidency of the Council of Ministers was implemented to the Italian Civil Protection.

The study visit included high level meetings at the civil protection headquarters with General Director Dott. Roberto Oreficini and visits to the command and control center. Other visits also took place to the operations center at the municipality of Rome, and a visit and presentation at the National



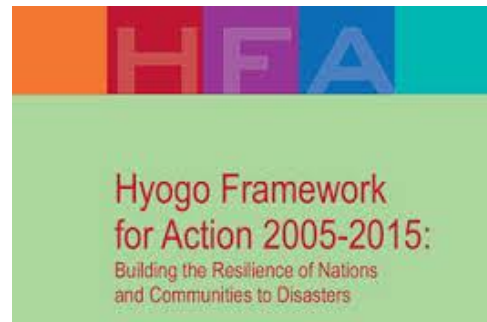
operations center with a meeting with General Carabinieri. This visit was an opportunity to strengthen collaboration with the Italian Civil Protection who face similar challenges and who have acquired local and international experience making them a reference in the field. Both visits to the Italian civil protection helped Lebanese institutions such as the LAF, Higher council of Defense, the Governmental guards in addition to the UNDP DRM unit in gaining knowledge and experience on the technicalities and necessary systems required for the good functioning of the National Operation Room. These visits have also been of utmost importance for these public institutions in acquiring managerial skills pertaining to crisis rooms' management, which is lacking in Lebanon and requires especial attention.

These visits to the Italian cooperation also resulted in linking together via UNDP the CNRS and the International Center on Environment monitoring (CIMA), which started collaborating together in 2014 on exchange of experience and information related to the early warning systems on natural disasters. This collaboration was formalized back in December 2014 through the signature of an MoU between both institutions.

### **1.3 HFA Annual Progress Report**

#### **1.3.1 Organize workshops and consultation meetings**

With the formation of a new government, new liaison officers for the HFA will be appointed from the respective agencies and ministries. However, work at the institutional level is still in progress. As such and in preparation for submitting the updated Lebanon HFA interim report for 2014, the project sent letters to all concerned ministries, agencies and stakeholders to present their remarks, comments including progress and challenges. One to one meetings took place with these institutions to record their findings prior to holding a general meeting with the HFA new liaison officers to discuss all the findings and the submission of the interim report in April 2014. The major accomplishments noted include: government commitment to giving DRM high priority, strengthened cooperation and coordination among different stakeholders, development and implementation of the National Response Plan, an enhanced understanding and work of DRR at the sectoral and local levels especially in cities characterized by high density population, gender sensitive DRR enhanced. The main challenges that remain include the DRR laws that have not yet been approved, lack of funding for DRR at the government level, sector and local authority levels.



#### **1.3.2 Draft and Finalize HFA Report**

As a result of the consultation meetings with concerned agencies and stakeholders, the draft report was presented to all the agencies in a workshop held at the Grand Serail on the 28th of April 2014 where the results were presented and an open panel discussion took place which came up with a set of recommendations. Despite the many challenges and lack of adequate resources, the report clearly indicated that during 2013 many accomplishments were made. A few of the major accomplishments are: the finalization and implementation of the National Response Plan, which is now considered a blueprint for all agencies, increasing national capacities in "Getting Airports Ready for Disasters", development



and dissemination of studies, assessment and reports on hazards, development and implementation of regional response plans, integration of DRR into sectors such as the Ministry of Social Affairs, raising awareness at the local level by the adoption of around 300 municipalities to the "Resilient Cities Campaign" etc.

Nevertheless several major challenges need to be overcome such as the approval of DRR laws, funding DRR actions that support resilience at the government, sector and local authority levels, implementation of the National Disaster Strategy, increasing awareness, maintaining hard won development gains, developing holistic maps, developing capacities (especially within critical sectors), reinforcing preparedness actions, developing national operations center etc.

The workshop also discussed recommendations in light of the "Post-Hyogo Framework of Action". The final report was submitted to UNISDR on the 30th of April 2014. It is worth noting that the Government of Lebanon has since 2010, presented progress reports and one of the recommendations include to have the national reports become binding. The progress report supports in understanding existing gaps and challenges in disaster risk reduction as well as enhance understanding among major concerned agencies and stakeholders on disaster risk reduction. The report also supports setting up a baseline for future progress.

#### **1.4 Initiate the National Strategy for Early Recovery System**

Within the scope of the project which aims to develop and implement the National DRR strategy and systems focusing on all four phases of mitigation, preparedness, response and recovery and since recovery was identified as one of the strategic components of the project's initiative which also can be seen as an opportunity to introduce a wider public and policy recognition of disaster risks, the project developed the terms of reference for a consultant to support the project in developing a national post-disaster recovery system. The TOR includes the establishment of a Recovery Task Force at the national level, the development of the National Post-Disaster Recovery Plan and the development of Standard Operating Procedures (SOPs) for key recovery functions. Moreover, UNDP got in contact with senior regional and international consultants in this regard with the objective of supporting and leveraging results but did not find an available consultant to fulfill the ToR during 2014. However, the committee tasked to develop the National Strategy for early recovery system was already formed by the head of the Higher Council of defense, with technical support from UNDP.

In addition and based on the recommendations of the early recovery workshop conducted in 2013, UNDP organized in partnership with OCHA, an information management workshop to train the committee members on the management of information during a humanitarian emergency, which is an essential pillar of any humanitarian operation.

#### **1.5 Awareness of key stakeholders and General Public Enhanced about disaster risks facing Lebanon and strategies to address them**

##### **1.5.1 Implement DRR related awareness activities for national and public stakeholders**

###### ***IDRR Day***

As part of raising awareness on disaster preparedness and response at the population level and within the International Disaster Risk Reduction Day activities, the project proceeded in updating and reprinting 100,000 copies of the home guide for disaster preparedness and response which includes awareness tips for individuals and actions to be taken before, during and after earthquakes, tsunamis, landslides, floods, thunder storms and forest fires including how and what to include while preparing an emergency kit.

The home guides were distributed in collaboration with the Internal Security Forces all over the Lebanese regions. This action was also accompanied by a social media campaign by the

ISF through their twitter account and over the media where the project also participated in a radio interview on Radio Liban to talk about the importance of increasing DRR awareness. The dissemination of this large quantity of awareness and preparedness material had a high impact since it targeted a large portion of the population and many institutions who received the home guide called the project requesting information and additional supplements to their institutions. Moreover, the home guide booklet was distributed during other events such as the training for municipalities, private sector companies, industries and schools so as to reach the maximum number of population.



### ***Disaster Risk Reduction for the Private Sector in Lebanon - 9 December 2014***

Since corporations can contribute significantly to local and national resilience and disaster risk reduction by identifying risks and investing in human, technical and financial resources to reduce them and ensure resilience of operations, investing in disaster risk reduction offers a substantial return by ensuring business continuity, safeguarding long-term investments, and protecting employees, their families, communities and environments.



As such and as part of the project's objective to increase the capacity of stakeholders including the private sector, a one day workshop targeting 27 major private sector companies in Lebanon was organized on the 9<sup>th</sup> of December 2014 at the Grand Serail with the participation of Mr. Luca Renda, UNDP Country Director and Ms. Kiki Lawal, UNISDR Programme Officer and Mr. Shadi Karam, Senior Advisor to the Prime Minister.



The workshop was implemented with the support of key experts from UNISDR as well as experts from PricewaterhouseCoopers LLP (London), and local experts who work with the private sector to promote public/private partnerships to strengthen resilience and enhance disaster risk reduction. The main objective of the workshop was to mainstream disaster risk reduction and resilience in the Lebanese private sector through risk-sensitive investments, resilient business strategies and building a local DRR-PSP group. The workshop which was first of its kind was a great success and several recommendations were developed. The private sectors represented will become part of the global private sector platform which will hopefully establish a Lebanese public private partnership.

### **Information Management Workshops – 17 to 19 October and 16 to 18 December 2014**

Information management systems are a critical element of effective response capacity. As such and within the scope of implementing the National Response Plan, the project and with the collaboration of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), organized two training workshops on enhancing information management, preparedness, and response during times of crisis. This workshop holds significant importance since managing information during a humanitarian emergency is a vital part of any operation and response operations are very much dependent on the availability and accuracy of data and information.

The project launched these two workshops in October and December 2014 targeting the majority of concerned stakeholders including participants from the National Coordination Committee for Disasters Management at the Presidency of the Council of Ministers, several ministries director generals, several governors and Kaemakam of Lebanon, and representatives of the Army operations, Internal Security Forces Operations, the Civil Defense Operations, the Lebanese Red Cross Operations and the Disaster Risk Management Unit team.

The main objective of the two workshops was to highlight to the stakeholders the importance of generating and using information for improved decision making in emergency response and preparedness as well as further build the capacity of partners in areas of coordination with international actors, information management, and reach a common understanding to what that means based on internationally recognized standards. These trainings were very successful and supported building better response capacity within concerned agencies and stakeholders.



#### **1.5.2 Drills with LAF, LRC, and Civil Defense in different Universities, schools, etc.**

As part of increasing awareness, preparedness and emergency management of public and private institutions, the project implemented multiple pilot trainings on DRR in universities, schools and public sector institutions. A training and drill at the campus of the Antonine University and the University of Saint Joseph during the month of June 2014 were conducted focusing on first aid kills, search and rescue, evacuation, as well as securing the perimeter for response agencies to intervene in the event of a disaster.

The trainings' main objective was to enhance good practices in the field of disaster risk reduction in order to be prepared in the event of any disaster.

The training held at the Antonine University was requested by university itself as a result of the forest fire in Baabda region that damaged large numbers of forest lands and threatened the university.



These trainings were attended by more than 150 participants representing the faculty, including management and staff, teachers, security and student and were implemented within the in cooperation with the civil defense, the Lebanese army and the Lebanese Red Cross.

A training was also conducted for 50 members of management and staff of the “Besoncon school” on the 4<sup>th</sup> of July in cooperation with the civil defense focusing on safety and actions to be taken before during and after a disaster as well as training on the implementation of evacuation plans as part getting ready and responding efficiently to disasters with the objective of saving lives.

Another training on DRR was conducted in cooperation with the Red Cross for the Presidency of the Council of Ministers security guards during the month of September 2014. The training’s main objective was to teach participants best practices in the field of disaster risk reduction.



### 1.7 Support the establishment and setting up of an operational Mobile Operations Room and Field Assessment Team

The establishment of the National Operation Room comes as a prerequisite to the establishment of the Mobile Operation Room. Within the 2014 AWP, the project had already budgeted for the establishment of the NOR taking into account that the communication system was going to be supported by the Lebanese Government through the Ministry of Telecommunication. After conducting several meetings with the concerned agencies, the project was informed that it has to pay for this service. As such and in order complete an activity that was initiated, launched and most of the items in process of procurement; the project used the budget of to complete the NOR.

With this the remaining amount the project could no longer procure the National Mobile Operation Room in 2014.

### 1.8 Byblos Simulation testing National Response Plan

Within the scope of implementing the National Response Plan and following the successful implementation of the table top exercise in 2013, a real life simulation was organized and implemented by UNDP at the regional level in the Caza of Byblos with in cooperation with the National Committee of Disaster Management and the Response Committee of the Caza of Byblos. The pilot field simulation followed a scenario consisting of an earthquake associated with a tsunami which hypothetically took place on Thursday the 8<sup>th</sup> of May 2014. The simulation was executed in accordance with the Byblos Casa Response Plan that was developed with the participation of Byblos Kaemakam, the Municipality of Byblos, the Armed Forces, the Civil Defense, the Lebanese Red Cross, in addition to all ministries and administrations represented in the Casa which falls in line with the National Response



## Framework for Disasters Management.

The simulation aimed at putting the response plan into action, and testing the Byblos Crisis Management Cell in terms of coordination, communication and cooperation among the different stakeholders in general, and the communication with the Field Operations Room established by the Lebanese Armed Forces to coordinate search and rescue operations with the Civil Defense, the Lebanese Red

Cross, the Internal Security Forces and Byblos Municipality in specific.

The event was launched with the participation of different agencies and included a welcome note by the project manager Ms. Nathalie Zaarour, speeches by the Secretary General of the Higher Council of Defense and President of the National Coordination Committee General Mohammad Kheir who stressed on the importance of coordination in response and on

the fact that the simulation is the first of many to come. Mr. Ross Mountain, the UNDP Resident Representative, expressed the importance of enhancing the resilience of communities and of the nation itself and the continued support of UNDP in preparing and responding to disastrous events.

The Swiss Ambassador Mrs. Ruth Flint highlighted the support that the Swiss Agency of Development and Corporation (SDC) has been providing for many years to DRM, contributing approximately \$5,000,000 to disaster reduction in projects related to Lebanon. Mr Ziad Hawat, the president of the municipality of Jbeil, expressed the municipality's commitment to increasing the city's resilience. Three presentations were conducted by General Pilot Khalil Bou Sleiman, General Jean Farah and Ms. Sawsan Bou Fakhreddine who described the simulation and the importance of coordination between local, regional and national levels and emphasized on the importance of controlling chaos and fear in such disasters. The simulation included an organized evacuation drill which took place at Saint Coeur School with the combined efforts of the Lebanese Red Cross and Civil Defense, ensuring the safety of students and their preparedness in case of an actual emergency.

The simulation was implemented mostly at the port of Jbeil, where a regional crisis management room was established and standard operating procedures were implemented based on the Casa response plan with the vital coordination of all agencies and stakeholders including the Kaemmakam of Byblos who presided over the operations room, the Army, which coordinated general command and control, the civil defense which mobilized its resources in search and



rescue actions, the Internal Security Forces which ensured safety and security, the Lebanese Red Cross, which set up a hospital tent, the Lebanese Army's Coast Guard, and the Byblos response committee consisting of all agencies and stakeholders.

The simulation was the first of its kind to ever be conducted in Lebanon while combining the efforts of such diverse public, civil and military institutions and can be considered as an evidence of the breakthrough that UNDP was able to achieve at the institutional level through coordinating one single exercise with the participation of all concerned public stakeholders.

### ***Evaluation workshop on the Byblos Tsunami Simulation***

As a follow up to the Byblos simulation, an evaluation workshop was conducted on the 27<sup>th</sup> of May at the Grand Serail. The meeting included all of the technical committees and agencies that worked on the simulation. The participants evaluated the simulation through a SWOT analysis and came out with a set of recommendations. The major challenges that needed to be overcome included having more reliable communication systems, making use of the equipment in the mobile operations room of the civil defense as well as having better equipment for the technical operations room and better organization of transport routes and increased coordination with the CNRS. The major strength which appeared during the simulation was the increased communication and coordination among different agencies which supported the success of the exercise. The stormy and difficult weather conditions during the event gave it a sense of reality and made agencies practice response in difficult situation. There was a very high degree of professionalism among the involved agencies. The coordination in the technical room among the different agencies and municipality as well as the Kaemmakam was efficient, and the school evacuation drill was very well performed.



The major recommendations included awareness and capacity building for local communities and the importance of replicating this type of simulation in other regions, taking different scenarios into consideration. This demonstrated the importance of holding surprise tests for agencies and testing their response mechanisms as well as establishing regional operation rooms and equipping them so they can respond effectively and efficiently to disasters. Other recommendations also stressed on the importance of establishing early warning systems at the national and local level. Continuous training and capacity building for concerned agencies must also be maintained. The second phase for Byblos is to officially institutionalize the disaster committee within the Caza.



## Output 2: DRR Considerations integrated into development planning of critical economic and social sectors to reduce vulnerability of development infrastructure and assets

### *Disaster Risk Reduction for the Industrial Sector 12 – 13 November 2014*

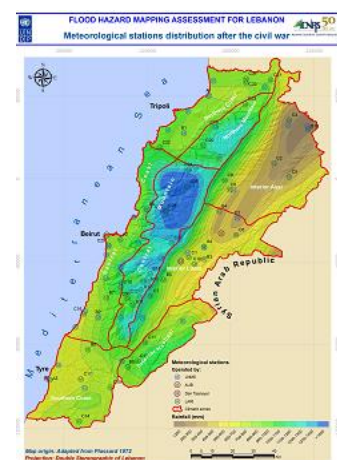
With the aim of analyzing methods that reduce vulnerability of critical infrastructure and with the collaboration of TAIEX – EU, a pioneer workshop was implemented on the 12<sup>th</sup> and 13<sup>th</sup> of November 2014 at the Grand Serail with the participation 40 key industries, agencies and stakeholders representative in Lebanon as well as experts from France, Portugal and Austria. The workshop which was the first of its kind tackled issues and sessions on the rules and regulation in France with the application of the Seveso 3, the role of civil defense in hazardous industry in Lisbon, principles of disaster management and Incident Management System and emergency planning for industrial risks at the municipal level. The workshop was very rewarding and the participants expressed their interest to continue working with the UNDP so as to implement DRR strategies to safeguard their industries, industrial areas, assets and lives.



### 2.1. Supporting the CNRS in monitoring hazards and conducting analysis

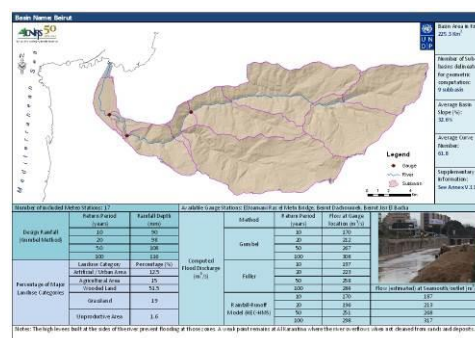
#### 2.1.1. Updating of hazard maps for all important hazards including earthquakes, floods, forest fires, tsunamis and landslides

Based on the "Flood Hazard Mapping Assessment" develop by our partner the CNRS, the UNDP organized a workshop in cooperation with the CNRS on 19<sup>th</sup> of March 2014 to disseminate the findings of the Flood Assessment Report for Lebanon. The workshop was held with the participation of the Secretary General of the CNRS, Dr. Mouin Hamza, and Acting UNDP Country Director, Mr. Shombi Sharp, in the presence of municipality heads, stakeholders, decision-makers, academics and specialists in the field. The dissemination of the findings supports decision-makers, planners and relevant community stakeholders in improving the government's capacities in disaster preparedness. The objective is for the report's results to be reflected in strategies that improve social, physical and institutional resilience to flooding. In brief, the report sums up all data acquisition, historical and literature review and flood plain delineation to hazard mapping as well as data about the history of floods that had hit the country within the last century for the researchers to use when gauging floodplains and the places that are mostly vulnerable to flooding. It scans through the major physical and hydrological characteristics of the Lebanese watershed. With the completion of the report in, another important project objective has been attained that will serve future actions and plans for disaster risk reduction at the national, sectoral and local levels.



## Supporting the CNRS in establishing a Flood Risk Map

To complement the work already achieved in the area of flood assessment mapping, UNDP agreed with CNRS to assess the flood risk over Lebanese watersheds and to develop a comprehensive methodology for flood risk mapping in order to protect life and property, support emergency services, promote public awareness, and encourage the development and implementation of long-term, cost-effective and environmentally sound mitigation projects. The developed flood risk maps will be considered as a national product, and will therefore be used to guide the National DRR strategy and will be integrated in the CDR land use master plan. The agreement with CNRS has been concluded and work has been initiated in December 2014. The project is expected to be finalized and presented in July 2015.



## 2.3 Provide Support to MoEHE in Crisis Preparedness and response

### 2.3.1 Support MoEHE in developing its response plan

### 2.3.2 Establish and equip MoEHE's disaster management cell

### 2.3.3 Implement a table top exercise/simulation for MoEHE

Within the framework of supporting key ministries in DRM and within the scope of the national response plan and coordination among different agencies, a consultant was hired to support MoEHE in establishing a response plan and disaster management cell. The ministry is committed to assign 6 staff members to work in the operations room on daily basis after being trained. The response plan was developed for MEHE in cooperation with the Committee of Education for Emergencies that was established at the Ministry. The committee is headed by the Director General of MoEHE and involves representatives from key divisions and departments at the Ministry. During this period, the following actions were implemented:

- Regular meetings with the Committee at the Ministry and bilateral meetings with key persons within the Committee.
- Development of the first draft of MoEHE Response Plan based on the role of MoEHE in the national response framework.
- Integration of MoEHE Response Plan within the Ministry's strategy for education during emergencies
- Establishment of an Operations Room at the Ministry and equipping it with necessary tools and equipment so as to be fully functional during emergencies and disasters including IT equipment, basic database and visual aids devices in addition to furniture and office stationary

Prior to the finalization of the response plan, a table top exercise will be conducted on the during January 2015 to inaugurate MoEHE's Operations Room with the participation of representatives from the Army, the Civil Defense, the Internal Security Forces, the Lebanese Red Cross and Beirut Fire Brigade. Following the table top exercise, UNDP will conduct meetings to finalize the ministry's response plan.

## **2.4 Support and set up coordination with the Ministry of Public Health (MoPH)**

### **2.4.1 Support MoPH in developing its response plan**

### **2.4.2 Support MoPH to establish its disaster management cell**

### **2.4.3 Implement a table top exercise/simulation for the MoPH**

The work with the Ministry of Public Health was rescheduled for 2015 since the ministry had other priorities in 2014.

## **2.5 Provide support to MoSA in Crisis Preparedness and Planning**

### **2.5.1 Support MoSA in developing its response plan**

### **2.5.2 Establish and equip MoSA disaster management cell**

### **2.5.3 Implement a table top exercise for the MoSA**

Within the framework of developing sectoral response plans for the main public administrations and ministries, a response plan was developed for the Ministry of Social Affairs in cooperation with the Committee established at the Ministry headed by the Director General.

UNDP initiated the work at the ministry in July 2014, and the following actions were implemented:

- Regular meetings with the Committee at the Ministry and bilateral meetings with key persons within the Committee
- Development of the first draft of MOSA Response Plan based on the role of MOSA in the national response framework
- Integration of MOSA Response Plan within the Ministry's strategy during emergencies
- Establishment of an Operations Room at the Ministry and equipping it with the necessary tools and equipment as to be fully functional during emergencies and disasters including IT equipment, basic database and visual aid devices in addition to furniture and office stationary

Finally the MOSA Operations Room was inaugurated and a table top exercise was implemented on the 15<sup>th</sup> of December, 2014 with the participation of the Minister of Social Affairs Mr. Derbas, the Secretary General of Higher Council of Defense, General Kheir, the Swiss Ambassador, H.E. Mr. Francois Barras and UNDP Country Director, Mr. Luca Renda including representatives from the Army, the Civil Defense, the Internal Security Forces, the Lebanese Red Cross and Beirut Fire Brigade.



## **2.6. Coordinate with BRHIA and other military airports in crisis preparedness and planning**

### **2.6.1. Coordinate with BRHIA and military airports for logistics needs**

#### **2.6.1. Provide support in the update of the GARD Plan**

UNDP has been supporting Beirut Rafic Hariri International Airport since 2012 especially through the UNDP – DHL program Getting Airports Ready for Disasters (GARD). In 2014 the BRHIA response plan during disasters was updated through meetings with the committee that was initially established at the airport for this purpose.



#### **2.6.2. Support the activation of the Crisis Management Room at BRHIA and procure needed equipment and furniture**

The airport crisis management room has been renovated and equipped in December 2014 with the necessary tools and equipment including IT, database and visual aids devices in addition to furniture and office stationary.

## **2.7. Introduce DRR concepts into the ENA and Military Academy Curriculums**

The project implemented a 3 day "Training of Trainers" on Disaster Risk Management and Emergency Response," under the patronage of the Secretary General of the High Council of Defense, Major General Mohammad Kheir and UNDP Country Director, Mr. Luca Renda from the 19<sup>th</sup> till the 21<sup>st</sup> of February 2014 at the Grand Serail. The main objective of this interactive training that was presented by Mr. Usman Qazi, senior international recovery consultant at the UN, was to enhance the understanding of disaster management as well as engage the participants in practical techniques for risk reduction in development planning and management.



The three day training included sessions, working groups and case studies on:

- The basic terms in the discipline of disaster management;
- Overview of the various stages in disaster risk management spectrum;
- Identification of the types and sources of risk as well as prioritizing the actions for disaster risk reduction;
- Outline a strategy for risk reduction in development planning and management



The training was attended by 39 trainees, including senior members from the Lebanese Army, Internal Security Forces, Red Cross, Civil Defense and civil servants. During the training, the consultant focused on different learning,

training and teaching techniques related to DRM and Risk Response, through rich lectures and challenging case studies.

Through this training, public and military human resource capabilities and training skills were enhanced with regards to DRM.

## **2.8 Collaboration with the Ministry of Agriculture (MoA)**

Based on the Minister of Agriculture request, UNDP assigned a consultant to initiate work with the ministry. The specific purpose of this collaboration is for the Ministry to develop and implement its contingency response plan in line with the National Response Plan and to increase response and resilience to environmental hazards and to mitigate climate change impacts, especially in times of crisis. The UNDP also supported the Ministry in establishing its basic crisis management cell with necessary tools and equipment.



The response plan at the Ministry of Agriculture is being developed in cooperation with the Committee established at the Ministry which is directly headed by Minister Chehayeb.

So far, the following actions were implemented:

- Regular meetings with the Committee at the Ministry and bilateral meetings with key persons within the Committee
- Development of the first draft of MoA Response Plan based on the role of MoA in the national response framework
- Establishment then operations room at the Ministry and equipping it with basic database and visual aids devices in addition to furniture and office stationary

The Operations Room and the response plan will be tested through a table top exercise which is projected to be implemented in February 2015 with the participation of representatives from the Army, the Civil Defense, the Internal Security Forces, the Lebanese Red Cross and the Beirut Fire Brigade.

### ***National Conference on the implementation of the National Forest Fire Management Strategy***

On the occasion of the International Disasters Risk Reduction Day, and under the patronage of H. E. the Minister of Agriculture Mr. Akram Chehayeb, the project organised a national conference to support the implementation of the "National Strategy for Forest Fire Management" on Tuesday, October 14 at the Grand Serail in Beirut.

The conference aimed at presenting and discussing the initiatives that have been implemented at the national level since the adoption of the strategy by the Council of Ministers in 2009. Moreover, the conference was an opportunity to explore future initiatives and recommendations for activating the strategy

## **Output 3: Local and community Capacity for DRR enhanced to reduce losses to life and property**

### **3.1. Collaboration and support for Lebanon's 3 Mouhafazat/Caza/Districts and for 5 Municipalities/Union of Municipalities with highest influx of Syrian refugees and vulnerable area**

#### **3.1.1. Develop and prepare response plans and implementation action plans for selected Mouhafaza of South, Caza of Akkar and Maten, Union of municipalities of Tyre and Danniyeh and municipalities of Baalbeck and Tripoli**

#### **3.1.2. Support the establishment of local operations room for the above mentioned authorities**

#### **3.1.3 Implement at least one table top exercise**

Within the comprehensive approach of reaching out and building capacities for disaster risk reduction including preparedness and response to emergencies at the national, sectoral and local levels, the project supported 3 Mouhafaza (Mouhafaza of South, North and Baalbek Hermel) , 2 Caza (Caza of Chouf and Caza of Metn) , 2 Union of municipalities (Union of Tyre and Union of Dannieh) in an overarching approach which includes developing their response plans and crisis management cells in line with the National Response Plan. In this context, the project has accomplished the following local level activities:



#### ***Mouhafaza of South, North and Baalbek Hermel***

- Regular meetings held with committees established by the 3 Governors
- First draft of response plans developed for the 3 Mouhafaza based on the role regions play in disasters as per the national response framework
- 3 Mouhafaza operation rooms were established and equipped with tools and equipment including IT equipment, database and visual aids devices in addition to furniture and office stationary so as to be fully functional during disasters.
- Preparations were initiated for a field simulation during which the South Response Plan and the operations room will be launched during the first week of March 2015 in Saida
- Preparations were initiated for the table top exercise in Mouhafaza of Baalbek Hermel to test and put the response plan into action
- Inauguration of the North Operations Room took place on December 17, 2014 with the participation of representatives from the Army, the Civil Defense, the Internal Security Forces, the Lebanese Red Cross and Beirut Fire Brigade and SDC representing H.E. the Ambassador of Switzerland. The event included key notes by the Governor of the North, the Secretary General of Higher Council of Defense and UNDP and Ms. Dalia Lakiss representing the Ambassador of Switzerland.



### ***Caza of Chouf and Caza of Metn***

A committee consisting of major concerned stakeholders and agencies was formed to develop and implement the response plan for the Caza of Chouf which includes 47 municipalities and the Caza of Metn which includes 48 municipalities and which was one of the first regions to have adopted the "Resilient cities campaign". Meetings were conducted every other week with the active participation of the Kaemakams and the committee. A substantial part of the plans has already been achieved including setting the structure of the response plan and the identifying the roles and responsibilities of each entity and agency in preparing and responding to crisis and disasters. A chapter on the role and responsibilities of the municipalities within the Caza will be formulated and added to the response plan.



A table top exercise is to be prepared accordingly and tested upon the completion of the response plan. The location for the operations room has not been fixed yet, the project team is discussing the logistical aspects needed for the establishment of the operations room in the region.

### ***Union of Municipalities of Dannieh and Union of Tyre***

The response plan for the Union of Municipalities of Dannieh composed of 22 municipalities and Union of Municipalities of Tyre composed of 60 municipalities are being developed in cooperation with the Union presidents with a representative sample of major stakeholders who have formed a committee for this task at the local level. So far the following actions were implemented:



- Regular meetings with the Committees were held in the presence of the Union presidents
- The draft response plan were developed for the 2 unions based on the role the unions play in disasters as per the national response framework
- Preparations for the table top exercise to test and put the developed response plan into action were initiated

## **3.2 Provide support to 25 local authorities to adopt resilient cities charter**

### **3.2.1 Select 25 local authorities with high influx of Syrian refugees from Bekaa, South, North and Mount Lebanon that have critical security and vulnerabilities issues to adopt the resilient cities charter**

### **3.2.2 Present to the municipalities the resilient cities campaign**

With the long term objective to empower local governments through stronger national policies to invest in risk reduction at local level, the project implemented with the collaboration of UNISDR regional office and experts from Italy a three day workshop aiming to further develop the capacities of 70 local and regional government officials from 8 "Mouhafaza", 25 "Caza"/ districts and 25 local authorities with high presence of displaced Syrians in the Bekaa, North, South, and Mount Lebanon on disaster risk reduction by introducing them to the resilient city charter and equipping them with the necessary tools on how to integrate disaster risk reduction in city planning and local development. Several recommendations came out of the workshop focusing on continuous work on DRR, capacity building, assessment and the implementation of the 10 checking points to increase the city's resilience (refer to annex 9: evaluation report of the Workshop).

## ***Study Visit to Amadora Portugal***

Within the scope of the EU - TAIEX assistance, a Lebanese delegation composed of three members representing the DRM Unit, the Directorate General of Municipalities at the Ministry of Interior and the Municipality of Baabdat participated in a study visit which provided an opportunity to network and cooperate with municipalities in Portugal in order to gain knowledge, experience hands-on and best practices from their expertise in Disaster Risk Reduction (DRR) in general with a focus on DRR at the local level.

The visit had the following objectives:

- Learn how to build community resilience based on the EU Approach to Resilience by "building resilience and promoting sustainable development using an all-of-society approach which includes local authorities, CSOs, citizens and development partners and using the example of Amadora in Portugal as prototype
- Build the capacity of a representative sample of local authorities from Lebanon on city resilience to natural and man-made disasters taking into account the characteristics that have supported Amadora to enhance its resilience
- Learn best practices and participate in activities organized by the Amadora DRR, particularly in the aspects of community awareness, safety and reduction of vulnerability as well as building partnerships and enhancing critical infrastructure
- Learn from the municipal service of civil protection about local level urban planning that encompasses DRR as part of the city development strategies.



The study visit has successfully accomplished the above stated objectives. Seeing different local level authorities' challenges and how they manage disasters and increase preparedness using community awareness, capacity building and development plans was remarkable on how these model cities are building their resilience.

Best practices were clearly portrayed and can be easily replicated within the Lebanese context; this is especially true within the coordination between local and national level platforms and supporting different segments of the community to become more resilient.

Other important topics were discussed during the study visit, including future potential collaborations and joint projects as well as city-to-city learning.



### 3.3. Implement awareness raising activities on crisis preparedness

#### Children DRR Play

As part of raising awareness of different segments of the community, the project replayed the children's puppet show "Firas Al Attas" in 5 different locations in Lebanon as part of raising awareness on disaster risk reduction in collaboration with Khayal Association. The tailor made play was performed within public schools for around 3,000 students aged 7 to 12 in Beirut, Saida, Tyre, Chouf and Metn. The play which uses drama, storytelling, puppetry, Shadow Theater and video, includes prevention messages on earthquakes, tsunamis, and fires. The project also benefited from this occasion to distribute the home guide to students and teachers.



#### 3.3.1. Promote the idea of making personal and family emergency kits

The project proceeded in updating and reprinting 100,000 copies of the home guide for disaster preparedness and response which includes among others awareness material. The home guides were distributed in collaboration with the Internal Security Forces all over the Lebanese regions. Moreover this action was accompanied with a social media campaign through the ISF twitter account.



#### 3.3.2. Distribute sample emergency kits to major critical areas, sectors, institutions, women, and people with disabilities

The project procured 1,000 emergency kits. The emergency kits were delivered to the project in December 2014 and are projected to be distributed in January 2015 to major stakeholders with the objective of raising awareness and preparedness. A comprehensive list of these stakeholders was developed focusing on the three levels of the project stakeholders which are national, sectoral and with a particular focus on the local level stakeholders including municipalities with highest vulnerabilities and Syrian refugees.



#### 3.3.3. Develop an interactive DRR mobile application

Since access to vital information before, during and after emergencies and disasters is critical to help saving lives and with the objective of creating solutions to reduce natural disaster risks and to better prepare for and respond to major natural disasters, the project developed a mobile application targeting the Lebanese public to help raise their awareness, preparedness and response on disasters.

The application includes a variety of functions such as:

- Information on major disasters facing Lebanon
- Information on how to be prepared for different types of disasters
- Information on building your emergency kit
- Links to useful DRM Contacts
- Subscription option to early warning and alerts as well as receiving

By a simple, the mobile application can be downloaded to be better informed, prepared for and respond to major natural disasters. The application should be launched in February 2015 with the launching of the National Operations Room.



## Updating the project's website

The project has been working to update the website in a way to be more informative and interactive. Sections containing information on disaster risk reduction, how to plan, prepare and mitigate disasters, information and database on disasters in Lebanon as well as sections on the resilient cities campaign, training and workshops with current and upcoming events, a news room and contact were added. The website should be launched in February 2015 along with the launching of the National Operations Rooms



## Forest Fire Campaign

UNDP supported a national media campaign with the objective of raising awareness on forest fires and the importance of taking actions to mitigate risks through the Disaster Risk Management Unit. This action was initiated as part of the community awareness by the project team and as a result of the disastrous forest fires that overtook a large percentage of the forests in Baabda. The campaign is a joint partnership with the Ministry of Agriculture, Ministry of Interior, Ministry of Environment, the Association for Forests, Development and Conservation (AFDC), USAID and others.



## Medco Presentation

As part of Medco's Fuel Life seminar for raising awareness about contingency planning in the private sector and alongside the Lebanese Red Cross and Zod security, the UNDP DRM Unit was invited to speak at MEDCO's Fuel Life seminar that was held in Le Royal Hotel on Wednesday March 19th, 2014 for an elite audience of corporate VIPs. During this seminar, the project provided an overview of natural hazards and disaster that Lebanon is prone to and the disaster risk plans at the national sectoral and local level including private sector awareness on disaster risk reduction both for companies and personnel.



## 3.4. Capacity Building leading to Institutional arrangements within Municipalities

### 3.4.1 Support 5 Municipalities / Qaza in implementing the 10 checking points of the LGSAT

Within the workshop conducted with the collaboration of UNISDR regional office in December 2014, more than 5 municipalities were supported and trained to fill in and start implementing the 10 checking points of the LGSAT. Also with the collaboration of UNISDR regional office, the Municipality of Saida has been identified as one of the regional municipalities to be supported in the implementation of the Aqaba declaration. With the support of UNDP, a committee was formed to discuss the Aqaba Declaration and identify targets through consultations amongst stakeholders and the City Action Plan is being processed to implement Aqaba Declaration.

#### d) Reason if progress below target

In general, UNDP has successfully accomplished the majority of its activities; however despite the progress and accomplishments, some activities could not be completed during

2014 and will hopefully be accomplished in 2015. A vital output that could not be accomplished in 2014 was the establishment of the Mobile Operations Room since as mentioned in the report, the National Operation Room comes as a prerequisite to the establishment of the Mobile Operation Room and the cost of establishing the NOR was much higher than expected and with the remaining amount, the project could no longer procure an adequate Mobile Operation Room.

Another challenge the project faced was in the integration of DRR within the Ministry of Public Health since the ministry had other priorities, however the project has shifted this action to 2015 as well.

#### **e) Update on partnerships**

UNDP has, during the past years, fostered partnerships and built collaboration with the main concerned public stakeholders and agencies concerned by DRR including the Prime Minister's Office (PMO), the NCC which engages representatives from all ministries and concerned agencies, the higher council of defense, relevant ministries, Mouhafazas, Cazas, Kaemakams, municipalities, red cross, civil defense, LAF, ISF, media, private sector, academics, universities, etc.

Our partnership with all the above entities and their precious collaboration with UNDP on DRM has been crucial to the success of the project and essential in spreading the importance of DRM at the national, local and pectoral levels.

UNDP's partnership with the Lebanese Recovery Fund through the German Embassy and especially with SDC has also been essential in reinforcing the positioning of the DRM as an essential aspect of the Government's work and in progressing towards a more resilient country.

UNDP's partnership with UNISDR has also been maintained via exchange of information, and organization of capacity building workshops. Our new collaboration with OCHA has also been promising.

#### **f) Recommendations and proposed action**

According to the project document, the executive period of phase II of the project shall be three years. So far UNDP, SDC and LRF through have financially contributed to the project implementation.

Project activities continue to focus more on response as a result of the current political instability the country is facing, nevertheless the project works also on preparedness through capacity building and awareness raising and has initiated work on early recovery as well.

The main actions in line with project objectives and desired outcomes as per the annual for plan for 2015 include:

Output 1: Institutional mechanisms for DRM established with sufficient capacities to increase resilience against disaster risks

- Follow up on the DRM Unit Operational issues
- Continued Support for the National Operations Room (NOR).
- HFA Annual Progress Report
- Support Lebanon's delegation to attend the global platform in Sendai- Japan
- Developing the National Strategy for Early Recovery System
- National Awareness Campaign and activities targeting key stakeholders and general public
- Support the establishment and setting up of a fully functional and operational Mobile Operations Room (MOR) and field assessment team.

Output 2: DRR Considerations integrated into development planning of critical economic and social sectors to reduce vulnerability of development infrastructure and assets

- Supporting the CNRS in establishing the flood risk map
- Collaborating and support of concerned Ministries to develop their risk assessment, response plan, crisis management operations room and implement table top exercise
- Support and set up coordination with the Ministry of Telecommunication
- Support and set up coordination with the Ministry of Public Health (MOPH)
- Support and set up coordination with the Ministry of Industry
- Support and set up coordination with the Ministry of Energy and Water
- Support and set up coordination with the Ministry of Culture
- Introduce DRR concepts into the ENA and Military Academy Curriculums

Output3: Local and community Capacity for DRR enhanced to reduce losses to life and property

- Improved capacities of local authorities to respond to emergencies and disasters 2 Mouhafazat/1 Caza to develop their risk assessment, response plans, disaster management cell and implement a table top exercise
- Capacity Building leading to Institutional arrangements within Municipalities
- Community awareness: development and implementation of mass awareness campaign: including launching of DRM website, launching of mobile application and mass media awareness campaign

#### **4. Challenges**

1. At the national and political levels, one of the greatest challenges that remains is the political instability, with the security threats of man-made disasters and unrest. The attacks by ISIS in Arsaal targeting the army and kidnapping soldiers has aggravated the situation. Man-made disasters in the form of car bombings, attacks on army checkpoints in the North have resurfaced, posing additional challenges. This has been reflected on project activities especially those targeting the development of response plans in some regions by postponing the meetings due to the situation
2. Another alarming issue is the increasing number of Syrian refugees which is projected to reach 1.5 million by the end of 2014 with non-adequate infrastructure or services for neither them nor their host communities especially as the winter season begins.
3. On another note, some regions have not yet been able to allocate space for the development of the emergency crisis rooms namely in Chouf and Maten regions which poses a challenge that needs to be followed.

#### **5. Lessons learned**

- The board meeting constituted an important moment to reflect on future directions and opportunities for the project
- The evaluation mission for the project accomplished during the last quarter of the year which serves also in the same direction towards establishing for the next project phase of building Lebanon's resilience
- The establishment of the NOR within the PCM reflects the government's commitment, support and interest in accomplishing project priorities

- One of the most important lessons learnt during this period is reflected in the implementation of the national simulation as it tested coordination among agencies in responding to disasters and managing them onsite in line with the national response plan
- Linking local and sectoral level stakeholders working on their response plans with the national response plan to ensure all stakeholders are coordinated
- Despite the focus on response due to the situation in the country one lesson learnt is expressed in the balance of actions between preparedness, response and early recovery by the project as all of these actions lead to strengthened capacities that reduce threats and disasters
- Engagement and involvement of high and low level decision makers in DRM supports in elevating the momentum of work especially in response to man-made and natural disasters
- International know-how and trainings mainly the training on information management, industries and municipalities has increased the capacities at all levels
- Building collaboration with new stakeholders such as OCHA is vital
- Permanent coordination and cooperation among key stakeholders is necessary for the flow of work
- The 2014 period was essential in raising UNDP's capacity to best estimate the cost of complex initiatives such as the establishment of the National Operations Room. The main reasons behind the underestimate are due to 1) the late response from the Office of the Prime Minister regarding the location of the NoR within the Serail premises, 2) the many changes requested from the Serail officials after the signature of the contract due to the multitude of technical focal points involved from their side such as maintenance, IT, Admin, Electrical Dpt. and their lack of understanding in the project 3) the inability to finalize the technical specifications of the NoR ahead of the finalization of the workplan 4) the work restrictions set by the Serail due to its historical building status. In the future, UNDP will be able to better estimate such costs by starting the design process much ahead of time and by taking the Serail restrictions into account in the design process and by requesting the Serail to assign 1 focal point with decision making skills and adequate capacity to follow up with UNDP.
- The usual estimated period for UNDP to finalize a regional response plan is 6 months. However it has been very challenging to meet that timeframe due to random reasons such as the security situation, the bad weather conditions which limits our ability to move to regions, and the difficulty in setting meetings with the local stakeholders and government counterparts. Based on our experience, UNDP now estimates that a regional response plan requires from 6 to 9 months to be completed and adopted by the Mouhafez