



U.S. INDIAN OCEAN TSUNAMI WARNING SYSTEM (IOTWS) PROGRAM

COASTAL COMMUNITY RESILIENCE (CCR) NATIONAL TRAINING WORKSHOP SRI LANKA WORKSHOP REPORT

February 26–March 2, 2007
Ahungalla, Sri Lanka

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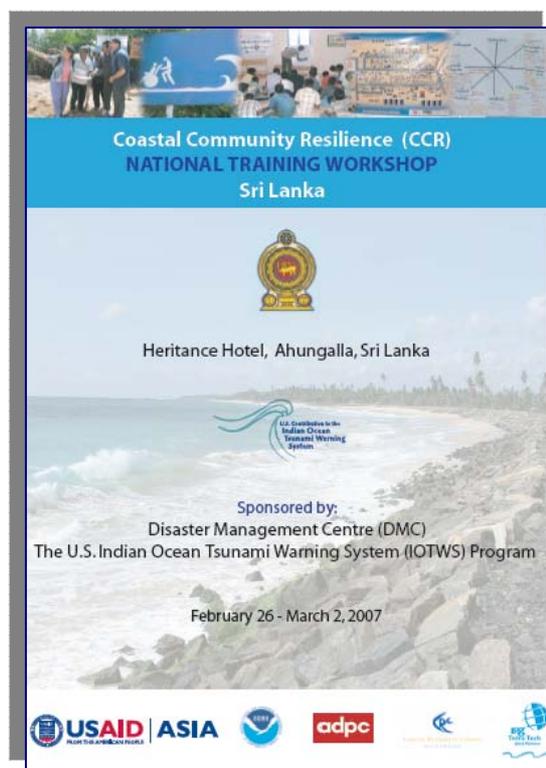
I. INTRODUCTION

I.1 Background

The Coastal Community Resilience (CCR) initiative is a component of the US Indian Ocean Tsunami Warning System (IOTWS) Program. Building on local knowledge and needs, this effort supports integrated and more standardized hazard awareness and mitigation efforts that improve public safety during emergencies and builds preparedness against recurring disasters.

The CCR initiative is intended to support the entire Indian Ocean region with pilot activities in Indonesia, Sri Lanka, Thailand, and India. It brings together a variety of practitioners to form an integrated, region-wide framework for community-level preparedness and resilience against disasters and recurring coastal hazards. The initiative is designed to reach thousands of coastal inhabitants by working collectively through networks of partner organizations already engaged in disaster preparedness training.

CCR provides a holistic framework to address the increasing risks from coastal hazards and vulnerable communities living in coastal areas. Several elements of coastal community resilience have emerged as the basis for integrating disaster management, coastal management, and community development paradigms into an operational framework for increasing resilience. The CCR system was developed in collaboration with international, regional, and national partners throughout the Indian Ocean region committed to reducing risks to coastal hazards and saving lives. Regional and national workshops (in Indonesia and in Sri Lanka) were held in 2006 to bring practitioners together to share their community preparedness experiences on a variety of coastal hazards. The project has developed the CCR guidebook and training materials to help build resilience at the community level. The evolving CCR guide is expected to be finalized, printed, and widely disseminated prior to the completion of the US IOTWS Program in September 2007.



The Coastal Community Resilience National Training Workshop in Sri Lanka was held from February 26–March 2, 2007, in Ahungalla, Sri Lanka. Various participants from national agencies, community based organizations, international NGOs, and other selected institutions attended the five-day workshop.

1.2 Training Objectives and Expected Outcomes

The goal of the CCR training workshop in Sri Lanka was to build the participants’ capacity to facilitate initiatives that would increase coastal community resilience. By the end of the workshop the participants were expected to be able to:

- a) Identify and distinguish between practices that increase or erode community resilience;
- b) Conduct a CCR assessment for small communities (including tourism areas);
- c) Develop an action plan to increase community resilience to coastal hazards;
- d) Provide feedback to trainers on the applicability and usefulness of the content, approach, and tools;
- e) Create a detailed work plan to conduct a CCR assessment and action plan in one or more communities after the training workshop; and
- f) Exercise their commitment to a learning contract.

The objectives of the US IOTWS project team in conducting these first CCR training courses in Sri Lanka are to achieve the following outcomes:

- a) Refine the CCR methodology;
- b) Develop and test the CCR training curriculum;
- c) Package materials, experiences, and interviews from Sri Lanka to develop case studies, vignettes, and good practices for the training curriculum and guidebook;
- d) Create templates for the CCR assessment process and action plans that can be used to develop a training workbook;
- e) Prepare a group of practitioners and generate commitment for creating case studies and participating in the regional lessons learned workshop; and
- f) Get participants to commit to a learning contract.

1.3 Training Participants and Training Team

The Sri Lanka CCR training involved 31 representatives from 13 agencies (see List of Participants in Annex 2), as well as the trainers and resource persons listed as follows.

Trainers	Representing agency
Peter Collier	Program Integrator, Chief of Party
Pam Rubinoff	Program Integrator (URI), Lead Trainer
Atiq Kainan Ahmed	Program Integrator (ADPC) Co-lead Trainer
Stacy Tighe	Program Integrator (ADPC Indonesia)
Russell Jackson	NOAA
Adam Stein	NOAA
Eric Stephan	Program Integrator
SHM Fakhruddin	Program Integrator (ADPC)
Ramraj Narasimhan	Program Integrator (ADPC)
Jaiganesh Murugesan	Program Integrator (ADPC)
Indra Ranasinghe	Program Integrator (ADPC Sri Lanka)
Indira Fernando	Program Integrator (Sri Lanka)



Participants and trainers at the National Training Workshop on Coastal Community Resilience in Ahungalla, Sri Lanka, February 26–March 2, 2007.

2. TRAINING SCHEDULE, DELIVERY, AND COURSE DEVELOPMENT

The CCR training was designed as a five-day program. The first day of the program focused on a strategic skills transfer, which included issues in the CCR framework, introducing various contested domains in coastal hazard management, an introduction to resilience elements, exercises, tools and methods, field exercises, and action planning.

The training program is divided into five major modules and facilitated with the CCR training material workbook (circulated to each of the participants). This is followed up with a CD-ROM with the workshop materials, presentations, workshop notes, as well as a collection of various resource and tools. The five modules of the workbook are as follows:

- | | |
|-----------|---|
| Module 1: | What does resilience look like? |
| Module 2: | Defining the enabling conditions for community resilience |
| Module 3: | Methods and tools to assess resilience |
| Module 4: | Field practicum |
| Module 5: | Planning for and building resilience |

3. REVIEW OF CCR MATERIALS AND RECOMMENDATIONS FOR REVISION

3.1 CCR Tool

The workshop helped significantly to refine the CCR assessment/action planning tool and training module. Participants worked through the process and templates, and then provided feedback. The training team then reviewed and revised the assessment/action planning process and the associated templates. These will be incorporated into a revised workbook that will be used in the Indonesia and Thailand training courses.

The participants expressed their interest in applying the CCR framework and that it is important to integrate issues across the three domains and eight elements. Some comments regarding the tool include:

- *Contextualize for the local country.* The most common feedback was that the good practices (A 1.1 level) need to be more relevant to the Sri Lankan context.
- *Language of benchmarks and good practices.* Still very academic and difficult to understand.
- *Content of good practices.* Many of the good practice examples have multiple components, which presented some difficulty in assigning scores.
- *Overarching Elements.* Several people commented throughout the workshop on their concern that the elements did not sufficiently cover gender, culture, and indigenous knowledge.

3.2 Workbook

The CCR team will take the results and suggestions from workshop discussions into consideration during the process of completing the Guidebook. These include the following:

- *Images of resilience.* Participants suggested the inclusion of definitions, text boxes, diagrams, and pictures to better communicate resilience concepts.
- *Use of CCR tool.* Participants compiled a list of potential uses of the CCR tool, which can be added to Section IV-A. This included assessment, action planning, capacity building of organizations and communities, adaptation of policy, baselines, and monitoring CCR.
- *Diagram of Coastal Resilience Cycle.* The team will revisit this again. Stacey Tighe presented a diagram that may be easier to understand.
- *Revision of templates.* Based on the use of the templates during the workshop.
- *Revision of Section IV and V.* Including the assessment process, action planning, and associated text.

The Ranong example gave participants the insight they needed to help ground them on what an assessment would entail. The presentation given by Atiq Ahmed provided a great overview. It should be edited to include the community mapping results as well as a discussion on the tools available for increased resilience action planning (not yet done to

date). The example needs to be incorporated into the training materials and included in the final report as an example for partners and future training.

3.3 Training Methods

Overall, participants expressed satisfaction with the combination of formal presentations, a variety of formats (open forums, “fishbowl” discussions where 3-4 participants representing different domains discussed specific issues while the rest of the participants observed, exercises), and field work. Toward the end of the week, participants joined the workshop facilitators as co-trainers. This was well received and will be considered for the next training events. The small group activities were very effective for people to get acquainted with each other and the content itself. Additionally, there was a significant amount of participant cross-training, regarding both their fields of expertise and skills. The cross-training enabled participants to learn about their new domains and fellow colleagues’ work (e.g. disaster managers were introduced to coastal management, and similarly, coastal managers were introduced to disaster management).

4. PARTNERSHIPS IN SRI LANKA

The short-term CCR Strategy (work plan) session identified potential follow-up activities for nine groups/individuals. These groups will go back to their offices and confirm their short-term strategies. While there was some overlap, they fell into the categories below. Each group will initiate their short-term strategy (within the next three months), and several anticipate completing activities within the next two months to qualify for participation in the regional CCR workshop.

Implement Assessment/Action Plan

- 1) Disaster Management Centre (DMC) (in collaboration with other agencies and NGOs)
- 2) Sewalanka (includes DMC)
- 3) Coast Conservation District (includes Department of Land Use Planning and Practical Action)

Incorporate CCR into existing assessment tools

- 4) Sri Lanka Red Cross/American Red Cross (vulnerability index)
- 5) Munasinghe Institute for Development (MIND) (risk assessment)
- 6) SCOTIA Sustainable Coastal Tourism (USAID-Louis Berger Group)

Capacity Building

- 7) Sri Lanka Institute for Development Administration (SLIDA) (training)
- 8) Eastern University (undergraduate disaster management course)
- 9) IUCN (existing programs)

5. TRAINING OF TRAINERS FOR THE CCR TEAM

By the end of the week, the whole team was familiar with the content of all eight elements/benchmarks and had a clear understanding of how to carry out a field assessment,

develop an action plan, and implement a training workshop. Additionally, over the course of the workshop the team developed strong working relationships. A subset of this team will be able to replicate the training in Indonesia with confidence. They will be joined by local Indonesian co-facilitators with whom they will team up. Several components were added to the week's agenda to insure that the explicit goal of "training the trainers" was met:

- The training team had a three-hour session together before the workshop. Each member identified their individual strengths and discussed what techniques they wanted to learn/improve.
- Each trainer led different sessions and practiced various training techniques that they had not necessarily used before. Trainers collaborated to refine session objectives, techniques, and anticipated outcomes. Several sessions were co-facilitated, which provided additional skill-building opportunities for the training team.
- Trainers were asked to provide feedback and insight to the various discussions, which helped the team to practice critical thinking and effective feedback skills.
- Daily debriefings provided an opportunity to review the workshop mechanics, sessions, and techniques. This provided an opportunity for trainers to get feedback on their training skills. These sessions were essential to insure that the workshop met both the needs of the participants and the objectives set by the team.
- The trainers who will be participating in Indonesia actively participated in daily debriefings and a final day of team work, which resulted in recommendations for changes to the workshop agenda (for Indonesia and Thailand) and the workbook.

6. NEXT STEPS

6.1 Sri Lanka Field Activities

Several in-country partners have indicated an interest and willingness to pilot the CCR field assessment and to implement other activities over the next three months. The tentative schedule for partners is to:

- Develop a draft short-term strategy (workshop outputs)
- Finalize short-term strategy (Mar 15th)
- Complete partnership agreement (Mar 25th)
- Implement short-term strategy (May 1st)
- Draft preliminary findings (May 7th)
- Finalize CCR short-term report (May 15th)

Selected partner organizations will be invited to participate in the regional lessons learned workshop (August 2007), and will then be required to prepare a presentation on their efforts and lessons learned.

The US IOTWS team will develop partnership agreements with those institutions that are interested in implementing short- or long-term strategies to incorporate CCR. Based upon the partner strategies developed, the program will consider the possibility of providing

modest operational and technical support toward the completion of community assessments and action plans. This will help to ensure that the partners test the tool and provide input to the regional workshop. US IOTWS Program technical assistance may include the following:

- Moderate a listserv for Sri Lankan participants and provide key documents on a website;
- Provide limited operational support to those institutions that request it;
- Provide limited technical assistance from the US IOTWS team to assist in implementing short-term strategies, primarily through the Internet and communication with in-country support staff; and
- Provide feedback from the US IOTWS team on draft assessment findings.

6.2 Demonstrating the Use of the Hazard Analysis Tool

NOAA and the US IOTWS Program Integrator discussed aligning the development of the US IOTWS Hazard Analysis Tool with the Disaster Management Center's (DMC) current efforts to develop a GIS-based disaster information system. In coordination with other DMC partners, including the United Nations Development Program (UNDP), NOAA will provide customized software for distributing hazard risk and other spatial information via the Internet. NOAA, UNDP, and DMC are currently revising a scope of work.

ANNEX I. TRAINING AGENDA

Coastal Community Resilience Training Workshop Agenda					
	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	<p>Opening Ceremony INDRA and PAM</p> <p>1. Overview of workshop (objectives, expectations) PAM</p> <p>MODULE 1 – WHAT DOES RESILIENCE LOOK LIKE?</p> <p>2. Introduction of participants and their images of resilience PAM and participants</p> <p>3. Ice breaker RUSSELL and ADAM</p> <p>4. Overview of the CCR system and role in the US IOTWS Program ATIQ</p> <p>5. Resilience – Context of Sri Lanka – Successes and challenges of post-tsunami STACEY and ATIQ</p>	<p>1. Intro to elements <i>Socio-Economy, Warning and Evacuation, Emergency Response, Recovery</i> BAPON and JAIGANESH</p> <p>2. Group exercise #2 and report out: elements BAPON, RAMRAJ, JAIGANESH, ADAM</p>	<p>MODULE 3: METHODS AND TOOLS TO ASSESS RESILIENCE</p> <p>1. Presentation of Ranong findings and process ATIQ</p> <p>2. Tools for sharing hazard risk information RUSSELL and ADAM</p> <p>3. Methods and tools for building resilience ATIQ</p> <p>4. Exercise #5 – Dos and don'ts of focus groups and interviews ATIQ</p>	<p>MODULE 4: FIELD PRACTICUM</p> <p>I. Exercise #6 Field exercise</p> <ul style="list-style-type: none"> • Gathering information • Focus groups • Interviews • Field mapping <p>INDRA and PAM</p>	<p>MODULE 5: PLANNING FOR AND BUILDING RESILIENCE</p> <p>I. Packaging the results for action</p> <ul style="list-style-type: none"> • Gaps and Priorities • Resources and Opportunities • Phased Action Plan STACEY <p>Ia. Next steps for field exercise site PAM</p> <p>2. Review process moving forward PAM</p> <p>3. “Team” work plan development (continued from Exercise #4) and presentation ADAM</p> <p>4. Reflections of CCR RUSSELL</p> <p>5. CLOSING - certificates INDIRA, DG-DMC, PAM</p>
PM	<p>MODULE 2: DEFINING THE ENABLING CONDITIONS FOR COMMUNITY RESILIENCE</p> <p>6. Setting a national context for community resilience in Sri Lanka</p> <p>7. Intro to elements - Governance, Land Use, Risk Knowledge. CRM RUSSELL</p> <p>8. Group exercise #1 and report out RUSSELL</p>	<p>3. Exercise #3. Open space: Findings, strengths and weaknesses of a national enabling environment</p> <p>4. “Fish bowl” discussion panel – Integrating the elements across the 3 domains STACEY, ADAM, and RUSSELL</p> <p>5. Looking beyond the workshop - CCR pilot assessment PETER</p> <p>6. Exercise #4: Team work ADAM</p>	<p>5. Field briefing INDRA</p> <p>6. Exercise #6 Preparation for field exercise PAM</p>	<p>2. Synthesize findings: Disaggregate data into strengths, weaknesses and unknowns for each benchmark</p> <p>3. Presentations</p> <p>4a. Observer round table participant TEAM</p> <p>4b. Reflections of a “technical floater” from the field ATIQ</p> <p>5. Synthesis of conclusions, opportunities and scoring RAMRAJ</p> <p>6. Distribute evaluation forms BAPON</p>	
EVE		Informal participant “team” meeting	Karaoke		

ANNEX 2. LIST OF PARTICIPANTS

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