

REPORT OF THE WORKSHOP FOR THE RISK MAP OF SAIDA AND
MULTILEVEL RESILIENCE DIAGNOSIS - RESILIENCE PROJECT



**WORKSHOP FOR THE RISK MAP OF SAIDA AND
MULTILEVEL RESILIENCE DIAGNOSIS REPORT (21-22
OCTOBER) UNDER THE RESILIENCE PROJECT**

SAIDA, LEBANON, 21-22 OCTOBER 2025

AUTHORS: AMAIA CELAYA ÁLVAREZ & HELENE FOURNIERE

FOR: MEDCITIES, MUNICIPALITY OF SAIDA, AND BARCELONA CITY COUNCIL

Index

Index	2
Acknowledgments	2
Acronyms & abbreviations	3
1. Introduction	4
2. Context & objectives	5
3. Workshop methodological approach	7
3.1 Workshop-based engagement (Day 1)	8
3.2 Key Informant Interviews - KII (Day 2)	11
4. Feedback / validation findings	14
4.1 Validation of Shocks and Stresses and Risk Prioritisation	14
4.2 Risk clusters and linkages among multiple shocks and stresses	16
4.3. Policy, Plans, and Initiatives (PPIs) feedback	17
5. First conclusions & recommendations	19
6. Bibliography & references	22
Annexes	23
Annex 01 – Workshop Agenda	23
Annex 02 – Presentations	23
Annex 03 – Exercises dynamics	24
Annex 04 – Feedback from participants: systemic linkages per groups	31
Annex 05 – KII Questionnaire	36
Annex 06 – Perception Survey Questionnaire	38
Annex 07 – Group Prioritisation Results computerised on PowerBI	42
Annex 08 – Workshop Photo Report	43

Acknowledgments

The authors acknowledge the valuable contributions of the Municipality of Saida, MedCities, the Barcelona City Council, the Hariri Foundation for Sustainable Development¹, and Dr. Rana Khawand for their roles and sustained coordination in implementing the “Risk Map of Saida and Multilevel Resilience Diagnosis” Project.

Extended recognition to the efforts of the Lebanese Red Cross, the participants of the workshop, the Municipal Mayors of the Federation of Saida el Zahrani, and UN-Habitat Lebanon, for the active engagement and facilitation throughout the two days workshop.

Their technical guidance, coordination, and commitment to participatory resilience-building were essential to the success of this process.

1. Hariri Foundation Team includes: Karine Zoghby, Kareem Salameh, & Mohamad Toufaily.

Acronyms & abbreviations

CBOs	Community-Based Organizations
CRGP	City Resilience Global Programme
CNRS	Centre National de la Recherche Scientifique
CPRT	City Resilience Profiling Tool
CSOs	Civil Society Organisations
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
GIS	Geographic Information System
KIIs	Key Informant Interviews
MCRC	Making Cities Resilient Campaign
NGO	Non-Governmental Organization
NUA	New Urban Agenda
PPIs	Policies, Plans and Initiatives
PwD	Person with Disabilities
RAR-S	Recommendations of Actions for Resilience and Sustainability
RM&MRD	Risk Map of Saida and Multilevel Resilience Diagnosis
SSC	Shocks, Stresses and Challenges
SDG	Sustainable Development Goals
UN-Habitat	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNDRR	United Nations Office for Disaster Risk Reduction
VLR	Voluntary Local Review

Recommended citation:

MedCities & Barcelona City Council (2025). Workshop for the Risk Map of Saida and Multilevel Resilience Diagnosis report (20-21 October) under the RESILIENCE project.

1. Introduction

MedCities leads a project for the enhancement of Urban Resilience in the Mediterranean funded by the Barcelona City Council. One of the activities of the project consists of the “Enhancement of the multilevel resilience in Saida City through risk mapping and vulnerability decrease”. It aims to build a comprehensive risk and resilience profile for Saida as a Mediterranean city exposed to multidimensional shocks, stresses and challenges. The project is implemented in conjunction and continuous coordination between MedCities local partners - the Saida Expert Team² -, the Municipality of Saida and its partners, the Barcelona City Council's urban resilience team, and UN-Habitat. This collaboration guarantees that the UN-Habitat City Resilience Profiling Tool (CRPT) is locally adapted while maintaining methodological coherence with international standards.

Building on previous events held in Barcelona and Saida in mid-2025, the Feedback Workshop for the Risk Map of Saida and Multilevel Resilience Diagnosis (RM&MRD) was held from 21 to 22 October 2025. This event served as a collective platform to review, update and consolidate data relating to resilience indicators, shocks, stresses, and Policy, Plans, and Initiatives (PPIs). It brought together key institutional, technical, and community stakeholders to validate the findings of the risk map, deepen the resilience analysis, and strengthen inter-institutional coordination. This participatory process marked a crucial step toward ensuring the consistency, coherence, accuracy and local ownership of the resilience diagnosis.



Fig 01. Saida Workshop 21 October 2025. Source: Saida Expert Team

2. The Saida Expert Team is composed of experts from the Hariri Foundation, in collaboration with Dr. Rana Khawand.

2. Context & objectives

Saida, Lebanon's third-largest city and the capital of the South Governorate, is the main urban and economic hub of a wider conurbation comprising 16 municipalities under the Union of Municipalities of Saida-Zahrani. Its functional urban area extends well beyond the administrative limits of the municipality, merging physically and economically with neighbouring localities such as Aabra, Bqosta, Bramiyeh, Hlaliye, Haret Saida, Miyeh ou Miyeh, or Darb es Sim. The city combines a rich historical and cultural heritage with a dense and rapidly expanding urban fabric that has absorbed multiple waves of internally displaced persons and refugee populations from Palestine and Syria. This dynamic growth, while reinforcing Saida's regional role, has also increased pressure on infrastructure, basic services, and environmental ecosystems.

The city faces complex and interrelated risks linked to coastal exposure, infrastructure gaps, inadequate waste management, high population density, unregulated urbanisation, and socio-economic inequality, compounded by institutional fragmentation and limited municipal resources. Saida's population (estimated at over 200,000 residents within the functional urban area) has nearly doubled over two decades, with 25-30% comprising refugee or displaced communities. This accelerated growth has occurred in a context of limited land-use control, fragmented service delivery, and constrained fiscal capacity, amplifying vulnerability to shocks and chronic stresses.

In recent years, several planning and cooperation initiatives, including the Saida Urban Sustainable Development Strategy (MedCities, 2015) and the UN-Habitat/UNICEF Neighbourhood Profile (2019), have highlighted the city's vulnerabilities and the need for integrated risk management. Building on these efforts, the Risk Map of Saida and Multilevel Resilience Diagnosis (RM&MRD) applies the UN-Habitat City Resilience Profiling Tool (CRPT) methodology, through a locally adapted version developed under the leadership of the Saida Expert Team³ together with the Municipality of Saida and its partners. The Saida-tailored RM&MRD application of the UN-Habitat CRPT methodology provides a structured, data-driven, and participatory framework to better understand and address the city's specific vulnerabilities, identify, assess, and prioritise systemic risks, and analyse their linkages across environmental, social, economic, and institutional dimensions. The RM&MRD promotes inclusive and evidence-based decision-making for resilient urban planning within the Union of Municipalities of Saida-Zahrani.

The Feedback Workshop (Saida, 21 -22 October 2025) represented a key milestone in this process. It builds upon two earlier events: the technical and participatory training workshop held in Barcelona (15-17 July 2025), which introduced the UN-Habitat CRPT methodology and laid the groundwork for the subsequent formulation of the Saida-tailored RM&MRD application of this methodology; and the High Level Meeting - Launch Seminar (Saida, 29 September 2025), which presented the urban resilience process and formalised collaboration among the Municipality, the Union of Municipalities, the Governorate of South Lebanon, and technical partners. Across these preparatory activities, data and insights were gathered to identify and map urban risks (SSC - Shock Stresses and Challenges), develop a preliminary dataset of locally adapted resilience indicators, identify potential GIS layers, compile an incident log of previous events, prepare a registry of relevant stakeholders and a catalogue of Policies, Plans and Initiatives (PPIs).

3. The Saida Expert Team is composed of experts from the Hariri Foundation, in collaboration with Dr. Rana Khawand.

The Feedback Workshop aimed to consolidate and validate these results, ensuring coherence with the realities of the Union of Municipalities of Saida-Zahrani and alignment with UN-Habitat CRPT methodology. It also sought to strengthen collaboration among municipal, technical, and community actors, fostering a shared understanding of the city's main risks and resilience priorities and ensuring that the diagnosis reflects local realities and ownership across the Union of Municipalities. The event combined three complementary components: participatory sessions, Key-Informant Interviews (KIIs), and a community perception survey (to be launched in a later phase within the communities). Together, these components ensure a robust, inclusive validation process that connects data, institutions, and community insight within the resilience diagnosis. The process also aimed to ensure inclusivity across gender, age, and ability, with deliberate outreach to youth, women's associations, etc.

It was organised by MedCities local partners, the Saida Expert Team composed of the Hariri Foundation and Dr. Rana Khawand, in close collaboration with Saida Municipality. The Barcelona City Council mobilised two technical experts to support the local team to prepare the content and dynamics of the workshop. Finally, the MedCities project officer and the Barcelona City Council Urban Resilience Focal Point attended the workshop.

The Workshop's specific objectives were to:

- Validate and prioritise the list of shocks and stresses affecting Saida's urban systems, identify their systemic linkages which group them into clusters.
- Review and confirm the relevance and applicability of the locally adapted analysis.
- Connect the clusters with the relevant PPIs to identify existing mechanisms, enablers and gaps.
- Detect information gaps and opportunities for refining datasets.
- Reinforce dialogue among municipalities and community actors toward a shared understanding of resilience.
- Provide a consolidated and validated foundation for the forthcoming Resilience Diagnosis Report, and the formulation of Saida's Urban Resilience Strategy in a later stage.



Fig 02. UN-Habitat Lebanon representative presentation. Source: External Experts.

3. Workshop methodological approach

The workshop methodological approach followed a multi-layered participatory design, combining three complementary modalities and aligned with UN-Habitat's 'data–dialogue–decision' cycle. This approach guided the sequencing of activities and the overall structure of the workshop. The three complementary modalities were:

1. Workshop-based engagement, through a structured session focusing on shocks/stresses identification, prioritisation and clustering, along with a reflection on PPIs, which have come to be considered an essential tool for the development of resilience in the city. (please, see [Annex 03 – Exercises dynamics](#), and [Annex 04 – Feedback from participants: systemic linkages per groups](#))
2. Key Informant Interviews (KIIs) with the mayors of the Union of Municipalities, offering a governance and institutional perspective on resilience capacities and main concerns. (please, see [Annex 05 – KIIs questionnaire](#))
3. Perception survey, capturing community-level understanding and perceptions of risks and vulnerabilities. (please, see [Annex 06 – Perception Survey Questionnaire](#))
4. These modalities were designed to ensure both breadth (community-level inclusion) and depth (institutional and technical insights) of the resilience assessment. This triangulation between data, institutional insights, and community perceptions ensures analytical robustness and supports a whole-of-society approach to resilience planning.

The workshop was organised over two consecutive days, with a first day of a plenary session, with participatory mapping, and a second day with Key Informants Interviews (KIIs). In line with the Communications and Stakeholder Engagement Plan (The Saida Expert Team⁴, 2025), the workshop was supported by complementary actions adopting an inclusive engagement approach. The process leveraged multiple communication channels, including regular coordination meetings, WhatsApp groups, and local outreach via CSOs. Particular attention was given to ensuring inclusive participation across social groups, notably refugees, youth, women, and persons with disabilities. Outreach was conducted through the Hariri Foundation for Sustainable Development in partnership with local CSOs active in Saida's neighbourhoods. Invitations were extended through municipal networks and community-based organizations (CSBOs). Logistical barriers were mitigated by selecting an accessible venue at the Municipality Hall and facilitating logistical support for participants.

The community Perception Survey will further broaden inclusion by reaching vulnerable and underrepresented groups through targeted sampling across neighbourhoods. The survey will be administered by a partner municipality through trained youth and via digital tools, with paper-based options for groups with limited digital access, ensuring comprehensive community coverage and representation.

4. The Saida Expert Team is composed of experts from the Hariri Foundation, in collaboration with Dr. Rana Khawand.

Key methodological components (please, see Annex 01 – Workshop Agenda) included:

Day 1 (please, see Annex 02 – Presentations, Annex 03 – Exercises dynamics and Annex 04 – Feedback from participants: systemic linkages per groups)

- Presentation of the RESILIENCE project and the experience of Barcelona City Council
- Presentation of UN-Habitat CRPT methodology locally adapted
- Presentation of diagnostic findings from previous phases
- Groups' discussion and validation exercises on shocks and stresses' scores and prioritisation
- Groups' discussion and validation exercises on shocks and stresses' clustering and synergies
- Groups' reflection exercise on PPIs using UN-Habitat impact rubrics and complementary context-based additions from the Saida team.
- Consolidation of feedback and validated data in the plenary session.

Day 2 (please, see Annex 05 – KIs questionnaire, and Annex 07 – Group Prioritisation Results computerised on PowerBI)

- Presentation of UN-Habitat CRPT methodology locally adapted.
- Presentation of diagnostic findings from previous phases.
- Mayors' reflection on shocks and stresses' scores and prioritisation, along with PPIs' work potential in the long term.
- Consolidation of feedback and validated data.

3.1 Workshop-based engagement (Day 1)

The workshop operationalised the methodological approach through interactive group work and validation exercises. Participants were divided into 5 roundtables and engaged in interactive group exercises.

They were provided by The Saida Expert Team⁵ with several sheets to support visual mapping and collaborative scoring: (1) Shocks Scoring Matrix, (2) Stresses Scoring Matrix, (3) Shocks prioritisation table, (4) Stresses prioritisation table, (5) Suggested indicators for implementing the urban assessment and (6) CRPT dimension posters along with post-it notes and markers for participatory mapping.

This tactile and visual approach promoted inclusivity, engagement, and collective ownership of outcomes.

2. The Saida Expert Team is composed of experts from the Hariri Foundation, in collaboration with Dr. Rana Khawand.

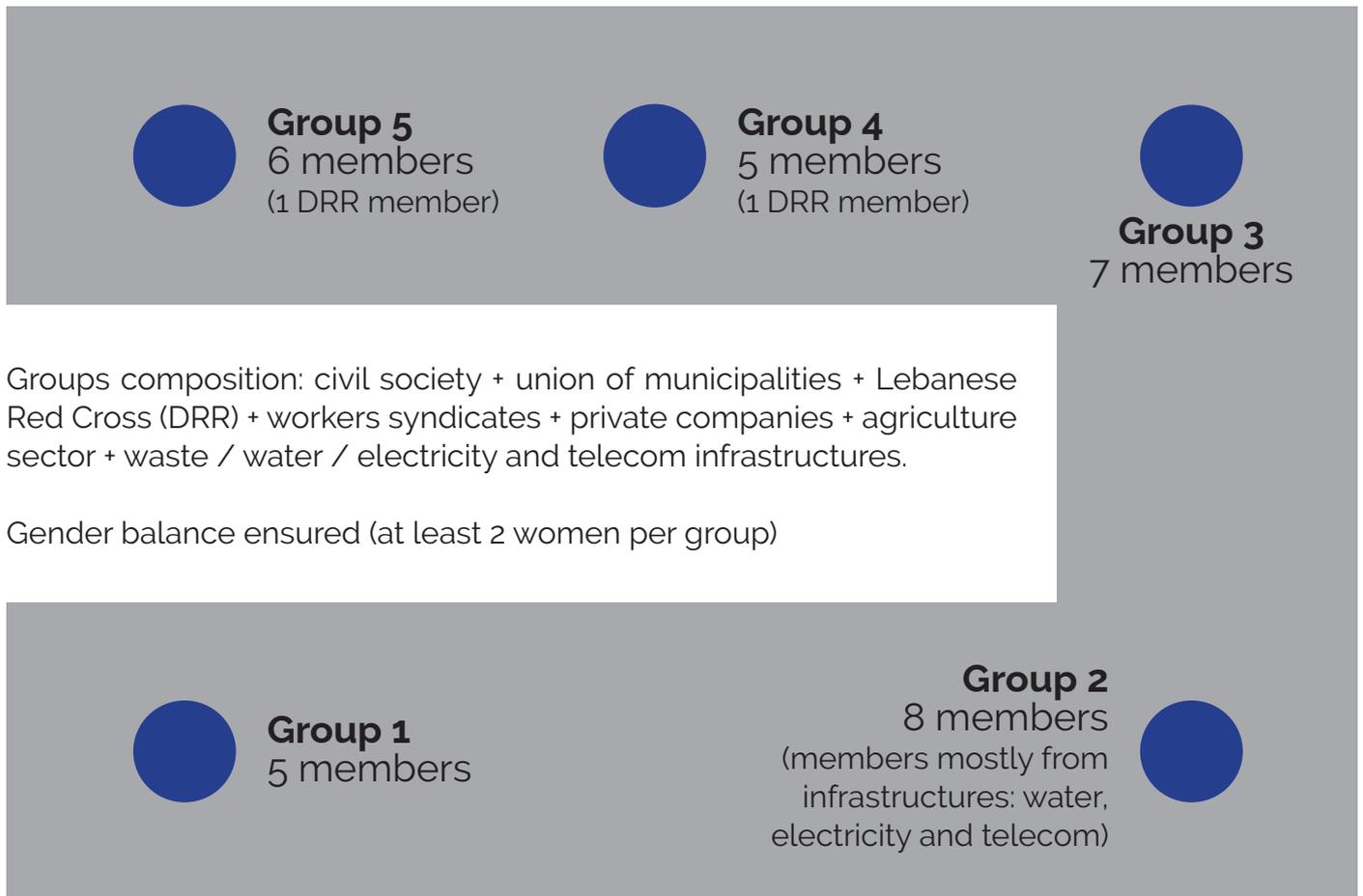


Fig 03. Groups and roundtables distribution. Source: External Experts.



Fig 04. Groups and roundtable discussions. Source: External Experts.

3.1.1. Groups' discussion and validation exercise on shocks and stresses' scores and prioritisation

Objective: Validate the list of shocks and stresses relevant to Saida, revise the scores, and prioritise them according to their scale and severity of impact.

Key Steps: (1) Presentation of definitions and scoring methodology, (2) Group discussions to agree, increase, or decrease assigned scores, (3) Gallery walk for cross-validation and collective ranking of Saida's most pressing shocks and stresses, (4) Public presentation of group findings to the rest of the participants.

Output:

Validated and prioritised list of shocks and stresses.



Fig 05. Groups and roundtable discussions. Source: External Experts

3.1.2. Groups' discussion and validation exercise on Risks' synergies and clustering

Objective: Analyse the interconnections between validated shocks and stresses, identifying synergies, triggering effects, and systemic relationships across dimensions (Environmental, Social, Economic, and Institutional).



Fig 06. Groups and roundtable discussions. Source: External Experts.

Key Steps: (1) Presentation of a visual mapping of the dimensions, to facilitate discussion and encourage participants to think systemically and identify leverage points (2) Group discussions to group shocks and stresses into risk clusters (3) Collective mapping of causal linkages ("drives" or "driven by") between shocks and stresses.

Output:

Proposed risks' clusters and linkages among multiple shocks and stresses.

3.1.3. Group reflection exercise on Plans, Policies, and Initiatives (PPIs)

Objective: Reflect upon the map of existing PPIs that address shocks and stresses in the area, following an introductory presentation and a case study from the Lebanese Red Cross (LRC).

Key Steps: Identify gaps and highlight opportunities for improved integration and alignment of PPIs with the shocks and stresses already prioritised, following two guiding questions:

1. What gaps remain unaddressed? Given the diagram & Clusters Identified, what are the interventions you can suggest?
2. Who's its responsibility to implement such interventions

Output:

Validated list of PPIs linked to priority risks.



Fig 07. PPIs guiding questions proposal for discussion. Source: External Experts.

3.2 Key Informant Interviews - KIIs (Day 2)

The Key Informant Interviews (KIIs) with mayors of the Saida-Zahrani Union of Municipalities followed a semi-structured format developed by the Saida Expert Team, exploring institutional roles, governance mechanisms, resilience-related challenges at the local level, and local policy responses. Valuable input for interpreting and validating workshop findings was provided, along with in-depth context-based reflections on the analysis and further potential lines of action. Insights were thematically analysed to identify:

- Institutional strengths and coordination bottlenecks;
- Data management practices and inter-municipal collaboration needs;
- Priorities for policy harmonisation within the Union.

Each interview lasted approximately 45-60 minutes and was conducted in Arabic, with summaries translated into English for consolidation. Responses will be thematically coded and triangulated with workshop findings to strengthen the institutional dimension of the resilience diagnosis. Some of these insights can be found in the next section **4.3 Policy, Plans, and Initiatives (PPIs) feedback**, specifically under **4.3.1. Municipal insights**.

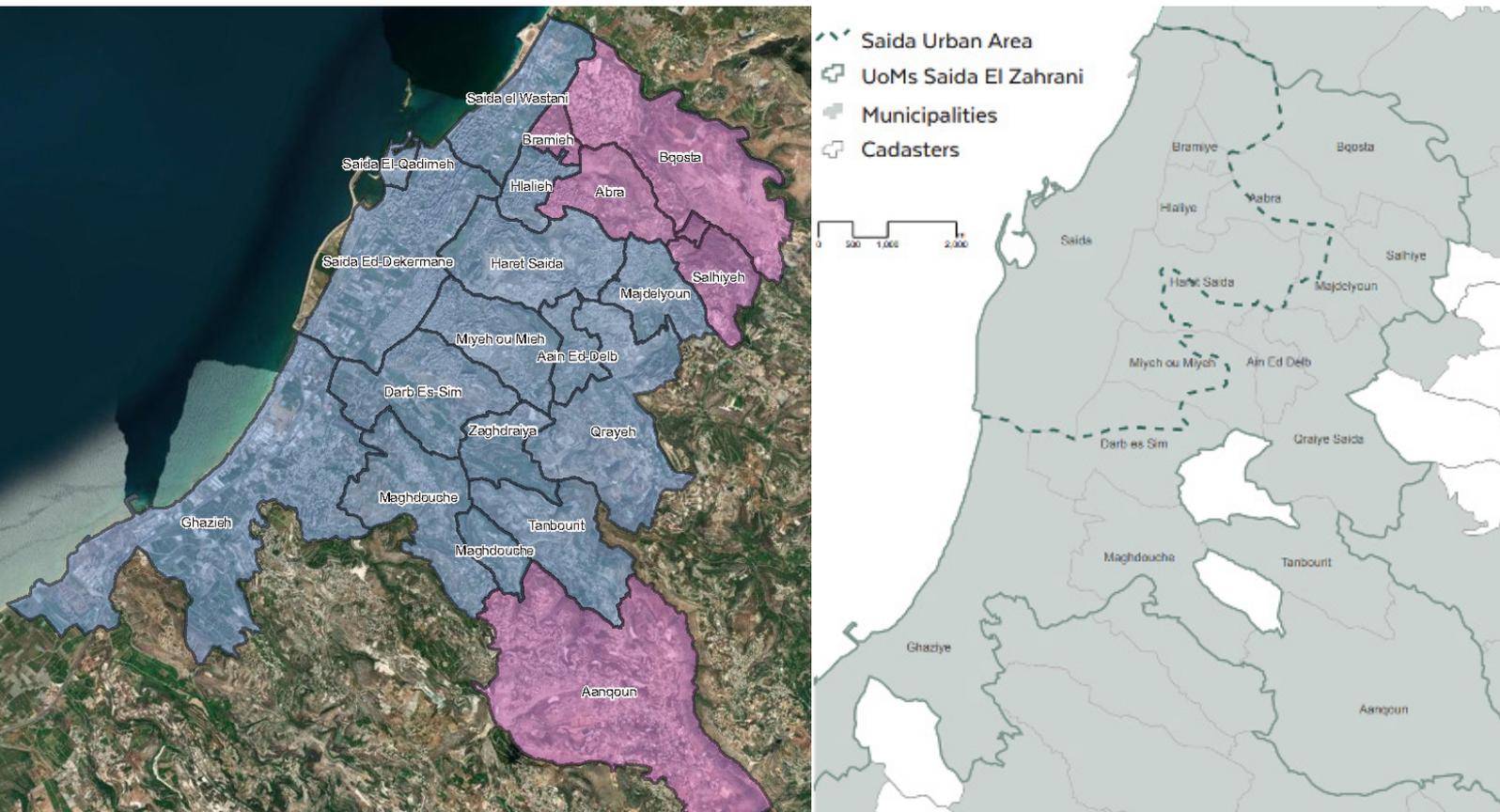


Fig 08. Municipalities acting as KII at this phase. Sources: Adapted from Hariri Foundation; Union of Municipalities and Municipalities, adapted by UN-Habitat, 2017

The municipalities acting as KIIs were: Aabra, Bqousta, Salhiyeh, Bramiyeh and Anquoun.

AABRA (اربع)

Location: Located in the northern part of the Saida–Zahrani Federation. About one-third of its south-western territory lies within what could be considered Saida’s functional urban area.

Geographical characteristics: 160–178 meters above sea level.

Area: approx. 1,98 – 2,33km².

Population: around 12,543 inhabitants

Governance: 18 municipal councillors

BQOSTA (اطسقب)

Location: Located at the northern edge of the Saida–Zahrani Federation, bordering Saida. Roughly one-third of its western territory lies within what could be considered Saida’s functional urban area.

Geographical characteristics: approx. 34–40 meters above sea level.

Area: approx. 5,1 – 5,34 km².

Population: around 406 inhabitants

Governance: 9 Municipal councillors

SALHIYEH (ةي ح ل اص)

Location: Located at the north-eastern edge of the Saida-Zahrani Federation.

Geographical characteristics: approx.. 200-256 meters above sea level.

Area: approx. 1,45 – 1,92 km².

Population: around 1.290 inhabitants

Governance: 9 Municipal councillors

BRAMIYEH (ةي م ا ر ب)

Location: Located in the north-eastern part of the Saida-Zahrani Federation, bordering Saida. Its territory lies entirely within what could be considered Saida's functional urban area.

Geographical characteristics: approx.. 50-72 meters above sea level.

Area: approx. 0,51 – 0,545 km².

Population: around 1.603 inhabitants

Governance: 9 Municipal councillors

ANQOUN (ن و ق ن ع)

Location: Located at the south-eastern edge of the Saida-Zahrani Federation.

Geographical characteristics: approx. 100 - 367 meters above sea level.

Area: approx. 9,2 - 9,3 km².

Population: around 7,528 inhabitants

Governance: 15 Municipal councillors



Fig 09. KII in Anqoun municipality. Source: Saida Expert Team

4. Feedback / validation findings

This section summarises the validated outcomes of the Feedback Workshop, integrating results from five thematic groups that worked on the identification, scoring, analysis and clustering of shocks and stresses, and the appraisal of Policies, Plans and Initiatives (PPIs). Data triangulation combined workshop findings with institutional sources (CNRS, DRM Unit, UN-Habitat) and community inputs.

A comparative analysis was undertaken between the five group results and the preliminary assessment developed by the Saida team during the preparatory phase. Overall, participants confirmed most of the initial expert assumptions regarding Saida's key vulnerabilities, particularly those linked to coastal exposure, waste management, infrastructure fragility, and socioeconomic stress. However, participants added emphasis on emerging issues such as air and water pollution and public sector fragility.

4.1 Validation of Shocks and Stresses and Risk Prioritisation

Each of the five working groups prioritised shocks and stresses using a scoring matrix (probability x impact). The results were then averaged to produce a consolidated prioritisation ([please, see Annex 04 – Feedback from participants: systemic linkages per groups, and Annex 07 – Group Prioritisation Results computerised on PowerBI](#)).

Key findings include:

- Strong convergence on environmental and infrastructure-related shocks, especially urban and coastal flooding, air and water pollution, solid waste mismanagement, and infrastructure failure.
- Partial divergence on socio-economic stresses, with some groups giving higher priority to public-sector collapse, inflation, and employment insecurity than expected.
- Consensus that solid waste management, energy insecurity, and institutional fragmentation remain chronic stresses undermining local governance and service delivery.

Compared with the Saida team ranking, participants retained nearly 80 % of the initial top risks but raised the importance of pollution, coastal flooding, and public-sector fragility, while reducing the relative weight of earthquakes and industrial accidents.

Shocks and stresses were updated and validated, in relation with the indicators which had a higher influence on their impact /probability and the positive transforming possibilities.

Table 4-1. Top validated risks (consolidated from five groups)

Rank	Risk	Type	CRPT thematic and core dimension(s)	Consensus level	Remarks
1	Air and water pollution (spread of chemicals & toxins)	Shock	Environmental	High	Emerged as top concern across all groups; linked to waste and industrial runoff
2	Coastal and urban flooding	Shock	Environmental / Functional	High	Confirmed by all groups; associated with inadequate drainage and sea-level rise
3	Failure of essential infrastructure (electricity, water, internet)	Shock	Functional / Institutional	High	High perceived impact; underscores need for integrated maintenance planning
4	Solid waste mismanagement	Stress	Environmental / Institutional / Social	Medium-high	Persistent stress with regional coordination gaps
5	Public sector collapse and institutional fragmentation	Stress	Organisational & Institutional / Economic / Social	Medium-high	New emphasis by participants; reflects loss of trust and fiscal fragility

Note: Average priority scores derived from five groups' matrices; [please, see Annex 04 – Feedback from participants: systemic linkages per groups](#)

The top validated risks presented in Table 4-1 were then translated into the probability-impact matrix, shown in Table 4-2. While Table 4-1 summarises the consolidated narrative insights from the five groups, the risk matrix visualises the same validated risks through the numerical scoring agreed during the workshop.

Table 4-2. Probability-impact matrix of validated risks (scored by stakeholders)

Risk	Type	Probability	Impact	Priority level
Urban Flooding	Shock	High	High	Very High
Solid Waste Mismanagement	Stress	High	Medium	High
Energy Crisis	Shock	Medium	High	High
Social Inequality	Stress	High	Medium	High
Institutional Fragmentation	Stress	Medium	High	Medium

4.2 Risk clusters and linkages among multiple shocks and stresses

Through the clustering and mapping exercises, participants grouped the validated shocks and stresses into three interconnected systems, identifying cause-and-effect relationships across environmental, economic, and social dimensions (please, see Annex 03 – Exercises dynamics, and Annex 04 – Feedback from participants: systemic linkages per groups). The findings highlighted newly added social stresses (increase of beggars, child labour, school dropouts, exclusion of persons with disabilities). These are reflected as follows:

Cluster 1: Environmental and infrastructure fragility

Elements: Air and water pollution, poor solid waste management, urban and coastal flooding, aging water networks, unreliable electricity.

Linkages: Service failures and power outages amplify pollution and flood risk.

Implications: Union-level infrastructure planning and preventive maintenance.

Cluster 2: Economic and institutional vulnerability

Elements: Currency devaluation, loss of external aid, public-sector collapse, corruption, weak enforcement.

Linkages: Fiscal crises undermine service delivery and trust.

Implications: Strengthen municipal finance, transparency, and data-driven coordination.

Cluster 3: Social pressure and human development gaps

Elements: Refugee influx, unemployment, poverty, weak health and education systems, youth and PwD exclusion, social unrest, increase of beggars, child labour, school dropouts.

Linkages: Socio-economic fragility and exclusion intensify other risks.

Implications: Invest in social protection, education retention, and inclusive community programmes

Cross-cluster dynamics

The findings from this session showed that the following three clusters are interdependent: environmental degradation constrains the economy; governance gaps delay infrastructure investment; and social distress escalates when services fail. This confirms the need for multi-level coordination among the Union, municipalities, sectoral ministries, and civil society, as highlighted by participants. Additionally, these linkages show that resilience in Saida must go beyond physical infrastructure to encompass economic stability, governance capacity and transparency, and social inclusion.

4.3. Policy, Plans, and Initiatives (PPIs) feedback

The validation of PPIs was carried out through group sessions during the workshop, complemented by KIIs held the following day with the mayors of Aabra, Bqosta, Salhiyeh, Bramiyeh, and Anqoun. Participants assessed how existing or planned interventions contribute to resilience, their alignment with the risk clusters, and the entities responsible for implementation.

Two questions guided the reflection:

1. What gaps remain unaddressed? Given the clusters identified, what interventions can be suggested?
2. Who is responsible for implementing such interventions?

4.3.1. Municipal insights

- **Aabra** identified solid waste management as its most pressing challenge and called for a Union-wide integrated waste system supported by stronger strategic planning. The municipality also noted that, even when risks such as potential building collapse are identified, the lack of enforceable crisis-prevention mechanisms and the absence of viable relocation or financial support options prevent the enforcement of evacuation or risk-reduction measures. This reflects broader structural constraints faced by local authorities in managing resilience without adequate legal and fiscal frameworks.
- **Bqousta** highlighted limited financial and human resources pertaining to municipal facilities.
- **Bramiyeh** stressed urban growth pressures and the need for technical support on land-use planning.
- **Salhiyeh** pointed to road and drainage maintenance gaps affecting mobility and emergency access.
- **Anqoun** emphasised data systems and community participation; its census and perception survey will pilot municipal data governance.

Table 4-3. Consolidated Review of PPIs and Follow-up Actions

PPI Title	Thematic & Core Dimensions	Identified Gaps/ Interventions	Follow-up Action
Municipal Waste Strategy (2024)	Environmental / Functional	Fragmented collection & limited treatment capacity.	Ensure integration with Union-level plan; establish Waste Coordination Committee.
Community Resilience Programme	Social / Institutional	Limited coverage of youth, women, & PwDs.	Expand programme reach and link with CSOs/NGOs, donors' initiatives.
Energy Efficiency Action Plan	Economic / Environmental	Outdated infrastructure; no renewable integration.	Align with national climate policy; pilot solar projects.

4.3.2. Key observations

- The validation process provided essential consensus on the way forward for the Saida Resilience Diagnosis, confirming that the team's framework accurately reflects local realities, although it highlights areas for refinement.
- The exercise reaffirmed the multi-dimensional nature of Saida's resilience landscape. Convergence was achieved on the structural risks, while divergences in social and governance priorities revealed the need for continuous local monitoring.
- Greater transparency and clarity in governance protocols and coordination schemes are needed to improve accountability, strengthen institutional trust, and ensure more coherent implementation across local and national actors, especially in areas where roles and mandates remain unclear.
- PPIs remain sector-specific, requiring stronger integration under the Union's coordination. Indeed, line ministries provide policy frameworks, while municipalities handle execution.
- CSOs and academia can strengthen outreach, data collection, and community participation.
- Financial constraints and limited strategic planning (and thinking) highlight the need for continued technical support/capacity development from national and international partners.

The consolidated results will help update Saida's Risk Map and consolidate recommendations for the forthcoming Resilience Diagnosis Report, therefore ensuring methodological and data coherence.



Fig 10. Wrap-up of Session 1 on shocks and stresses. Source: External Experts.

5. First conclusions & recommendations

The participatory validation workshop confirmed the relevance of Saida's resilience process and generated clear directions for the next phase of work. Building on the priority shock, stresses, risk clusters, and PPIs, a set of practical and institutional recommendations are proposed to guide the finalisation of the Risk Map of Saida and Multilevel Resilience Diagnosis (RM&MRD) and, ultimately, inform the preparation of the Saida Urban Resilience Strategy. Some valuable reflections shared between the Saida Expert Team and the authors of this report are:

1. The workshop was an opportunity to reaffirm local commitment to building a resilient Saida through evidence-based, participatory planning
2. The validated data and risk clusters now provide a reliable foundation for finalising the Risk Map of Saida and Multilevel Resilience Diagnosis (RM&MRD) and informing the future Urban Resilience Strategy
3. The process demonstrated the value of multi-stakeholder collaboration, bringing together municipalities, technical agencies, and community actors around a shared diagnostic
4. Institutional and financial constraints continue to limit the enforcement of risk-reduction measures; reason for which strengthening inter-municipal coordination and access to national support remains essential
5. Capacity building for municipal staff is key here to sustaining data quality and institutional learning
6. The integration of social and governance dimensions, including poverty, inequality, and exclusion, ensures that resilience planning goes beyond infrastructure to address human vulnerability

Main conclusions:

- **Validated and Locally Owned Resilience Diagnosis:** The workshop confirmed the relevance and accuracy of the Risk Map of Saida and Multilevel Resilience Diagnosis (RM&MRD). Stakeholders validated key shocks, stresses, and their linkages, ensuring that the process reflects local realities and priorities within the Union of Municipalities of Saida–Zahrani.
- **Three Interconnected Risk Clusters Identified:** Participants recognised the interdependence of environmental fragility, economic/institutional vulnerability, and social pressures. This confirms that resilience must address systemic linkages, not isolated issues.
- **Institutional Fragmentation, Lack of Transparency and Fiscal Constraints Persist:** Limited municipal resources, weak and non-transparent coordination mechanisms, and overlapping mandates remain major barriers to effective risk management and resilience implementation.

- **Need for Integrated and Inclusive Policy Action:** Existing Policies, Plans, and Initiatives (PPIs) are fragmented and sector-based. Stronger integration, coordination, and inclusivity—especially involving CSOs, academia, and youth—are needed to translate resilience concepts into practice.
- **Commitment to Long-Term Collaboration:** The active participation of local authorities, technical experts, and community actors demonstrates strong ownership and commitment to continue the resilience process, building towards the Saida Urban Resilience Strategy.

Strategic and institutional recommendations

Thematic Area	Key Recommendations	Responsible Entity	Timeframe/ Priority
1. Data consolidation & integration	<ul style="list-style-type: none"> - Update and finalise the Saida Risk Map integrating validated shocks, stresses, and clusters into a unified GIS database. - Triangulate data with CNRS, DRM Unit, and municipalities to ensure accuracy and version control. 	Saida Expert Team/ UN-Habitat (backstopping);	Short-term (November 2025)
2. Multi-level coordination & data governance	<ul style="list-style-type: none"> - Formalise coordination between the DRM Unit, Union, and municipalities for data management. - Designate the Union of Municipalities as the focal point for resilience data. - Engage CSOs, academia, and youth in awareness and planning 	Municipality of Saida; Union of Municipalities of Saida-Zahrani; CNRS; DRM Unit	Short/ Medium -term (December 2025-June 2026)
3. Institutionalising resilience monitoring	<ul style="list-style-type: none"> - Integrate validated indicators into the Saida Urban Observatory and ensure interoperability with national systems. - Establish a Monitoring, Evaluation, Learning and Accountability (MEAL) Framework for periodic reassessment of indicators, shocks, stresses, and PPIs. 	Union of Municipalities; Municipalities; Regional Technical Office Team; Urban Observatory Unit at Municipality of Saida	Medium-term (March, June 2026)
4. From risk identification to action	<ul style="list-style-type: none"> - Translate validated risks and PPIs into operational priorities for the forthcoming Urban Resilience Strategy. - Prepare a multi-year Resilience Action Plan sequencing short- and long-term measures. - Advocate for national financial support, acknowledging that municipalities often identify risks (e.g., unsafe buildings) but cannot enforce evacuation or provide relocation due to limited legal and economic capacity. 	Local and international experts, Union of Municipalities; Municipalities; Ministry of Interior and Municipalities (MoIM); Ministry of Environment (MoE); Ministry of Social Affairs (MoSA); UN-Habitat; MedCities	Medium-term (March, June 2026)

Thematic Area	Key Recommendations	Responsible Entity	Timeframe/ Priority
5. Knowledge dissemination & policy engagement	<ul style="list-style-type: none"> - Prepare a concise Policy Brief highlighting findings and priorities. - Share lessons through MedCities' Mediterranean Resilience Network and Barcelona City Council platforms. - Hold a dissemination event to present the diagnosis and related findings. 	Local and international experts; MedCities; Barcelona City Council; Municipality of Saida; Union of Municipalities	Medium/ Long-term

Next Steps

- **Integrate Workshop Findings** – Incorporate validated data, risk clusters, and PPIs feedback into the final RM&MRD synthesis report (by December 2025).
- **Submit Updated Risk Map** – Deliver the consolidated Risk Map and validation matrices to MedCities and the Municipality of Saida for official endorsement.
- **Launch Monitoring Mechanism** – Set up a multi-level resilience monitoring framework under the Saida Urban Observatory to ensure long-term data updating and accountability.
- **Plan Dissemination and Next Workshop** – Organise a presentation event (March 2026) to share findings with partners, neighbouring municipalities, and donors, and plan the next steps towards the Resilience Strategy and Action Plan.
- **Develop the Policy Brief** – Prepare a technical brief to guide the formulation of the Saida Urban Resilience Strategy and inform upcoming planning.



Fig 11. Groups and roundtable discussions. Source: External Experts

6. Bibliography & references

- City-Facts. (n.d.). *Abra Saida, South, Lebanon*. Available at: <https://www.city-facts.com/aabra/population>
- City-Facts. (n.d.). *Anqoun, South, Lebanon*. Available at: <https://www.city-facts.com/aanqoun/population>
- City-Facts. (n.d.). *Bqosta (Baakline), South, Lebanon*. Available at: <https://www.city-facts.com/bqosta/population>
- City-Facts. (n.d.). *Bramieh, South, Lebanon*. Available at: <https://www.city-facts.com/bramiye-et-tahta/population>
- City-Facts. (n.d.). *Salhia Saida, South, Lebanon* (انبل، بونجلا، اديص هي حل اص). Available at: <https://www.city-facts.com/salhia-saida-south-lebanon/population>
- Lub-Anan. (n.d.). *Aabra* (ارب ع). *Aabra municipal profile*. Available at: <https://lub-anan.com/ابونجل/اتظفاحملا/اربع/يرق-اديص>
- Lub-Anan. (n.d.). *Aanqoun* (نوقن ع). *Aanqoun municipal profile*. Available at: <https://lub-anan.com/اتظفاحملا/انوقن ع/يرق-اديص/ابونجل>
- Lub-Anan. (n.d.). *Al-Bramiyah* (ةيم اربلا). *Bramiyeh municipal profile*. Available at: <https://lub-anan.com/اتظفاحملا/ةيم اربلا/يرق-اديص/ابونجل/اتظفاحملا>
- Lub-Anan. (n.d.). *Bqosta* (مطسقب). *Bqosta municipal profile*. Available at: <https://lub-anan.com/اتظفاحملا/مطسقب/يرق-اديص/ابونجل>
- Lub-Anan. (n.d.). *Salhiyeh* (ةي حل اصل). *Salhiyet municipal profile*. Available at: <https://lub-anan.com/اتظفاحملا/ةي حل اصل/يرق-اديص/ابونجل>
- MedCities. (n.d.). *Saida Urban Development Strategy. Strategic Diagnosis Report. Local Economic Development*. Barcelona, Spain: MedCities. Available at: https://medcities.org/documents/6.+Saida_Diagnosis_Local+Economic+Development.pdf
- MedCities. (n.d.). *Saida Urban Development Strategy. Strategic Framework Report*. Barcelona, Spain: MedCities. Available at: https://medcities.org/documents/13.11.12.Saida+USUDS+Strategic+Framework+Report_finalGG+-+Copy.pdf
- Ministry of Interior and Municipalities (MoIM). (2016). *Official list of municipal councils – Saida District*. Beirut, Lebanon: Republic of Lebanon. Available at: <https://elections.gov.lb/Municipality/2016/Municipalities/Municipal-Councils/اديص-ءاضق/ةيضق الال.aspx>
- UN-Habitat & UNICEF. (2019). *Old Saida Neighbourhood Profile 2019*. Beirut, Lebanon: UN-Habitat Lebanon. Available at: <https://unhabitat.org/old-saida-neighbourhood-profile>
- Wikipedia. (n.d.). *Aanqoun*. Available at: <https://en.wikipedia.org/wiki/Aanqoun>
- Wikipedia. (n.d.). *Al-Bramiyah*. Available at: <https://en.wikipedia.org/wiki/Al-Bramiyah>
- Wikipedia. (n.d.). *As-Salhiyah*. Available at: <https://en.wikipedia.org/wiki/As-Salhiyah>
- Wikipedia. (n.d.). *Bqosta*. Available at: <https://en.wikipedia.org/wiki/Bqosta>
- Wikipedia (Arabic). (n.d.). *Aabra* (ارب ع). Available at: <https://ar.wikipedia.org/wiki/اربع>
- Wikipedia (Arabic). (n.d.). *Salhiya* (ةي حل اصل). Available at: <https://ar.wikipedia.org/wiki/ةي حل اصل>

Annexes

Annex 01 – Workshop Agenda

DAY 1



Workshop for Prioritization of Hazards & Identification of Priority Areas

Location	Municipality of Saida - 4th Floor - Operations Room of DRM Saida el Zahrani
----------	---

Time	Session	Description	Responsibility
10:00 - 10:20	Keynotes	Opening Speeches	MedCités & Barcelona City Council
10:20 - 10:30	Introduction to Urban Resilience <i>Diagnosis Project</i> <i>Definitions of Terms</i>	Presentation (Shocks, Stresses, CRPT, Current Phase...)	Saida Expert Team
10:30 - 12:00	Identification & Prioritization of Risks <i>Shocks & Stresses</i>	Interactive Session of Voting to most relevant shocks Geographical plotting on Maps Thematic Characterization Shocks Identification Card (Prioritization Matrix; Probability)	Saida Expert Team
12:00 - 12:10	Coffee Break		
12:10 - 1:10	Risks Synergies & Clusters	Identifying Synergies Shocks & Stresses (Direct, Indirect, Triggering of, Triggered by)	Saida Expert Team
1:10 - 1:30	Indicators Relation	Identifying the Indicators as indication of stresses	Saida Expert Team
1:30 - 2:20	Lunch Break		
2:20 - 2:30	Introduction to PPIs	Introducing the Importance of Policies and Plans in Gaps Assessment	Saida Expert Team
2:30 - 2:40	PPIs Model: Lebanese Red Cross	Presentation of relevant interventions within Risk Reduction & Urban Resilience	Lebanese Red Cross
2:40 - 3:00	PPIs Projection	Over the span of	Lebanese Red Cross
3:00 - 3:10	Wrap up	Discussions & presentations by groups	Saida Expert Team

DAY 2



Workshop for Prioritization of Hazards & Identification of Priority Areas

Location	Different locations within the Saida functional area (Aabra, Al-Bramiyah and Aanqoun)
----------	---

Time	Session	Description	Responsibility
10:00 - 11:30	ABRA (عبرا), BQOSTA (بقسطا) & SALHIYEH (صالحية)	Interview with Key Informants (Aabra, Bqosta and Salhiyeh)	Saida Expert Team
11:30 - 12:00	Trip to Bramiyeh		
12:00 - 13:00	BRAMIYEH (برامية)	Interview with Key Informants (Al-Bramiyah)	Saida Expert Team
13:00 - 13:30	Trip to Aanqoun		
13:30 - 14:30	ANQUOUN (عنقون)	Interview with Key Informants (Aanqoun)	Saida Expert Team

Annex 02 – Presentations

The powerpoint presentations from the Workshop are available [at the following link](#).

Annex 03 – Exercises dynamics

Saida's Workshop – Session 1: Shocks & Stresses

1. Objective:

Validate the list of shocks and stresses relevant to Saida, and prioritize them based on scale of impact and severity of impact, cross-checking them with local knowledge and stakeholder experience. The validated results will directly inform Session 2 (Clustering of Risks) and subsequent resilience prioritization processes.

Duration: 90 minutes

Participants: Multi-sectoral group (municipal representatives, CSOs, local experts, academia, private sector, etc.)

Format: Roundtables gender-balanced and sectorally diverse (urban, social, environmental actors, etc.).

Materials: shock/stress cards, post-it notes, stickers/dots, markers, validation sheets.

2. Agenda

Time	Activity	Purpose
10 min	Context	Explain the objective and dynamics of the workshop. Present definitions of shocks and stresses, and explain the scoring logic (scale × severity = priority). Outline flow and expected outputs.
70 min	Group work: Sorting & prioritizing	Each table receives a mixed set of the total 52 shocks and stresses. They discuss and, for each, mark whether they <i>Agree</i> , <i>Increase</i> , or <i>Decrease</i> each of the two scores (severity, scale). Then the shocks and the stresses are prioritized and plotted on a diagram with the dimension of CRPT.
10 min	Wrap-up & synthesis	Summarize consensus, key observations, and indicate next steps.

3. Expected outputs

Shock/ Stress Category	Shock/ Stress	Scale of Impact (1-5) (current score)	Severity of Impact (1-5) (current score)	Priority Score (current score)	Adjust severity and/or scale? (↑ ↓ ✓)	Why?
Economic	High unemployment	5	5	25		
Environmental	Wildfires	3	3	9		
Societal	Social tension and violence	4	4	16		

4. Group Validation Process

Each roundtable receives:

- A set of 6 to 8 shocks and stresses cards per table, focusing on diversity of dimensions (ENV, SOC, ECO, INS) (*number to be adjusted based on total roundtables and participants*). Each card includes: Name, short definition or drivers and effect, relevant geographical area, current scores for scale and severity of impact (1–5), current priority score, linked CRPT dimension(s), main impacted area(s), and a short local example.
- Coloured dots (red, orange, green) and post-it notes.
- Validation sheet (simple table).

5. Workshop dynamics

Context (10 min)

The main facilitator clarifies the objective of the session, explains its dynamics and expected outputs. Definitions of shocks and stresses are presented together with a brief description of the methodology used to identify the 52 shocks and stresses. An explanation of how the preliminary scores (1–5) were initially assigned is given detailing the scoring logic (scale × severity = priority).

Group work: Sorting & prioritizing (70 min)

Each roundtable facilitator explains the scoring criteria:

- **Severity:** Magnitude of disruption or damage caused by the shock or stress; how intense its effects are on lives, assets, infrastructure, and governance.
- **Scale:** The extent or geographic reach of the shock or stress; how widespread the impact is across Saida's population, sectors, and infrastructure

Participants discuss each card quickly (~2–3 min per card). Facilitators help participants think systemically, not in silos, and to draw on local examples and collective experience.

Guiding questions:

- Does this feel right for Saida?
- Would you increase or decrease either score?
- To your knowledge, when this shock or stress occurs, does it trigger or worsen another one?

Participants mark adjustments directly on the validation sheet, and add coloured dots to the cards to indicate the new priority level.

To bring diversity of thought, halfway through the discussion, facilitators may ask participants to swap lenses and to think from another perspective (students, persons with disability, elderly, etc.). Facilitators will provide examples of lenses (for instance "Think from the perspective of a fisherman / woman head of household / elderly person") and allocate a 2-min reflection break before resuming the ranking.

Afterwards, 10 of the shocks and 15 of the stresses are prioritized and plotted on a diagram representing the color-coded CRPT dimensions: Environmental, Social, Economic, Institutional.

Wrap-up & synthesis (10 min)

To wrap-up the session, each group briefly presents its findings to the others, summarizing the outcomes of the group discussion. This is followed by cross-table feedback, where other participants can express agreement, raise points of divergence, or provide additional insights.

Afterwards, the main facilitator concludes the session by highlighting:

- Top recurring shocks & stresses
- Any surprising differences, significant discrepancies, or new insights.
- If any, emerging linkages and cascading effects noted by participants that will be discussed in the following session.

Participants are reminded that the outputs will directly inform Session 2 (Synergies) and the validated shocks & stresses scores will update the Saida resilience database and inform subsequent prioritization matrix.

A 2-minute closing reflection question is then asked: "What did this exercise reveal about Saida's vulnerabilities?"

Saida's Workshop – Session 2: Synergies**1. Objective:**

Identify and analyze synergies between the shocks and stresses validated and prioritized during Session 1, as well as their relationships with the CRPT resilience dimensions (Environmental, Social, Economic, Institutional), to group them into meaningful clusters. These clusters will serve as the foundation for linking indicators and policy measures in subsequent sessions.

Duration: 60 minutes

Participants: Multi-sectoral group (municipal representatives, CSOs, local experts, academia, private sector, etc.)

Format: Roundtables gender-balanced and sectorally diverse (urban, social, environmental actors, etc.).

Materials: shock/stress cards, post-it notes, stickers/dots, markers, sheets.

2. Agenda

Time	Activity	Purpose
10 min	Context & recap	Explain the objective and dynamics of the workshop. Review outcomes of Session 1 through the presentation of the top 10 validated shocks and stresses, and introduce the concept of systemic linkages to prepare clusters. If needed, provide a brief introduction to CRPT dimensions and main impacted areas (people, process, asset).

Time	Activity	Purpose
40 min	Group work: Synergies mapping exercise	Each table receives a mixed set of shocks and stresses with their linked CRPT dimensions and the main impacted areas. Participants identify and visualise interlinkages between these shocks and stresses. CRPT dimensions are also considered. Clusters start emerging through the mapping.
10 min	Wrap-up & synthesis	Facilitator summarizes the systemic linkages, key enablers (e.g., governance, social cohesion), and transitions toward the next session: Indicators Relation.

3. Expected outputs

Cluster	Key Shocks & Stresses	Driving Linkages	Triggered Effects	CRPT Dimensions	Enablers / Leverage Points
Urban Infrastructure	Flooding, Waste mismanagement, Power outages	Waste mismanagement → flooding	Flooding → infrastructure damage	ENV, INS	Solid waste management reform
Socio-economic Pressure	High unemployment, Migration, Social Tension	Unemployment → migration	Migration → social tension	SOC, ECO	Job creation programs

4. Group Validation Process

Each roundtable receives:

- A set of shock and stress cards with the highest priority (*number to be adjusted based on total roundtables and participants, and score assigned in Session 1*). If possible, the set should contain shocks and stresses already identified as potentially related in Session 1 or suggested by facilitators/experts.

Each card includes: Name, short definition or drivers and effect, relevant geographical area, current scores for scale and severity of impact (1-5), current priority score, linked CRPT dimension(s), main impacted area(s) and a short local example.

- Markers, Drawing sheets, coloured dots (red, orange, green) and post-it notes.

5. Workshop dynamics

Context (10 min)

The main facilitator clarifies the objective of the session, explains its dynamics, and expected outputs. Participants are reminded of Session 1 results:

- List of validated shocks and stresses.
- Priority ranking by scale and severity.

Explain that this session moves from individual risks to systemic relationships. Through the identification of how they are interconnected, and thus grouped into systemic clusters, makes possible an understanding of how they influence one another, as well as their linkages with the urban system through the CRPT dimensions.

The goal is to introduce the linkage logic: "drives" vs "driven by" and show a quick visual example.

Group work: Synergies mapping exercise (20 min)

Each roundtable receives a mixed set of shocks and stresses with the highest priority, with their linked CRPT dimensions and the main impacted areas. The facilitator explains the kind of links, and the strength of the relationship to be used while looking at the set.

Kind of links:

- **Drives**, represented by an outgoing arrow (→) : This shock or stress causes or amplifies another. It is a primary driver of subsequent impacts or cascading effects that spread across sectors or systems.
- **Driven by**, represented by an incoming arrow (←) : This shock/stress is triggered or worsened by another. It is a result of a prior driver.

Strength of relationship:

- **Direct**, represented by a solid line (—>) : The link is immediate and observable (clear cause-effect).
- **Indirect**, represented by a dashed line (- - >) : The link is mediated by other factors or longer-term (less visible).

Participants discuss each card and propose linkages (~10 min per card). The facilitator helps participants think both chronologically and systemically, not in silos, and to draw on local examples and collective experience.

Participants map the relationships directly on a diagram representing the color-coded CRPT dimensions by drawing arrows between cards following the criteria, and may add additional shocks or stresses not identified previously. Clusters start emerging through the mapping.

Guiding questions:

- What happens first?
- What does it trigger? What spreads through the urban system?
- Which dimensions are affected?
- Are you aware of potential enablers that could create the conditions for improvement (e.g., good governance) or deterioration (e.g., weak institutions)?
- Does this feel right for Saida, or are we missing anything?

To bring diversity of thought, halfway through the discussion, facilitators may encourage gender-sensitive discussions (e.g., which stresses disproportionately affect women, youth, or informal workers).

Wrap-up & synthesis (10 min)

To wrap up, facilitators circulate between tables to provide and gather feedback, ensure alignment on the results, and confirm areas of consensus, particularly around Saida's most interconnected and fragile systems.

Afterwards, the main facilitator concludes the session by highlighting:

- The systemic linkages
- The key enablers or leverage points that, if improved, reduce multiple risks (e.g., governance, social cohesion)
- Potential entry points for small improvements that could have a large impact.

Participants are reminded that the outputs will directly inform Session 3 (Indicators Relation) and support the visual linkage of indicators to specific risk clusters in Power BI and the Saida Resilience Baseline.

A 2-minute closing reflection question is then asked: "Which systems seem most interconnected and fragile in Saida?"

Saida's Workshop – Session 3: Plans, Policies and Initiatives

1. Objective:

Identify and analyse existing Plans, Policies, and Initiatives (PPIs) relevant to Saida's prioritized shocks, stresses, and risk clusters identified in Sessions 1 and 2. The session aims to map the existing policy and institutional landscape, determine gaps, overlaps, and opportunities, and identify leverage points that can strengthen Saida's resilience strategy.

Duration: 40 minutes

Participants: Multi-sectoral group (municipal representatives, CSOs, local experts, academia, private sector, etc.)

Format: Roundtables gender-balanced and sectorally diverse (urban, social, environmental actors, etc.).

Materials: cluster maps/diagrams from Session 2, post-it notes/blank cards, stickers/dots, markers, PPI cards, thematic boards for PPI categories.

2. Agenda

Time	Activity	Purpose	Lead
10 min	Introduction to PPIs	Present the link between PPIs and the clusters of shocks/stresses. Introduce PPI categories and explain how they contribute to resilience.	Saida Expert Team
10 min	Case Presentation: Lebanese Red Cross (LRC) Model	Showcase a practical example of PPI implementation relevant to risk reduction and urban resilience. Provide inspiration for group discussions.	Lebanese Red Cross

Time	Activity	Purpose	Lead
15 min	Group work: PPI Projection & Gaps	Participants assign existing PPIs to the clusters from Session 2, validate their relevance, and identify missing, outdated, or overlapping PPIs. Each table works on one cluster.	Saida Expert Team & Facilitators
5 min	Wrap-up & Synthesis	Summarize validated PPIs, highlight gaps, and indicate next steps	Saida Expert Team & Facilitators

3. Group Validation Process

Each roundtable receives:

- One of the clusters diagrammed in Session 2, and based on the findings from Session 1.
- The full list of PPIs preliminarily identified, ideally prepared as PPI cards.

Each PPI card includes title, type, institution, brief description, and thematic and/or geographical relevance.

- Markers and coloured dots (red, orange, green), blank cards or post-it notes for missing PPIs.

4. Workshop dynamics

Introduction to PPIs (10min)

The main facilitator clarifies the objective of the session and explains its dynamics, and reminds participants of the results of Session 1 and 2:

- Prioritized shocks and stresses.
- Clusters and linkages among them.

Explain that this session shifts focus to understanding if the policies, plans, or initiatives of Saida consider these shocks and stresses, validate the ones that do, and identify the gaps.

The main facilitator also briefly presents the thematics of the list of PPIs identified: Hazards; Social Vulnerability; Infrastructure & Services; Governance & Preparedness; Environmental Pressures; Resilience Actions.

LRC Presentation (10 min)

The Lebanese Red Cross presents its resilience-related programs as an example of local-level implementation. Highlight lessons that illustrate institutional coordination and cross-sectoral engagement, and encourage participants to think about comparable or complementary initiatives in Saida

Group Work: PPI Projection & Gaps (15 min)

Each roundtable receives one of the clusters diagrammed in Session 2. The facilitator proposes a classification status for the PPI:

- Green dot: active and applied.
- Orange dot: exists but not applied, or under development.
- Red dot: missing, ineffective, and/or outdated.

Facilitators guide participants through validating the relevance of the PPI, followed by mapping PPIs onto clusters using cards and coloured dots.

Participants discuss relationships, overlaps, and missing frameworks.

Guiding questions:

- What gaps remain unaddressed? Given the diagram & Clusters Identified, what are the interventions you can suggest?
- Whose responsibility is it to implement such interventions?

Wrap-up & synthesis (10 min)

To wrap-up the session, each group briefly presents its findings and reflections to the others, summarizing how the identified PPIs relate to the cluster and where gaps or overlaps remain. This helps confirm responsibilities, clarify priorities, and highlight areas where additional action is required.

Afterwards, the main facilitator concludes the session by highlighting:

- The clusters that show strong PPIs coverage and those that show major gaps.
- The cross-cutting PPIs that address multiple clusters (and could potentially serve as leverage points).
- The institutional or thematic voids related to a shock or a stress where no PPI exists.

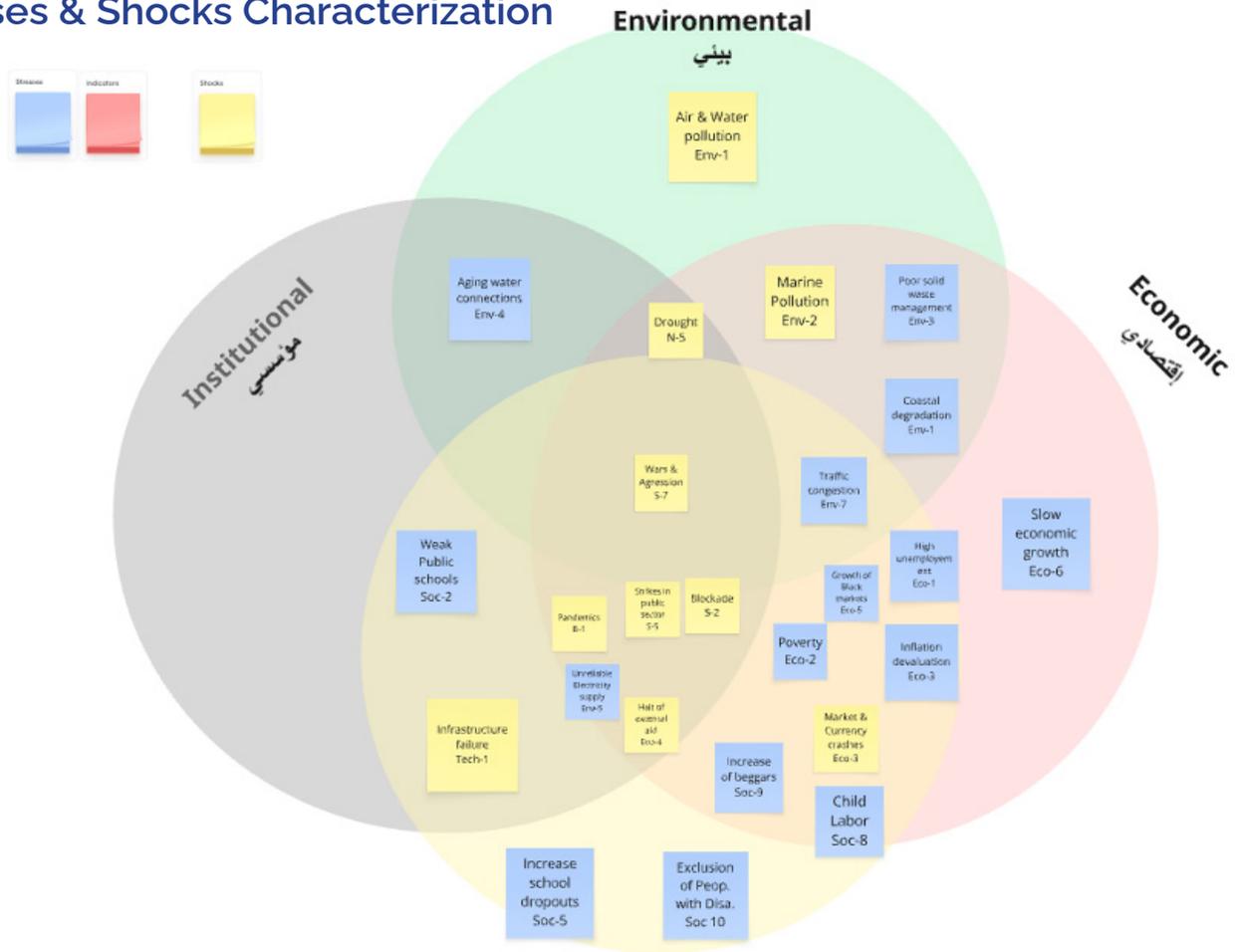
Participants are reminded that the identified PPIs and gaps will feed into:

- a. the Gap Assessment and Indicator Analysis (CRPT),
- b. the Saida Resilience Action Plan, informing policy recommendations, and
- c. potential cross-sector coordination proposals for future project design.

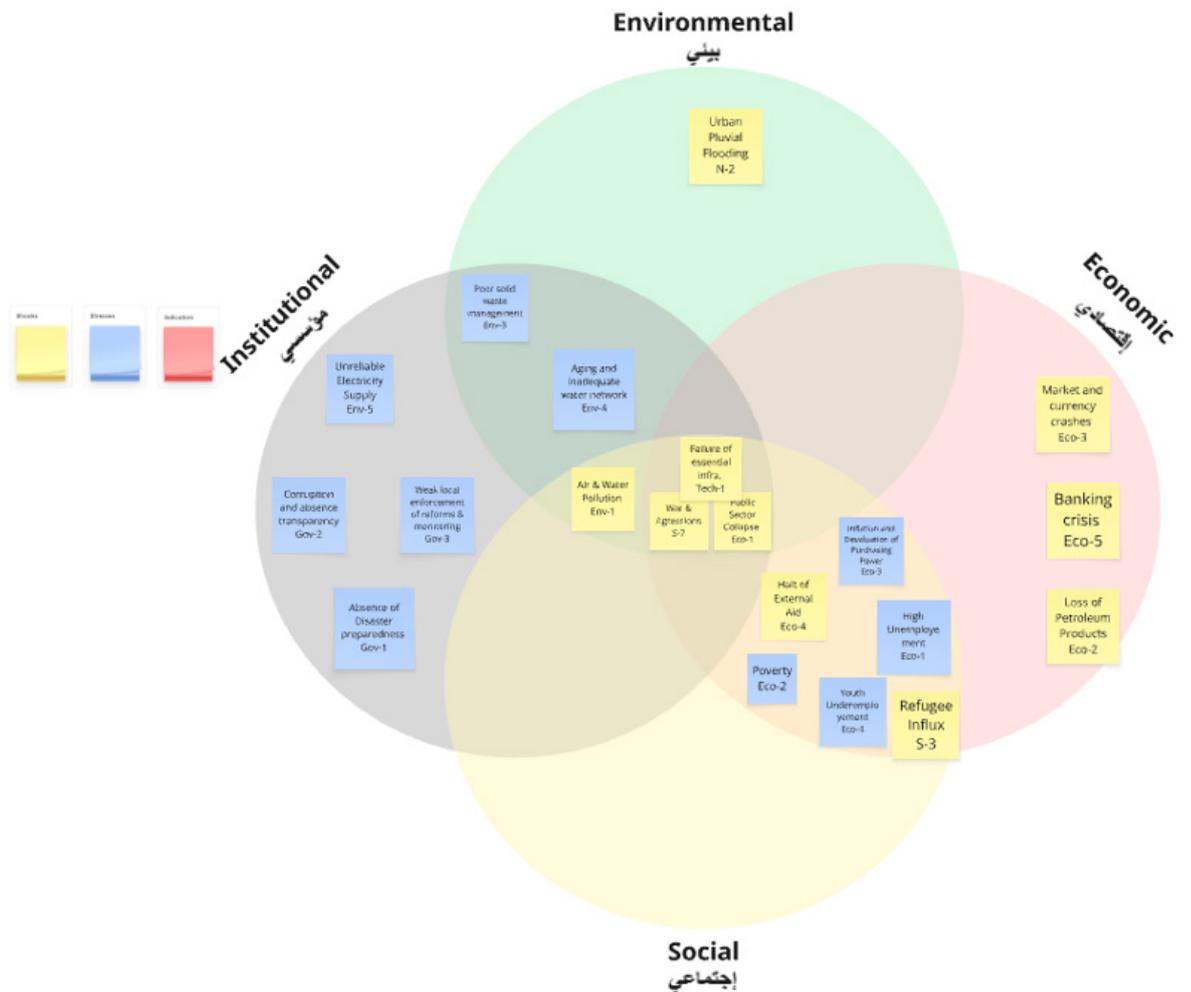
Annex 04 – Feedback from participants: systemic linkages per groups

During the workshop, participants worked collaboratively within groups to explore systemic linkages. The resulting diagrams were later digitized in Miro to enable further visual analysis and cross-group synthesis. The corresponding Miro dashboards are presented in the following page.

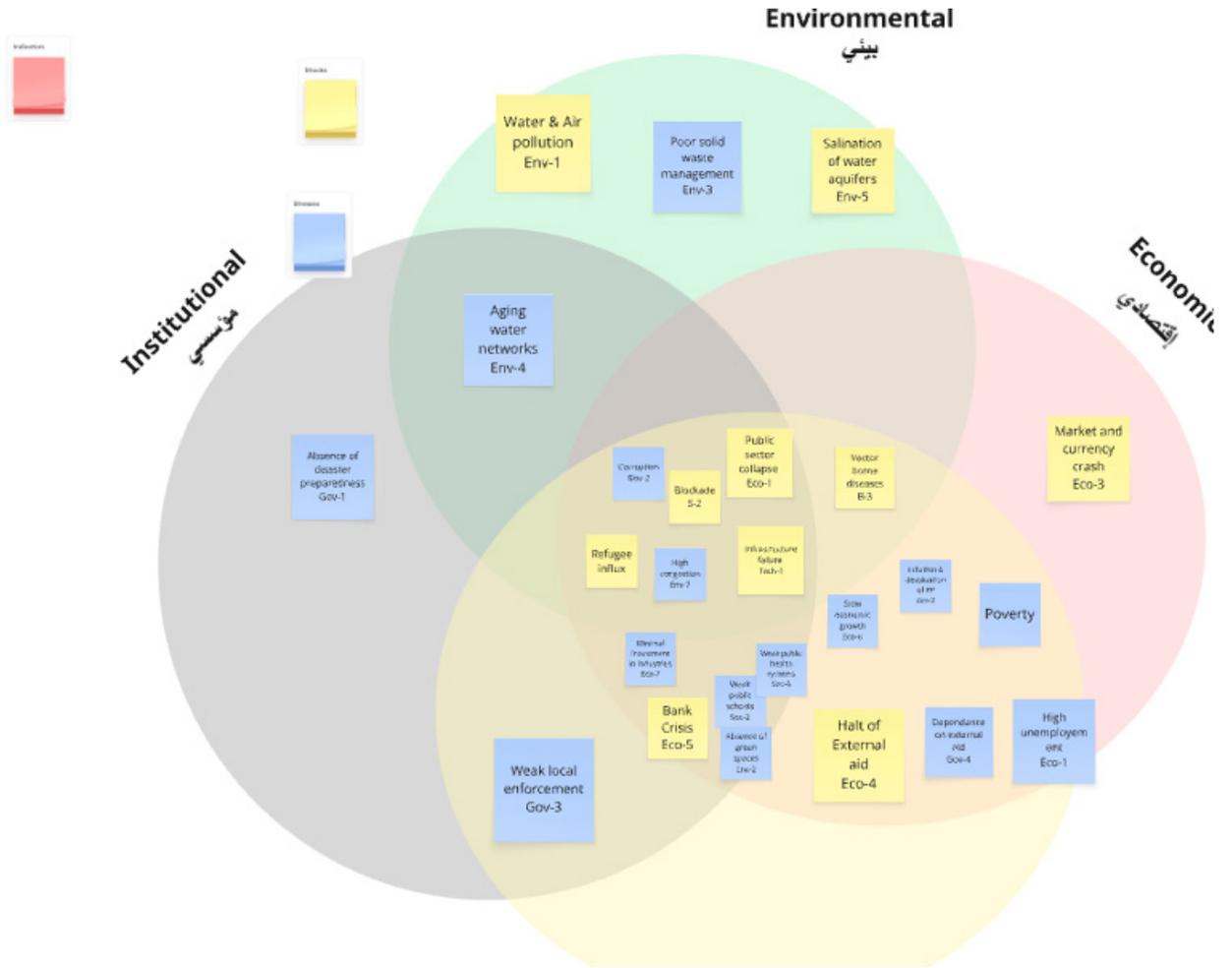
1- Stresses & Shocks Characterization



Group 1



Group 2



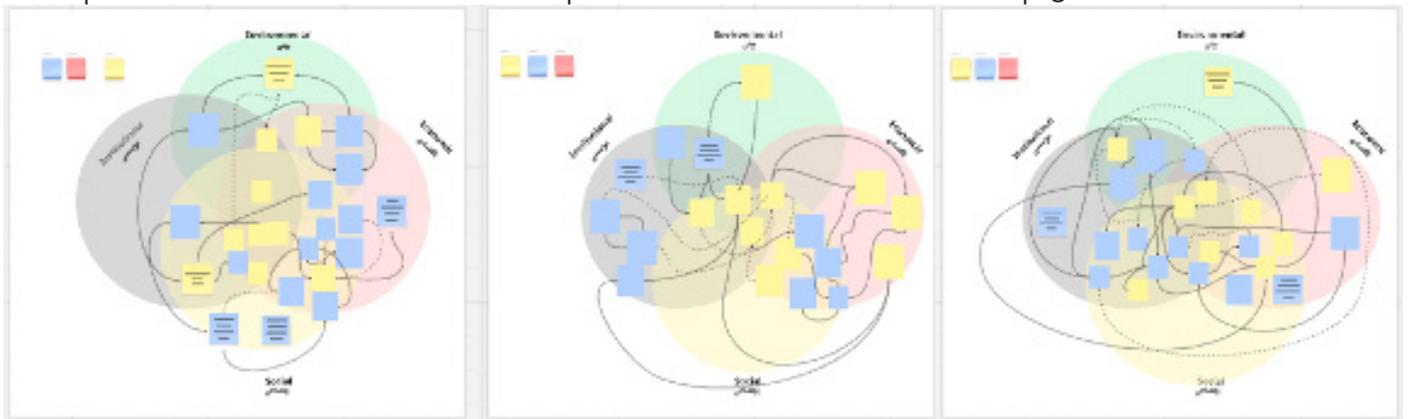
Group 5

2- Synergies between Shocks & Stresses

Group 1

Group 2

Group 3



Group 4



Group 5

Annex 05 – KIIs Questionnaire

Thank you for taking the time to meet with us.

This discussion is part of the Saida and Union of Municipalities Resilience Diagnosis Process, implemented by the Municipality of Saida and the Union of Municipalities of Saida-Zahrani, with the technical support of MedCities, and the Barcelona City Council, & UN-Habitat and facilitated by the Hariri Foundation.

The purpose is to better understand your municipality's main challenges, shocks, and priorities to inform both the Resilience Diagnosis and later, the Resilience Plan.

The information you share will remain confidential and used for aggregated analysis only. Confirm consent to proceed and to take notes (and record if necessary).

MODULE 1: DIAGNOSTIC LENS

(Approx. 30 to 40 minutes: Union-wide diagnosis)

1- City context

How would you describe the main strengths or assets of your municipality?

What geographic or population areas are most exposed to risk or pressure?

2- Shocks, Stresses & Hotspots

What are the main shocks (sudden events) your city has faced in recent years (e.g., floods, waste crises, fires, economic shocks)?

What are the main stresses (chronic issues) that affect your municipality (e.g., unemployment, service gaps, pollution)?

Can you identify any hotspots (areas, neighborhoods, or systems) that are particularly vulnerable?

3- Municipal capacities & systems

How does the municipality currently respond to or prepare for these shocks and stresses?

- Early warning / contingency plans
- Emergency response mechanisms
- Coordination with national DRM or sectors
- Ad hoc crisis management
- Limited or no formal system

What are the main capacity gaps (human, technical, financial)?

- Human resources
- Technical expertise
- Financial resources
- Coordination and governance
- Equipment and infrastructure
- Legal / policy frameworks
- Other: _____

Are there examples of community-based or inter-municipal cooperation that have worked well?

4- Policies, Plans & Initiatives (PPIs)

Are there any existing plans or strategies addressing resilience-related issues (urban plan, DRM plan, waste, infrastructure, etc.)?

What are their main gaps or implementation challenges?

Are there partner-supported initiatives (UN, NGOs, national programs) currently active?

MODULE 2: PLANNING LENS

(Approx. 45 to 60 minutes: Saida's planning phase / strategic vision)

1- Governance & Institutional landscape

How would you describe the coordination between your municipality, the Union, and the Governorate?

What are the main institutional bottlenecks you face in implementing plans or accessing resources?

- Bureaucratic delays
- Lack of clear mandates
- Overlapping responsibilities
- Limited funding
- Weak technical capacity
- Other: _____

How do you engage citizens and local organizations (Civil Society, Academia..) in municipal decision-making?

2- Resilience priorities

Based on your experience, what are the top three priorities that should be addressed to make the city more resilient? Are those same on Federation Level?

Which sectors (environmental, social, economic, institutional) require urgent investment?

What are the biggest barriers preventing resilience actions from moving forward?

Annex 06 – Perception Survey Questionnaire

The community Perception Survey will be implemented in partnership with the Municipality of Anqoun, which will integrate it into its ongoing municipal census exercise. This collaboration ensures strong local ownership, optimises data collection resources, and enhances representativeness across the Union of Municipalities of Saida-Zahrani.

The survey aims to capture residents' perceptions of risks, vulnerabilities, coping capacities, and trust in local institutions, complementing the quantitative and institutional datasets produced under the Saida Resilience Diagnosis. Enumerators from Anqoun Municipality will be trained to administer the questionnaire digitally, with oversight from the Saida Expert Team. Paper-based forms will be used in areas with limited internet access and digital literacy.

The collected data will be processed to generate three composite indexes:

- Resilience Perception Index (RPI), measuring perceived capacity to anticipate, absorb, and recover from shocks and stresses.
- Social Vulnerability Index (SVI), capturing perceptions of exposure, service access, and socio-economic fragility.
- Institutional Trust Index (ITI), assessing community confidence in municipal governance and local actors' responsiveness.

These indexes will be visualised in the Power BI dashboard and could be periodically updated through future municipal perception surveys.

Following the workshop, a post-event satisfaction survey was also conducted to assess participants' feedback on facilitation quality, learning relevance, and inclusivity. Over 85% of respondents rated the sessions as "highly relevant," confirming the effectiveness of participatory and locally-anchored approaches.

Perception Survey: Saida Resilience Diagnosis		
<p>Thank you for taking part in this assessment. By sharing your views, you are helping shape a more resilient, inclusive, and sustainable Saida. Your input will also allow us to better understand the city's strengths, challenges, and priorities, and guide future resilience planning.</p> <p>Duration: The survey takes approximately 15 - 20 minutes. Confidentiality: All responses are anonymous and handled with full respect for your privacy. Data will be used in aggregate for planning purposes only. There are no right or wrong answers; we value your honest perspectives and experiences.</p>		
Welcome to the Saida Resilience Perception Survey	Answer	Comments / Conditions
Section A: Demographics of Family Representative		
1	Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other	Single-choiced answered
2	Age: <input type="checkbox"/> 18–29 <input type="checkbox"/> 30–44 <input type="checkbox"/> 45–59 <input type="checkbox"/> 60+ <input type="checkbox"/> Prefer not to say	Single-choiced answered
3	Municipality of residence:	Drop-down answer
4	Neighborhood/Street:	Open Question
5	Household size: Please enter a whole Number	
6	Number of children (Under 18) <input type="checkbox"/> I prefer not to answer <input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4+	Single-choiced answered

7	Does anyone in your family suffer from any chronic diseases (diabetes, Asthma, Heart Conditions...)?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I prefer not to answer	Single-choiced answered
8	Number of People suffering from any chronic diseases	Please enter a whole Number	Only appears if answered "Yes" in question 6
9	Are there any family members with special needs?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I prefer not to answer	
10	Number of people with disabilities	Please enter a whole Number	Only appears if answered "Yes" in question 8
11	Marital Status	<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced <input type="checkbox"/> Widowed <input type="checkbox"/> I prefer not to answer	Single-choiced answered
12	Education level:	<input type="checkbox"/> None <input type="checkbox"/> Primary <input type="checkbox"/> Secondary <input type="checkbox"/> High School <input type="checkbox"/> University+	Single-choiced answered
13	Who is the head of household?	<input type="checkbox"/> Father <input type="checkbox"/> Mother <input type="checkbox"/> Other: _____	Multiple choice answer
14	Employment status	<input type="checkbox"/> Homemaker / Housewife <input type="checkbox"/> Student <input type="checkbox"/> Currently Unemployed <input type="checkbox"/> Public sector employee <input type="checkbox"/> Private sector employee <input type="checkbox"/> Freelance / Self-employed <input type="checkbox"/> Retired	Multiple choice answer

Section B: Exposure to Shocks, Stresses & Challenges			
	In the last 12 months, has your household been directly affected by:		
14	Flooding	<input type="checkbox"/> Yes <input type="checkbox"/> No	
15	How do you rate the frequency of this issue in your area?	<input type="checkbox"/> Rarely <input type="checkbox"/> Sometimes <input type="checkbox"/> Often <input type="checkbox"/> Repeatedly	Only appears if answered "Yes" in question 14
16	How do you rate the severity of the impact of these events on your household?	<input type="checkbox"/> No Impact <input type="checkbox"/> Weak Impact <input type="checkbox"/> Moderate Impact <input type="checkbox"/> High Impact	Only appears if answered "Yes" in question 14
17	Solid waste crisis <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
18	How do you rate the frequency of this issue in your area?	<input type="checkbox"/> Rarely <input type="checkbox"/> Sometimes <input type="checkbox"/> Often <input type="checkbox"/> Repeatedly	Only appears if answered "Yes" in question 17
19	How do you rate the severity of the impact of these events on your household?	<input type="checkbox"/> No Impact <input type="checkbox"/> Weak Impact <input type="checkbox"/> Moderate Impact <input type="checkbox"/> High Impact	Only appears if answered "Yes" in question 17
20	Power outages <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
21	How do you rate the frequency of this issue in your area?	<input type="checkbox"/> Rarely <input type="checkbox"/> Sometimes <input type="checkbox"/> Often <input type="checkbox"/> Repeatedly	Only appears if answered "Yes" in question 20
22	How do you rate the severity of the impact of these events on your household?	<input type="checkbox"/> No Impact <input type="checkbox"/> Weak Impact <input type="checkbox"/> Moderate Impact <input type="checkbox"/> High Impact	Only appears if answered "Yes" in question 20
23	Water shortages <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
24	How do you rate the frequency of this issue in your area?	<input type="checkbox"/> Rarely <input type="checkbox"/> Sometimes <input type="checkbox"/> Often <input type="checkbox"/> Repeatedly	Only appears if answered "Yes" in question 23
25	How do you rate the severity of the impact of these events on your household?	<input type="checkbox"/> No Impact <input type="checkbox"/> Weak Impact <input type="checkbox"/> Moderate Impact <input type="checkbox"/> High Impact	Only appears if answered "Yes" in question 23
26	Economic shocks (price increases, job loss) <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
27	How do you rate the frequency of this issue in your area?	<input type="checkbox"/> Rarely <input type="checkbox"/> Sometimes <input type="checkbox"/> Often <input type="checkbox"/> Repeatedly	Only appears if answered "Yes" in question 26

28	How do you rate the severity of the impact of these events on your household?	<input type="checkbox"/> No Impact <input type="checkbox"/> Weak Impact <input type="checkbox"/> Moderate Impact <input type="checkbox"/> High Impact	Only appears if answered "Yes" in question 26
29	War & Armed Conflicts	<input type="checkbox"/> Yes <input type="checkbox"/> No	
30	How do you rate the frequency of this issue in your area?	<input type="checkbox"/> Rarely <input type="checkbox"/> Sometimes <input type="checkbox"/> Often <input type="checkbox"/> Repeatedly	Only appears if answered "Yes" in question 29
31	How do you rate the severity of the impact of these events on your household?	<input type="checkbox"/> No Impact <input type="checkbox"/> Weak Impact <input type="checkbox"/> Moderate Impact <input type="checkbox"/> High Impact	Only appears if answered "Yes" in question 29
32	Which of the following, if it fails, would have the most severe impact on your household?	<input type="checkbox"/> Electricity service interruptions <input type="checkbox"/> Domestic water services <input type="checkbox"/> Communications (telephone and internet) <input type="checkbox"/> Transportation and roads <input type="checkbox"/> Health system <input type="checkbox"/> Food supply <input type="checkbox"/> Banking and financial system <input type="checkbox"/> Other	Multiple-choiced answer
33	How do you currently receive information regarding shocks and stress	<input type="checkbox"/> TV <input type="checkbox"/> Radio <input type="checkbox"/> Social Media platforms <input type="checkbox"/> Municipal Channels (flyers, ads, etc.)	Multiple-choiced answer

Section C: Housing, Living Conditions, and Quality of Public Services			
34	Housing Type	<input type="checkbox"/> Owned <input type="checkbox"/> Rented <input type="checkbox"/> Other: _____	
35	Building Type	<input type="checkbox"/> Independent house <input type="checkbox"/> Apartment <input type="checkbox"/> Shared-housing <input type="checkbox"/> Other: _____	
36	Age of the housing unit	<input type="checkbox"/> 2000+ <input type="checkbox"/> 1975-2000 <input type="checkbox"/> Before 1975 <input type="checkbox"/> I don't know	
37	What is the approximate percentage of your household's monthly income spent on energy (electricity, fuel, generators, etc.)?	<input type="checkbox"/> Less than 10% <input type="checkbox"/> 10-20% <input type="checkbox"/> 21-30% <input type="checkbox"/> More than 30% <input type="checkbox"/> I don't know / I prefer not to answer	
38	What is the approximate percentage of your household's monthly income spent on housing (rent or mortgage)?	<input type="checkbox"/> Housing unit is owned - 0% <input type="checkbox"/> Less than 10% <input type="checkbox"/> 10-20% <input type="checkbox"/> 21-30% <input type="checkbox"/> 31-40% <input type="checkbox"/> More than 40% <input type="checkbox"/> I don't know / I prefer not to answer	
39	How satisfied are you with the following services in your area? (1 = Very dissatisfied, 5 = Very satisfied)	Water Supply: 1 → 5 Electricity Supply: 1 → 5 Waste Collection: 1 → 5 Public Health Facilities: 1 → 5 Schools: 1 → 5 Public spaces / Recreational: 1 → 5 Internet / Communication: 1 → 5	
40	How many hours does your household have continuous access to electricity (without interruptions)?	<input type="checkbox"/> Rarely (less than 6 hours per day) <input type="checkbox"/> Sometimes (6-12 hours per day) <input type="checkbox"/> Often (At least 18 hours per day) <input type="checkbox"/> Always (24 per day)	
41	How many hours per day, on average, is water available through the municipal network?	<input type="checkbox"/> 0-3 hours per day <input type="checkbox"/> 4-6 hours per day <input type="checkbox"/> 7-12 hours per day <input type="checkbox"/> More than 12 hours per day	
42	In case of emergencies (flood, fire, health crisis), do you know where to seek help?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
43	Level of preparedness to address major shock or stress	<input type="checkbox"/> Not prepared at all <input type="checkbox"/> Slightly prepared <input type="checkbox"/> Moderately prepared <input type="checkbox"/> Totally prepared	

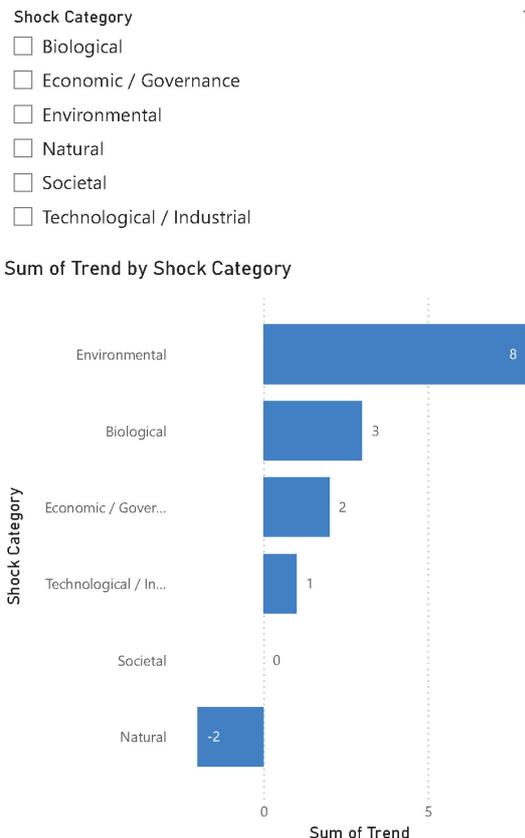
Section D: Priorities & Suggestions			
44	Which three priority issues should be addressed first to improve life in Saida?	<input type="checkbox"/> Jobs & livelihood <input type="checkbox"/> Solid waste management <input type="checkbox"/> Electricity & water <input type="checkbox"/> Health services <input type="checkbox"/> Education & youth services <input type="checkbox"/> Safety & disaster preparedness <input type="checkbox"/> Urban mobility <input type="checkbox"/> Housing <input type="checkbox"/> Public spaces / environment	3 answers
45	To what extent do you feel that people in your neighborhood support each other during difficult times (such as crises, illness, or disasters)?	<input type="checkbox"/> I don't know / I prefer not to answer <input type="checkbox"/> No Support <input type="checkbox"/> Weak Support <input type="checkbox"/> Some Support <input type="checkbox"/> Very Strong Support	
46	How do you assess the level of trust between residents and local authorities in Saida?	<input type="checkbox"/> Very Low <input type="checkbox"/> Low <input type="checkbox"/> Moderate <input type="checkbox"/> Strong	
47	Which groups do you think are most vulnerable in Saida?	<input type="checkbox"/> Elderly <input type="checkbox"/> Refugees <input type="checkbox"/> Children <input type="checkbox"/> Women-headed households <input type="checkbox"/> People with disabilities <input type="checkbox"/> Unemployed Youth <input type="checkbox"/> Other: _____	Select at most 3 options
48	In your opinion, do community members have opportunities to participate in local decision-making (such as municipal meetings, consultations, or civil society organizations)?	<input type="checkbox"/> I don't know / I prefer not to answer <input type="checkbox"/> Never <input type="checkbox"/> Rarely <input type="checkbox"/> Sometimes <input type="checkbox"/> Always	
49	Did you participate in the latest Municipal or/and governmental elections?	<input type="checkbox"/> No <input type="checkbox"/> Municipal Elections only <input type="checkbox"/> Governmental Elections only <input type="checkbox"/> Both	

Section E: Governance & Preparedness			
50	How confident are you in the municipality's ability to respond to disasters?	<input type="checkbox"/> I don't know / Not sure <input type="checkbox"/> Not Confident <input type="checkbox"/> Moderately Confident <input type="checkbox"/> Very Confident	
51	How do you assess the level of transparency and communication of the municipality regarding crisis response and urban planning?	<input type="checkbox"/> I don't know <input type="checkbox"/> Very weak <input type="checkbox"/> Weak <input type="checkbox"/> Acceptable <input type="checkbox"/> Good <input type="checkbox"/> Excellent	
52	How do you assess the cooperation between public institutions (municipality, civil defense, Red Cross, etc.) during emergencies?	<input type="checkbox"/> I don't know <input type="checkbox"/> No Cooperation <input type="checkbox"/> Weak Cooperation <input type="checkbox"/> Moderate Cooperation <input type="checkbox"/> Good Cooperation <input type="checkbox"/> Excellent Cooperation	
53	How confident are you in the ability of security institutions (ISF/LAF) to maintain safety in Saida?	<input type="checkbox"/> Not Confident <input type="checkbox"/> Slightly Confident <input type="checkbox"/> Somewhat Confident <input type="checkbox"/> Very Confident	
54	Have you or any member of your household participated in any training or awareness campaign on disaster preparedness?	<input type="checkbox"/> Yes <input type="checkbox"/> No, but I am interested <input type="checkbox"/> No, and I am not interested	
55	If you had one message to the municipality about improving resilience, what would it be?	Open Question: _____	

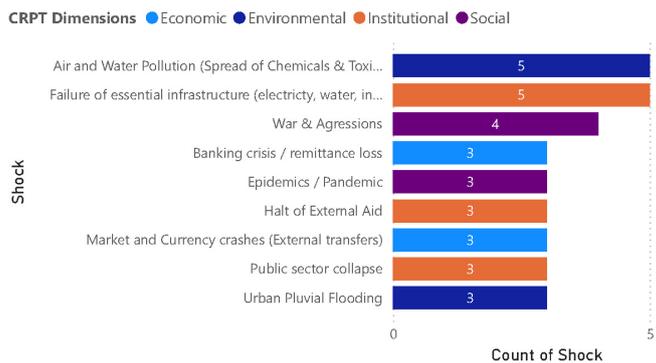
Section G: Additional Perceptions		
20	How confident are you in finding or keeping a job in Saida over the next 12 months?	<input type="checkbox"/> Not at all <input type="checkbox"/> Slightly <input type="checkbox"/> Moderately <input type="checkbox"/> Very
21	How do you perceive the impact of the current economic situation on your household?	<input type="checkbox"/> No impact <input type="checkbox"/> Mild <input type="checkbox"/> Severe
22	How would you rate access to affordable healthcare for your household?	1 = very low, 5 = very high [1-5]
23	Do you feel your children (or children in your community) have access to affordable quality education?	1 = very low, 5 = very high [1-5]
24	How concerned are you about air pollution, coastal pollution, or waste burning in Saida?	<input type="checkbox"/> Not at all <input type="checkbox"/> Slightly <input type="checkbox"/> Moderately <input type="checkbox"/> Very
25	Do you feel there are enough green/open spaces for community use?	1 = very low, 5 = very high [1-5]
26	How well informed do you feel about risks (flooding, disasters, health crises) in Saida?	<input type="checkbox"/> Not informed <input type="checkbox"/> Somewhat informed <input type="checkbox"/> Well informed
27	What is your preferred source of information during crises?	<input type="checkbox"/> Municipality <input type="checkbox"/> TV/Radio <input type="checkbox"/> Social media <input type="checkbox"/> Neighbors <input type="checkbox"/> NGOs
28	How much trust do you have in local CSOs/NGOs to support your community in times of crisis?	<input type="checkbox"/> None <input type="checkbox"/> Low <input type="checkbox"/> Moderate <input type="checkbox"/> High <input type="checkbox"/> N/A
29	Do you feel your feedback to authorities (municipality, ISF/LAF, etc) is taken into account?	<input type="checkbox"/> Never <input type="checkbox"/> Rarely <input type="checkbox"/> Sometimes <input type="checkbox"/> Often

Annex 07 – Group Prioritisation Results computerised on PowerBI

Shock	Average of Priority Score (1-25)	Sum of Trend
Agricultural Diseases / Water-Borne disease outbreaks (E-Coli, Chicken Disease)	16.00	3
Banking crisis / remittance loss	16.00	3
Collapse of Sideways & Routes	12.00	3
Cybersecurity & Tech failures / attacks	9.00	3
Intense Heat Waves	9.00	3
Urban Pluvial Flooding	15.00	3
Armed clashes between locals	16.00	2
Forest Fires	9.00	2
Salination of Water Aquifers	9.00	2
Vector-borne diseases (H1N1), West Nile, etc.)	16.00	2
Droughts	16.00	1
Industrial Accident Explosions (Chemical, Petroleum, etc.)	9.00	1
Marine Pollution (Oil & Chemical Spills)	16.00	1
Refugee influx due to cross-border conflicts (Syrians / Palestinians)	20.00	1
Strikes in education / healthcare sectors	16.00	1
Air and Water Pollution (Spread of Chemicals & Toxins)	25.00	0
Blockage of Main Roads / Highways	12.00	0
Failure of essential infrastructure (electricity, water, internet, cellular, etc.)	25.00	0
Halt of External Aid	25.00	0
Livestock disease outbreaks	9.00	0
Market and Currency crashes (External transfers)	25.00	0
Public sector collapse	25.00	0
War & Agressions	25.00	0
Disruption of Health & Medical Supplies	25.00	-1
Epidemics / Pandemic	25.00	-1
Loss of Petroleum products	25.00	-1
Pest Infestations (Locust)	9.00	-1
Protests or Civil Unrest (Riots)	16.00	-1
Regional or National Blockade	25.00	-1
Spread of Extremist Groups	15.00	-1
Terror Groups (car bombing, etc.)	12.00	-1
Natech	16.00	-2
Coastal Flooding	25.00	-3
Total	17.14	12



Count of Shock by Shock and CRPT Dimensions



CRPT Dimensions

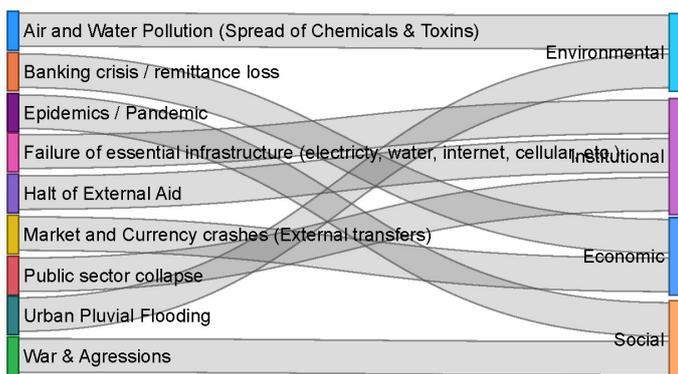
- Economic
- Environmental
- Institutional
- Social

Shock

Average of Impact on Asset

Agricultural Diseases / Water-Borne disease outbreaks (E-Coli, Chicken Disease)
Air and Water Pollution (Spread of Chemicals & Toxins)
Banking crisis / remittance loss
Collapse of Sideways & Routes
Cybersecurity & Tech failures / attacks
Disruption of Health & Medical Supplies
Droughts
Epidemics / Pandemic
Failure of essential infrastructure (electricity, water, internet, cellular, etc.)
Halt of External Aid
Loss of Petroleum products
Marine Pollution (Oil & Chemical Spills)
Market and Currency crashes (External transfers)
Public sector collapse
Refugee influx due to cross-border conflicts (Syrians / Palestinians)
Regional or National Blockade
Salination of Water Aquifers
Spread of Extremist Groups
Strikes in education / healthcare sectors
Urban Pluvial Flooding
Vector-borne diseases (H1N1), West Nile, etc.)
War & Agressions
Total

Count of Shock by Shock and CRPT Dimensions



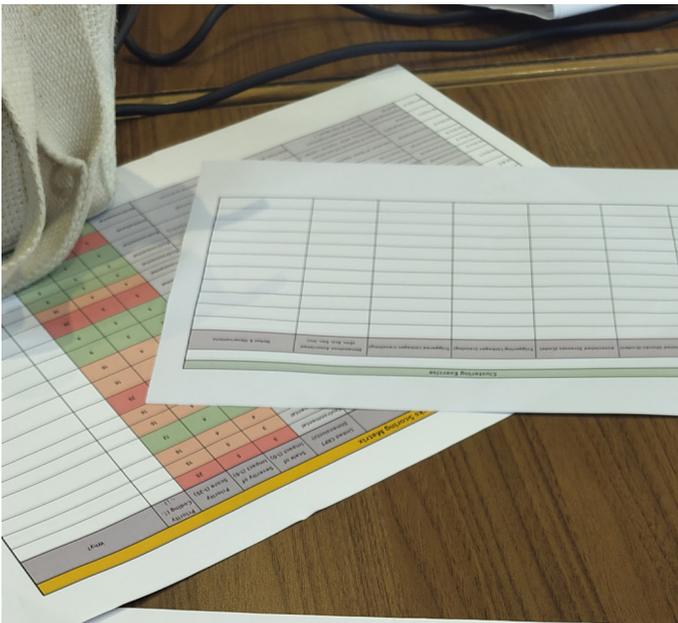
Annex 08 – Workshop Photo Report

A selection of photos from the workshop, taken by the Saida Expert Team and External Experts.









(5 صفا)

تقييم أولويات الصدمات

التهديد	درجة الأولوية (1-7)	درجة التأثر (1-5)	مدى التأثر (1-5)	التهديد المرتبط بـ CPT	المخاطر والأثر
تدهور نوعية المياه	25	5	5	بيئي	المناطق الساحلية المخصصة وصفق بشبان تصريف المياه يؤخران إلى عمليات تصفية مكثفة
تدهور نوعية المياه	15	5	3	بيئي	تدهور جودة المياه واستدراك شبكات الصرف بشبان خشنتر في التصفية وأدى التلوث الجوفية
تدهور نوعية المياه	16	4	4	بيئي	الارتفاع من مواقع زراعية نشطة مع غشائية المياه، برفع مخاطر الأضرار
تدهور نوعية المياه	12	4	3	بيئي	الإضرار العميقة والسبب غير الضخم على النقل ببدان من مخاطر الأضرار الأرضية وانقطاع الطرق
تدهور نوعية المياه	16	4	4	بيئي	الحداد الناجم عن تغير المناخ بعدد إمدادات المياه والمحاصيل الزراعية
تدهور نوعية المياه	16	4	4	بيئي	ارتفاع مستوى البحر بعدد التربة التلحية الساحلية ويزيد مخاطر إجهاد
تدهور نوعية المياه	25	5	5	اجتماعي	التلوث الجوفية والسكنية وسوء أوضاع المحميات للسكان غير النشطة وعباب الخطورة الصحية يعظم المخاطر
تدهور نوعية المياه	16	4	4	اجتماعي	تؤدي خدمات الصرف الصحي يساهم في انتشار الأضرار عبر المياه والحداد منها المحاصيل المروية عبر اللطاني
تدهور نوعية المياه	16	4	4	اجتماعي	تزايد النفايات والحداد في المدن يؤثر ببنات خصبة لتكاثر نواقل الأمراض
تدهور نوعية المياه	9	3	3	اجتماعي	ضعف الرقابة وضمان الجودة يؤخران على الزراعة مما يقاوم أزمات الأمن الغذائي
تدهور نوعية المياه	9	3	3	بيئي	بعدد الزراعة والإمدادات الغذائية المحلية ومخارى المياه، وقد يؤدي إلى إقبال المدارس والخدمات العامة
تدهور نوعية المياه	25	5	5	بيئي	سوء إدارة النفايات والتسربات الكيميائية والمياه الصرف الصحي يضر بالصحة والبيئة ويؤثر على المحاصيل والخدمات والنقل
تدهور نوعية المياه	16	4	4	بيئي	التقنيات الصناعية والتسوية تضر بالأنظمة البيئية البحرية ومصائد الأسماك
تدهور نوعية المياه	9	3	3	بيئي	التلوث الجوفية وقلة المساحات الخضراء وضعف القدرات العامة تزيد الإجهاد الحراري، خصوصا صيفا
تدهور نوعية المياه	9	3	3	بيئي	النباتات غير المقيمة والتراكم النفايات بالغاتات يرفعون مخاطر الحرائق
تدهور نوعية المياه	9	3	3	بيئي	الصحة المفرط قرب الساحل يسبب تملح المياه الجوفية ويؤثر على جودة مياه الشرب
تدهور نوعية المياه	25	5	5	مؤسسي	تعرض الكهراء والمياه والاتصالات لانقطاع بتنديد يوقف الخدمات الأساسية
تدهور نوعية المياه	9	3	3	بيئي	مخاطر من المستودعات والمواد الكيميائية وقرب المصانع من بعضها والممارسات الصناعية غير الآمنة
تدهور نوعية المياه	12	4	3	مؤسسي	تعطل الحاسوب ومخار النقل يزيد مخاطر الوصول إلى المستشفيات والنقل وسلاسل التوريد الغذائي

