



Capacity Development for Making Cities Resilient

FINAL REPORT

UNISDR ONEA/GETI Workshop on Resilient City Action Plan

18-20 March 2014, Incheon, Republic of Korea



I. Introduction

The Making Cities Resilient (MCR) Campaign was launched by UNISDR and partners in 2010 with the aim of strengthening the role of local government in disaster risk reduction and the implementation of the Hyogo Framework for Action. Less than two years later, over 1,760 cities have joined the campaign and made it clear that cities are committed to take action. Cities also have made it clear that there is a need to make a shift from advocacy to practical actions and emphasized that more support is required to build capacities for implementing the campaign's Ten Essentials. While efforts are underway in many countries to create an enabling environment through national policy, the means and mechanisms of delivering capacity development to scale fall far short of demand.

As a result the *Capacity Development for Making Cities Resilient (CDMCR)* programme was developed and launched on May 2013 by UNISDR aiming to address above issues and increase ability of MCR campaign cities to develop and implement their plans and programs on the MCR Campaign 10 Essentials. This workshop is a part of the CDMCR programme that focuses on development and implementation of the Resilient City Action Plan.

On March 18-20, 2014 the UNISDR Office for Northeast Asia and Global Education and Training Institute (UNISDR-GETI) convened a 3-day **Training Workshop on Resilient City Action Plan Development**. The workshop aimed to bring together high level city officials with a broad range of capacity development service providers, including National Training Institutions (NTI), and City Associations in an effort to:

1. Build capacities of government officials and DRR/ CCA experts at local level to effectively plan and implement the MCR Campaign 10 Essentials, to make their cities resilient to disasters.
2. Learn how they can adapt and use MCR Global Campaign tools to prepare draft outlines of their Cities/ LG's Safe and Resilient Cities Action Plans.

3. Solicit client perspective and share cities experience on implementation of the MCR 10 Essentials, and reinforce greater cooperation and support between MCR member city officials and networks of DRR capacity development service providers to support the process of further finalisation and effective implementation of the Safe and Resilient City Action Plan in the participating country.

Country teams of trainers/ participants were invited from following 7 countries: Armenia, Mongolia, Philippines, Indonesia, Costa Rica, Honduras, and Republic of Korea (including a mixture of Mayors, high level cities key decision and policy makers, and Heads of DRR Training Institutes and City Associations) and 4 International NGO and UN partner organizations.

A summary of the key training topics presented at the training workshop, and points raised during group exercises and plenary discussions is provided below.

II. LDF 3 Training Course Modules Description and Recourse Persons

The training course was divided in three main sections and 9 modules, as described below (see table 1 for a summary of the modules):

Section 1: Introduction, conceptual framework (Module 1)

Provided review of the conceptual framework and focused on analysing current trends in urban risk and risk reduction

Section 2: Understanding and implementing the MCR tools (Modules 2 to 6)

This is the central part of the course. The different sessions were delivered aiming to improve participant's knowledge and skills to effectively implement MCR campaign tools, in particular the 10 essentials and the MCR Local Government Self-Assessment Tool (LG-SAT) and proposed roadmap with steps and approach to develop draft outline of the Safe and Resilient City Action Plan with its list of objectives, activities and indicators of success to enable the Action Plan effective implementation, monitoring and evaluation.

Section 3: Planning the way forward (Module 7)

- Section 3 Modules provided opportunity to participants to share and analyse city-to-city exchange experiences and looking for the elements that make them successful. The purpose here is to explore options for supporting risk management capacity development at local level. They also facilitated group discussions and planning among participants the strategy on how they will continue the work done at the workshop when they go back to their respective countries and what steps they have to take to finalise the draft Action Plan and ensure its effective implementation.

[Error! Reference source not found. 1:](#) summarizes the three main sections and its modules

Section	Modules
Official Opening	Opening Session and CDMCR Course Introduction
Section1: DRR Concepts & Tendencies	Module 1: Risk Reduction Concepts (in the context of the Making Cities Resilient Campaign) and Current Tendencies in Urban Risk and Risk Reduction
Section 2: Understanding Adapting and Using the MCR tools to develop Safe and Resilient Cities Action Plan	Module 2: Getting to know the MCR Campaign and key MCR tools
	Cases Studies for each of 10 Essentials
	Module 3: Applying the MCR tools, to conduct diagnosis and assessment
	Module 4: Introducing Risk based land use planning process. Introducing the case study. Mainstreaming DRR and CCA for Sustainable Development- <u>Sectoral Programmes: Climate Change, Environment, Governance, Critical Infrastructure, Housing, Livelihood Protection, Financing DRR.</u>
	Module 5: Developing and implementing Safe and Resilient City Action Plan. Proposed Roadmap with Steps and the Approach.
	Module 6: Setting Indicators for City Action Plan Monitoring, Evaluating and Follow up

Section	Modules
Section 3: Planning the way forward	Module 7: Effective partnership building and Planning the way forward for the draft Action Plan finalisation and implementation at participating countries,

UNISDR ONEA/GETI Workshop Resource Persons:

- a. Mr. Sanjaya BHATIA (Head of the Office, UNISDR ONEA/GETI)
- b. Mr. Armen ROSTOMYAN (Programme Officer UNISDR ONEA/GETI)
- c. Mr. Andrew McElroy (Programme Officer UNISDR ONEA/GETI)

III. Methodology and Description of the Workshop Sessions and Modules

The following is a list of achieved outcomes for each Module and Group Works Exercises broken down by 3 days of the workshop. The workshop Agenda, List of Participants and Draft Resilient Action Planes of developed and presented by the Country/ region Groups are provided in Appendixes # 1, 2 and 3 of this report. Summary of UNISDR ONEA/GETI Training Course Modules by Days is provided below:

DAY 1

Module 1: Finding a common language and Introduction of trends in urban risk and risk reduction

Resource Person: Mr. Sanjaya BHATIA (UNISDR ONEA/GETI)

Achieved Outcomes: During this Module Sessions participants had a chance to

- Improve their understanding of risk assessment and management terminology and concepts
- Improve comprehension of current trends in urban risk
- Identify main factors leading to building disaster risk in urban contexts at the global, regional, national and local level

Summary of the Module Content:

The presentation discusses main urban trends at global level and its interrelation with the observed urban risk tendencies.

What do we need to look for when reviewing trends in disaster risk and risk reduction?

- **The facts:** what do the data and information available can tell us about the global trends on risk (related to natural hazards). Where can we find reliable data and information on disaster risk trends?
- **The conceptual frameworks:** what tools could be used to explain observed tendencies? What are the conceptual frameworks and methodologies used to analyse, diagnose, design and implement action plans to reduce risk?
- **The factors:** how can these observed trends be explained? What are the factors driving the observed tendencies? What can be said regarding global trends in urban risk reduction?

Module 2: Introducing Making Cities Resilient (MCR) Global Campaign and Campaign Tools. MCR Campaign 10 Essentials with Case Studies.

Resource Person 1: Mr. Armen ROSTOMYAN (UNISDR ONEA/GETI)

Resource Person 2: Mr. Sanjaya BHATIA (UNISDR ONEA/GETI)

Achieved Outcomes: During this Module Sessions participants had a chance to

- Increase comprehension of the Making Cities Resilient Campaign purpose, resources and tools
- Improve knowledge and comprehension of the 10 essentials and the local HFA
- Understand the requirements to apply MCR 10 essentials

Summary of the Content and Group Discussions:

This module was divided into the following sessions:

- a) General introduction to the Making Cities Resilient Campaign;
- b) Review of the ten-point checklist – Essentials for making cities resilient; and
- c) Review of the Local Government Self-Assessment Tool (LGSAT or Local HFA). The ten essentials and the LGSAT are regarded as the basic Campaign tools. The Mayor’s handbook provides guidelines on the implementation of the 10 essentials.

Module 3: Applying the MCR Tools Assessment and Diagnosis. Using Local Government Self-Assessment Tool (LG-SAT)

Resource Person: **Mr. Armen ROSTOMYAN** (UNISDR ONEA/GETI)

Working Group Discussion/Exercise: ***“Using MCR LG-SAT tool to assess risk management situation in own cities”.*** (90 min)

Plenary Discussion: ***“Presenting Group Work Outcomes “***

Achieved Outcomes: During this Module Sessions participants had a chance to

- Learn and practice as part of the group exercise the main steps for undertaken a diagnosis and assessment process
- Understand how the MCR tools can contribute to the development of a DRM diagnosis and assessment

Summary of the Content and Group Discussions: In this Module had a chance to discuss:

- Why preparing a diagnosis and assessment of DRM gaps, challenges and opportunities
- The preparation process to undertake the diagnosis and assessment
- The suggested steps to undertake the diagnosis and assessment of the disaster risk management situation at the local level
- The possibilities offered by the Local Government Self-Assessment Tool LGSAT/Local HFA, to identify the city’s gaps, challenges and opportunities surrounding disaster risk management.
- The development of the diagnosis and assessment report



Module 4: Development and Implementation of a City Land Use Management Plan; and Mainstreaming Adaptation and Disaster Reduction into Development (MADRID) and Sectoral Programmes for Socio-Economic Development with Case Studies on Following Sectors: *Climate Change Adaptation (CCA) and Housing, Critical Info-structure, Governance, Livelihood Protection, Health Sector Rehabilitating Ecosystems, and Financing Disaster Recovery (Parts 1, 2, 3, & 4)*

Resource Person 1: **Mr. Andy McElroy** (UNISDR ONEA/GETI)

Resource Person 2: **Mr. Sanjaya BHATIA** (UNISDR ONEA/GETI)

Plenary Discussion: ***“Sharing participants experience on Mainstreaming DRR into Land Use Plane and Sectoral Programmes of Housing & Climate Change Adaptation”***

Achieved Outcomes: During this Module Sessions participants had a chance to

- Learn more and better understand the process of Mainstreaming Adaptation and Disaster Reduction into Development Sectoral Programmes for Socio-Economic Development with Case Studies and particular focus on following Sectors: *Climate Change Adaptation (CCA) and Housing, Critical Info-structure, Governance, Livelihood Protection, Health Sector Rehabilitating Ecosystems, and Financing Disaster Recovery*

Summary of the Content and Group Discussions:

- The session provided an opportunity to expose participants to various options to “build back better” after a disaster through a wide array of strategies and actions, which may serve as options for local governments to adopt, if it suits to their respective contexts. The lessons on recovery, as compiled by UNISDR ONEA/GETI from various experiences around the globe, provided an additional input to build on the existing initiatives of the local governments.
- The case studies of this module covered and provided practical information on different sectors of DRR and CCA. Lessons drawn from specific case will be explained by resource persons/consultants via PowerPoint presentations.
- Each case study highlighted a unique practice, designed to entice participants to reflect and analyse whether such practice is applicable to their contexts.

Module 5: Developing and Implementing Safe and Resilient Country/City Action Plan

Resource Person 1: **Mr. Armen ROSTOMYAN** (UNISDR ONEA/GETI)

Working Group Discussion: - **Working Group Discussion to develop Draft version of Safe and Resilient Country/City Action Plan** (Part 1) and (Part 2)

Plenary Discussion: ***“Presenting Group Work Outcomes”***

Achieved Outcomes: During this Module Sessions participants had a chance to

- Understand how disaster risk reduction can be integrated into land use management planning
- Identify and describe main components for the preparation of a land use management plan, integrating disaster risk management
- Define and describe main elements to be considered in the plan’s implementation strategy

Summary of the Content and Group Discussions:

- Disaster risk reduction is a cross cutting concept; achieving risk reduction objectives should be seen as a process with short, medium and long term milestones
- The disaster risk management plan is realized through actions implemented by the different development programs carried out by national and local governments
- A key component of the action plan is the definition of qualitative and/or quantitative goal allowing for the monitoring and assessment of progress



DAY 3

Module 6: - City Action Plan Monitoring, Evaluation and Follow Up.

Resource Person 1: **Mr. Andy McElroy** (UNISDR ONEA/GETI)

Working Group Discussion: ***“Developing own Draft Safe and Resilient City Action Plan”.*** (90 min)

Plenary Discussion: ***“Presenting Group Work Outcomes ”*** (30 min)

Achieved Outcomes: During this Module Sessions participants had a chance to

- Understand the different type of indicators and define their usability in the context of disaster risk reduction
- Describe the steps suggested for the development of a monitoring and evaluation strategy
- Identify and add success indicators to the Action Plan key objectives and activities

Summary of the Content and Group Discussions:

- Indicators are the key components of a monitoring strategy for the resilient city action plan
- The Local HFA can support the monitoring of the resilient city action plan
- A fundamental component of the monitoring strategy is the definition of actors/stakeholders and their roles and responsibilities
- A monitoring and evaluation strategy should include a timeline for its implementation. Indicators should reflect the specific timeline

Module 7 - Exercise: - Sharing experiences, model programs for city-to-city learning & capacity development

Resource Person 2: **Mr. Sanjaya BHATIA** (UNISDR ONEA/GETI)

Working Group Discussion: on ...

- *Sharing Experiences on National, and City-to-City learning model programs*
- *Suggested Strategy for Scaling up CLIC Training Course Modules in own countries* (90 min)

Achieved Outcomes: During this Module Sessions participants had a chance to

- Identify and describe key components of some relevant initiatives and programs promoting exchange of experiences among national and local governments
- Discuss and agree on strategy on how they will finalise and implement the draft Resilient City Action Plan they developed at the workshop, when they go back into their respective countries/cities

Summary of the Content and Group Discussions:

- The module was focused on providing an opportunity to participants discuss in groups and agree on the best strategy for their country teams to continue working on the draft Action Plan document they developed at the workshop when they go back, aiming to finalise it and effectively implement in their respective countries and cities.



IV. Evaluation of the Training Workshop on Resilient City Action Plan Development

The training was evaluated by a questionnaire in a Likert scale format. All the open ended items in the evaluation form were analyzed using simple content analyses techniques.

Analysis: The Safe and Resilient City Action Plan Development training workshop in general had a very positive evaluation from respondents. For instance, all participants who responded to the first item reported having learnt something new that they did not know prior to the training program. As shown in the table with bars below, 100% of the valid responses reported having learnt something new in the training. This is an indication

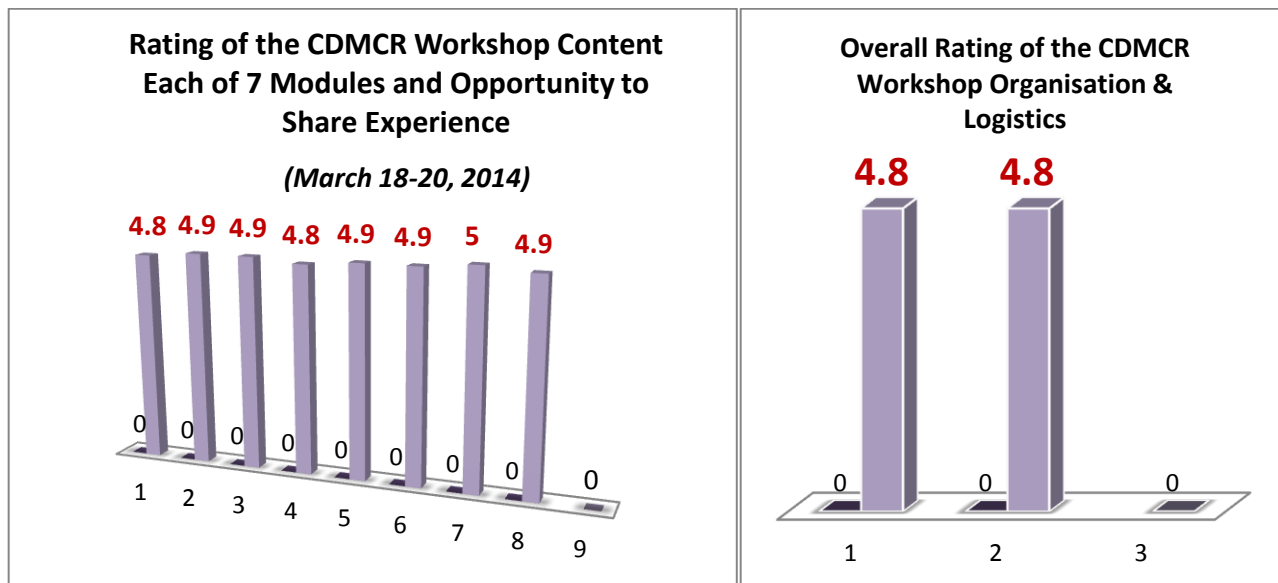
that the training methods were appropriate for the workshop target audience and the content meet the needs of the participants.

Overall rating of the Safe and Resilient City Action Plan Development training workshop content and training course 7 Modules with their group exercises and the content is “Excellent” with total average mark of 4.9 out of 5. Participants affirmed that all key projected outputs of the CDMCR were achieved and they rated them with total average mark of 4.9 (Agree) out of 5 (Strongly Agree).

The overall rating for the workshop organisation and logistics is also excellent with total mark of 4.8 out of 5. The most useful parts of the workshop according to participants were that it provided needed information and practical skills on how to use MCR tools and proposed approach to develop Safe and Resilient City Action Plan, practicality of group exercises and discussions, opportunity to share their own countries/cities experience and establishment of personal contacts.

Proposed recommendations for improvement included: deliver more workshops with the same content at Regional and National level; Allocate more time for group discussions; Reduce number of presented case studies; Receiving content materials before departure to have more time for reading and preparation; setting shorter time limits to country/ group presentations.

All recommendations for improvement are being considered in planning for the next series of the UNISDR ONEA/GETI’s Regional and National Training workshops scheduled on Q-2 of 2014.



WORKSHOP FINAL EVALUATION SHEET

We need your help in improving our work - knowing if these forums are useful to you is an important indicator in this respect. Therefore, we kindly request you to fill in this evaluation sheet and hand it to us at the end of the last day of the workshop.

Please answer by ticking ☐ a case accordingly:

Session	Strongly agree	Agree	No impact	Disagree	Strongly disagree
I had an opportunity to discuss the challenges and trend in urban risk and risk reduction.					
I developed better understand Making Cities Resilient (MCR) “My City is Getting Ready” Global Campaign and the MCR Campaign Tools.					
I developed a better understanding and learned how to use Local Government Self-Assessment Tool (LG-SAT)					
I gained new ideas on approaches to to develop a Risk Based City Land Use Management Plan					
I gained new ideas and developed a better understanding on how to prepare Safe and Resilient City Action Plan					
I had an opportunity to learn on new approaches on how to effectively monitor and evaluate the Safe and Resilient City Action Plan					
I had an opportunity to discuss and learn experience of other countries experiences, models and programmes for City to City learning and capacity development					
I established new contacts and gained new ideas from my colleagues from other countries.					

	Excellent	Very good	Good	Acceptable	Poor
OVERALL rating of the workshop.					
OVERALL event organization and logistics.					

Overall strengths of the Workshop _____

Overall weaknesses of the Workshop _____

General comments _____

Other suggestions for the UNISDR ONEA/GETI _____

What did you find most useful about this workshop (please tick):

a) The provision of information _____

b) Discussions _____

c) The contacts _____

d) The working methods _____

Other _____ (please comment):

APPENDIX # 1: Agenda of the Workshop

Workshop Agenda

Day One	March 18 (Tuesday)
8.30 – 9.00	Registration
9.00 – 9.30	<u>Opening Session</u> <ul style="list-style-type: none"> - <u>Welcoming Remark:</u> Mr. Sanjaya BHATIA (Head of the Office, UNISDR ONEA/GETI) - <u>Key Note Speech:</u> Mr. Gyejo KIM, (General Director, NEMA) - <u>Congratulatory Remarks:</u> Mr. Young-Soo HUH (Chief, Fire & Safety Dep., City of Incheon)
09.30 – 09.45	Coffee break
09.45 – 11.00	<u>Module 1: Finding a common language and Introduction of trends in urban risk and risk reduction</u> <ul style="list-style-type: none"> - <u>Presentation:</u> Mr. KIM, Gyejo (NEMA) - <u>Presentation:</u> Mr. Srinivasa POPURI (UN HABITAT) - <u>Presentation:</u> Mr. Sanjaya BHATIA (UNISDR ONEA/GETI) <u>Plenary Discussion:</u> <i>“Trends and barriers in urban risk reduction and making cities resilient”</i>
11.00 – 13.00	<u>Module 2: Introducing Making Cities Resilient (MCR) Global Campaign and Campaign Tools. MCR Campaign 10 Essentials with Case Studies.</u> <ul style="list-style-type: none"> - <u>Presentation:</u> Mr. Armen ROSTOMYAN (UNISDR ONEA/GETI) - <u>Presentation:</u> Mr. Jae-Yun KIM (NEMA-Korea) - <u>Presentation:</u> Mr. Sanjaya BHATIA (UNISDR ONEA/GETI) <u>Plenary Discussion:</u> <i>“Sharing cities own experience in implementing MCR 10 Essentials “(30 min)</i>
13.00 – 14.00	Lunch
14.00 – 15.00	<u>Module 3: Applying the MCR Tools Assessment and Diagnosis. Local Government Self-Assessment Tool (LG-SAT)</u> <ul style="list-style-type: none"> - <u>Presentation:</u> Mr. Armen ROSTOMYAN (UNISDR ONEA/GETI)
15.00 – 15.15	Coffee break
15:15– 17.30	<u>Module 3 - Exercise: Working Group Discussion</u> <u>Working Group Discussion:</u> <i>“Using MCR LG-SAT tool to assess risk management situation in own cities”.</i> <u>Plenary Discussion:</u> <i>“ Presenting Group Work Outcomes “ (30 min)</i>
Day Two	March19 (Wednesday)
9.00 – 10.00	<u>Module 4 : Development and Implementation of a City Land Use Management Plan (Part 1) Sectors with Case Studies</u> <ul style="list-style-type: none"> - <u>Presentation:</u> Mr. Andy McElroy (UNISDR ONEA/GETI) <u>Plenary Discussion:</u> <i>“Sharing cities own experience on Mainstream DRR into your City/ LG Land Use Plane? “ (30 min)</i>
10.00 – 12.00	<u>Module 4: Sectoral Programmes for Socio-Economic Development with Case Studies (Part 2)</u> <ul style="list-style-type: none"> - <u>Presentation:</u> Mr. Sanjaya BHATIA (UNISDR ONEA/GETI) <u>Plenary Discussion:</u> <i>“ Sharing cities own experience on Sectoral Programmes“(30 min)</i>

12.00 – 13:00	Lunch
13:00 – 15.30	<p><u>Module 5:</u> Developing and Implementing Safe and Resilient City Action Plan</p> <p><u>Presentation:</u> Mr. Armen ROSTOMYAN (UNISDR ONEA/GETI)</p> <p><u>Module 5 - Exercise:</u> - Working Group Discussion to develop Draft version of Safe and Resilient City Action Plan (Part 1)</p> <p><u>Working Group Discussion:</u> “Developing own Draft Safe and Resilient City Action Plan”. (60 min)</p>
15.30 – 15.45	Coffee break
15.45 – 17.30	<p><u>Module 5 - Exercise:</u> - Working Group Discussion to develop Draft version of Safe and Resilient City Action Plan (Part 2)</p> <p><u>Working Group Discussion:</u> “Developing own Draft Safe and Resilient City Action Plan”. (60 min)</p> <p><u>Plenary Discussion:</u> “Presenting Group Work Outcomes “ (30 min)</p>
Day Three	March 20 (Thursday)
9.00 – 11.00	<p><u>Module 6:</u> - City Action Plan Monitoring, Evaluation and Follow Up.</p> <ul style="list-style-type: none"> - <u>Presentation:</u> Mr. Andy McElroy (UNISDR ONEA/GETI) - <u>Presentation:</u> Mr. Sanjaya BHATIA (UNISDR ONEA/GETI)
11.00 – 13.00	<p><u>Module 6 - Exercise:</u> - Working Group Discussion to develop Draft version of Safe and Resilient City Action Plan. (Indicators Section)</p> <p><u>Working Group Discussion:</u> “Developing own Draft Safe and Resilient City Action Plan”. (60 min)</p> <p><u>Plenary Discussion:</u> “Presenting Group Work Outcomes “ (30 min)</p>
13.00 – 14:00	Lunch
14:00 – 15.45	<p><u>Module 7 - Exercise:</u> - Working Group Discussion on..... (Sanjaya Bhatia, UNISDR ONEA/GETI)</p> <ul style="list-style-type: none"> • <i>Sharing experiences on model programs for city-to-city learning</i> • <i>Providing Feedback to finalise CLIC Training Course Modules</i> • <i>Suggested Strategy for Scaling up CLIC Training Course Modules in own countries_</i> <p><u>Next Steps, Wrap Up and Evaluation</u> (Chaired by Sanjaya Bhatia, UNISDR)</p> <ul style="list-style-type: none"> • <i>Wrap up of the Workshop (Sanjaya Bhatia, UNISDR)</i>
15:45 – 16:00	Coffee break
16.00 – 17.30	<u>Cultural Visit</u> - Smart City Museum in Song-do, Incheon

APPENDIX # 2: Participants List

PARTICIPANTS LIST

#	Participant Name	Country	Position and Organisation	E-mail
1	Violeta Somera SEVA	Philippines	Senior Advisor to Mayor, Makati City	violeta.seva@gmail.com
2	Allan CACHUELA	Philippines	City Administrator, Muntinlupa City	alan_cachuela@yahoo.com
3	Elmo San DIEGO	Philippines	Head, Department of Public Order and Safety, Quezon City	mayor@quezoncity.gov.ph , ocs@quezoncity.gov.ph
4	Noel A. CADORNA	Philippines	OIC, Planning and Dev. Office, Muntinlupa City	rjp.smith@muntinlupacity.gov.ph
5	Noel BADONG	Philippines	Structural Engineer, Pacig City	mayormaribel@yahoo.com.ph
6	Ritche VAN ANGELES	Philippines	DRRM Officer, Pasig City	mayormaribel@yahoo.com.ph
7	Baltazar Jr. TRIBUNALO	Philippines	Rehabilitation Program Coordinator for Typhoon Haiyan (Yolanda) & DRM Advisor for Cebu Province	baltz.tribunalo@outlook.com
8	Dian SILALAH	Indonesia	Programme Associate, United Cities & Local Governments Asia Pacific (UCLG)	atik@uclg-aspac.org , desra@uclg-aspac.org ,
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10	Mikayel GHARAKESHISHYAN	Armenia	Mayor, Stepanavan city	info@stepanavan.am , Armen.Chilingaryan@undp.org
11	Armen CHILINGARYAN	Armenia	Master Trainer, Armenia State Academy of Crisis Management	Armen.Chilingaryan@undp.org , armen_77@yahoo.com
12	Sanjaa AMGALAN	Mongolia	Officer, NEMA-Mongolia	for.rel@nema.gov.mn , nema_mongolia@yahoo.com
13	Roy BARBOZA	Costa Rica	Executive Secretary, CEPRENAC	rbarboza@sica.int , vramirez@sica.int
14	Roger TORRES	Honduras	Sub Comisioner COPECO , Local Governments Commonwealth	robertorres2004@yahoo.es , samlang@eird.org
15	Srinivase POPURI	Japan	Senior Human Settlements Officer (SHSO), UN-Habitat , RO- Asia and Pacific, Fukuoka, Japan	Srinivasa.Popuri@unhabitat.org , naoko.goto@unhabitat.org
16	Heeseok LEE	Korea	Deputy Director, CDI-NEMA Korea	simulpro@korea.kr , lee5511@korea.kr ,
17	Young-Soo HUH	Korea	Chief of DM Division, Incheon City	youngsoohuh@hotmail.com

18	Hyeonsik KIM	Korea	Director, Urban Safety Office, Seoul City	hyonsik@seoul.go.kr
19	Cheolyoung PARK	Korea	Director, Division of Construction & Disaster Prevention, Uijeongbu City	pcy1287@korea.kr
20	Gapchul SHIN	Korea	General Director, Bureau of Economy and Development, Sangju City	sin5550@korea.kr
21	Seunghwan KIM	Korea	Director, Division of Safety Construction, Bonghwa County	hwan728@korea.kr
22	Jonghye KIM	Korea	Director, Division of Safety and Disaster, Wanju County	kim273@korea.kr
23	Keunjin JUNG	Korea	Director, General Safety department, Yeoncheon County	junggi55@korea.kr
24	Kai ONOYAMA	Korea	Political Affairs Officer, Trilateral Cooperation Secretariat (TCS);	kai_onoyama@tcs-asia.org
25	Toby ROYCROFT	Korea	CITYNET, Seoul, RoK	progams1@citynet-ap.org

APPENDIX # 3: Draft Safe and Resilient Cities Action Planes

(Please see attached as separate documents)

- *LG-SAT Report - Philippines team (for Muntinlupa City)*
- *LG-SAT Report - Republic of Korea team (for Seoul City)*
- *LG-SAT Report-Armenia/ Mongolia/ Indonesia and Americas team (for Stepanavan City)*
- *First Draft of Safe and Resilient City Action Plan - Philippines team (for Muntinlupa City)*
- *First Draft of Safe and Resilient City Action Plan - Republic of Korea team (for Seoul City)*
- *First Draft of Safe and Resilient City Action Plan - Armenia/ Mongolia/ Indonesia and Americas team (for Stepanavan City)*