# Switzerland

# National progress report on the implementation of the Hyogo Framework for Action

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# Strategic goals 1

#### Area 1

The more effective integration of disaster risk considerations into sustainable development policies, planning and programming at all levels, with a special emphasis on disaster prevention, mitigation, preparedness and vulnerability reduction.

#### **Strategic Goal Statement:**

The main strategic goal in this area is to anchor the principle of a culture of risk and safety, instead of a mere defense against hazards. Sustainability shall be achieved by jointly considering safety, environmental and socioeconomic aspects in any scenario of excessive risk.

#### Area 2

The development and strengthening of institutions, mechanisms and capacities at all levels, in particular at the community level, that can systematically contribute to building resilience to hazards.

#### **Strategic Goal Statement:**

A broad based dialog shall strengthen a risk and safety culture and risk awareness supported by all players. Also responsibilities, structure and schedule of organizations for risk aware management of natural hazards shall be optimized. Not regulated responsibilities for certain fields of natural hazards (p. ex. extreme temperatures, storm) shall be clarified.

#### Area 3

The systematic incorporation of risk reduction approaches into the design and implementation of emergency preparedness, response and recovery programmes in the reconstruction of affected communities.

#### **Strategic Goal Statement:**

All actors of the joint civil protection system, which are in charge of emergency preparedness and response, must be ready and efficient, with the necessary operational and financial means, at their respective levels (confederation, cantons and municipalities).

# **Priority for action 1**

Ensure that disaster risk reduction is a national and a local priority with a strong institutional basis for implementation.

#### **Core indicator 1**

National policy and legal framework for disaster risk reduction exists with decentralised responsibilities and capacities at all levels.

#### Level of Progress achieved:

5: Comprehensive achievement with sustained commitment and capacities at all levels

#### **Description:**

Not only the protection of the population is anchored in the Swiss constitution, but also the promotion of

the common welfare. A comprehensive legal framework is in place in the fields of civil protection, the protection of the natural environment, the sustainable use and management of natural resources (e.g. the Federal Law on River Training, 21. June 1991; the Federal Law on Forests, 4. October 1991), and land use planning (Federal Law on Land Use Planning, 22. June 1979). A national strategy for safety with respect to natural hazards is being implemented (http://www.planat.ch/ressources/planat\_product\_en\_501.pdf).

#### **Context & Constraints:**

A specific constitutional reference for dealing with natural hazards could provide additional guidance. Legal frameworks at the cantonal level that correspond to the latest federal laws (e.g. with respect to the Federal Law on River Training, 21. June 1991, revised 1. January 2008) are still in the process of being implemented.

#### Related links:

Protection against Natural Hazards in Switzerland - Vision and Strategy http://www.planat.ch/ressources/planat\_product\_en\_501.pdf

#### **Core indicator 2**

Dedicated and adequate resources are available to implement disaster risk reduction plans and activities at all administrative levels

#### **Level of Progress achieved:**

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

### **Description:**

Agencies with dedicated resources are in principle operational at the national and regional (cantonal) levels. However, there are still shortfalls, especially at the local (municipal) level.

#### **Context & Constraints:**

The Swiss political organization, based on federalism, with strong decentralization of responsibilities, makes differences in the level of commitment unavoidable. This is particularly true for the education sector.

#### **Core indicator 3**

Community Participation and decentralisation is ensured through the delegation of authority and resources to local levels

#### Level of Progress achieved:

5: Comprehensive achievement with sustained commitment and capacities at all levels

#### **Description:**

By law, operational responsibility for dealing with risks and for civil protection lies first and foremost with the cantons and municipalities. The Confederation overlooks the coordination of services and defines fundamental aspects. For risks and events with a national impact, the Confederation coordinates the intervention of the relevant partners and takes over responsibility for managing the situation.

#### **Context & Constraints:**

There is no need or significant potential for improvement to be identified.

#### **Core indicator 4**

A national multi sectoral platform for disaster risk reduction is functioning.

#### Level of Progress achieved:

5: Comprehensive achievement with sustained commitment and capacities at all levels

#### **Description:**

The Swiss National Platform for Natural Hazards (PLANAT) was created by the Federal Council in 1997, during the International Decade for Natural Disaster Reduction (IDNDR), with the aims of performing tasks at the strategic level, creating awareness and coordinating efforts for disaster reduction. It involves representatives of cantons, insurers, research and the private sector. It is fully operational and can be considered an example for the implementation of national platforms (see link to "How to create and run a platform?").

#### **Context & Constraints:**

Since the mid-1980s, a couple of severe catastrophes (flood, windstorm) had occurred, which revealed the need to cooperate. It became more obvious that a platform was needed to address emerging threats and strategic questions, to look for synergies in the disaster risk reduction process and to bridge gaps between all governmental levels. The good results and more recent disasters have made the need for continuation of the process self-evident.

#### Related links:

The Swiss National Platform for Natural Hazards (PLANAT) http://www.planat.ch/index.php?&IID=1

# **Priority for action 2**

Identify, assess and monitor disaster risks and enhance early warning

#### **Core indicator 1**

National and local risk assessments based on hazard data and vulnerability information are available and include risk assessments for key sectors.

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### **Description:**

The cantons are responsible by law to ensure the adequate production of hazard maps for all kinds of natural hazards. Coverage is around half of the national territory; percentages depend on the type of hazard: avalanche hazard maps have far greater coverage than landslide hazard maps. However, most "hot spots" (dangerous or high-risk areas) have been covered.

#### **Context & Constraints:**

The aim is to cover the hole country with hazard maps and assessments by 2011, for both geological and hydrological hazards, and have them applied in land use planning, especially for construction permit deliveries by municipalities.

#### **Core indicator 2**

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### **Description:**

The Federal Administration has established base documents at the national scale and coordinates the work of the cantons by producing technical guidelines, recommendations and tools for hazard mapping and risk evaluations. Cantons in term perform indicative hazard mapping and coordinate the hazard and risk assessments at the municipal level, where the resulting products must ultimately be used for land use planning, preparation, protection works and other measures. The national level supports these activities financially.

#### **Context & Constraints:**

Required systems are in place for large regions (e.g. river basins), but deficits exist in smaller areas (e.g. small watersheds) and remote areas.

#### Core indicator 3

Early warning systems are in place for all major hazards, with outreach to communities.

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### **Description:**

The National Emergency Operations Centre (NEOC) is working 24 hours a day, all year round. As the federal centre of expertise it is responsible for both natural and technological hazards. In cases such as chemical accidents, dam failure or storms, the NEOC provides the cantons with guidance, information or coordination to bring a situation under control.

#### **Context & Constraints:**

The 2005 floods showed that there are still gaps to be filled. The supply of data is still heterogeneous, because different institutions participate with their own methods. A Common Natural Hazard Information Platform (Gemeinsame Informationsplattform Naturgefahren, GIN) is being developed as part of a broader system designed to improve early warning and alert (project "Optimization of Early Warning and Alerting" / "Optimierung von Warnung und Alarmierung, OWARNA"), which also aims at a better outreach to the population.

#### Related links:

National Emergency Operations Centre (NEOC) https://www.naz.ch/index\_en.html

#### Core indicator 4

National and local risk assessments take account of regional / trans boundary risks, with a view to regional cooperation on risk reduction.

#### Level of Progress achieved:

5: Comprehensive achievement with sustained commitment and capacities at all levels

#### **Description:**

Regional and trans-boundary risks are especially taken into account at the regional scale, e.g. in the case of river basins, where the problems of upstream vs. downstream interests have to be addressed. For example, an early warning and alert chain exists along the Rhine river up to the Netherlands, coordinated by the International Commission for the Protection of the Rhine. Other regional and trans boundary cooperations involve other reaches of the Rhine (e.g. the upper Rhine, common to Austria and Switzerland), other rivers, the Alpine region.

#### **Context & Constraints:**

Because of its cultural diversity and adverse environment, regional and trans boundary cooperation has always been important to Switzerland.

# **Priority for action 3**

Use knowledge, innovation and education to build a culture of safety and resilience at all levels

#### **Core indicator 1**

Relevant information on disasters is available and accessible at all levels, to all stakeholders (through networks, development of information sharing systems etc)

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### **Description:**

A large amount of information is available through websites and publications (e.g. www.planat.ch; www.bafu.admin.ch). Online tools and data bases have been created to keep record of past events and hazard and risk assessments and are being used at all levels (national through municipal). Events are analyzed in detail and the results are used for adapting priorities for action.

#### **Context & Constraints:**

The 2005 floods have shown the need to make not only hazard maps available, but also intensity maps, as these are useful for interventions.

#### Related links:

Event analysis 2005 floods (in german)

 $http://www.bafu.admin.ch/publikationen/index.html?lang=en\&action=show\_publ\&id\_thema=24\&series=UW\&nr\_publ=0707$ 

Natural hazards (Federal Office for the Environment)

http://www.bafu.admin.ch/naturgefahren/index.html?lang=en

#### Core indicator 2

School curricula, education material and relevant trainings include disaster risk reduction and recovery concepts and practices.

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### **Description:**

The authorities and organisations responsible for rescue and security have comprehensive training programs at all levels. Regular training training courses and events for know-how exchange also take place in other fields of disaster reduction, e.g. flood control.

#### **Context & Constraints:**

A more intensive promotion of disaster risk related themes is necessary at the school education level, like for example raising awareness for earthquake hazard with quake simulators in which a whole class can enter.

#### Core indicator 3

Research methods and tools for multi-risk assessments and cost benefit analysis are developed and strenghtened.

#### **Level of Progress achieved:**

5: Comprehensive achievement with sustained commitment and capacities at all levels

#### **Description:**

An important harmonization between risk assessments for different types of natural hazards has taken place in recent years. Tools and guidelines have been developed, like "LearnRisk" and "RiskPlan" to learn about risk management and implement it, "EconoMe" to justify investments in risk reduction. Awareness raising for cost benefit issues is made on the basis of specific research.

#### **Context & Constraints:**

The tools can still be improved.

#### Related links:

Methods for risk based planning (in German) http://e-collection.ethbib.ethz.ch/view/eth:26923 RiskPlan - a tool for planning protective measures http://www.riskplan.admin.ch/index.php What is the cost of safety? (in German) http://www.cenat.ch/ressources/planat\_product\_de\_863.pdf

#### **Core indicator 4**

Countrywide public awareness strategy exists to stimulate a culture of disaster resilience, with outreach to urban and rural communities.

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

### **Description:**

A fair public awareness has been achieved in relation with meteorological and hydrological hazards. A campaign has taken place to raise awareness for earthquake risks, but deficits still exist.

#### **Context & Constraints:**

Around two out of every three Swiss towns have suffered from floods during the last 30 years. Therefore awareness regarding flood hazards is easy to achieve. That is not the case with very seldom events, like earthquakes, although earthquakes are identified as one of the most serious threats in terms of risk. More awareness raising efforts are needed for seldom events.

Related links:

Natural hazards: prevention pays

http://www.bafu.admin.ch/publikationen/index.html?action=show\_publ&lang=en&id\_thema=24&series=D

IV&nr\_publ=1172

Seismic conceptual design of buildings

http://www.bafu.admin.ch/php/modules/shop/files/pdf/phpV9FsLg.pdf

# **Priority for action 4**

Reduce the underlying risk factors

#### Core indicator 1

Disaster risk reduction is an integral objective of environment related policies and plans, including for land use natural resource management and adaptation to climate change.

#### Level of Progress achieved:

5: Comprehensive achievement with sustained commitment and capacities at all levels

#### **Description:**

Disaster risk reduction and environmental protection are closely interrelated in Swiss federal laws (e.g. in laws relating to forests and water) and are overseen by one common institution at the federal level (the Federal Office for the Environment, FOEN). Utility of, protection of and protection from major natural resources (water, forests, soils) are considered jointly. Sustainability and robustness of protection measures are required. For instance, protection measures have to withstand the impacts of stronger events than those for which they were designed. Land use planning is preferred to protection measures whenever possible. Adaptation to climate change has gained attention recently.

#### **Context & Constraints:**

A sustainable management of natural resources is mandated by the constitution, which means any measures aiming at the adverse effects of natural elements must also take into account the protection of those resources and their social and economical benefits. Governmental agencies proceed with an appraisal of benefits and limitations of proposed measures considering these different aspects. More recently, land use planning in relation with natural hazard management has been recognized as a high priority. Efforts have to continue in this direction.

#### Related links:

Climate Change and Flood Protection (in German)

http://www.swv.ch/media/downloads/Klima\_und\_Hochwasser.pdf

Advisory Body on Climate Change (OcCC) http://www.occc.ch/index\_e.html

#### Core indicator 2

Social development policies and plans are being implemented to reduce the vulnerability of populations most at risk.

#### Level of Progress achieved:

5: Comprehensive achievement with sustained commitment and capacities at all levels

#### **Description:**

This indicator is of secondary importance for Switzerland as there is no need for additional social development policies and plans that would specifically target the reduction of vulnerability.

#### **Context & Constraints:**

As a highly developed industrial nation, Switzerland has achieved high levels of social development which reduce the vulnerability of populations at risk.

#### **Core indicator 3**

Economic and productive sectorial policies and plans have been implemented to reduce the vulnerability of economic activities

#### Level of Progress achieved:

5: Comprehensive achievement with sustained commitment and capacities at all levels

#### **Description:**

This indicator is of secondary importance for Switzerland as there is no need for additional economic and productive sector policies and plans that would specifically target the reduction of vulnerability of economic activities.

#### **Context & Constraints:**

As a highly developed industrial nation, Switzerland has achieved high levels of economic development.

#### **Core indicator 4**

Planning and management of human settlements incorporate disaster risk reduction elements, including enforcement of building codes.

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### **Description:**

The Federal Law on Land Use Planning (22. June 1979) has been adapted and effectively takes into account the natural hazards. Natural hazard maps are part of a process that culminates with their consideration and enforcement within municipal land use planning. Building codes exist and are applied. However, due consideration has only been given recently to the seismic hazard, and therefore there are considerable gaps in seismic security for buildings with more than five floors built before modern construction standards came into effect (1989).

#### **Context & Constraints:**

Remedying the poor earthquake resistance of many existing houses will be a major challenge over the next years. The completion of hazard mapping and the full consideration of these maps in municipal land use planning is also on the agenda.

#### **Core indicator 5**

Disaster risk reduction measures are integrated into post disaster recovery and rehabilitation processes

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### **Description:**

Until recently, destroyed buildings were often reconstructed at the same place, as insurers would not accept paying for the higher cost of relocation. Public aid mechanisms and regulations have been put in place to facilitate relocations. A reconstruction in the red (high danger) zone of the hazard map is no longer possible in progressive municipalities.

#### **Context & Constraints:**

The cost of the purchase of safe land is often a limiting factor when regulation of existing settlements is considered. An alternative currently evaluated is a supplement to mandatory insurance that would eventually allow a reorganization of settlements.

#### **Core indicator 6**

Procedures are in place to assess the disaster risk impacts of major development projects, especially infrastructure.

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### **Description:**

Very high standards for disaster risk safety are set and enforced by the Federal Office for the Environment, FOEN, especially when it comes to major development projects such as large infrastructure projects. Requirements from the point of view of emergency preparedness are set and checked by the Federal Office for Civil Protection, FOCP.

#### **Context & Constraints:**

The fact that disaster risk reduction is overseen at the federal level by the Federal Office for the Environment, FOEN, allows an easy integration of environmental and disaster risk related verifications.

### **Priority for action 5**

Strengthen disaster preparedness for effective response at all levels

#### **Core indicator 1**

Strong policy, technical and institutional capacities and mechanisms for disaster risk management, with a disaster risk reduction perspective are in place.

#### Level of Progress achieved:

5: Comprehensive achievement with sustained commitment and capacities at all levels

#### **Description:**

A system of highly qualified and very well equipped institutions is in place. It comprises the Army, the Civil Protection, the Fire Brigades, and so on.

#### **Context & Constraints:**

There are no particular contextual challenges to mention.

#### **Core indicator 2**

Disaster preparedness plans and contingency plans are in place at all administrative levels, and regular

training drills and rehearsals are held to test and develop disaster response programmes.

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### **Description:**

Contingency plans are required for all shelters and protective works for which financial aid is granted by the Federal Government.

Every institution participating in the disaster response system has it's training program.

Common rehearsals are performed at the local level e.g. for a dam breach on the upper Rhine.

#### **Context & Constraints:**

There are no particular contextual challenges to mention.

#### **Core indicator 3**

Financial reserves and contingency mechanisms are in place to support effective response and recovery when required.

#### Level of Progress achieved:

5: Comprehensive achievement with sustained commitment and capacities at all levels

#### **Description:**

There are no specific, permanently available funds for responses to major disasters. Special governmental funding lines are opened rapidly in case of necessity. Private fund raising (e.g. Swiss Solidarity) is also a major source of funding in case of major disasters. Private losses are generally covered through insurances.

#### **Context & Constraints:**

There are no particular contextual challenges to mention.

#### Related links:

Swiss Solidarity https://www.swiss-solidarity.org/?L=3

#### **Core indicator 4**

Procedures are in place to exchange relevant information during hazard events and disasters, and to undertake post-event reviews

#### Level of Progress achieved:

4: Substantial achievement attained but with recognized limitations in key aspects, such as financial resources and/ or operational capacities

#### **Description:**

A new national alarm and tracking center for all natural hazards is starting operations in July 2008. This center centralizes the informations of MeteoSwiss (meteorology), the Swiss Federal Institute for Snow and Avalanche Research SLF in Davos and the Swiss Seismological Service in Zürich - apart from FOEN's own information, for which a 24-hour service now available. A common information platform (GIN) is used and more accurate and precise alerts shall be given with better prediction models and methods. Communication and collaboration with the regional and local levels will be enhanced through

regular exercises. Post event reviews are already undertaken.

#### **Context & Constraints:**

Heavy rains between the 19th and the 23rd of November 2005 have hit 15 cantons and caused the loss of 6 human lives. Material damage is estimated at more than 3000 million Swiss Francs.

Proposals for improving early warning and exchange of information were brought forward by the OWARNA project (Optimisation of Early Warning and Alarm for Natural Hazards), which was set up by the Federal Council shortly after the disaster.

#### Related links:

Federal Office of Meteorology and Climatology (MeteoSwiss)

http://www.meteosuisse.admin.ch/web/en/weather.html

Swiss Seismological Service http://www.seismo.ethz.ch/

Swiss Federal Institute for Snow and Avalanche Research Davos http://www.slf.ch/welcome-en.html

# **Drivers of Progress**

# a) Multi-hazard integrated approach to disaster risk reduction and development Levels of Reliance:

Partial/ some reliance: Full acknowledgement of the issue; strategy/ framework for action developed to address it; application still not fully implemented across policy and practice; complete buy in not achieved from key stakeholders.

Do studies/ reports/ atlases on multi-hazard analyses exist in the country/ for the sub region?: Yes

If yes, are these being applied to development planning/ informing policy?: Yes

### Description (Please provide evidence of where, how and who):

In a mountainous region where different hazards coexist (avalanches, rockfalls, debris flows), an integrated approach is a must. An integrated hazard mapping is being performed for all natural hazards, at the municipal level. The target for completing hazard mapping for all of Switzerland is 2011. Its application within legal instruments all over the country is still a major challenge.

Financial contributions to disaster risk reduction projects are made by the cantonal and federal instances of the administration, but the projects are generally driven by the local (municipal) level on the basis of an integrated knowledge of prevailing risks.

The effectiveness of investments will be further improved through a new set of criteria that will allow high, unacceptable risks to receive a clear priority, whatever the hazard that produces the risk: the risks from all hazards are in a way made to compete with each other for funding, on an equal basis.

# b) Gender perspectives on risk reduction and recovery adopted and institutionalized Levels of Reliance:

Significant and ongoing reliance: significant ongoing efforts to actualize commitments with coherent strategy in place; identified and engaged stakeholders.

#### Description (Please provide evidence of where, how and who):

Gender mainstreaming has been actively promoted in Switzerland over the past decades. Good

progress has been made in empowering women, but a lot has still to be done.

This general situation also applies to disaster risk reduction. Experiences from recent disasters have so far not evidenced the need for specific action in order to improve the consideration of gender in disaster risk reduction, but thorougher investigations and/or future disasters may well show that gender specific preparedness has to be improved, in particular in the face of the possibility of major disasters.

#### Related links:

Swiss Federal Office for Gender Equality FOGE http://www.ebg.admin.ch/index.html?lang=en

# c) Capacities for risk reduction and recovery identified and strengthened Levels of Reliance:

Significant and ongoing reliance: significant ongoing efforts to actualize commitments with coherent strategy in place; identified and engaged stakeholders.

### Description (Please provide evidence of where, how and who):

Capacities for risk reduction and recovery are constantly strengthened through academic research, professional training, analysis of events and lessons learned. Capacity building at the local (municipal) level will require a special emphasis from the existing system of institutions and professionals at the regional level.

# d) Human security and social equity approaches integrated into disaster risk reduction and recovery activities

#### Levels of Reliance:

Significant and ongoing reliance: significant ongoing efforts to actualize commitments with coherent strategy in place; identified and engaged stakeholders.

#### Description (Please provide evidence of where, how and who):

Hazard mapping is extensive and planning of prevention measures focuses primarily on the highest risks. Human life is considered of very high value. This makes sure that disaster risk reduction is socially equitable.

Furthermore, the most vulnerable as well as the less vulnerable do generally receive extensive attention by care teams when they are affected by some natural event.

# e) Engagement and partnerships with non-governmental actors; civil society, private sector, amongst others, have been fostered at all levels

#### Levels of Reliance:

Significant and ongoing reliance: significant ongoing efforts to actualize commitments with coherent strategy in place; identified and engaged stakeholders.

#### Description (Please provide evidence of where, how and who):

Non governmental actors are playing an important role within the national disaster reduction platform PLANAT, including academic research and insurers; partnerships are also readily fostered at the regional and local levels when dealing with natural hazards and risks.

### f) Contextual Drivers of Progress

#### Levels of Reliance:

Significant and ongoing reliance: significant ongoing efforts to actualize commitments with coherent strategy in place; identified and engaged stakeholders.

#### Description (Please provide evidence of where, how and who):

Public resources for disaster risk reduction are increasing since the floods of August 2005. Funding for major disaster risk reduction projects will be made available as a priority to projects where it can be established that the current risk is unacceptable, and the relation between costs and benefits is very favorable. Appropriate web-based tools have been developed to evaluate and compare projects.

#### **Future outlook**

#### Area 1

The more effective integration of disaster risk considerations into sustainable development policies, planning and programming at all levels, with a special emphasis on disaster prevention, mitigation, preparedness and vulnerability reduction.

#### **Overall Challenges:**

There are no particular overall challenges to mention, however, in particular areas improvements can be made.

#### **Future Outlook Statement:**

There is no need for a re-assessment of the current priorities in the context of the challenges outlined throughout the previous sections, as the main challenges have already been taken or will be taken into account in the near future.

#### Area 2

The development and strengthening of institutions, mechanisms and capacities at all levels, in particular at the community level, that can systematically contribute to building resilience to hazards.

#### **Overall Challenges:**

There are no particular overall challenges to mention, however, in particular areas improvements can be made.

#### **Future Outlook Statement:**

There is no need for a re-assessment of the current priorities in the context of the challenges outlined throughout the previous sections, as the main challenges have already been taken or will be taken into account in the near future.

#### Area 3

The systematic incorporation of risk reduction approaches into the design and implementation of emergency preparedness, response and recovery programmes in the reconstruction of affected communities.

#### Overall Challenges:

There are no particular overall challenges to mention, however, in particular areas improvements can be made.

#### **Future Outlook Statement:**

There is no need for a re-assessment of the current priorities in the context of the challenges outlined throughout the previous sections, as the main challenges have already been taken or will be taken into account in the near future.