

Facilitators of a Sustainable Recovery

Objectives:

- 13.1 Planning and sustainable recovery
- 13.2 Dispute resolution and sustainable recovery

Issues Affecting Recovery Outcomes

- Magnitude of the disaster
- Impact of the media
- Role of politicians
- Level of trust
- Planning for recovery
- Policy negotiation

Effective Recovery Plans

- Community involvement
 - Community buy-in pre-disaster
 - Post-disaster conflict
- Information
 - Hazard profile
 - Demographic and economic profiles
 - Resources available post-disaster
 - Power, programs and responsibilities
 - Land use patterns
 - Local infrastructure

Effective Recovery Plans

- Organization
 - Organizational structure / assigning responsibilities
- Procedures
 - Implementing identified actions
 - Construction, permitting and code reviews
 - Incorporating hazard mitigation techniques

Effective Recovery Plans

- Damage evaluation
 - Mobilize, deploy and coordinate damage assessments
 - Use information to determine appropriate reconstruction choices
- Finances
 - Listing of governmental and non-profit funding sources
 - Linking actions to appropriate funding sources

Sustainable Development and Recovery

- An increased timeframe for recovery decision making
- Reconstruction and hazard vulnerability
- Human resources
- Outside technical assistance
- The environment as hazard
- Nature and mitigation
- Scientific uncertainty and reconstruction
- Investment of recovery resources
- Participatory planning and recovery

Adapted from Disasters by Design (1999) p. 234, 238

Class Discussion

- Is recovery planning necessary to achieve a sustainable recovery?
- What other techniques have you observed during the course that have facilitated a sustainable recovery?
 - Recalling information from role playing and case study exercises

Dispute Resolution and Sustainable Recovery

- Contentious issues in recovery
 - Equitable distribution of aid
 - Conflict surrounding shared governance
 - Real or perceived lack of information
 - Speed of reconstruction

Dispute Resolution and Sustainable Recovery

- Dispute resolution terms
 - Negotiation
 - Mediation
- Role of the mediator
 - Organizes meeting logistics
 - Ensures interests are represented
 - Keeps discussions focused and on-track
 - Assists in the development of an agreement
 - Meeting with parties
 - Analyzing the conflict
 - Presenting options

The Negotiation Process

- Pre-Negotiation
 - Clarify the nature of a disagreement
 - Select negotiating representatives
 - Establish a timeline and ground rules

The Negotiation Process

- Negotiation
 - Develop a negotiation agenda
 - Identify information needs and joint fact-finding
 - Develop single negotiating text
 - Draft, review and revise possible agreements
 - Sign a final agreement

The Negotiation Process

- Post-Negotiation
 - Link agreement with institutions
 - Develop monitoring mechanism

Resolving Disputes

- Identify the parties that have a stake in the outcome of a dispute
 - Involvement at the beginning of the process
 - Parties must want to participate
- Ensuring that groups or interests that have a stake in the outcome are appropriately represented
 - Networks of existing organizations
 - Ad-hoc elections
 - Selection of participants

Resolving Disputes

- Narrowing the agenda and confronting fundamentally different values and assumptions
 - Understanding a participant's value and underlying assumptions
 - Challenging current views of the situation
- Generating a sufficient number of alternatives or options
 - Identifying more than one alternative
 - Trade offs

Resolving Disputes

- Agreeing on the boundaries and time horizons for analysis
 - Uncovering issues
- Weighting, scaling and amalgamating judgments about costs and benefits
 - Issue importance across participants
 - Interpretation of data

Resolving Disputes

- Determining fair compensation and possible compensatory actions
 - Compensation is not always financial
- Implementing the bargains that are made
 - Recognizing the costs and obstacles
 - Failed agreements worsen entrenched positions
- Holding the parties to their commitments
 - Maintaining confidence
 - Formal agreements

Class Discussion

- Discuss how dispute resolution techniques can facilitate a sustainable recovery
 - Sustainability
 - Dimensions of recovery
 - Roles in recovery
 - Shared governance
 - Decision making in recovery

Dispute Resolution and Sustainable Recovery

- Dispute resolution techniques and consensus-based decision making
 - Uncover options / opportunities
 - Joint fact-finding
 - Empowering stakeholders
 - Increased self reliance
 - Long-term perspectives identified
 - Policy negotiation

Dispute Resolution and Planning

- Inventory and trend analysis (planning process) – Issue identification and packaging (conflict resolution)
- Goal setting (planning) – Consensus building (conflict resolution)
- Alternative generation of plan selection processes (planning) – Dispute resolution or negotiation process (conflict resolution)
- Plan adoption, implementation and update or revision (planning) – Consensus maintenance, monitoring of agreements (conflict resolution)

Adapted from Conflict Resolution in Local Government Land Use Planning. 1989. David Godschalk

Dispute Resolution and Shared Governance

- Stakeholder involvement, discussing inter-organizational issues - enhanced horizontal integration
- Joint fact-finding, strengthening relationships and trust across stakeholder groups – enhanced horizontal integration
- Empowering stakeholders – enhanced horizontal integration
- Input from those creating or affected by policy – enhanced vertical integration
- Dispute resolution can level the playing field – enhanced vertical and horizontal integration

Dispute Resolution and Recovery Decision Making

- Assist the least prepared gather information
- Assist FEMA gain an improved understanding of local needs and how they can better assist states and local governments with recovery
- Assist state agencies coordinate recovery activities with FEMA and local governments
 - Federal rules and local needs
 - Policy negotiation
 - Mediate disputes