CYCLONE AND MONSOON PREPAREDNESS AND RESPONSE

STAKEHOLDER WORKSHOP
PRIORITY AREAS FOR DISASTER RISK MANAGEMENT
IN COX’S BAZAR, 2019
13TH & 14TH MARCH 2019

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In reference to the Rohingya in Bangladesh, the Government of Bangladesh refers to the Rohingya as “Forcibly Displaced Myanmar Nationals”. The UN system refers to this population as Rohingya refugees, in line with the applicable international framework. The Red Cross and Red Crescent Movement uses the term ‘displaced person from Rakhine’ or ‘people from Rakhine’ in referring to the Rohingya in Bangladesh as an element in maintaining Red Cross and Red Crescent movement operational access to provide vital humanitarian assistance to those in need on either side of the border. In the Joint Response Plan document of 2019, both UN and Government of Bangladesh terms were used, as appropriate, to refer to the same population. In this workshop report, both terms are used, as appropriate, to refer to the same population.
Workshop Objectives

1. To ensure that key Government of Bangladesh personnel and humanitarian agency staff are aware of the Cyclone Preparedness Programme (CPP) structure and role adapted for the Rohingya camp environment and critical aspects of the camp cyclone response contingency planning.

2. To identify follow-up actions for driving forward unresolved preparedness and contingency processes.

3. To consult disaster risk reduction stakeholders on key priorities, vulnerable communities and principles for disaster risk management in Cox’s Bazar district.
STAKEHOLDER WORKSHOP
CYCLONE AND MONSOON PREPAREDNESS AND RESPONSE
- COX’S BAZAR -

WEDNESDAY | 13 MAR 2019 | OCEAN PARADISE HOTEL
Day 1: Cyclone Preparedness in the FDMN/Rohingya refugee Camps

Day one of the workshop gathered disaster preparedness and response practitioners and duty-bearers in the Government of Bangladesh and its partners in UN agencies, INGOs and NGOs to review and workshop solutions for strengthening cyclone preparedness in the Rohingya camps and nearby host communities.

Additional Refugee Relief and Repatriation Commissioner Mr. Shamshud Duoza noted that, during last year’s monsoon, more than fifty thousand people required relief. He expressed his expectation that cyclone and monsoon contingency planning, which would benefit the people at risk, would be discussed and improved at the workshop.

Lieutenant Colonel Iftekhar Ahmed, Commanding Officer, Field Regiment Artillery, Bangladesh Army, reflected that the armed forces are a key support of the Ministry of Disaster Management and Relief in disaster response, and that the workshop would be important to support the coordinated effort in disaster scenarios in the camps.

Mr. Filip Papas, Senior Coordinator, Inter Sector Coordination Group (ISCG), observed that cyclone risks in the Rohingya camps are unique, with some storm surge exposure and a large proportion of camp residents in danger of wind-borne debris injuries, landslides and flash floods. Managing this risk requires a robust coordination system to deliver humanitarian response in the aftermath. He noted that the previous joint workshops have structured preparedness and response plans for monsoon and cyclone events and expressed his expectation that this workshop would further enhance preparedness for response.

Mr. Rafiqul Islam, Deputy Secretary General, Bangladesh Red Crescent Society (BDRCS) welcomed the joint initiative and briefly described how BDRCS, as auxiliary to the government, has been working in Rohingya response since 1978; as well as with UNHCR and over 30 partner Red Cross and Red Crescent national societies to respond in key areas including health, disaster risk reduction (DRR), and WASH.

Representing the Ministry of Disaster Management and Relief, Mr. Ahmadul Haque, Director of the Cyclone Preparedness Programme welcomed all participants and presented the national CPP’s structure, role and its command structure. He described the expansion and adaptation of CPP procedures to the hilly inland environment and dense populations of the camps, including changes to the warning flag system. He also described CPP’s plans to have 100 volunteers and a CPP focal point in each of the 34 camps. Host community volunteers support the camp volunteers, having a good command of the Rohingya language and local knowledge.

To set a common starting point for the day’s discussion, Mr. Daniel Gilman of United Nations Office for the Coordination of Humanitarian Affairs, Mr. Daniel Adriaens of ISCG, and Mr. Achala Navaratne of American Red Cross presented the findings of the 2018 cyclone preparedness lessons learnt exercise. It was noted that while considerable efforts have gone into enhancing reducing risk, there are no structures in the Rohingya camps which can withstand cyclonic winds (except the Camp in Charge offices and a handful of health clinics). The density of the camp settlement and fragility of household shelters create an environment where the camp population is extremely vulnerable to asset loss, injury and even death due to flying debris, landslide and flash flooding caused by cyclones.
Day 1 Group work

The workshop group work explored four aspects of emergency preparedness and response in the camp environment and host communities.

Group 1: What awareness, knowledge and practices on preparedness, cyclone and extreme weather are most important to cultivate among the Rohingya population to reduce disaster risk?

Challenge and gaps identified:

The camps are different from the indigenous environment of the Rohingya, and the people entirely dependent on humanitarian aid. The Rohingya are not familiar with the early warning system from before. Camps and even blocks are different from one another and require tailored and localised communication related to the risks, contingency plans and safe shelter.

While there have been efforts to raise awareness and information - education and communications products have been developed in 2018 - camp-level coordination for emergency communication is weak. There is no joint plan for awareness building. Partners’ engagement in EPR information dissemination plans and sensitization is weak. Conflicting EPR messages on multiple communication channels cause confusion. Many people still do not understand the signalling and flag system. Broadcast radio coverage misses a significant part of the population.

The large population is difficult to reach at scale, and illiteracy and the Rohingya’s unfamiliarity with the camp setting are barriers to their access to information. Rohingya cultural norms limit direct communication with women and adolescent girls. Consequently, they receive EPR information filtered by male relatives and their children, or none. Similarly, marginalized people (child-headed families, elderly, disabled, ethnically different) may not receive information directly and equitably. No cyclone awareness material or learning approaches have been developed specifically for children.
Recommendations from the group:

Use knowledge, attitudes and practices (KAP) surveys to assess current knowledge, attitudes and practices around emergencies. KAP surveys are critical to ensure that the community’s most critical information needs are met, to check whether assumptions about behaviour underpinning contingency plans are correct; and to inform programming to ensure value for money. A KAP survey should explore the assimilation of existing messages, especially the early warning system (EWS) flags. Other KAP questions include: Where do people intend to take shelter; How have IEC materials changed cyclone risk awareness; How do people prefer to receive information; What are trusted sources of EPR information; Do people feel they are getting enough information; How do people cope with hazards; and; Who do they look to for assistance in an emergency.

Develop inclusive EPR communication content and channels to reach all stakeholders - coordinated across camps and sectors to reduce conflicting messaging. Where necessary, take the information door-to-door to reach shelter-bound individuals in households. Provide learning centres with cyclone awareness information and materials. Use trusted information sources, particularly mahjis and imams. Engage “natural leaders”, not just official leaders.

Every agency and sector should mainstream and communicate basic information about the cyclone early warning flag system and preparedness action, even if they are not engaged in DRR work. However, funded community communication and education programmes are also needed to ensure sustained engagement.

Engaged discussion on core content for Rohingya camp cyclone preparedness plans among Government of Bangladesh Camp-in-Charges and participants from IOM, Bangladesh Red Crescent Society, UNHCR, Action Aid Bangladesh, IFRC and BRAC.
Group 2: Standards for camp-level multi-hazard preparedness plans and oversight

Challenge and gaps identified:

While camp-level contingency plans have been developed, most of the camp plans are not well developed to identify risks and specify contingent actions. Pre-positioned contingency stocks cannot be accessed if the key holder cannot reach the camps. Information about road, footpath, prepositioned stocks locations and inventories, as well as drainage networks need to be updated to support effective maintenance and alternate route planning.

Recommendations from the group:

Adapt the Disaster Management Committee (DMC) model to the camp environment. DMCs should use a Community Risk Assessment (CRA) approach to develop risk reduction action and contingency plans.

The discussion was divided based on events that focus on category 1 incidents (hazardous incidents manageable at camp level such as small landslides, flash floods, low winds) and category 3 incidents (hazardous incidents with impacts inside and outside camps, i.e. cyclone).
A strong framework for camp contingency planning should be developed which addresses EPR issues common to all camps, while also, revealing gaps and dependencies, promoting information sharing and clarifying coordination channels and chains of command.

To reduce risks before the cyclone season, a camp infrastructure network inventory should be done and used to trigger timely drainage clearance, road sign installation, marking of porter routes, and actions to ensure accessibility to containers and stockpiles.

**Group 3: The first 72 hours after cyclone – who will be on the ground?**

**Challenge and gaps identified:**

Access from Cox’s Bazar town to the camps is likely to be cut off by a cyclone, delaying response. Camp areas remote from roads may face delayed or limited aid. Failed or degraded cellular networks present a serious loss of coordination capacity since HF/VHF radio use is restricted. For example, mobile medical teams would be severely limited in their effectiveness without wireless communication for dispatch and referral.

**Findings of the group:**

The group identified agencies and stakeholders in Cox’s Bazar and in the camps, which are expected to be on the ground in the first 72 hours after cyclone (see next page).

The assumption of the group is that initially, if the storm has isolated the camps and adjacent host communities, the Armed Forces Division (AFD) coordinates response. When access is re-established, activated Emergency Operations Centre/Emergency Control Room (EOC) at the district, upazila and union levels as assumed to take up coordination functions, with AFD, RRRC and ISCG present in the deputy-commissioner led district EOC. Once access is restored, all CiCs, sectoral mobile response teams (medical, protection, etc) staffed by agencies, CPP, all Sectoral Focal Point organizations, all SMS agencies, Emergency Telecommunications staff and the ISCG Field Team are expected to join the response in the camps. Local government will resume its response functions in the district, upazila and union DMCs.
Recommendations from the group:

The above outlined assumptions should be verified and emergency operations from 24 hours before until 72 hours after cyclone landfall need to be exercised in a simulation. The community should be capacitated to respond to emergencies. Contingency plans at the camp, sector and agency levels need further development to address neglected risks and mitigations, harmonize actions horizontally and include management mechanisms which result in timely completion of assigned actions. In advance of cyclone landfall, camp staff should stay in Ukhiya and Teknaf, pre-positioned close to the camps for early response. The risk of failure of mobile networks in an emergency needs to be mitigated with alternative communication media, e.g., VHF/HF radio message forwarding support to NGOs by AFD and UN agencies.
Group 4: How to enhance health response for post-cyclone operations

Challenges and gaps:
In the event of a cyclone, there is a high risk of flying debris from fragile shelters and community structures causing acute trauma to large numbers of people in the camps. Trauma care facilities and surgical capacity are weak; field hospitals are not cyclone-proof, will need to be shut down while the cyclone passes, and are at risk of damage. If mobile networks fail or degrade significantly in an emergency, humanitarian responders' coordination will suffer. Updated Standard Operating Procedures (SOP) for mobile medical teams operations are lacking and a variety of issues have to be resolved before they can be updated.

Findings of the group:
The group identified the following mobile response teams expected to deploy after cyclone:
- Nutrition: Teams to be deployed
- Emergency Telecoms: VHF radios in strategically positioned vehicles
- Protection: Protection Emergency Response Units (PERU)
- Health: Mobile Medical Teams (MMT) & Emergency Medical Assistance Teams (EMAT)
- CPP: Community based response via volunteers

Recommendations from the group:
Agencies should maintain complete and current 4Ws data to reduce redundancy and gaps in humanitarian response. Camp managers and support agencies should maintain camp-level databases of volunteers which includes information about their skills, training and availability. A common knowledge management platform for information sharing among stakeholders should be set up.

SOPs for mobile medical team operations should be written and assimilated by team members. Rapid road access restoration and dead body management require more in-depth common planning by GoB and humanitarians. Mobile health responders and community first responders need training, SOPs, radio/comms protocols, and sensitivity to the needs of vulnerable. The Health sector should map capacity and rallying points and make them known to those making camp level plans. The EMATs will be coordinated through a Dispatch and Referral Unit (DRU) operated 24/7 from a field base near the camp in non-emergency situations and based within the field level EOC when activated. The DRU should coordinate closely with referral facilities, ambulance pools, and teams.

A quick needs assessment should be followed-up with psychological first aid (PFA). The CIC office could serve as a multi-response centre in the camp. Use better information visualization in the camps. Advocate for VHF/HF radio for INGOs, satellite phones and drone imagery.
Side event – Joint meeting of Heads of sub-office and Sector coordinators

At the request of the Heads of Sub-Office group meeting in February 2019, a joint meeting of the Heads of Sub-Office and ISCG Sector Coordinators’ groups was organized to discuss pending emergency preparedness issues. The meeting was organized as a side meeting to the main workshop.

The discussion included coordination between ISCG and the Humanitarian Coordination Task Team in Dhaka, humanitarian information sharing and coordination of planning, and Joint Needs Assessment.

Senior Secretary of the Ministry of Disaster Management and Relief, Mr Md. Shah Kamal, opening the second day of the workshop.
Day 2 – Disaster risk management in Cox’s Bazar district

Day two of the workshop gathered disaster risk reduction practitioners and duty-bearers of the Government of Bangladesh, UN agencies, Red Cross and Red Crescent movement, and I/NGOs to consult on priorities for disaster risk reduction and Sendai framework implementation in Cox’s Bazar district.

To ensure all stakeholders benefited from the discussions of day one, a recap presentation was given by Ms. Cathrine Haarsaker of UNDP summarizing the discussions from the day before.

Opening Session

Mr. Rafiqul Islam, Deputy Secretary General of Bangladesh Red Crescent Society (BDRCS), gave an overview of the DRR related programs of BDRCS and urged that all the stakeholders should work collaboratively to ensure Cox’s Bazar is transformed into a resilient district.

Mr. Filip Papas, Senior coordinator of ISCG, appreciated the participation of the large variety of stakeholders in the workshop and noted the importance of DRR to poverty reduction.

Mr. Md. Ashraf Hussain, Additional Deputy Commissioner Education & ICT, represented the Office of the Deputy Commissioner, Cox’s Bazar spoke about the role of the Deputy Commissioner and District Disaster Management Committee and emphasized the importance of developing a common strategy with the stakeholders for collective action.

Mr. Shamshud Duoza, Additional RRRC, described the measures taken for cyclone preparedness in the FDMN/Rohingya refugee camps and recommended a holistic approach to DRR projects for the Cox’s Bazar district; including, but not limited to, the host communities and Rohingya communities.

Mr. Abu Sayed Mohammad Hashim, Director General of the Department of Disaster Management, highlighted the importance of the workshop in supporting coordinated disaster response from all actors.

Chief guest Mr. Md. Shah Kamal, Senior Secretary of the Ministry of Disaster Management and Relief, emphasised that having a national disaster management institutional framework (the Standing Orders on Disaster (SOD), specifying clear roles and responsibilities of government and non-government agencies, and disaster management planning is a vital part of the country’s resilience. However, he noted, since community members are the first responders, their capacity needs to be enhanced with training and equipment. He stressed the importance having results and action-focused discussion at the workshop, which can be used as a basis for strategic and coordinated DRR activities in the district; and can act as an example across the country.

Special presentation: As an example of innovative disaster management solutions, Mr. Kazi Shamim, Assistant Camp In Charge, Camp 18, presented a Camp Disaster Management Committee (CDMC) concept being piloted in FDMN/Rohingya refugee Camp 18. The CDMC comprises the camp commander from Army and Navy, sector focal points, imam committee president, CPP volunteer and SUV leaders, BDRCS delegate and the CiC as chairman. A 3,600 coordination mechanism has been in place for communication and coordination at the community level during a disaster majhis are the first responders. The CDMC immediately convenes on receiving information about an emergency, checking the readiness of all sectors and readying stock of necessary lifesaving items. In the absence of mobile networks during emergency operations, communication messages will be transmitted using volunteer runners. Radios, mics in mosques and megaphones are used to disseminate information in the community, in Rohingya.
Presentation of Sendai Framework: Mr. Arif Abdullah Khan, Programme Specialist (UNDP), focused on the principles and goals of the Sendai Framework and its importance with respect to DRR. He presented an overview of the framework, guiding principles, and four priority actions: understanding disaster risk, disaster risk governance, investing for resilience and building back better after disaster.

Day 2 Group work:
The group work explored five aspects of disaster risk reduction.

Group 1: Environment and DRR
The discussion was structured around the four priorities for action of the Sendai framework: understanding disaster risk, strengthening disaster risk governance, investing in DRR for resilience and build back better. The group made key recommendations for implementation of each priority action:

1. Understanding disaster risk:  Improve analysis, data collection and mapping of hazards, infrastructure, vulnerabilities and ecosystems to assess and understand impacts and linkages between them. Improve understanding of hazards, risks and impacts at several levels: policy, community and individual. Increase awareness and share access to information at all levels. Increase knowledge of roles and responsibilities for environmental protection at all levels. Develop common environmental strategies at administrative and community level. Assess the potential of renewable energy sources.

2. Risk governance: Improve coordination and communication among government ministries and departments, with joint planning: Ministry of Environment, Forest and Climate Change, Ministry of Disaster Management and Relief, Forest Department, Environment Department and others. Follow up on existing strategies, orders and protocols to ensure implementation. Donors and international agencies should encourage enforcement of requirements, e.g., for environmental impact assessments and development impact assessments.

3. Investing in DRR for resilience: Invest in forest protection and maintenance. Invest in coastal protection strategies, fostering natural ecosystems, e.g., mangroves; ensure maintenance of existing infrastructure such as embankments, river dredging, etc. Invest in human resources to oversee environmental governance and also, to reduce overloading staff with work related to the Rohingya influx. Foster awareness raising at all levels, including with academic courses and in education curricula. Invest in renewable energy. Foster international agreements for river management with respect to water quantity and quality.

4. Build Back Better: Analyze, collect and practice lessons learnt in planning and implementation. Use local knowledge in identification of problems and solutions. Adopt proven technologies. Encourage “green” investments and sustainable activities, such as responsible tourism, ecologically sound agriculture and fisheries practices in the Ministry of Agriculture and Department of Agriculture Extension. Bolster existing biodiversity protection strategies. Increase the use of renewable materials and energy sources. Innovate waste management strategies.
Group 2: Inclusive DRR

The group reflected on inclusive DRR practices, considering the Sendai framework priorities for action. They found that a common understanding of inclusiveness is missing in the development and humanitarian communities. It was noted that societal attitudes can deprive excluded people of their rights and that datasets may not be sufficiently disaggregated to show disproportionate disaster vulnerability or impact on marginalized groups. Likewise, risk assessment criteria sometimes neglect excluded groups, resulting in missed opportunities for inclusive interventions. The recommendations were:

1. Understanding disaster risk: Community Risk Assessment at camp level seeks to build understanding and consensus in risk reduction action by engaging the whole community. Applying CRA guidelines thoroughly will support inclusion, as the guidelines require consultation of all stakeholders including women, women heads-of-household, elderly, youth, disabled and people marginalized for their social status, religion, class or extreme poverty. Ensure inclusiveness in formal and informal information, education, and communication activities, using language and terminology appropriate variously for humanitarians, Rohingyas and Bangladeshis.

2. Risk governance: Leverage existing coordination bodies with an inclusive practice such as Disaster Management Committees in the host community, Camps in Charge, NPM for disaggregated datasets, Age and Disability Taskforce, Disability Inclusive Disaster Risk Reduction Network and the Protection Sector. Mainstream inclusion concepts throughout government, humanitarian sectors and agencies’ training, terms of reference, planning, vertical/horizontal coordination and M&E, to maintain a conducive environment. Develop and use a checklist to assess inclusion and community participation in project planning and implementation. Address inclusive principles in data collection and management so that groups are identifiable and not hidden in data aggregation. Strengthen SOD and policy compliance and existing inclusivity mechanisms in preference to creating new ones.

3. Investment in DRR for resilience: Ensure adequate resource mobilization to support implementation of inclusive action. Establish a task force to identify root causes of exclusion and propose remedial action. Emphasize inclusion in Community Risk Assessment and Community Based Disaster Risk Management activities. Establish an inclusiveness thread throughout the Emergency Preparedness and Response (EPR) cycle.

4. Build Back Better: Ensure inclusiveness in planning, designing and implementing recovery actions. Review accountability protocols for recovery interventions to ensure they reflect inclusion policy and strengthen community feedback mechanisms to be sensitive to beneficiaries’ perceptions of their inclusion. Ensure that existing and new Early Warning System messaging and media are inclusive in their relevance to different groups including women, children, elderly and minorities.
Group 3 Topic: Community-Based DRR and volunteerism

The group noted gaps such as a lack of trained community people, low dissemination of seasonal multi-hazard knowledge, weak institutionalization of processes for community DRR education and knowledge, lack of access to robust facilities and homes for marginalized groups, and lack of a multi-hazard approach to emergency preparedness and response. The absence of cyclone shelters in the Rohingya camps were noted as a barrier to replicating national practice. They suggested the following recommendations:

1. Understanding disaster risk: The group recommended actions to increase community awareness and understanding of messaging for emergencies through awareness campaigns, enhancing community messaging through use of billboards, radio and social media, and holding national events such as DRR Day to promote understanding of disaster risk. Disaster science should be emphasised via national school curricula and added in learning centres. Community DRR education/ knowledge efforts such as cultural events, disaster or seasonal knowledge boards could be welcomed. Well-designed KAP surveys can help to measure the effectiveness of interventions and meet accountability requirements. A multi-hazard approach should be utilized.

2. Risk governance: Implementation of the Standing Orders on Disaster can be enhanced if linkages between community and volunteers with the Union Disaster Management Committee are strengthened. Preparation of disaster management plans at community level can enable a systematic discussion of vulnerabilities with the associated authorities to resolve issues. Sharing responsibilities with Ward and Community Disaster Management Committees can improve emergency preparedness and response. Response duty-bearers such as police and Ansar and Village Defense Party could be assigned formal roles in DRR interventions.

3. Investment in DRR for resilience: The group noted that strengthening existing services and practices where appropriate as it gives good returns on investment. This includes sustaining continuous training of volunteer groups, and more funding of awareness and communication activities in public places such as markets. Supporting development of more sustainable livelihoods in the larger district; and specifically, host communities could spread benefits to the camps by increasing household resilience and promoting social cohesion. Allocating funds for DRR interventions to Disaster Management Committees support community resilience. Train and involve natural and potential leaders to present in each community and equip them according to the existing volunteer structures. Stage drills and simulation exercises to test and refine operating procedures. Upgrade and maintain cyclone shelters and access roads and footpaths, including in the Rohingya camps. Allocate safe land for relocation of households living in hazardous locations.

4. Build Back Better: Strengthen and standardize medical support facilities, WASH infrastructure, homes and settlements following disasters. Preposition construction equipment and tools for restoring access after emergencies, and support communities to build back better.
The group focused on mapping out which hazards are faced by which upazilas in Cox’s Bazar district:

<table>
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<tr>
<th>Type of Hazards</th>
<th>Teknaf</th>
<th>Ukhiya</th>
<th>Ramu</th>
<th>Cox’s Bazar Sadar</th>
<th>Maheshkhali</th>
<th>Chakoria</th>
<th>Pekua</th>
<th>Kutubdia</th>
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<td>Cyclone</td>
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<td>Landslides</td>
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<td>Flash Flood</td>
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<td>Tsunami</td>
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<td>Earthquake</td>
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<td>KalBoishaki (Norwester)</td>
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<td>River floods</td>
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The group also discussed which social groups should be prioritized for disaster risk reduction support due to their higher vulnerability compared to the majority population, producing the following prioritization (most vulnerable first): Rohingya population, fisher community, people living on marginal land outside the coastal embankments, salt farmers, aquaculture farmers, the extremely poor, persons with disability, and people living on hills and slopes. The higher exposure of first responders to hazards was also noted.
Group 5 Topic: Life-saving measures

The group considered actions that would reduce the risk mortality and injury from disasters and extreme weather across the district, and made the following recommendations:

1. **Understanding disaster risk:** Implement diverse awareness raising activities and continuous campaigns in schools by using simulations, drills and theatre. Students will take the information home to their families. Raise night-time awareness of cyclone signals. Map and manage information on stockpiles, distribution points, cyclone shelters and emergency health resources in each union and Rohingya camp.

2. **Risk governance:** Ensure that the Rohingya crisis health sector response to disaster is coordinated with the duty-bearers at the Upazila Health Complex.

3. **Investment in DRR for resilience:** Train community volunteers, particularly in the Rohingya camps and remote Bangladeshi communities, for life-saving responses and equip them appropriately for anticipated hazards. Promote family and community level preparedness. Continuously retrain Bangladeshi and Rohingya community volunteers and CPP units to maintain their capacity. Prepare to provide psychosocial support. Develop the skills of voluntary workers and community people with livelihood training. To increase visibility in night times, provide fluorescent vest to the volunteers. Ensure that non-governmental Mobile Medical Teams operating in the Rohingya camps have permission to access affected people after the emergency. Ensure that mass causality management resources are adequate to mobilize teams where and when needed, including back-up to avoid staff exhaustion. Construct more cyclone shelters. Community buildings used as safe shelters in emergency conditions should be structurally assessed, and community awareness of designated evacuation spaces increased.

4. **Build Back Better** Construct more cyclone shelters and renovate existing ones.

**Closing Session:**

The workshop was closed by Mr. Sanjeev Kafley, IFRC Head of Sub-Office and Mr. Trevor Clark, Head of Sub-Office of UNDP. The closing speakers stressed the need to continue working together to manage disaster risks and to ensure that support is extended to the most vulnerable people.
Departments, Agencies, and Organizations present in the workshop

- Ansar and VDP
- Armed Forces Division
- Assistant Super-Intendent of the Police’s Office
- Cyclone Preparedness Programme
- Department of Disaster Management
- Department of Public Health Engineering
- Deputy Commissioner’s Office
- Directorate General of Health
- District Civil Surgeon
- Fire Service and Civil Defense
- Local Government Engineering Department
- Ministry of Disaster Management and Relief
- Refugee Relief and Repatriation Commissioner’s office and CiCs
- Upazila Education Officers
- Upazila Health and Family Planning Officers
- Bangladesh Red Crescent Society
- American Red Cross
- Danish Red Cross
- German Red Cross
- IFRC
- Japanese Red Cross
- Turkish Red Crescent
- Swiss Red Cross
- IOM
- OCHA
- UNDP
- UNHCR
- UNICEF
- WFP
- ISCG, including all Sectors
- ACF
- Action Aid Bangladesh
- Adra
- Association for Pisciculture and Cattle Development
- BBC Media Action
- BRAC
- CARE
- Caritas
- Chamber of Commerce
- Coast BD
- CoBO Alliance
- Community Development Centre
- Community Partners International
- Concern
- Cox’s Bazar NGO Forum
- Danish Church Aid
- ECHO
- Food for the Hungry
- GK Malteser Intl.
- GNBangla
- Good Neighbour Bangladesh
- Humanity & Inclusion (formerly Handicap Intl.)
- Hope Foundation
- iMMAP
- IOM
- ISCG
- ISDE-Bangladesh
- Malaysian Field Hospital
- MEDAIR/WC
- Medicins du Monde France
- MOAS
- MSF
- Mukti
- Nongor
- Oxfam
- PHALSS
- Plan Intl
- Relief International
- Rescue International
- RTMI
- Save the Children
- Solidarites
- World Vision International
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Main group work facilitators day 1:
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   Translators Without Borders
   IOM
   WHO

International Rescue Committee
Supporting facilitators day 1:
   BBC Media Action
   Danish Refugee Council

Main group work facilitators day 2:
   FAO
   Action Aid Bangladesh
   Bangladesh Red Crescent Society
   German Red Cross
   The Government of Bangladesh, District Relief and Rehabilitation Officer Cox’s Bazar
   UNDP
   Swiss Red Cross

Supporting facilitators day 2:
   IOM
   BRAC
   International Federation of Red Cross and Red Crescent Societies (IFRC)

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