Risk Reduction Management Centres
Experience Sharing Workshop

December 2nd, 2013 | Montego Bay, Jamaica

UNDP | CRMI Caribbean Risk Management Initiative

Workshop Report
December 19, 2013

Report Contents:
1. Overview
2. Objectives
3. Session Notes
4. Annexes
   i) Agenda
   ii) Participant Roster
   iii) Photos

1. Overview

CRMI's Risk Reduction Management Centre (RRMC) Experience Sharing Workshop took place on December 2nd, 2013, during CDEMA's 8th annual CDM Conference in Montego Bay, Jamaica. The workshop targeted persons from the 5 participating countries and Cuba, all who have been actively involved in the RRMC pilot projects. Participants included local implementing partners, UNDP focal points, national stakeholders, representatives of CDEMA, and other interested parties.

The objective of the workshop was to have representatives from the six countries involved in CRMI's South-South Cooperation (SSC) initiative come together to review the RRMC pilot project implementation process, results, share experiences, identify lessons learned and discuss next steps in strengthening local risk management mechanisms. The following report outlines the key activities and outcomes of the workshop.

2. Objectives

1. Review the project implementation process
2. Share each country experience and results
3. Review and discuss benefits and process related to South-south cooperation
4. identify lessons learned in SSC, in local risk management and in integrating risk reduction
5. Discuss next steps for RRMC pilots at each country level
6. Brainstorm the content and direction of the lessons learned final document

3. Session Notes

a) Knowledge Fair

Following the opening remarks and a brief presentation on the background of the pilot project and the objectives of the workshop by project manager Jacinda Fairholm, the workshop began with knowledge fair. During the knowledge fair, participants from each country hosted a station with posters outlining the implementation process and showcasing materials used in their RRMCs. The participants were asked to design their posters to showcase the following information:

- Information about the pilot territory (main hazards, vulnerability, DM structure etc.)
- Key activities
- Achievements and/or Results
- Key Lessons Learned
- How the pilot will improve local disaster risk reduction in the territory
- Tools used (manuals etc.)

The event was informal, and participants had the opportunity to walk about the room speaking with one another about their experiences. The objective of the fair was to provide a space for sharing experiences and networking. The fair also provided the opportunity for participants to ask each other specific questions.

b) Implementation Map

Following the knowledge fair, participants were asked to divide into groups by country and come up with 4 or 5 challenges and 4 or 5 successes experienced during the implementation process. The successes and challenges were written on post-it notes and put up on two display boards. The notes where then organized by theme and discussed by the entire group. The objective of this exercise was to help the participants think critically about the strengths and weaknesses of the implementation process, so that they can better plan for the future of the project in their respective countries.

Prevailing issues and recommendations were as follows:

Challenge	Lesson Learned
Funding: Participants noted that the $25,000 designated to each pilot represented limited resources, and that they required additional in-kind or cost-sharing by local and national governments. Several pilots had real project costs that were substantially higher than was initially	There is a need for correct and feasible costing out, MOUs with governments re. cost sharing and leveraging of other funds, and having an understanding of the local market. The importance of building strong partnerships from the outset of project development was also stressed, in order to

assessed. For example, Trinidad and Tobago estimated that their real project costs were $115,000, not including in-kind support.	build support from national and local stakeholders.
A one-size-fits-all budget strategy did not work across the varied contexts of the pilot locations, and economic realities were a barrier to successful implementation.	The lesson learned here related to the importance of adapting budgets to the local context in project planning.
Procuring additional and future funding has been a challenge.	Discussing the future procurement of funding, once UNDP support is no longer available, is important for project sustainability.
Project Staff: staff turnover or responsibility overlap prolonged or complicated the implementation process in several cases. As noted in the lesson learned, this can also have positive impacts for the project.	It was agreed that having a regular presence of a dedicated person throughout the pilot process would be beneficial for placing responsibility and ownership, but also that negative aspects of a dedicated project manager would include reliance on that one person's abilities and continuity with the pilot.
Workload: Some staff had significant responsibilities apart from the pilot and were therefore unable to dedicate sufficient time to the project roll-out.	It was agreed that when staff are given roles within the RRMC pilots, the workload in their organization needs to be redistributed rather than having the new responsibilities added to their existing roles.
Procedures: Participants felt that it was an unnecessary step in working with the regional centre when seeking advice, getting financial approvals etc. Due to the time spent waiting for information on procedural actions to be taken, the country offices and national counterparts experienced long periods of inactivity in the project implementation process, followed by periods with high amounts of activity to be completed in a very short timeframe	One recommendation stemming from this discussion was to provide more information on things such as funding types and associated restrictions to the country offices and national counterparts at project outset, so that they can better understand the reasons behind the procedures in place and avoid unnecessary frustration.
Short implementation period: Participants felt that the implementation periods for their pilot projects were too short, given the other challenges they face.	As each country designed their own implementation plan, it is important that they are realistic in the goals and activities that they set out to accomplish in a given timeframe. Project planners should take into account local political and administrative contexts in order to accurately estimate the amount of time needed to execute a given task.
Procurement: More rural or isolated pilots faced difficulties in procurement. There is often only 1 or 2 providers of a certain service in these areas, therefore they cannot meet UNDP's 3 quote requirement.	UNDP's procurement requirements were a challenge for small projects, which called for greater flexibility in UNDP's procurement procedures.
Lack of clarity even within UNDP offices as to	UNDP needs to better adhere to its own regulations

norms of procurement and approval thresholds.	across country offices and the regional centre, for consistency in the application of procedures.
Capacity Development and Training: Training did not always respond adequately to the needs of the recipient countries.	Cuban delegates felt that it would have been more effective to identify constraints specific to each country prior to designing the capacity development tools, in order to better plan training methodology.
Several of the training sessions and workshops were ineffective due to the inability of the presenting experts to adequately impart their knowledge to the audience, due to issues with presentation style, transmission, adult learners and responding appropriately to demand.	It was agreed that in the future, presenting experts should not only be chosen based on their skills and knowledge in their field, but also for their pedagogical abilities.
Training sessions were wasted if the person(s) trained does not stay with the project, or were not the appropriate person to attend the training in the first place.	It was suggested that more people need access to the training in order. It was also agreed that it is important to carefully choose participants, and to clearly communicate the objectives of the training so that the right people are included.
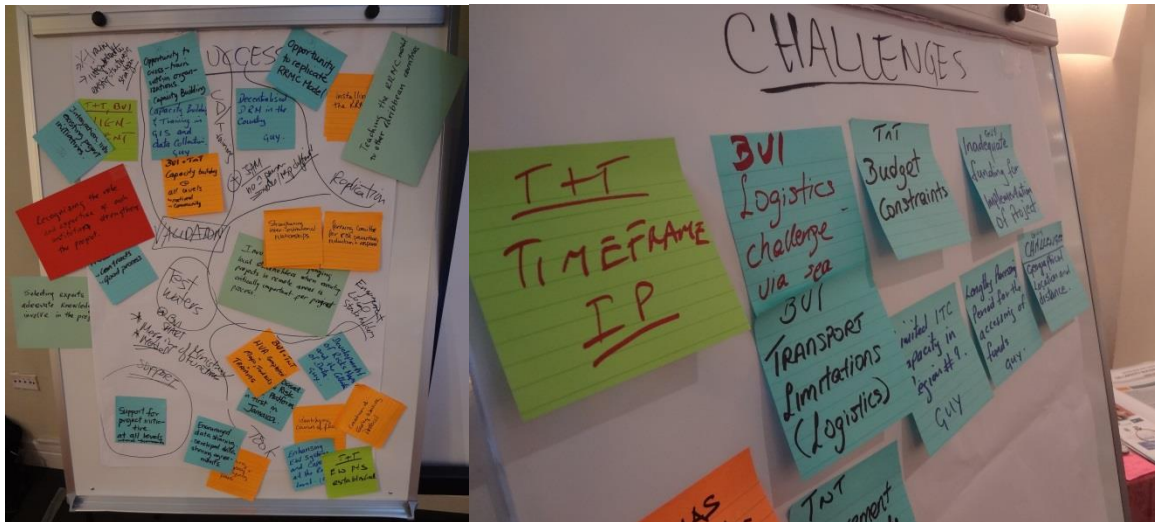
Successes:

- Opportunity to Replicate the Cuban RRMC model
  - Decentralized DRM model introduced
  - RRMCs installed
  - Teaching of RRMC model to other countries
- Cross-Training
  - Alignment between existing structures and the project
  - Opportunity to cross-train at the national level
- Capacity Building
  - CB in GIS and data collection
  - CB at both local and national levels
- Validation

- o   Validation for risk reduction approach
- o   Support for project demonstrated at all levels
- Pilot has encouraged data sharing agreements
- Support and Alignment
  - o   Buy-in and ownership of the pilots at all levels
  - o   Alignment with existing structures
  - o   Integration with existing projects
  - o   Recognition of role and expertise of each (involved) institution strengthened project implementation
  - o   Opportunity to "test waters" - BVI tested SMART model; Jamaica used RRMC to merge planning and disaster management functions at Parish level
- Engagement of local stakeholders
  - o   Strengthened inter-institutional partnerships
  - o   Allowed for forming of committee for risk prevention and response
- Concrete Tools Developed and Used
  - o   Early Warning Points established
  - o   Early Warning Systems and Protocols
  - o   Risk assessments conducted
  - o   Risk and Vulnerability Studies completed
  - o   Maps, toolkits and training materials developed
  - o   Data collection capabilities enhanced
  - o   Disaster Risk Information Platform established

c) Discussion

For the discussion component of the workshop, two questions were posed to the group, who were seated in pairs. , Each pair presented their thoughts to the group. Following the first question, participants switched seats and discussed the second question with a new partner.

i) What have you learned that should not be forgotten for future South-South Cooperation Projects?

This question was asked to determine the most important lessons learned by each of the participants in terms of participating in a South-South Cooperation project. Key findings were as follows:

- There is a distinction between replication and adaptation. The objective of SSC is to adapt a model to specific country/territory context, not to replicate it necessarily.
- Strategic partnerships are crucial for success
- Consistency and continuity in staffing or personnel, to follow through is important for SSC implementation.   Limited resources require and foster creative approaches to achieving results.
- Prevention is more important than response. Accurate risk diagnosis is crucial to ascertain what forms of prevention are needed.
- It is important to integrate stakeholders and community members in the projects.

- Training methodologies are more effective if they are centred on the adult learner, are flexible and adaptable. The exchange should not be uni-directional, but engaging, interactive and responsive to the learner's needs. Likewise the training design and content needs to be based on an assessment of capacity development needs, ideally at a country level. It is crucial to involve local communities and authorities from the beginning of the project in order to secure their support and involvement.
- The integration of the project roles and responsibilities into the existing structures and workplans allows for greater project sustainability
- For country level up-scaling, there are multiple different contexts and the project model may have to be adapted multiple times.

ii) What advice would you give to UNDP, as facilitators of South-South Cooperation?

This question was asked to ascertain how UNDP can better function as a facilitator of SSC. Recommendations were as follows:

- Longer timelines for project implementation are necessary; 9 months was insufficient for completion of all activities.
- There is room/space for UNDP to better integrate with CDEMA's knowledge network in the Caribbean.
- Clear guidelines on procurement and financial procedures would be very helpful.
- Country offices should be more consistent in following standard UNDP financial and procurement procedures.
- UNDP could provide a resource guide on the timelines and planned activities, contact information, and procedural information at the beginning of the project in order to allow for participants to start off on the same page.
- UNDP should outline what it can and cannot provide in terms of financial and administrative support for South-South Cooperation and pilot projects.
- UNDP should provide more funding for projects of this scale.
- UNDP could collect and disseminate information on potential funding sources to help participating countries plan for financial sustainability after their involvement ends. This information could be presented in a virtual forum, for example. Channeling the results of the pilots to the donor community as well as helping with networking and contacts would help the countries resource mobilize.
- UNDP could compile and disseminate a list of all persons and their roles/responsibilities involved in the pilot projects, in order to facilitate communication and exchange between them.

d) Next Steps World Café
The final activity of the workshop was a world café with a focus on project sustainability. The objective of this activity was to identify what the participating countries needed for sustainable next steps in the project.

As a group, participants were asked to identify the most pressing issues that might impede their ability to sustain the project after the RRMC pilot ends. Four areas were prioritized and a discussion was led by the individual who proposed the priority idea. The discussion was meant to respond to the following three questions:

     a) What is the real issue at hand?
     b) What is missing in order to address the issue?
     c) What is the most elegant next step?

As part of the exercise, all participants, with the exception of the discussion leaders, could move from group to group and provide input into the discussion s/he wished The following points were made by the group:

1. Capacity Building	
Leader: Patricia Lewis (Jamaica)	
What is the real issue at hand?	The issue is a lack of capacity to determine needs for successful implementation
What is missing to address the issue?	There is a need for more thorough capacity needs assessment. Following that, an audit/survey should be conducted to create a ratings tool to complement the needs assessment. The next step would be to create an MOU with a good exit strategy and a long term vision for the project.
What is the most elegant next step?	The most elegant next step would be to create strong synergies with other projects and partners to replicate the RRMCs in other regions, along with continuous networking and engaging with actors at regular intervals. In terms of training, the next steps will be to facilitate technical exchanges and use of knowledge platforms, as well as conduct simulation exercises in order to improve plans and strategies.

2. Funding	
Leader: Donna Pierre (CDEMA)	
What is the real issue at hand?	Acquiring funding is a major priority, as a dedicated budget line for DRR.
What is missing to address the issue?	We need to reshape the discussion around DRM to generate greater interest. We are also missing advocacy by and for stakeholders. The link to sustainable development also needs to be made clearer.
What is the most elegant next step?	The most elegant next step would be to go after the easily achievable areas first, at the community level. It would also be a good idea to lobby non-traditional agencies with vested interests. To generate interest in the RRMCs we need to "projectize" and prioritize key aspects of the projects.

3. Partnerships	
Leader: Margaret Jones Williams (UNDP Jamaica)	
What is the real issue at hand?	The issues at hand are threefold: sustainability for replication, national and local ownership and engagement with the project, and involvement at the regional or international level to drive the process forward.
What is missing to address the issue?	What is missing is the identification of partners and roles. There is a need for a directory with names and roles of actors; it was suggested that UNDP facilitate partnerships with higher level organizations such as CDEMA. Formal agreements are also an important missing piece.
What is the most elegant next step?	The most elegant next step would be to identify partners and roles at all levels and establish technical networking groups that are both virtual and physical in nature. It would also be an important next step to have formal agreements at a high level (MOUs, LOAs) for regional partnerships.

4. Strategies for embedding RRM in communities	
Leader: Andre Griffith (Jamaica)	
What is the real issue at hand?	The issue is increased risks for residents due to lack of public awareness.
What is missing to address the issue?	What is missing are funds for the continuation of awareness building activities.
What is the most elegant next step?	The next step is to form partnerships (public-private) to ensure sustained funding.

Annexes

Annex i. Agenda

Agenda

Preamble:

CRMI's RRMC Experience Sharing Workshop is meant to be an interactive, participatory, active and hands-on event. Participants will include local implementing partners, UNDP focal points, national stakeholders, representatives of CDEMA and other interested parties. The objective of the workshop is to have representatives from the six countries involved in CRMI's South-South Cooperation initiative come together to review the Risk Reduction Management Centre pilot project implementation process, results, share experiences, identify lessons learned and discuss next steps in strengthening local risk management mechanisms.

Objectives:

1. Review the project implementation process
2. Share each country experience and results
3. Review and discuss benefits and process related to South-south cooperation
4. identify lessons learned in SSC, in local risk management and in integrating risk reduction
5. Discuss next steps for RRMC pilots at each country level
6. Brainstorm the content and direction of the lessons learned final document

Timetable:

9:00 AM	**Words of Welcome, Acknowledgements, Introductions** **Review of process 2009-2013**
AM	**Knowledge Fair:** Each country will have a station to visually showcase their pilot project. Please see the attached template which should guide the design of the poster. Other contents of the stations that you may wish to bring may include graphics, photos, and training and communications materials. No Power Points are required.
AM	**Implementation Map:** Participants will create a map of questions, challenges, recommendations and ideas related to the implementation process, followed by a discussion.
	Lunch
PM	**Roundtable Discussion on South-South Cooperation:** The facilitator will lead a discussion on questions regarding the lessons learned, strengths and value-added of South-South Cooperation.
PM	**Next Steps World Café** Group work related to project sustainability and next steps.
PM-17:00	**Closing Remarks**

Poster Guidelines

Who?	Participants in CRMI's RRMC Workshop, representing the six countries which participated in the RRMC pilot initiative.
What?	Each country will create a poster which shares their experience, in order to display it during the 'Knowledge Fair' section of the workshop.
Why?	The poster is intended to serve as a knowledge sharing tool, to help visualize the experiences of the pilot countries.
How?	Posters should be as visual as possible. Graphics and photos are encouraged. Sections we recommend including are: • Information about the pilot territory (main hazards, vulnerability, DM structure etc.) • Key activities • Achievements and/or Results • Key Lessons Learned • Identify how the pilot will improve local disaster risk reduction in the territory • Tools used (manuals etc.) Please use fonts/writing that are easy to read from a distance, and keep text to a minimum (concise bullet points).
When?	Each country will have a space in the room to share their poster and experience. The room will be open at 8:30 am for set up.
And?	Please also bring any other materials that might interest participants. This could include existing posters, communications materials, photo albums, training materials etc. As the objective is to share information and interest, creativity is encouraged!

Travel Information

1. Accommodations

Participants will stay at the Hilton Rose Hall Resort, near Montego Bay, Jamaica. The workshop will be held on-site. The resort is all-inclusive, meaning all food, including three meals per day plus snacks; beverages; non-motorized water sports; access to the fitness center and Internet Café, tax and service charges; and a complimentary shuttle service to the neighboring historic Rose Hall Plantation House and the Shoppes at Rose Hall are included for guests.
Website: http://www.rosehallresort.com/

2. Transportation

An airport shuttle has been arranged to transport participants to and from the resort. Please find the **Tropical Tours** desk upon arrival. They should already have a list of your names, and the cost of this shuttle has been covered, and no additional payment will be necessary.

3. Meeting Venue

The RRMC workshop will start at 9:00am on Monday, Dec. 2, and end at 17:00. Please ask at the registration booth upon arrival, as to the location of the workshop.

4. Currency

> Jamaica has its own dollar, with a current exchange rate of 0.0097 ($1.00 USD= $102.93 JMD), however most hotels and other tourism-related businesses also accept U.S. dollars.

5. Emergency Contacts

> Police: 119
> Ambulance, Fire: 110
> Hilton Rose Hall Resort: +1 (876) 953-2650
> Jacinda Fairholm (CRMI): jacinda.fairholm@undp.org
> Maddie West (CRMI): madeline.west@undp.org
> Stacy Harris (CDM Conference Coordinator): +1 (246) 425 0386, stacy.harris@cdema.org

Annex ii. Participants:

Name	Organization	Contact Info
Jacinda Fairholm	UNDP CRMI (Panama)	Jacinda.fairholm@undp.org
Madeline West	UNDP CRMI (Panama)	Madeline.west@undp.org
Geraldine Becchi	UNDP RBLAC	Geraldine.becchi@undp.org
Margaret Jones Williams	UNDP Jamaica	Margaret.jones.williams@undp.org
Karema Aikens-Mitchell	ODPEM Jamaica	kaikens@odpem.org.jm
Judanne Lennox	ODPEM Jamaica	JudanneLennox@odpem.org.jm
Donnell Marriott	SCPC (Jamaica RRMC)	donnellmarriott@yahoo.com
Patricia Lewis	SCPC (Jamaica RRMC)	fiyahdee@yahoo.com
Glen Ivey	SCPC (Jamaica RRMC)	gleniveyplanner@gmail.com
Andre Griffiths	SCPC (Jamaica RRMC)	andregriffiths@yahoo.com
Yvonne McCormack	Portmore Municipal Council (Jam)	
Dr. Arun Kashyap	RC UNDP Jamaica	arun.kashyap@one.un.org
Ida Ines Pedroso Herrera	AMA Cuba	ida@ama.cu
Georgina Michelena	UNDP Cuba	georgina.michelena@undp.org
Rosemary Lall	UNDP TT	rosemary.lall@undp.org
Donna Pierre	CDEMA	Donna.pierre@cdema.org
Evangeline Inniss	DDM-BVI	EInniss@gov.vg
Cecil Jeffrey	DDM BVI	mysticjeffrey@gmail.com
Ian King	UNDP Barbados	Ian.king@undp.org
Anita Wilson	CDC Guyana	anitawilson123@yahoo.com
Karl Singh	Local Gov't Lethem (Guyana RRMC)	karlsingh35@yahoo.com
Juan Fco. Moreno	Santo Domingo (DR RRMC)	juanm2851@hotmail.com
Pedro Santana Marte	Defensa Civil Dominicana	defensacivilpsd@gmail.com
Houlda Peters	NEMO (SVG) St. Vincent and the Grenadines	Houlda21@gmail.com nemosvg@gmail.com
Benedict Peters		Bouncing98@hotmail.com
Rawle Small	Habitat for Humanity Guyana	Rawle.small@habitat.org.gy
Joseph Moralus	IFRC (Haiti)	Joseph.moralus@ifrc.org
Carlos Moret	AECID	caricom@aecid.org.ve
Leonardo Velasquez	AGCI Chile	lvelasquez@agci.cl
Mariam Wahbi Hernandez	Translation	wahbihernandez@gmail.com

Annex iii. Photo Record

Participants in the Experience Sharing Workshop

Group discussion

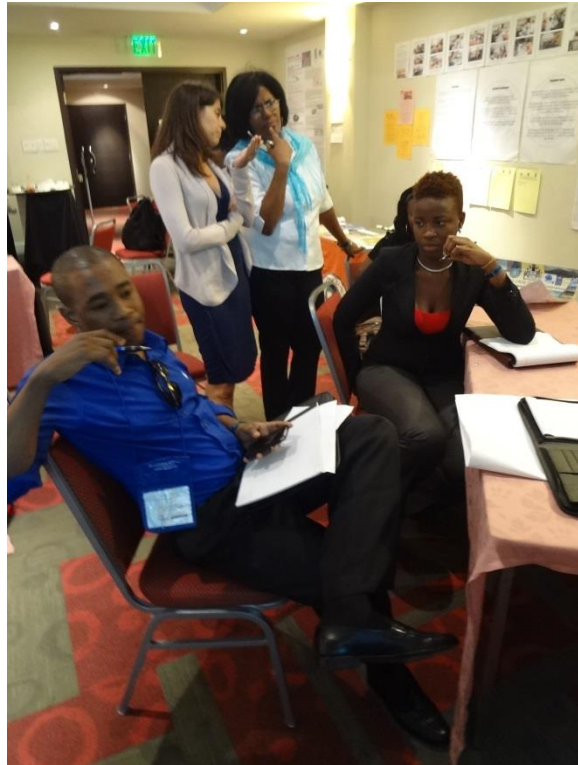*Donna Pierre (CDEMA), Rosemary Lall (UNDP TT) and Cecil Jeffrey (BVI)*

Delegates from Jamaica during the implementation mapping activity

Pedro Santana of the Dominican Civil Defence and Juan Fco. Moreno of the municipal government of La Victoria (DR) during the Knowledge Fair.

Joseph Moralus (IFRC), Geraldine Becchi (UNDP RBLAC), Ida Pedroso (AMA Cuba), and Judanne Lennox (ODPEM Jamaica) during the Next Steps World Café.

Benedict Peters, Andre Griffiths and Rosemary Lall during the Next Steps World Café.

CRMI Project Manager Jacinda Fairholm delivering opening words.

See more pictures from the event at:
https://www.dropbox.com/sh/kjw03u7kmfwxxcw/93_X7WEqC8

https://www.facebook.com/media/set/?set=a.554378091306546.1073741833.469078743169815&type=1