



# **PROJECT REPORT**

## **CAPACITY BUILDING IN DISASTER MANAGEMENT FOR GOVERNMENT OFFICIALS AND REPRESENTATIVES OF PANCHAYATI RAJ INSTITUTIONS & URBAN LOCAL BODIES AT DISTRICT LEVEL**

**July 2013**

**An Initiative of National Disaster Management Authority  
and Indira Gandhi National Open University**



## **National Disaster Management Authority (NDMA)**

The NDMA has the Prime Minister of India as its Chairman. Other members of the Authority, not exceeding nine, are to be nominated by the Chairman. The Chairman of the NDMA may designate one of the members to be the Vice Chairman of the NDMA. The Vice Chairman of NDMA has the status of Cabinet Minister and other members have status of Ministers of State. The NDMA has been assigned the responsibility of laying down policies, plans and guidelines for disaster management for ensuring timely and effective response to disaster.

### **The NDMA has the following responsibilities to:**

- Lay down policies on Disaster Management;
- Approve the National Plan;
- Approve plans prepared by the Ministries or Departments of the Government of India in accordance with the National Plan;
- Lay down guidelines to be followed by the State Authorities in drawing up the State Plan;
- Lay down guidelines to be followed by the different Ministries or Departments of the Government of India for the purpose of integrating the measures for prevention of disaster or the mitigation of its effects in their development plans and projects;
- Coordinate the enforcement and implementation of the policy and plan for disaster management;
- Recommend provision of funds for purpose of mitigation;
- Take such measures for the prevention of disaster, or mitigation, or preparedness, and capacity building for dealing with the threatening disaster situation or disaster as it may consider necessary;
- Provide such support to other countries affected by major disasters as may be determined by the Central Government;
- Lay down broad policies and guidelines for the functioning of the National Institute of Disaster Management (NIDM).

# PROJECT REPORT

## Capacity Building in Disaster Management









Vice Chairman  
National Disaster Management Authority  
Government of India

## **MESSAGE**

The National Disaster Management Authority (NDMA) was set up in 2005 by the Government of India as an apex body to spearhead and implement a holistic and integrated approach to Disaster Management. NDMA has the responsibility for laying down policies, plans and guidelines for disaster management and coordinating their enforcement and implementation for ensuring preparedness mitigation and timely and effective response to disasters. NDMA has laid down comprehensive frame work for capacity building on Disaster Management (DM) and mainstreaming of DM for various disasters through its National Disaster Management Guidelines. NDMA has taken up mainstreaming of Disaster Risk Reduction (DRR) concerns in Government departments, States, Districts and civil society, School and College education, technical education, Panchayati Raj Institutions and Urban Local Bodies.

In this direction, NDMA and IGNOU jointly executed a pilot project on “Capacity Building in Disaster Management for Government Officials and Representatives of Panchayati Raj Institutions & Urban Local Bodies at District Level”. This project has been successfully completed in the year 2012-13. The Project aimed at strengthening the capacity of Government Officials and Representatives of Panchayati Raj Institutions and Urban Local Bodies (PRI & ULB's) at district level in the areas of disaster prevention, preparedness, mitigation, response and recovery.

This Project was undertaken in 54 selected districts of 11 States identified on the basis of their vulnerability to various natural and manmade hazards. In all, 16479 participants, against the targeted number of 16200 participants, attended trainings. Out of the total 16479, 6648 (40.34%) were Government officials, 7941 (48.19%) were PRIs' representatives, and 1890 (11.43%) were representatives of ULBs.

Total 4623 women participants undergone training, thus project has been quite successful in fulfilling goal of gender equality for capacity building in Disaster Management to a great extent. The outcome of the project reaffirms that focused capacity building interventions are imperative to attain disaster resilience at grass root level.

The training material developed for this project can be useful for all states to carry out a sustained training / capacity building programme. We hope that all states will use this material and develop local language handouts and carry out this training on a continuous basis.

I wish to see more such increased efforts at National, state and local level for enhancement of capacity of communities to mitigate the effects of future disasters.

New Delhi  
1<sup>st</sup> July, 2013

**(M. SHASHIDHAR REDDY)**





## FOREWORD

India is prone to multiple types of hazards, prominent among these include earthquakes, floods, cyclones, droughts, forest fires, and epidemics. The disaster management scenario in the country, has metamorphosed into a pro-active, multi-agency and development-oriented coping system, it has indeed been an arduous journey for all those involved from the NDMA as well as IGNOU. My background in rural development and community capacity building gives me a sense of insight into what this Project has undertaken and attained. I have been keenly following the progress of this Project and encouraging my Faculty to carry it forward with enthusiasm.

I remember having written the Foreword to the Training Manual of the Project on “*Capacity Building in Disaster Management for Government Officials and Representatives of Panchayati Raj Institutions & Urban Local Bodies at District Level*” carried out by two apex Bodies, that is, National Disaster Management Authority (NDMA) and Indira Gandhi National Open University (IGNOU). I was confident that the Faculty at IGNOU will do justice to this necessary and pertinent effort. However, now having seen the results of this project, I feel that disaster management is an area where a lot of work has been done and yet a lot also needs to be undertaken.

I am also happy to note that the Project has been successfully completed after having covered 54 districts in 11 identified States. I understand that this successful completion of the project is the result of scientific methodology adopted by the Project Team members. Being a trainer for last 35 years I feel satisfied to note that 11 Training Need Analysis Workshops, one in each of the identified States, were conducted to frame and finalize the Schedule and Methodology of FFTP as well as Contents of the Training Manual. Subsequently, the Training Manual, comprising of 4 Booklets and 1 Handbook, was developed in English and also translated in Assamese, Bengali, Hindi, Malayalam, Marathi, Oriya and Telugu. It is also heartening to note that necessary audio and video Programmes were also developed in 8 languages. Orientation Workshops, one each, in the identified States, for the Resource Persons to conduct FFTP; Study Centres Coordinators to execute FFTP; and Nodal Officers to select participants for FFTP, etc., were organized. Active involvement of IGNOU Study Centres, gender mainstreaming, inter-linkages between disaster management and development and involving multiple stakeholders are all positive indicators towards achievement of project goals. These capacity building measures taken up by the project are essential for success of any such project.

I congratulate IGNOU team under the leadership of Prof. Pardeep Sahni for its dedication and hard work. I sincerely feel that the present initiative should be taken up as a good beginning, to be replicated by the NDMA and IGNOU in more states in the near future.

1<sup>st</sup> July, 2013  
New Delhi

(Professor. M. Aslam)  
Vice-Chancellor  
IGNOU



## BACKGROUND

Disasters are calamitous happenings, where normal patterns of life go topsy-turvy and large-scale assistance becomes crucial to save lives, prevent injury and safeguard infrastructure. Disasters could be categorized into type-based and time-based disasters. Type-based disasters are of two kinds: natural and man-made. Likewise, time-based disasters are also of two types: slow-onset and quick-onset disasters. Slow-onset catastrophes are predictable and provide some response time; whereas quick-onset disasters are unpredictable and provide no response time. Recent decades have beheld an increase in human induced disasters or say natural disasters aggravated by human interventions; thereby largely blurring the distinction between the two. These disasters have caused widespread destruction and fatalities, leaving the concerned institutions and the community wanting on the front of disaster related preparedness, relief, reconstruction and recovery. Does development lead to disasters or do disasters facilitate fresh thinking on development? This is the contemporary debate. A few noteworthy accomplishments at the governmental, non-governmental and community levels have created small pockets of success in managing disasters. However, these efforts remain restricted, inconsistent and infrequent. They have not been disseminated systematically to propel standardization of disaster management principles.

This is why it is appropriate to treat disaster management as a part of the developmental process and not as an isolated event that takes place only when a disaster strikes. All disaster management phases and methods have to be mainstreamed into the larger development process by viewing disasters as developmental opportunities. Howsoever, contradictory it may appear, but it is true that whereas faulty development policies may lead to disasters, many disaster events also open up new possibilities of development. The onus of this astounding task rests on all the stakeholders in the process; namely the governmental, non-governmental, international, national and community organizations. One such important stakeholder is the National Disaster Management Authority (NDMA), and the other is the Indira Gandhi National Open University (IGNOU). These institutions have been doing a pioneering work in the field of disaster preparedness, training, education and awareness, both at theoretical, as well as empirical levels.

The Project on 'Capacity Building in Disaster Management for Government Officials and Representatives of Panchayati Raj Institutions & Urban Local Bodies at District Level' was undertaken on a pilot basis through the concerted efforts of these two stakeholders. The Project covered all the major facets of disaster management in an innovative and novel manner. This Report is based on the areas covered by the Project. It is divided into Seven Sections; namely Introduction, Changing Contours of Disaster Management, Need for Capacity Building, Factors that set the Project apart, Training Methodology, Project Analyses, and Future Perspective. It also gives a comprehensive set of Annexures at the end, which speaks volumes about the work undertaken during the Project's implementation, especially during the conduct of training sessions. It is anticipated that the NDMA and IGNOU will carry forward the outcome of this pilot Project to its fruitful culmination, through various interventions.



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## 1. INTRODUCTION

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Disaster management has become a pertinent area of concern ever since the Super Cyclone hit Orissa in 1999 with unimaginable ferocity and took a devastating toll on life and property. It brought with it a feeling of despair, helplessness and confusion amongst the governmental and non-governmental stakeholders engaged with disaster management. Thereafter, a paradigm shift, from reactive to pro-active, was observed in the strategies towards disaster management. The high point was the passing of Disaster Management Act 2005, and several other endeavours by the stakeholders, especially in the areas of disaster preparedness, rehabilitation and building human capacities and coping skills. This Project on “Capacity Building in Disaster Management for GOs and Representatives of Panchayati Raj Institutions and Urban Local Bodies at District Level” was yet another effort towards building disaster management skills through training in capacity building. It was conceived and implemented as a joint effort on the part of the National Disaster Management Authority (NDMA) and Indira Gandhi National Open University (IGNOU).

Capacity Building is an area, which still needs to be improved on many fronts, despite the various governmental and non-governmental efforts in the past. Attempts to rectify the incongruities in this regard have not yielded very satisfactory results. We hear of disasters every day, but as far as management is concerned, our response is based more on conjecture than knowledge, research and awareness. There is more than adequate material available with policy makers and other stakeholders in disaster management. However, the translation of disaster management theory into action has always been uneven and superficial. The lacunae are so innumerable and deep that any effort towards plugging them seems small and insignificant. Recognizing the need to streamline efforts on capacity building in disaster management and weaving them in a training manual format, a Project initiative was taken up by the NDMA and the IGNOU.

The Project aimed to build and strengthen the capacity of the target groups in the areas of disaster prevention, preparedness, mitigation, response and recovery at the grassroots level. It was undertaken in selected 11 States, identified on the basis of their vulnerability to various natural and man-made hazards. These States were selected from all five Regions namely North-East (Assam, Tripura); North (Haryana, Himachal Pradesh, Uttarakhand); East (Bihar, Orissa, West Bengal); West (Maharashtra); and South (Andhra Pradesh, Kerala); covering the following 54 districts, 4 from Tripura and 5 from each of the other ten identified States under the Project:

- Andhra Pradesh: Anantapur, Mahabubnagar, Nellore, Prakasam, Srikakulam.
- Assam: Barpeta, Cachar, Dhemaji, Dhubri, Lakhimpur.
- Bihar: Madhepura, Muzaffarpur, Patna, Sitamarhi, Supaul.
- Haryana: Ambala, Gurgaon, Panipat, Rohtak, Yamuna Nagar.
- Himachal Pradesh: Chamba, Kangra, Kinnaur, Kullu, Mandi.
- Kerala: Ernakulam, Idukki, Malappuram, Palakkad, Wayanad.
- Maharashtra: Nasik, Pune, Raigarh, Satara, Thane.
- Orissa: Balasore, Bhadrak, Ganjam, Jagatsinghpur, Kendrapara.
- Tripura: Dhalai, North Tripura, South Tripura, West Tripura.

- Uttarakhand: Bageshwar, Chamoli, Pithoragarh, Rudraprayag, Uttarkashi.
- West Bengal: Bankura, Burdwan, Murshidabad, Purba Medinipur, South Dinajpur.

### **Project Objectives**

#### **The main objectives of the Project were to:**

- Build and strengthen the capacity of Government Officials ( GOs) and representatives of Panchayati Raj Institutions (PRIs) and Urban Local Bodies (ULBs) in the areas of disaster prevention, preparedness, mitigation, response and recovery;
- Encourage the GOs as well as PRIs' and ULBs' representatives to enlist the support of local institutions, NGOs, CBOs, etc., for community awareness, as well as capacitate the officials and local institutions to procure the support from other relevant quarters;
- Reinforce the skills of officials and representatives in appropriate hazard assessment, vulnerability analysis, resource analysis and local capacity assessment;
- Develop the required disaster management knowledge base of the GOs, as well as the PRIs and ULBs representatives;
- Formulate training modules, including standardized training methodology, technical support for organizing training programmes on emergency preparedness and management for the officials and representatives;
- Develop community based disaster management systems for their specific needs in view of the regional diversities and multi-hazard vulnerabilities through a consultative process;
- Disseminate important concepts of NDMA Guidelines in the various regional languages through multi-media technologies;
- Enable officials who are functioning at the district levels to be better equipped to deal with natural disasters such as earthquakes, floods, landslides and other natural phenomena that are likely to cause damage;
- Train the team of district officials to enable them to introduce basic guidelines/procedures and become aware of safety and evacuation techniques, as well as seismic-resistant constructions;
- Equip the functionaries at district level to immediately arrange for basic relief work, in case of common natural/man-made disasters without waiting for help/ instructions from external sources.

#### **The Main Stakeholders of the Project were:**

- National Disaster Management Authority (NDMA)
- Indira Gandhi National Open University (IGNOU)
- State Governments
- State Disaster Management Authority (SDMA)
- District Disaster Management Authority (DDMA)
- District Administration

The Project aimed at training the participants who were supposed to further help the community to undertake required tasks for effective disaster management.

## Mandate of NDMA and IGNOU

The two major stakeholders of the Project –NDMA and IGNOU, had a clear mandate to undertake capacity building training of disaster management representatives. The two organizations are working zealously in the area through various educational and research-oriented strategies.

The NDMA has the Prime Minister of India as its Chairman. Other members of the Authority, not exceeding nine, are to be nominated by the Chairman. The Chairman of the NDMA may designate one of the members to be the Vice-Chairman of the NDMA. The Vice-Chairman of NDMA has the status of Cabinet Minister and other members have the status of Ministers of State. The NDMA has been assigned the responsibility of laying down policies, plans and guidelines for disaster management for ensuring timely and effective response to disaster.



Source: NDMA Photo Gallery

### The NDMA has the following responsibilities to:

- Lay down policies on Disaster Management;
- Approve the National Plan;
- Approve plans prepared by the Ministries or Departments of the Government of India in accordance with the National Plan;
- Lay down guidelines to be followed by the state authorities in drawing up state plan;
- Lay down guidelines to be followed by the different Ministries or Departments of the Government of India for the purpose of integrating the measures for prevention of disaster or the mitigation of its effects in their development plans and projects;
- Coordinate the enforcement and implementation of the policy and plan for disaster management;
- Recommend provision of funds for purpose of mitigation;
- Take such measures for the prevention of disaster, or mitigation, or preparedness, and capacity building for dealing with the threatening disaster situation or disaster as it may consider necessary;
- Provide such support to other countries affected by major disasters as may be determined by the Central Government;
- Lay down broad policies and guidelines for the functioning of the National Institute of Disaster Management (NIDM).

NDMA has issued many disaster specific and thematic guidelines on disaster management. It is in the process of implementing various mitigation projects namely NCRMP, NSSP; formulating many projects like NDCN, NERMP, and carrying out education and awareness programmes in the states.

IGNOU, on the other hand, has contributed significantly to the development of higher education in the country through the open and distance learning mode, ever since its establishment in 1985. IGNOU follows a learner-centric approach and provides seamless access to quality education, innovative learning, flexible methodology, Information and Communication Technology, professional skills and training. The education is disseminated in conventional, as well as emerging inter-disciplinary areas.

IGNOU is also doing extensive work in the area of disaster management education and training. An endeavour to this effect was undertaken when its Faculty of Public Administration, School of Social Sciences started a Project on Community Awareness on Disaster Preparedness (CADP) in the year 2000 in the states of Andhra Pradesh, Gujarat, Orissa, Rajasthan, and Uttar Pradesh. The objective was to generate awareness amongst community members on the different facets of disaster management. The strategy was to involve them in decision-making and disaster management structures and processes.



*Source:* IGNOU Photo Gallery

Besides, IGNOU's Faculty of Public Administration has two full-fledged Certificate and Post-Graduate Diploma Programmes on disaster management. There is a rich component on disaster management in its Masters Programme in Public Administration. The Faculty also plans to launch Masters in Disaster Management very soon. The Faculty members have undertaken serious research in disaster management, and have some very good publications on the subject to their credit. The Faculty has also organized two (National and International) Conferences on Disaster Management.

## 2. CHANGING CONTOURS OF DISASTER MANAGEMENT

Disaster management had generally been understood as management of disaster response that is management of disasters in their aftermath. For a very long time, we followed this reactive and not so preventive/preparedness oriented approach to disaster management. This changed globally with the initiation of the International Decade of Natural Disaster Reduction (IDNDR-1990-2000). The objectives of IDNDR were to enable all countries to have a comprehensive national assessment of risks from natural hazards, systematic mitigation plans at national and/or local levels, and ready access to global, regional, national and local warning systems.

Many worthwhile developments followed later, making disaster management a serious concern, linked intricately with global warming and environmental degradation. These were the Earth Summit (1992), and United Nations Framework Convention on Climate Change (UNFCCC-1992). A major Conference of the IDNDR programme was held in Yokohama in May 1994, where a plan of action for disaster reduction called the Yokohama Strategy was evolved. The World Conference on Natural Disasters at Yokohama in May 1994 was a crucial landmark in Disaster Mitigation and Preparedness Planning. The Strategy recognized risk assessment as a critical need and propagated a comprehensive prevention,



mitigation and preparedness strategy along with development of a culture of prevention. Other global developments have been the International Strategy for Disaster Risk Reduction, (ISDR-2000-2010), The Hyogo Framework for Action for a Safer World, Kyoto Protocol, Montreal Action Plan 2005 and so on. The recent one, in this long list of such developments, was the Bonn Climate Change Conference, June 2013.

In India, the change in approach to disaster management was witnessed with the implementation of the Tenth Five Year Plan. This Plan was prepared in the backdrop of Orissa Super Cyclone, Gujarat Earthquake and culmination of IDNDR. The Plan recognized disaster management as a development issue for the first time. The Tenth Five Year Plan Document incorporated a detailed chapter on Disaster Management. From a mitigation point of view, the Plan also promulgated a nationwide 'Culture of Prevention', through community preparedness. There was a provision for introduction of disaster management in school curriculum and relevant aspects of disaster management in professional courses. It made a case for enhancing the capacity of disaster managers by better training facilities, and creating mass awareness at all levels. Some of the outlined steps towards preventive planning that got spelt out clearly were:

#### TNA Workshop in Progress

- Introduction of a comprehensive process of vulnerability analysis and objective risk assessment.
- Building of a robust, comprehensive and sound information database.
- Creation of state-of-the art infrastructure based on frontline research.
- Establishment of linkages between all knowledge based institutions and developing a National Disaster Knowledge Network attuned to the felt needs of a multitude of users like disaster managers, decision makers, community and so on.



**Source:** OSDMA, Bhubaneswar, Odisha, September 6-7, 2010

A landmark development took place in the form of the Disaster Management Act, which was passed in 2005. It was enacted under the Social Security and Social Insurance subject of the Concurrent List of the Constitution of India. The Act provides for the pre-requisite institutional mechanism for monitoring and implementation of the plans, and ensuring measures by various wings of the Government for disaster prevention and mitigation aspects. In tune with the paradigm shift, the State Governments were advised to amend their Relief Codes to incorporate the changed provisions. The revised codes were also meant to institutionalize the process of disaster management.

Eleventh Five Year Plan (2007-12) aimed at further consolidating the process initiated by the Tenth Five Year Plan, by giving impetus to projects and programmes that could develop and nurture the culture of safety. It called for integration of disaster prevention and mitigation into the development process. The Plan focussed on the role of NGOs as planners, implementators and consultative partners in the projects/programmes identified as a priority in the Eleventh Five Year Plan. Specific actions

included delivering best practices and demonstration projects, promoting employment based mitigation, sustainable capacity building and pro-active engagement of communities in spreading the culture of safety.

Another major development was the finalization of the National Policy on Disaster Management. Major Objectives of the National Policy on Disaster Management are:

- Promoting a culture of prevention, preparedness and resilience through knowledge, innovation and education.
- Encouraging mitigation measures based on technology, traditional wisdom and environmental sustainability.
- Mainstreaming disaster management into the developmental planning process.
- Establishing institutional and techno-legal frameworks for disaster management.
- Ensuring efficient mechanism for identification, assessment and monitoring of disaster risks.
- Developing contemporary forecasting and early warning systems
- Ensuring efficient and caring response and relief system.
- Undertaking reconstruction as an opportunity to build disaster resilient structures for ensuring safer living.
- Promoting a productive and proactive partnership with the media for disaster management.

The Thirteenth Finance Commission (FC) recommended that the existing National Calamity Contingency Fund (NCCF) be merged into the National Disaster Response Fund (NDRF) proposed under Section 46 of the DM Act 2005. It covers calamities of cyclone, drought, earthquake, fire, flood, tsunami, hailstorm, landslide, avalanche, cloud burst and pest attack. NDRF is classified in the Public Account in Sub-Section (b) Reserve Funds not bearing interest of the GoI under National Disaster Response Fund major head 8235- 'General and other Reserve Funds'- 119. Funds are to be credited into NDRF in accordance with the provisions of DM Act. Likewise, State Disaster Response Fund (SDRF) which has replaced the earlier Calamity Relief Fund is a Fund constituted under Section 48 (1a) of DM Act. SDRF shall be used only for meeting the expenditure for providing immediate relief to the victims of Disasters, as identified for NDRF grant. The SDRF is constituted in Public Accounts under the Reserve Fund bearing Interest in the Major Head: 8121. It is pertinent to mention that NDMA has made the important recommendations to highlight the disaster management concerns for financial allocations. These include: Funding of National and State level Mitigation Projects; Constitution of Disaster Response Fund at the National, State and District levels; Constitution of Disaster Mitigation Fund at the National and State Levels; and Enlargement of the scope of disasters for relief to include some more natural hazards afflicting different parts of the country like frost, cold wave, heat wave, lightning, river and sea erosion. Besides these, it has also been recommended that man-made calamities occurring due to Chemical, Biological, Radiological and Nuclear origins should also be considered.

The changing contours of disaster management have paved the way for a new thinking on the issue. There have been many efforts to comprehend the subject more systematically. Disaster management has become a continual process. Stakeholders in disaster management are involved in all the phases of DM cycle, which talks about systematic strategies at preparedness, mitigation, response, rehabilitation and recovery levels in order to cope with disaster aftermath (*See Annexures 2 & 3*). The Project's

focus on capacity building is in agreement with the new pathways, and this new vision adopted for disaster management, which the Project also reinforces, emphasizes on :

- Preparedness rather than post-crisis management.
- Coordinated participatory approach.
- Technology upgradation and deployment.
- Information as a tool of disaster management.
- Recognition of linkages between disasters and development.
- Connecting specific programmes for management of natural disasters.
- Forecasting and warning using latest technology; and
- Disaster management as a continuous and integrated part of development process.

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### **3. NEED FOR CAPACITY BUILDING**

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Capacity building is integral to disaster management. The programmes in disaster mitigation and recovery cannot be successful without building adequate capacities. Though the focus on capacity building has resurfaced with the new vision on disaster management, the efforts towards building capacities have not been very systematic. This Project not only aimed at building capacities of the grassroots level stakeholders in disaster management, it meant to follow a comprehensive and scientific approach to achieve its goals. This is visible through its emphasis on 4 factors:

1. Comprehensive formulation of Project objectives.
2. Conduct of Training Needs Analysis or TNA.
3. Preparation of Knowledge, Skills and Attitude or KSA schedules for the target group.
4. Administration of Face-to-Face Training Programme (FFTP) Sessions in all targeted districts on the basis of systematic session plans, emerging out of TNA.

The Project underlined the pertinence of training and its potential in building, strengthening and enhancing the capacities of individuals, organizations and communities. Its attempt to garner KSAs through systematically administered TNA exercise emphasised the need for planned processes of 'Education' and 'Training' through 'Knowledge' and 'Learning'. With regard to managing disasters, the Project accorded a very important place to training and highlighted the objectives and essentials of training.

If we look at the meaning of capacity building, it can be seen as a by-product of effective training and learning. As per the United Nations International Strategy for Disaster Reduction (UNISDR) definition, 'Capacity is the combination of all the strengths and resources available within a community, society or organization that can reduce the level of risk or the effects of a disaster'. Capacity may also be described as physical, institutional, social or economic capability. The Project emphasized the fact that appropriate levels of training and knowledge are required for adequate capacity development, which is instrumental in determining what people do with available resources in times of crisis to reduce the damaging effects of disasters. Assessing capacities of people at risk is a very important step in choosing strategies for community disaster risk reduction, and capability or capacity building. In line with this explanation of

the term capacity, the Project focussed its attention on the most crucial stakeholder in disaster management, that is., the community, as it is the first responder in all the phases of disaster management. Community, as per the Project hypotheses, can be involved in capacity building through:

- Disseminating relevant information on relief work to the community through meetings, distribution of pamphlets and leaflets, as well as use of community radio.
- Generating awareness on the need to ration relief supplies and hygiene maintenance.
- Impressing upon the community to keep their temporary shelters as clean as possible, and take recourse to immunization programmes.
- Telling community to take cognizance of the advice given by the health workers and doctors in the area.
- Organizing regular meetings with community and community leaders.
- Involving people in preparing relief schedules and allotting them specific relief duties.
- Generating awareness on traditional wisdom to cope with crises.

#### TNA Workshop at Agartala



**Source:** State Institute of Public Administration and Rural Development, Agartala, October 19, 2010.

Highlighting the utility of community capacity building, the Project focussed on Community Based Disaster Management (CBDM) in detail. CBDM plans to safeguard lives, livelihood and property, and seeks to involve community or people in disaster preparedness. Communities are the first responders in the event of any disaster and the representatives of local administrative bodies have a critical role in adoption of the new culture of disaster management in India. People can be a source of useful indigenous ideas, they can help adopt technical inputs emanating from outside, they can get their goals reflected in development policies, they can set an example to

others by testing new knowledge, skills, techniques; and they can increase the possibility of coordinated action to help in mitigating disasters. The importance of CBDM was adequately brought forth by the Project. It underlined the key ingredients of disaster management with a community perspective. The focus was on long-term or sustainable livelihood approach and alternative livelihood opportunities. The running theme of the Project was community capacity building as it tried to develop skills and attitudes, not to forget a knowledge base for the same. It emphasised the view that community participation is a process that serves one or more of the objectives: related to increasing empowerment, building beneficiary capacity, enhancing project effectiveness, and sharing project costs.



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## 4. FACTORS SETTING THE PROJECT APART

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There are many factors that set this Project apart from similar efforts in the field. These are:

### *4.1 Connect between Disasters and Development*

The Project amply highlighted the connect between disasters and development by focussing on mainstreaming disaster management programmes. It also underlined disasters as development opportunities. The Project brought home the point that while disasters are calamitous events, lessons learnt and incorporated into long-term development planning may serve to minimize future vulnerability. Disasters are also our little windows of development. Paradoxically, ample opportunities for growth and prosperity are thrown open in the aftermath of disasters. If these are put to right use, disasters can be converted into development processes. The Project reinforced the point that the destruction of unsafe infrastructure and buildings could provide an opportunity for rebuilding with better standards, or even relocation from a vulnerable site to a less vulnerable one.

The Project focussed on disaster-development interface that could make disaster risk reduction strategy a reality. There are many measures that can be adopted to build an interface between disasters and development. It is a protracted process, which can be facilitated by effective resilience, training, education, capacity building, and information dissemination efforts. Mainstreaming implies that at conceptualization or funding stage itself, the development schemes should be designed with consideration of some potential hazardous impact associated with it; and incorporate measures for mitigation of the same. The Project underlined this point and called for a critical review of each activity that is planned, not only from the perspective of reducing the disaster vulnerability, but also from the point of view of minimizing that activity's potential to the hazard. Every development plan has to incorporate elements of impact assessment, risk reduction, and the 'do no harm' approach. The aim being to ensure that all newly built structures and those under construction are disaster resilient and those which have already been constructed are selectively retrofitted in accordance with priority. An often quoted phrase, which the Project reiterated in its printed material is; "Development should be such that guards against disasters, development in itself should not give rise to disasters".

In the contemporary context, the Project noted that disaster management is being mainstreamed into the development planning process through: structural measures, non-structural measures and mitigation projects. Under structural measures, all new projects/programmes are being revisited in order to incorporate disaster management concerns to ensure disaster resilience. All the development schemes are expected to show pragmatism, incorporating the awareness of local disaster risk and vulnerability, and ensuring that the schemes address these concerns, and include specific provisions for mitigating disaster concerns. A futuristic perspective, as reasserted by the Project findings, would have to look into the contours of disaster-development interface and come up with a systematic disaster recovery strategy. Non-structural measures would incorporate legislation, and other such instruments as building bye-laws, land-use regulations, which create an enabling regulatory environment. Mitigation projects would be taken up to enhance the status of preparedness in the country.

Linking of Disaster Relief, Rehabilitation with Development (LRRD) is the new approach, which finds a due place in the Project. Disasters often focus on relief aid and rehabilitation investment; thereby providing developmental opportunities that have been previously unavailable. There is, thus, a significant relationship in the way disasters and development affect one another. In the present scenario, disasters can no longer be viewed as random occurrences caused by nature's wrath. The relationship between

disaster management and environmental protection thus needs to be examined against the backdrop of the disaster-development matrix, which falls under the LRRD, as well as the Sustainable Development (SD) Framework. This is a new perspective that is gaining relevance with regard to convergence of relief, rehabilitation and development. The Project highlighted the basic premise for LRRD, which holds the key to future strategies towards disaster rehabilitation. It reinforced the point that development policy often ignores the risks of disasters and the need to protect vulnerable households by helping them to develop appropriate ‘coping strategies’. If relief and development were to be linked, these deficiencies could be reduced. A comprehensive long-term recovery plan should keep into view the interlinkages between all the stages of disaster management continuum as well as the ‘connect’ between disaster rehabilitation, reconstruction and larger developmental planning.

Close to LRRD is the Rehabilitation-Reconstruction-Tracking Matrix or Rehabilitation Reconstruction Development (RRD) linkage, which is being produced. Its objective is to provide salient information on the overall recovery effort. The Project underlined the features of this pertinent Matrix, which is aimed at bringing together information from tsunami-affected countries with regard to the nature of work in the area, functions of stakeholders, monitoring and evaluation of impact; and availability of resources. The Matrix is designed to give information at the regional, sectoral and project levels: It is expected to provide a comprehensive view of rehabilitation and long-time recovery. A few important factors that the Project took note of are:

- The “backward” and “forward” linkages between political, developmental, relief and rehabilitation operations constitute a complex network of relationships.
- The structure of the document on RRD continuum, which should be seen in a holistic way and need not be considered in a linear manner.
- Importance of introducing gender analysis into the RRD response, so as to avoid further marginalization of women and the other disadvantaged groups.

It is not very often that these linkages between disaster relief, rehabilitation, recovery and development are discussed in disaster management Projects. The significant components of disaster-development interface rarely find a mention to this an extent as covered by this Project. The uniqueness of this Project lies in the fact that it was able to juxtapose disaster management with larger developmental process, at least at the vision level. The hope that this vision will translate into reality is reinforced by the inter-linkages underlined by the Project.

#### *4.2 Sustainable Development and Traditional Wisdom*

The Project tried to describe disaster management on the sustainable development matrix by making a statement to revive the traditional systems of living in harmony with nature. By focussing on access to sustainable livelihood options, it made a case for consolidation of past initiatives and best practices, as well as their institutionalization. It asserted that in order to promote environmental protection and create long-term vulnerability reduction conditions, a ‘sustainable livelihood framework’ is urgently required. The livelihood approach that it advocated connotes an increase in economic opportunities of work without degrading the natural environment. The approach aims at:

- Understanding the various factors, which influence people’s choices.
- Creating livelihood options.

- Pursuing equitable and environment friendly growth.
- Involving both content and quality of growth.
- Preventing acts of nature from becoming disasters.
- Mitigating the conflict between development and environment.

**Group Photo of Orientation Workshop for Centre Coordinators, Resource Persons and Nodal Officers**



**Source:** Himachal Pradesh Institute of Public Administration, Shimla, Himachal Pradesh, April 10, 2012.

Through its Training Manual, the Project brought forth many environment-friendly traditional practices. The Project analysed the reasons behind abandonment of traditional practices and the increasing dependence on external agencies to withstand the disaster aftermath. At a time when a thoughtful blend of the 'old' and the 'new' is required, the Project took note of the sad loss of traditional wisdom to a haphazard approach towards modern development. The Training Manual of the Project mentioned many traditional methods

bequeathed to us, which were quite scientific in their own ways. The Traditional water harvesting methods that Project highlighted were the 'Virdas' of Gujarat, 'Kundis', 'Rapats', 'Tobas' of Rajasthan, 'Kuhls' of Himachal Pradesh, 'Palliyals' of Kerala, 'Phad' system of Maharashtra, and 'Ahars' and 'Pynes' of Bihar. Traditional earthquake resistant house building techniques highlighted in the Project were the 'Dhajji-Diwari' buildings in Srinagar, 'Kat-Ki-Kunn' houses in Kullu Valley, 'Pherols' of Uttarkhand Region and, 'Sumers' (Watchtowers) of Rajput families from Rajasthan. Traditional Cyclone Preparedness measures that the Project made a mention of were wrapping of all available seeds, rice, pumpkin, paddy and burying them underground before moving to safer places, doing away with planting of big huge trees near houses, predicting by observing the colour of clouds, growing banana trees, observing animal and bird behaviour for predictions, and so on.

The Project underlined the utility of indigenous knowledge in the present context, as it is locally bound, culture-and context-specific, and non-formal in nature. Such knowledge is orally transmitted, generally not documented, dynamic and based on innovation, adaptation, and experimentation. This component of traditional wisdom sets the Project apart as it weaves together multiple traditional coping strategies at one place. In the race for speedy development and urbanization, we are losing our grip on indigenous survival techniques. The Project drew home the point that we should develop skills to offset the negatives of development. We should not let development offset our traditional knowledge and skills cherished since generations.

**Inauguration of FFTP by Shri M. Maheedhar Reddy, Minister for Municipal Administration and Urban Development, Andhra Pradesh.**



**Source:** TRR Government Degree College, Kandukuru, District Prakasam, Andhra Pradesh, November 4, 2012.

### ***4.3 Participation of all Stakeholders***

Yet another component that renders uniqueness to the Project is its participatory and democratic approach to disaster management. Disapproving of disaster management as a sole/single operator activity, the Project looked into the issue from a multiple-stakeholder point of view, be it government or non-government. It focussed on many stakeholders such as:

- Governmental Agencies such as district administration, DDMA, SDMA
- PRIs and ULBs
- NGO s and other Civil Society Organizations (CSOs)
- Nehru Yuva Kendra Sangathan (NYKS)
- Civil Defence (CD)
- Armed Forces
- Police Personnel
- Fire Services
- National Disaster Response Force (NDRF)
- Communities at Risk

- Corporate Sector and Market Associations
- Donors, including the UN and other International Agencies

The activities of these stakeholders are facilitated by efficient coordination techniques. The Project discussed at length one such technique, that is, the Incident Response System (IRS) mentioned in the NDMA guidelines to support its focus on democratic stakeholders' participation in disaster management. The NDMA guidelines recommend that there will be Incident Response Teams (IRTs) at the State, District, Sub-Division, and Block levels comprising players like Responsible Officer (RO), Incident Commander (IC), Operation Section Chief (OSC), Planning Section Chief (PSC) and Logistic and Finance Section Chief (L&FSC). The guidelines have given a suggestive list of officers who can perform the concerned activities. The idea is to pre-designate officers to perform different functions and to train them on their responsibilities so that whenever there is a disaster, everyone knows who has to perform what duty and how will it be done. This will remove adhocism in responses and make the response process smooth and effective. The Chief Secretary (CS) and District Magistrate have been designated as RO and overall in-charge of Disaster Response in their jurisdiction. A holistic and integrated approach towards disaster management concentrating on coordination of all stakeholders involved is emphasised. This unique IRS gives the Project an edge over other such Projects in the area, as the detailed response structures of stakeholders are discussed in detail.

The Project spoke about certain objectives of stakeholders' participation in disaster management. These are:

- Reduction of the risks associated with disasters through timely measures, short-term and long-term policies.
- Provision of required assistance to communities during and after the disasters; and
- Rapid and sustained recovery and rehabilitation after the occurrence of disasters.

The *advantages* of community participation, the most crucial stakeholders' participation, were clearly brought out by the Project. These are:

- Dissemination of information.
- Systematic identification of problems.
- Generation of innovative ideas/solutions.
- Higher levels of motivation.
- Cost-effective decision making.
- Optimum mobilization and utilization of local resources.
- Faster communication.
- Resolution of conflict.
- Vulnerability and Risk Assessment.
- Facilitation of Mock Drills.



- Creation of avenues for alternative employment.
- Participatory decision making at local levels.
- Effective and speedy monitoring and evaluation.
- Lesser dependence on governmental and non-governmental bodies.
- Creating linkages between research and development programmes.

Most importantly, the Project stressed on the role of Village Level Development Committee (VLDC) in facilitating stakeholders' participation: VLDC is provisioned to be formed in each village and is responsible for initiating disaster preparedness activities. It consists of:

- Locally elected representatives, grassroots government functionaries.
- Local NGOs/Community Based Organizations (CBOs).
- Members of youth groups such as the National Service Scheme (NSS) and Nehru Yuva Kendra Sangathan (NYKS), women groups, youth club members, grassroots level government functionaries, etc.
- The size of a Village Disaster Management Committee (VDMC) is based on the population and needs of the villagers. The Head of the VDMC takes a lead in mobilizing the community for preparation of the CBDP plans.

This feature made this Project different from those in similar areas, as it laid emphasis on participatory approach to disaster management. Specifically, it highlighted the role of almost each and every stakeholder in the task of managing disasters, howsoever big or small. Most important was its focus on the community, the first responder and most integral stakeholder in the entire process of mitigating disaster impact.

#### ***4.4 Mainstreaming Disaster Risk Reduction (DRR)***

The Project laid emphasis on critical entry points that could mainstream disaster risk reduction. Mainstreaming Disaster Risk Reduction is basic to disaster-development interface. It is a process that fully incorporates the concerns of disaster preparedness, prevention and mitigation into development and post-disaster recovery policy, as well as practice. It means completely institutionalizing Disaster Risk Reduction (DRR) within the development and recovery agenda. Accordingly, a few broad objectives of mainstreaming DRR into development that the Project highlighted include: ongoing schemes and projects of the Ministries and Departments of Government of India and State Governments, as well as of all government agencies and institutions, including Public Sector Undertakings, which will be selectively audited by designated government agencies for ensuring that they have addressed the disaster risk and vulnerability profiles of the local areas, where such schemes and activities are being undertaken. The Project accentuated this development model in some detail. The Project showed that unless the aftermath of a disaster is turned into a development model opportunity, with due focus on the requirements of target group, availability of infrastructure, opportunities for livelihood, mobilization of resources and agencies involved, disaster risk reduction through disaster-resistant construction would just remain a superficial exercise.

The Project underlined the significance of post-disaster reconstruction, which is a process or a development attempt that helps the community not only to overcome damages due to disasters, but

also to help the community to upgrade its existing infrastructure to withstand future catastrophes. All phases of disaster management cycle have to be a part and parcel of DRR. Disaster-resistant construction, though a very pertinent disaster risk reduction method, becomes redundant if seen in isolation from the broader economic, social and cultural requirements of the target groups. The Project endeavoured to integrate all development programmes and disaster risk mitigation strategies. It laid down that all development projects must see to it that no construction is allowed in disaster vulnerable areas such as hilly and steep slopes. The development programmes should also not increase the vulnerability of disaster prone areas. All risk reduction strategies draw sustenance from disaster-development interface.

The Project amplified the relevance of Disaster Risk Management Programme (DRMP), which was taken up with the assistance from UNDP, United States Agency for International Aid (USAID), Department for International Development (DFID), Disaster Preparedness European Commission's Humanitarian Aid Department (DIPECHO), Government of Japan, United Nations International Strategy for Disaster Reduction (UNISDR) in 169 highly hazard prone districts in 17 States, including the North Eastern States during 2002-09. The Programme aimed to minimize losses of development gains from disasters and reduce vulnerability.

The major pillars of disaster management that are relevant for DRR, and which the Project aimed at strengthening included:

- Public health measures for containment of outbreak of disease.
- Incident Response System (IRS).
- Community participation.
- Communication network.
- Capacity development of various linkages and support functions.
- Identification and integration of differential gender and class vulnerabilities.
- Specialized incident-site and hospital capabilities to handle Chemical Biological Radiological Nuclear (CBRN) casualties.
- Human resource development by training manpower.
- Resource mobilization based upon the nature of disaster.
- Adoption of new technologies used worldwide for effective mass casualty management.
- Mechanism and capacity development to deal with public emergencies.
- Public-Private Partnership towards development of regional consortiums for critical care.
- Critical entry points to mainstream risk reduction.
- Development of risk financing and risk transfer instruments.



The banner features a green background with a black border. On the left is the NDMA logo. In the center, the text reads: "Two Days Face - To - Face Training Programme", "National Disaster Management Authority ( NDMA )", and "INDIRA GANDHI NATIONAL OPEN UNIVERSITY ( IGNOU )". On the right is the IGNOU logo. Below this, a purple box contains the text: "Capacity Building in Disaster Management for Government Officials, Representative of Panchayathi Raj Institutions and Urban Local Bodies at District Level ". At the bottom, a green box contains the text: "IGNOU SPECIAL STUDY CENTRE, AKSHAYA E CENTRE, AMAKKULAM, VADAKKENCHERY, PALAKKAD".

**Source:** IGNOU Special Study Centre, Palakkad, Kerala, September 3, 2012.

Besides, the Project outlined the role of NDMA by highlighting the steps it has initiated for launching national level mitigation projects for the management of earthquakes, cyclones, floods, droughts and landslides. The objective is to strengthen the disaster communication network up to the last mile connectivity, and set up national disaster mitigation reserves. The Project made note of the work on risk assessment and vulnerability analysis, micro-zonation and hazard-zonation mapping, etc., that has also been initiated with the involvement of various stakeholder groups. The following are the Projects taken up by the NDMA:

- National Cyclone Risk Mitigation Project (NCRMP)
- National Earthquake Risk Mitigation Project (NERMP)
- National Disaster Communication Network (NDCN)
- National School Safety Pilot Project (NSSPP)
- National Landslide Risk Mitigation Project (NLRMP)
- National Flood Risk Mitigation Project (NFRMP)

#### 4.5 Gender Mainstreaming

The fifth unique component of this Project was of gender mainstreaming. The Project brought out the need for a sensitive attitude towards the vulnerable sections of society, especially the women. The focus was on gender analysis, which helps to clarify the specific and often different capacities, vulnerabilities, needs and coping strategies of men and women. The Project stressed the fact that established patterns of gender inequality and inequity could be explored, exposed and addressed. This may provide opportunities and entry points to develop programmes that support efforts to build more equitable gender relations. Gender analysis, as put forth in the Project's written material and analyses, essentially:

- Examines the differences in women's and men's lives, including those which lead to social and economic inequity for women, and applies this understanding to policy development and service delivery concerned with the underlying causes of these inequities.



- Aims to achieve positive changes for women gender mainstreaming, which is a strategy for making the concerns and experiences of women and men an integral part of the design, implementation, monitoring and evaluation of policies and programmes, in all political, economic and societal spheres, so that men and women benefit equally, and inequality is minimized.

The Project paid attention to the fact that ultimate goal is to achieve gender equality. Gender mainstreaming is a process that goes beyond focussing on women in isolation, to look at both women and men as

### PRIs Participants in FFTP at Patna



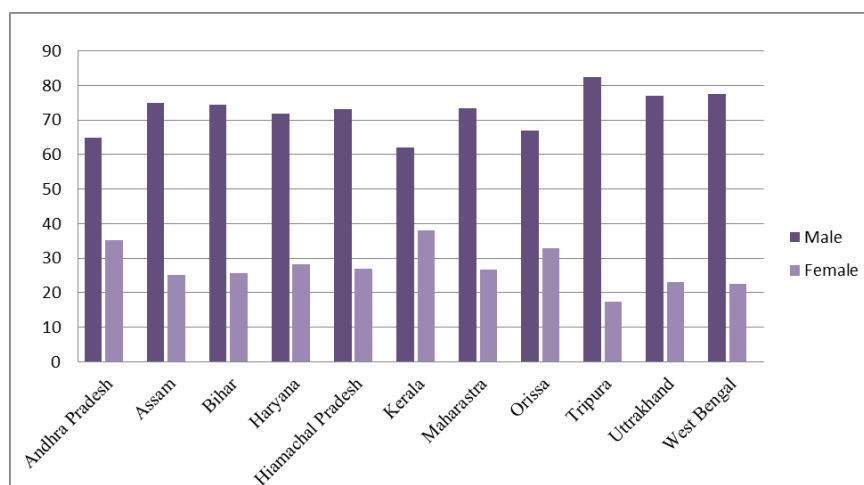
**Source:** Prof. G.P.Sinha Centre for Disaster Management and Rural Development, Patna, Bihar, June 26, 2012.

actors in and beneficiaries of development, and how their rights are defined relative to each other. It also ensures that women and men have equal access and control over resources, development benefits and decision-making, at all stages of the development process, project, programmes and policy. This was reflected clearly by the Project.

The Project was quite successful in enlisting women's participation in FFTPs, thereby fulfilling its goal of gender mainstreaming to an extent. In Andhra Pradesh, 485 women participated as against 891 men, which is quite satisfactory. Assam though had 384 women, whereas men were 1148 in number. In Bihar again, participation of women was average at 400 and men were at 1164. The state of Haryana, which does not have a culture of

sending its women out to work, also showed a fairly good number in terms of participation. 420 women participants showed up here, though men far outnumbered them at 1074. Himachal Pradesh also had a good record in numbers. Over here 417 women participated as against 1331 men. Kerala certainly lived up to its reputation, and here women's number was as high as 519 as against 845 men. Maharashtra showed 483 women participants and 1131 men in its FFTPs. In Orissa, 469 women participated as against 954 men. In Tripura however, women's participation was not too high. Over here, women participants were 216 in number, against 1018 men. In Uttarakhand, the figure for women participants was 413 and for men it was 1379. In West Bengal, it was only 298, whereas men were 1030. Even though participation of men was much higher than women in most states; it was as high as 11856, that is 71.95 per cent, women's participation can still be considered to be satisfactory. 4623 women participants is a very good figure, given the socio-cultural scenario in rural areas and small towns. We should also keep in view the fact that reservation for women in local bodies only happened after the 73<sup>rd</sup> and 74<sup>th</sup> amendments. 28.05 per cent participation by women in the FFTPs only reiterates the Project's aspiration for gender mainstreaming (*See Annexure 12*).

### Demographic Participation in FFTPs



#### 4.6 Psycho-social Support in Disaster Aftermath

A very relevant component of the Project was its emphasis on stress management and psycho-social care of disaster victims, especially the children, elderly and women. Not generally dealt in training manuals or workshops of projects on disaster management, this coverage of the topic in the Project sets it apart from similar projects in the area. The psycho-social support in the post-disaster phase should be handled professionally to promote safety and protection of the survivors against the psycho-social trauma. It is the first line response that needs to be integrated with the general response and it can be given by any type of responders in disasters. The Project emphasised the fact that Psycho-Social Support for Affected (PSFA) was an integral part of emergency health response plan, and PSFA training and skills could be given to hospital emergency para-medics, ambulance crew, community level workers, students and other first responders based on the modules prepared by the nodal agencies. It called for integrating Psycho-Social Support for Mental Health Sciences (PSSMHS) with the general health-care to facilitate early identification, management, referral and follow up of PSSMHS problems, along with the medical problems. It drew attention on the necessity for development of 'All Hazard' Implementation Strategy and outlined the requirements for development of a PSSMHS action plan by the nodal ministry.

Laying focus on Post-Traumatic Stress Disorder (PTSD), the Project called upon for an understanding of disaster-induced stress and trauma, which are 'normal' reactions to 'abnormal' situations. It underlined the importance of efforts that need be taken to minimize stress, shock and denial. Thoughts and behaviour patterns are affected by the trauma, so the Project drew attention to observing victim's behaviour carefully and taking note of trigger factors. The Project gave a detailed list of 'Things to Do' in case of emotional breakdown of trauma victims, especially children, women and elderly. It laid focus on international standards, involvement of professional groups, right exercise regimen, healthy diet plan, and interactive sessions to deal with stress and trauma.

#### 4.7 Preparation of Training Manual

Training Manual is generally a part of the theoretical component of many Projects, but this Manual including 4 Booklets and 1 Handbook had certain specific features, not usually seen in the disaster management project manuals. A novel component of the Manual Booklets was its section on 'Concepts

to Remember'. Other new concepts included Graphics, Did You Know Sections and Skill based Exercises. Generally, training material is focussed more on skill and attitude inculcation and less on knowledge infusion. This Manual attempted to rectify this by introducing the innovative section on Concepts to Remember in all its Booklets, covering a wide range of topics pertaining to knowledge on disaster management through its sections.

The *first* Booklet endeavoured to familiarise the target group with all Constitutional provisions and policies with regard to disaster management; besides dealing with the role of the authorities and organizations in the field, including the NDMA and IGNOU, as well as PRIs and ULBs. It made note of all the major landmarks in disaster management at the national and international levels. Section 1 of the Booklet introduced the objectives, purpose, and modalities of the Project. The general purpose of the Training Manual, of which the Booklet was an integral part, was clearly brought out through a discussion on dissemination of Knowledge, Skills and Attitudes (KSAs), with a focus on the inter-linkages between education and training, based on knowledge and learning. The major goals of the Project were described at length. The Section gave an insight into the KSA requirements of the target group functionaries; and provided specific ways of using the Manual, underlining its broad overview.

Section 2 of Booklet *One* on 'Disaster Management: Conceptual and Institutional Framework' explained the meaning of the concept of disaster, clearly highlighting its characteristics and objectives. The distinction between a hazard and a disaster was also brought out. The Section described the meaning of risk, vulnerability and capacity: the three pertinent features which vary in degree, and influence the impact of disasters. Typology of disasters, nature of disasters and disaster management phases were also dealt with in the Section. It gave a detailed list of key words with their explanations. National landmarks in disaster management such as the 73rd and 74th Constitutional Amendments, Eleventh Schedule, Twelfth Schedule, Eleventh Finance Commission, Disaster Management Act 2005, National Disaster Management Policy 2009, etc., found a major place in the Section. Likewise, it talked of International Agreements in detail. The Section also discussed the types of financial arrangements for disaster management. The role of different stakeholders in disaster management at the central, state and local levels was systematically brought out.

The *second* Booklet entitled 'Disaster Preparedness and Mitigation' carried forward the emphasis on knowledge building and described the components of preparedness and mitigation; bringing out the role of NDMA and other governmental and non-governmental agencies in the area. It detailed three types of preparedness; namely Target-Oriented, Task-Oriented and Disaster-Oriented Preparedness. The focus was on specific livestock preparedness plan, composite health plan, community based disaster management plan and coordination plan. Task-oriented preparedness included exercises of mapping, coordinating, planning, training, recruiting and forming task force. The major focus was on Psycho-Social Support and Mental Health Services. It brought out the role of institutional and functional mechanisms/strategies in preparing for disasters. It discussed the concept of preparedness and mitigation, underlining the relationship between the two. The disaster preparedness framework in India was described in detail.

The *third* Booklet on 'Responding to Disasters' focussed more on skill and attitude training. It clearly brought out the relevance of Search and Rescue; highlighting its basics and characteristics. The aim was to train the target group in skills required for Incident Response System, Damage Assessment, Relief Distribution, Shelter Management, Health Planning, Water Purification, Sanitation Options, Warehouse Maintenance, Relief to Livestock, Stress Management and Logistics Management. This was dealt with reference to specific natural disasters. The Booklet explained disaster response management under

two broad categories, namely Disaster Response Management for Response Activities and Disaster Response for Specific Disasters. Response activities focussed on different response tasks such as Incident Response System, damage assessment, relief distribution, health planning, shelter management, water purification, sanitation options, logistics management, stress management; and relief to livestock. Responding to disasters such as earthquakes, fires, cyclones and floods formed a part of disaster-specific response management that the Booklet highlighted. The

### Going through the Training Manual



**Source:** Bankura Christian College, Bankura, West Bengal, September 16, 2012.

Booklet also explained the functions of various response teams like carcass disposal, shelter management, water and sanitation, quick first-aid, damage assessment, trauma counselling, as well as medical assistance and first-aid.

Booklet *fourth*, the last one of the Training Manual, was divided into 2 Sections. The first Section on 'Disaster Recovery' dealt with the characteristics, principles and typology of rehabilitation. It brought out the reconstruction strategies for different disasters, especially the earthquakes. Section 2 was on the 'Road Ahead' and gave a futuristic perspective on disaster management by highlighting the crucial components of the interface between disasters and development, Sustainable Development Framework and Relief-Rehabilitation Development Continuum. Many new developments/ initiatives taken by various organizations in disaster management, especially the NDMA were brought out. Most importantly, this Section highlighted the role of PRIs and ULBs under the 11<sup>th</sup> and 12<sup>th</sup> Schedules of the Constitution.

In addition, useful reference material was prepared in the form of a functional Handbook for ready use of the micro-level disaster management personnel. This 'Handbook for Effective Disaster Management at Micro Level' was conceived as a compendium of roles of Key Line Departments in disaster management at District Level, viz Revenue; Police; Irrigation; Health; Agriculture; Animal Husbandry; Water Supply and Sanitation; Forest; Public Works Department (Buildings & Roads); Power Supply; Transport; and Food and Civil Supplies. Likewise, in keeping with the fact that the elected Local Bodies also have an important role to play in disaster management, the Handbook contained Preparedness Checklists for the elected representatives of the PRIs and ULBs to enable them to work effectively on the various facets of disaster management. The Handbook lucidly underlined the important Do's and Don'ts for major disasters namely, Flood; Cyclone; Tsunami; Drought; Earthquake; Landslide; Fire; Heat Wave; Epidemics; Chemical, Biological, Radiological and Nuclear (CBRN) Disasters. With its focus on role, checklists and Do's and Don'ts, the Handbook emphasized the connect between development and disasters, as well as the need for mainstreaming disaster management into the development process.



#### 4.8 Unique Training Approach

Another feature that set the Project apart was its training approach. The Project took a scientific route to understanding capacity building requirements through a detailed Training Needs Analysis (TNA). On the bases of the TNA, it prepared a comprehensive Knowledge, Skills and Attitudes (KSA) input for the grassroots functionaries. It even culled out disaster management tasks for the local level functionaries, emanating from the 11<sup>th</sup> and 12<sup>th</sup> Schedules under the 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendments (See

*Annexure 6*). The Project was methodical in outlining the role of resource persons, nodal officers and centre coordinators. This unique training methodology is detailed in our next section.

#### Carrying a Victim



**Source:** District Institute of Education and Training, Rudraprayag, Uttarakhand, August 24, 2012.

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### 5. TRAINING METHODOLOGY OF THE PROJECT

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As far as methodology is concerned, the Project was unique and rather comprehensive in reaching out to as many representatives and GOs as possible. From each district, 300 people were sought to be trained under the Project, out of which 75 Government Officials (GOs) and 225 representatives of PRIs and ULBs were to be trained. Thus, in all, 16,200 GOs and representatives of PRIs/ULBs were to be trained in Disaster Management under this Project.

In the identified 54 multi-hazard districts, a systematic methodology was adopted under the Project, which included:

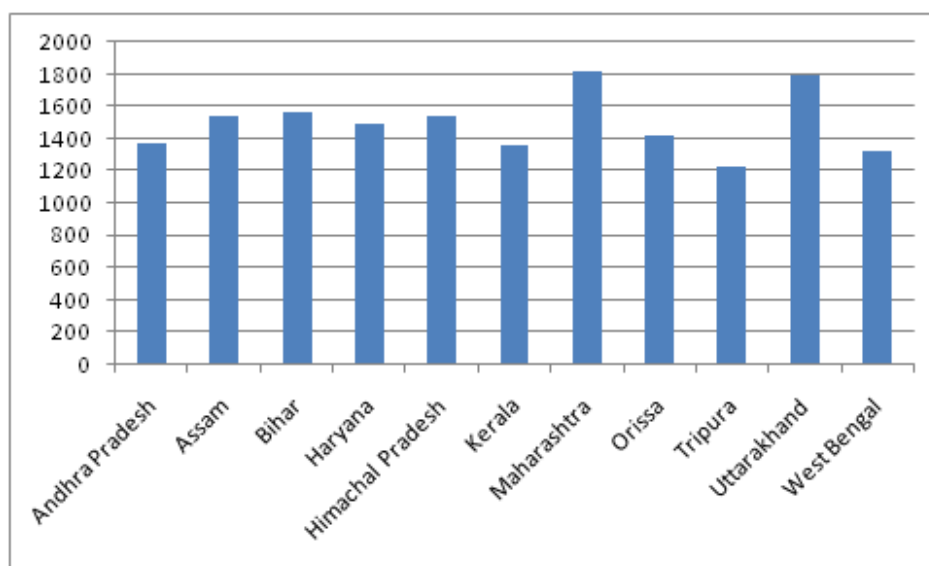
1. Identification of Administrative Training Institutes (ATIs), in each of the 11 States for organization of Pilot Face-to-Face Training Programme (FFTP) for Training Need Analysis (TNA).
2. Development of background material and audio and video programmes for the participants of FFTP.
3. Translation of background material in Assamese, Bengali, Hindi, Malayalam, Marathi, Oriya, and Telugu.
4. Identification of the Study Centre Coordinator as the key officer representing IGNOU for carrying out the following activities pertaining to the Project:
  - To be in touch with the Nodal Officer from the District Administration to get the names of the participants for attending FFTP.
  - To organize the Capacity-Building exercise through 8 FFTP of two day duration each, to be attended by 35-40 participants identified by the district administration for each FFTP.

- 2 Resource Persons identified from different fields of study from each Study Centre were assigned to conduct 8 FFTP of two day duration each.
- Mock Drill of around two hours on the second day of each FFTP was provisioned to demonstrate skills and methods required in rescue operations, including first aid techniques/skills.

Under the Project, 432 FFTPs, of Two Day duration each, were conducted mainly at IGNOU Study Centres under the supervision of the Study Centre Coordinators. In each Centre, Capacity Building exercise, as per FFTP Schedule, was carried out by local Resource Persons identified by the Administrative Training Institutes/ State Disaster Management Authorities/Departments of Revenue, etc. The last FFTP, at Dhubri, Assam, was completed on 18th May 2013. In all, 16479 participants, against the targeted number of 16200 participants, attended the FFTPs, which means 279 more participants attended the FFTPs. Out of this, 6648 (40.34%) were GOs, 7941 (48.19%) were PRIs' representatives, and 1890 (11.47%) were representatives of ULBs (*See Annexure II*).

As far as the status of FFTPs in different states is concerned, 40 FFTP s were conducted in 10 states, and 32 FFTPs were conducted in Tripura. In Andhra Pradesh, total participation was 1376. Of this, 701 (50.95%) were GOs, 423 (30.74%) were representatives of PRIs, and 252 (18.31%) were representatives of ULBs. Assam could cover 1542 participants under its FFTPs. Out of which 750 (48.64%), 601(38.98%), 191 (12.38%) were GOs, PRIs' representatives, and ULBs' representatives respectively. In state of Bihar, 1564 participants attended FFTPs, of which GOs were 379 (24.23%), PRIs' representatives were 1111 (71.04%) and ULBs' representatives were 74 (4.73%). Haryana covered 1494 participants under its FFTPs. 758 (50.74%), 597 (39.96%), 139 (9.30%) were GOs, PRIs' representatives, and ULBs' representatives respectively.

**Number of Participants in FFTPs at Different Places**

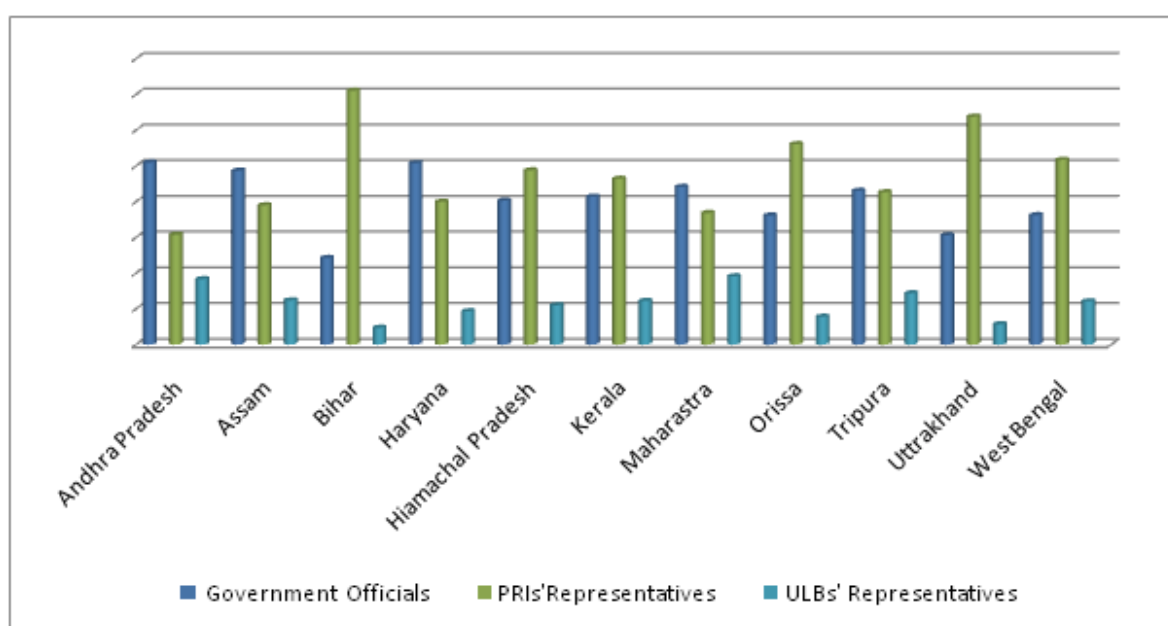


1548 participants attended the FFTPs in Himachal Pradesh. Out of this, 623 (40.25%) were GOs, 755 (48.77%) were representatives of PRIs, and 170 (10.98%) were representatives of ULBs. In state of Kerala, 1364 participants attended FFTPs, of which GOs were 564 (41.35%), PRIs' representatives were 633 (46.41%) and ULBs' representatives were 167 (12.24%). In Maharashtra,

figures were 1814 total participants, 800 (44.10%) GOs, 668 (36.83%) PRIs' representatives, and 346 (19.07%) ULBs' representatives.

In the state of Orissa, 1432 participants attended the FFTP, out of which 514 (36.12%) were GOs, 798 (56.08%) were representatives of PRIs, and 111 (7.8%) were ULBs' representatives. In all, 1234 participants attended FFTP in Tripura, out of this, 531 (43.03%) were GOs, 526 (42.63%) were representatives of PRIs, and 177 (14.34%) were representatives of ULBs. In Uttarakhand, total participation was 1902, of which 547 (28.76%) were GOs, 1253 (65.88%) were representatives of PRIs, and 102 (5.36%) were representatives of ULBs. 1328 participants attended FFTP Sessions in West Bengal, 481 (36.22%) out of them were GOs, 686 (51.66%) were representatives of PRIs and 161 (12.12%) were ULBs' representatives (*See Annexure 11*). The participation level of the functionaries is depicted in the Bar Diagram given below.

**Categories of Participants in FFTPs in Different States**



As already mentioned, a few features were unique to the training methodology of the FFTPs conducted under the Project. These were:

**i) Training Needs Analysis**

The methodology of the Project was very scientific, as it was based on a comprehensive Training Needs Analysis or TNA. As education and training require systematic appraisal of knowledge and learning levels, it is appropriate to conceive their determining factors or parameters through a well-defined TNA. The TNA process involves a range of techniques to analyze how to enhance the performance of people. This can be done individually, for groups of persons, or for the organization as a whole. It can be used for all levels of staff. The objectives of administering a TNA are to accurately identify where and in what amount training is needed, and also to present training recommendations to the authorities responsible for training for approval. TNA provides the basis for these activities by:

- Looking at the organization or an institution as a whole and trying to understand its operations and problems;

- Observing the employees at all levels and finding out how their performance can be improved;
- Identifying significant performance problems;
- Analyzing these problems to determine training needs for those people who are associated with them;
- Helping individual employees with their training and development;
- Recommending training and non-training solutions;
- Prioritizing the needs in order to help the management in decision-making; and
- Helping the management to plan training initiatives.

In line with the above mentioned TNA specifics, the Project made use of 3 TNA Schedules ( *See Annexures 2,3&4*)). One was a detailed 65 odd question format, the second was attempted to garner participants' perception on knowledge and the third one was targeted on skill perceptions. These 3 Sets of TNA Schedules helped in compiling a detailed list of KSAs for the target functionaries.

## ii) *Knowledge Skills and Attitudes (KSAs)*

The entire methodology, as mentioned, was based on a systematic TNA exercise, which was garnered by GOs and public representatives through structured schedules. Based on these schedules, a detailed list of knowledge, skills and attitude requirements for the target group was prepared. For the purpose of imparting KSAs to the target groups of this Project, a KSA chart was prepared and placed before the Project Expert Committee Meeting and Pilot FFTP and TNA workshops, to ascertain the knowledge, skill and attitude requirements of the target functionaries (*See Annexure 5*). The views of the participants at these Workshops were duly recorded. The Project was innovative enough to bring out a detailed chart on KSAs required at different phases of disaster management cycle, namely preparedness and mitigation, response, rehabilitation and recovery. Besides, it brought a detailed set of tasks required to be performed by PRIs and ULBs under their new role with regard to 11<sup>th</sup> and 12<sup>th</sup> Schedules of the 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendments (*See Annexure 6*).

## iii) *The Role of Project Functionaries Towards Effective Conduct of FFTPs*

In order to make the conduct of FFTP Sessions more systematic, the Project delineated the role and activities of all the functionaries involved in the conduct of Workshops and FFTPs such as the resource persons, facilitators, nodal officers and centre coordinators. The specific roles of these functionaries are given below:

### **Role of NDMA**

NDMA functionaries involved in the Project played a formidable role in conduct of FFTPs by performing the following tasks:

- Interacting with the State/District Administration for arranging the FFTPs in their districts, as per the schedule finalized in the Orientation Workshops.
- Urging the Deputy Commissioner/District Collector/District Magistrate for identification of the Nodal Officer in each district.
- Apprising the Project Team at IGNOU about the names and contact details of the Nodal Officers.



- Keeping in constant touch with the Deputy Commissioners/District Collectors/District Magistrates and the Nodal Officers, wherever required, for all necessary help to be provided for smooth conduct of FFTP.
- Reviewing the status of FFTP with IGNOU Project Team from time to time to initiate required steps for successful completion of FFTP at all places.
- Monitoring of FFTP at some places by NDMA officials.
- Ensuring Third Party Evaluation of FFTP at some places.

### **Role of the Resource Persons**

The Resource Persons were supposed to:

- Get acquainted with the Project Objectives, Methodology, Outcome, etc.
- Prepare thoroughly for each Session of the FFTP.
- Encourage interaction by the participants in each Session.
- Illustrate various concepts with suitable local examples.
- Formulate Report for each FFTP, identifying and highlighting inter-departmental issues for resolution to the NDMA and IGNOU; as well as providing strategic inputs and feedback to IGNOU for further necessary action to be initiated by NDMA at SDMA and DDMA levels.

### **The Resource Persons were to act as Facilitators and thus expected to:**

- Make participants feel comfortable by reassuring their potential value in the whole scheme of the Project.
- Apprise participants on the goals and objectives of the Project, as well as its aims and contents.
- Ensure full participation of the target group through participative discussions, responsive feedback, and also constructive criticism.
- Familiarize the participants about the relevance of effective disaster management, collective leadership and people's power to bring in substantial transformation in their KSAs.

### **Plan Preparation in Progress**



**Source:** Government College for Women, Srikakulam, Andhra Pradesh, November 16, 2012.

### Role of Nodal Officer

The Nodal Officer was supposed to:

- Get acquainted with the Project Objectives, Methodology, Outcome, etc.
- Chalk out the schedule of 8 Face-to-Face Training Programmes (FFTPs) at District level in consultation with IGNOU Study Centre Coordinator.
- Identify probable categories of participants for FFTP with about 10-12 GOs concerned with Disaster management at District and below levels. 15-18 representatives of PRIs and 15-18 representatives of ULBs in each FFTP.
- Prepare lists of participants for each FFTP.
- Inform participants about the dates and venue of each FFTP.
- Have liaison with IGNOU Study Centre Coordinator for ensuring participation.
- Ensure attendance of participants on both days of the FFTP.
- Help in arranging Mock Drill in each FFTP.

### Role of Centre Coordinator

The Centre Coordinator had to:

- Get acquainted with the Project Objectives, Methodology, Outcome, etc.
- Chalk out the Schedule of 8 FFTP at district level in consultation with the Nodal Officer.
- Obtain list of participants for each FFTP from the Nodal Officer. Each FFTP was to have about 10-12 GOs concerned with Disaster Management at district and below levels, 15-18 representatives of PRIs, 15-18 representatives of ULBs in each FFTP.
- Have liaison with the Nodal Officer for ensuring participation.
- Receive material from IGNOU for preparing Training Folder for each Participant. The Folder was supposed to contain: Plastic File; Registration Form; Evaluation Form; FFTP Schedule; 4 Booklets and 1 Handbook of Training Manual; Audio CD; Video DVD; Exercise; Case Study; Writing Pad; and Pen.
- Arrange for conduct of each FFTP that includes Training Hall; Lunch; Tea; etc., for the participants.
- Be in constant touch with the Resource Persons.
- Ensure attendance of participants in all Sessions of the FFTP.
- Get the Registration Form and Evaluation Proforma filled by the participants.
- Prepare Expenditure Report for each FFTP to be passed on to IGNOU with all relevant Bills.
- Make payment to the Resource Persons, Study Centre Coordinator; Study Centre for providing Training Hall; and Catering, etc.

#### iv) *Training Tools*

The Project made use of many tools in its conduct of Workshops and FFTP. The objective was to emphasize the point that training was an interesting process rather than a drab exercise. The FFTP made use of a mix of training methodologies namely:

- Conventional Lectures
- Simulations
- Graphics, Pictures and Charts
- Case Studies
- Hazard, Vulnerability, Risk and Capacity (HVRC) – A Situational Analysis
- Mock Drill

All participants were given a Kit, which had all the essentials required for training. **The Participant's Kit** included:

S. No	Item	Quantity
1.	Plastic Folder	1
2.	Writing Pad	1
3.	Ball Pen	1
4.	Registration Form	1
5.	FFTP Schedule	1
6.	Print Material Booklets	5
7.	Video DVD	1
8.	Audio CD	1
9.	HVRC Situational Analysis Exercise	1
10.	Participant's Evaluation Proforma	1

#### Explaining a Concept



**Source:** PSMO Collge, Malappuram, Kerala, September 5, 2012.

Besides, a **Video** and an **Audio** were prepared to familiarize the government officials and elected bodies' representatives about their role in disaster management. The Video covered all facets of disaster relief with suitable examples and the Audio further supplemented the information given in the Manual text and Video. A comprehensive set of **Slides** was also prepared by the IGNOU Faculty to facilitate the conduct of Training Workshops. These covered all aspects of disaster management cycle with examples and details. The Slides were also divided into 6 sessions in consonance with the FFTP Sessions. The topics that it covered were also the ones as per the scheduled Sessions. These relate to the difference between hazard and disaster, negatives and positives of disaster, disaster management cycle, consequences of disasters, disaster preparedness teams, disaster response activities, disaster-development interface, and types of rehabilitation, strengthening community based disaster management system, inter-departmental linkages, loopholes in resources and infrastructure and so on. The novel achievement was that these slides were translated into all the 6 languages in which the Project was implemented, besides English and Hindi.

#### v) **Mapping Exercises**

One of the most important activities that the Project covered, *albeit* at the Manual level, was that of mapping of risk, vulnerabilities and capacities of the village area by the community itself; because it is a very simple and cost-effective tool to collect ground level data. This is done through Participatory Rural Appraisal (PRA) exercises. PRA is an approach and method for learning about rural life and condition, *for, with and by* the rural people. This is a training tool used to carry out the Village Disaster Management Planning at the community level. It enables local people to make their own appraisal, analysis and plans. It uses group animations and exercises to facilitate information sharing, analysis and interaction among stakeholders. Community participation in mapping provides a pictorial base to the planning process, especially for the semi-literate populace. The Project explained the potency of PRA and Village Level Planning. It laid emphasis on problem identification and local resource utilization potential of mapping. It talked of various types of mapping such as *Safe Mapping, Social and Resource Mapping, Risk Mapping, and Vulnerability Mapping*.

#### **Mapping Exercise in Progress**



**Source:** D.A.V. Educational Society, Jiaganj, Murshidabad, West Bengal, December 7, 2012.



#### vi) *Innovative Style of the Training Manual*

As mentioned earlier, the Training Manual Booklets contained a lot of information in terms of knowledge, skills and attitudes input. The Manual was unique in its own way as it contained certain features that were specific to it. These were:

**Concepts to Remember:** Covered concepts such as Vulnerability, Disaster Risk, Community Capacity Building, Incident Response System, Social Forestry, Sustainable Development, Corporate Social Responsibility (CSR), Critical Incident Stress De-briefing, Epidemiological Surveillance, Capacity Assessment, Community Empowerment, Mercalli Scale, Crisis Information Management System, Gender Analysis, Land-use Planning, Mapping Exercises, Rainwater Harvesting, and so on.

**Did You Know:** Included specific cases, incidental information, additional knowledge input and interesting details on disaster management. It covered topics such as safety tips, seismic codes, role of NDRF, provision of insurance and so on.

**Things to Do:** Contained skill based tasks to be performed at different stages of disaster management. The Project made note of certain very pertinent rescue techniques for the participants, to be used by them in crises, many tasks to do and various safety tips. Very rarely do such Projects cover training skills in this manner. These techniques included: Lifts and Drags, different ways of carrying victims, use of Bends and Lashings, improvised Swimming and Floating Aids. It detailed the role of disaster response to the maximum extent possible. It spoke of many specialized disaster response teams like carcass disposal, coordination, shelter, stress management, etc.

#### **Evacuating the Trapped**



**Source:** Government Degree College, Dharamshala, Himachal Pradesh, June 6, 2012

- **Do's and Don'ts:** Covered the tasks to be done or not to be done under specific disasters such as droughts, cyclones, floods, earthquakes, and fires. The Handbook covered these as well as a range of disasters such as CBRN and their Do's and Don'ts in detail.
- **Exercises:** Entailed notes to be written or analyzed on specific disaster management issues, to gauge the knowledge and skills imbibed by the participants.
- **Charts, Pictures and Diagrams:** Depicted many new concepts, exploded myths, enlightened on concepts of disaster management through graphic depictions, pictures, charts, and diagrams. To make training interesting, some of the graphics on disaster management scenarios were specially designed by professional artists.

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## 6. ANALYSES OF PARTICIPANTS' FEEDBACK

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The most crucial and if we can say a mammoth task was of putting together all feedback forms (*Approximately 15,000 in number*). It was arduous to make sense of each response and analyse it as scientifically as possible, using statistical tools and representations. The structured schedule in the form of Evaluation Proforma on which the participants' feedback was based consisted of 15 questions, as well suggestions sought by the participants (*See Annexure 9*). First 3 questions pertained to name, address and designation and the rest were all on relevance, scope and benefits of training. Besides, responses to Resource Person Feedback Form were also garnered through a structured schedule (*See Annexure 10*).

A well-defined FFTP in itself is half battle won, as it means that the participants could relate with the structure of the training sessions and found them to be meaningful (*See Annexures 7*). Proper and timely efforts towards disaster preparedness lead to better disaster response and recovery. Thus, the Project's FFTPs were divided into 6 systematic Sessions, in which information on all facets of disaster management flowed methodically. Session by Session, information was given to the participants in a clear and logical manner, covering each phase of disaster management cycle, namely preparedness, response, reconstruction, rehabilitation and recovery one after the other, in separate Sessions.

### Participants Learning Some Useful Knots for Rescue



**Source:** Balurghat College, Balurghat, South Dinajpur, West Bengal, November 2, 2012.

By and large, the participants found the FFTP's under the Project to be of great utility and value, especially for equipping them to adapt to the paradigmatic shift from disaster preparedness to recovery. It enabled them to appreciate the significance of HVRC Analysis, essentials of disaster preparedness, role of different stakeholders; impact of disasters, vulnerable communities and groups, coping mechanisms, challenges and lessons, functioning of Disaster Response Teams; concepts of rehabilitation, reconstruction and recovery, understanding Damage and Need Assessment, strategies for strengthening Community Based Disaster Management system; Understanding major components of Community Action Plan for disaster management, focus on Traditional Knowledge and Coping Mechanism Strategies for managing different disasters; District Disaster Planning, and so on. As per the participants' response on the **structure and organization of the FFTP's**, a majority of them felt that they were very well-structured, 63.82 per cent of them thought they were very well- structured, 29.17 per cent said it was well-structured. A very small percentage, that is 5.6 per cent, felt it was somewhat unstructured, which means structured to an extent only, and an even smaller percentage, only 1.42 per cent felt that FFTP's were poorly structured or were much un-structured. This means that FFTP's were well-received and understood. The response on FFTP's is depicted in the diagram given below.

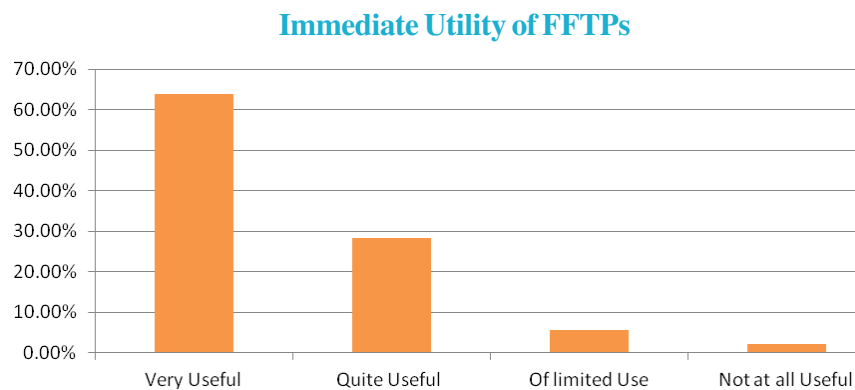
### Structure and Organization of FFTP's



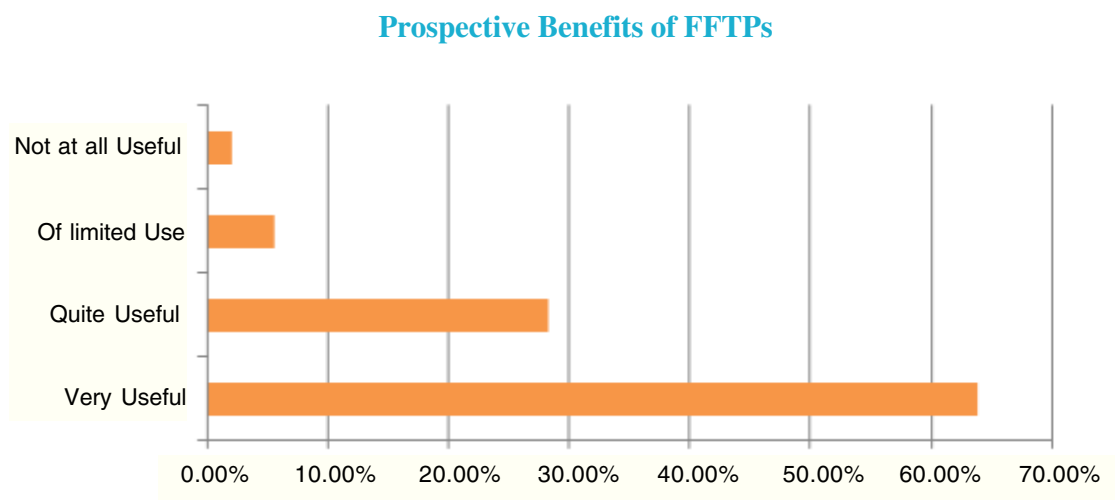
Training is the process through which participants are made capable of doing the jobs prescribed to them. Every organization needs to have well-trained and experienced people to perform the activities required to be undertaken. It is necessary to raise the skill levels and increase the versatilities and adaptability of employees' performances to the requirements of an organization in the changing world. Inadequate job performance results in decline of work productivity. Job redesigning or a technological breakthrough require some type of training and development effort. In a rapidly changing society, training is not only an activity that is desirable, but also an activity that an organization must commit its resources to. "Training", "education", and "development" are the three terms frequently used to create awareness.

Most of the participants found the training, imparted through FFTP's, to be very useful. Training, if we can say, is an additional input for an already educated and developed mind. Not to say that uneducated ones cannot be trained. The three terms cannot be viewed in a linear fashion. However, an educated mind is more receptive to training. The process of training is meant to not only improve job performance, but also the overall ability to think and create. **A training programme can have a short-term and**

**long-term utility for the participants.** There was a very good response to the impact of training conducted through the FFTP Sessions. Almost 92.16 per cent of the participants felt that training would be of use to them immediately. Out of this, 62.55 per cent felt it was very useful immediately, and 29.61 per cent felt it was quite useful. 6.01 per cent, however, felt that training was of limited use only and a miniscule 1.83 per cent even expressed that they did not benefit from it at all. The objectives of the Project stand fulfilled as majority found the training to be useful. It also means that most of the participants understood the training content and could relate with it. The following Bar Chart depicts the response given by the participants.



Training is generally targeted at improving the immediate needs of the participants, as it starts to diminish if not utilized immediately. This Project had a short-term and a long-term goal in mind, while designing its FFTPs. A lot of input in terms of interface between disasters and development, participatory policy making and relief-rehabilitation continuum, was included so that the participants imbibe the training outcome as an everyday strategy to deal with disasters, and not just something that could only be put to immediate use. That is the reason why as far as **the future utility of training for effective disaster management** is concerned, 92.19 per cent again felt it to be very useful. They found an interconnection between training and effective disaster management. They found most of the topics covered to be very informative and skill-oriented. Of the 92.19 per cent, a large percentage, that is, 63.89 per cent felt it to be very useful, 28.3 per cent found it to be quite useful. 5.66 per cent, however felt that in future, training may be of limited use only. 2.15 per cent even said that training will not be useful at all. The responses on training utility are represented in the following diagram:





Training programmes bring different participants from various departments and organizations together. In this case, each FFTP had participants from different governments departments as well as elected bodies. Normally, participants function in accordance to their own perceptions/understanding, as well as their department/organization's mandate and operational procedures. Since disaster management is not a piece-meal strategy to be exclusively dealt with by each department/organization's procedure, it is essential that the issues of functionaries from various operational units are addressed collectively. **Interaction amongst the participants** encourages them to take responsibility for their own learning; working through a problem and enhancing their confidence in conducting various disaster management activities; promoting an atmosphere of co-operation; and encouraging participants to constantly relate the imparted training to their 'real life' experiences.

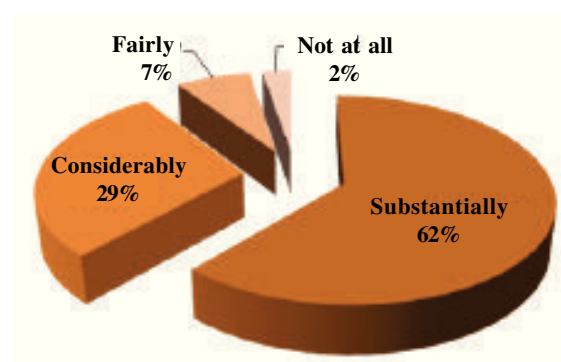
### Experience Sharing by Participants



This is why training is more effective if the participants mingle well with each other, share opinion and comments and collectively solve problems through exercises. A participatory training session not only teaches, educates or trains, but it even leads to long-term learning amongst participants, as they imbibe lessons from each other's experiences as well as the trainer's ability to instil KSAs in them. A large percentage that is 61.67 per cent of participants thought that their interaction with other FFTP participants have benefitted them substantially. 28.76 per cent aired that they were considerably benefitted. 6.92 per cent, however, felt that they were fairly benefitted. Again, a very small percentage, that is 2.66 per cent, to our surprise, averred that they were not at all benefitted by the interaction with fellow participants. Training was thus found to be interactive as participants mingled with each other qualitatively and learnt from each other's experience. This is visible through the following Pie Diagram.

Source: F.M. Autonomous College, Balasore, Odisha, October 7, 2012.

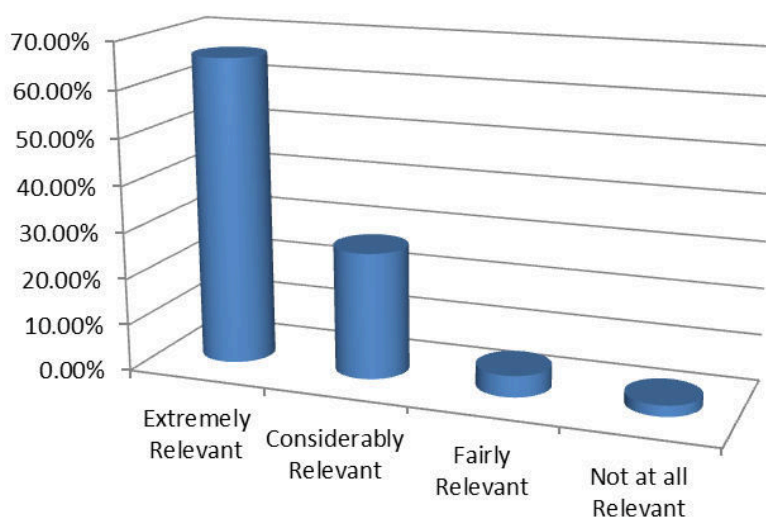
### Interaction amongst Participants



The Project was designed in a way that all its products were attuned to each other. The Training Manual was systematically designed with proportionate quantity of KSAs to be imbued. Likewise, the FFTPs,

Audio and Video were based on the information provided in the Manual. The objective was to create complementary training aids and tools and not some type of training material that was at variance with each other. In keeping with contents of the Manual and Audio/Video Programmes, the participants found the same to be relevant to various Sessions of the FFTPs, as they focused on: interconnection between disaster management and development processes, coordination amongst various disaster management agencies, role of community and its representatives, use of traditional knowledge and wisdom, role of stakeholders; mainstreaming disadvantaged sections in disaster management planning; logistics management, health management and resource mobilization, linking relief and rehabilitation with development and so on. The Project was thus successful in this objective if we look at the response to the query on **interconnection between Manual and other Training Aids and contents related to FFTPs**. A majority felt that it was very relevant. 65.86 per cent felt training aids were extremely relevant and related to the contents of FFTPs, 27.19 per cent opined they were considerably relevant, and 4.6 per cent said they were fairly relevant. However, 2.35 per cent went to the extent to say it was not relevant at all. It is diagrammatically represented as under:

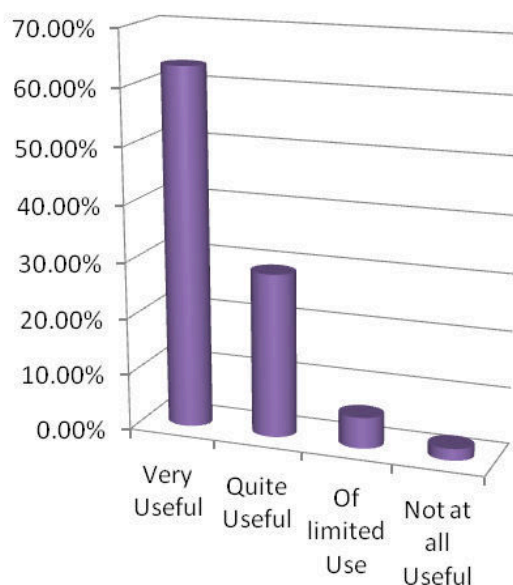
### Interconnection between Training Manual as well as Training Aids and FFTPs



One of the significant parts of the capacity building exercise under this Project was to have such resource persons who were professionally qualified and well-versed with the local disaster scenario in each identified State. They were asked to be thoroughly oriented with the Project Objectives, Methodology, Outcome, etc., and be prepared for each Session of the FFTP. They were urged upon to encourage qualitative interaction by the participants in each Session. Besides, detailed Session Plans with objectives, contents and methodology of conducting each Session was discussed at length with the Resource Persons. Slides for conducting each Session in local language were developed and passed on to the resource persons for extensive use. Thus, the Resource Persons identified were those who had all required know-how about disaster management in general and the disaster situation in the concerned area in particular. In **assessment of the Resource Persons**, the participants were very positive as 92.43 per cent averred that their Sessions were useful to a great extent. Of them, 63.43 per cent said they were very useful and 29 per cent felt they were quite useful. Only 5.5 per cent said that these were of limited use and a mere 2.07 per cent felt that the Resource Persons' Sessions were of no use at all.

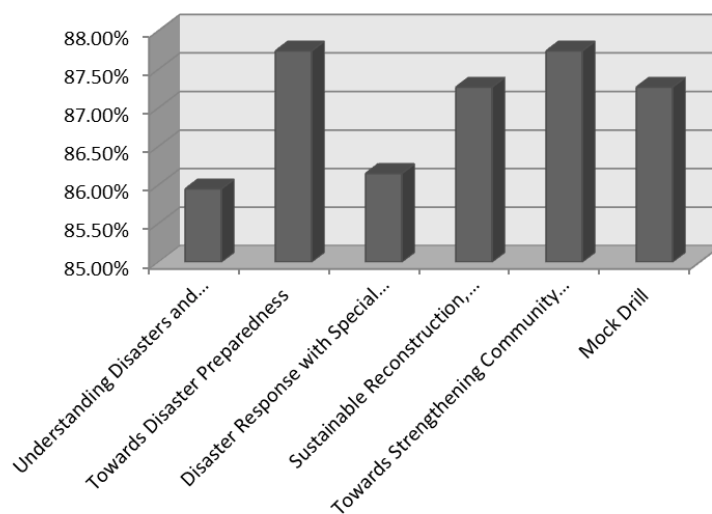
This is reflected in the diagram below:

### Assessment of the Resource Persons



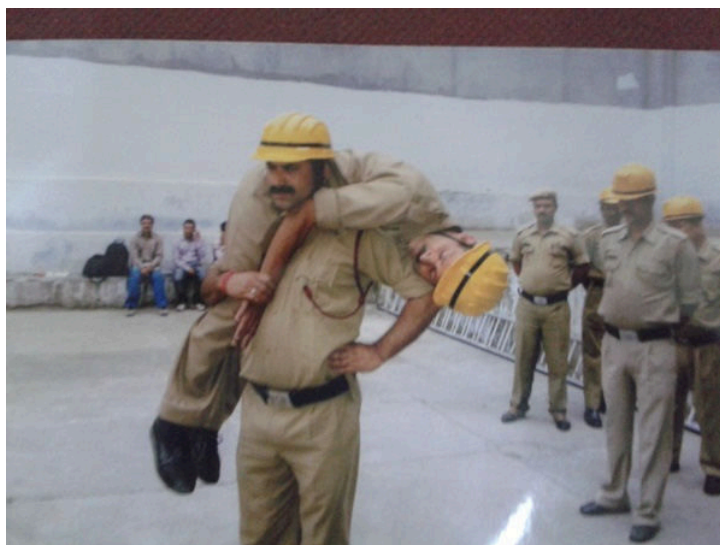
As already assessed, a majority of participants found the FFTPs to be very relevant to their immediate requirements of the job as well as future needs. Of the **components of the FFTPs**, 85.95 per cent found ‘Understanding Disasters and Disaster Management, Policy Framework and Institutional Mechanisms for Disaster Management in India’ most useful. Other topics such as ‘Towards Disaster Preparedness’, ‘Disaster Response with Special Reference to Immediate Relief’, ‘Sustainable Reconstruction, Rehabilitation and Recovery’, ‘Towards Strengthening Community Based Disaster Management System’ and ‘Mock Drill’ were found beneficial by a majority of the participants. The percentage of affirmative participants was very high. The above mentioned topics (in the same order given above) fetched 87.74 per cent, 86.15 per cent, 87.27 per cent, 87.74 per cent and 87.27 per cent respectively. The Bar Chart below depicts this more clearly:

### Opinions on various Components of FFTPs



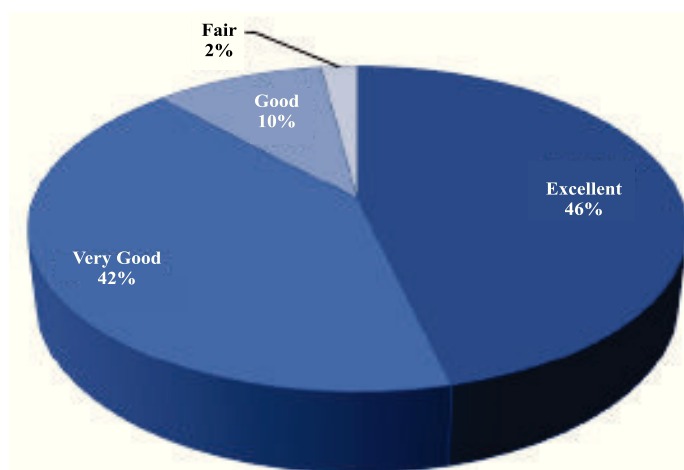
Most of the participants felt that the Project objectives, methodology and outcome were met through the FFTPs. Their overall impression of the Project was excellent, a large percentage, that is, 46.17 per cent averred that Project was a success in terms of its **objectives, methodology and outcome**. 41.76 per cent participants had a very good impression of the Project. 9.96 per cent had a good impression while only 2.12 per cent rated their impression as fair. For more clarity, the following Pie Diagram can be seen:

### Mock Drill



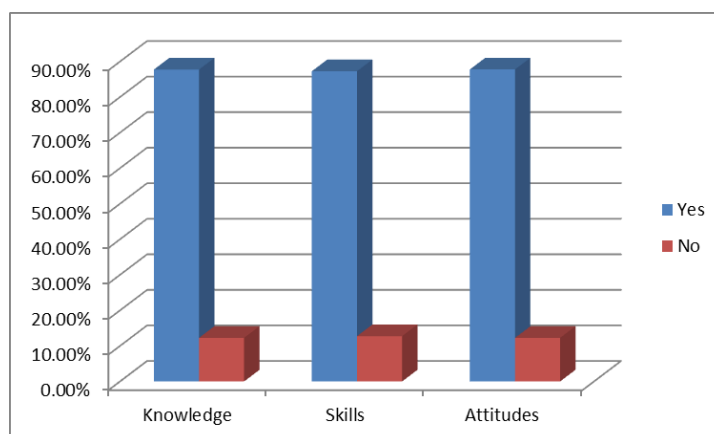
*Source:* Government College, Chamba, Himachal Pradesh, June 3, 2012.

### Views on FFTPs Objectives, Methodology and Outcome



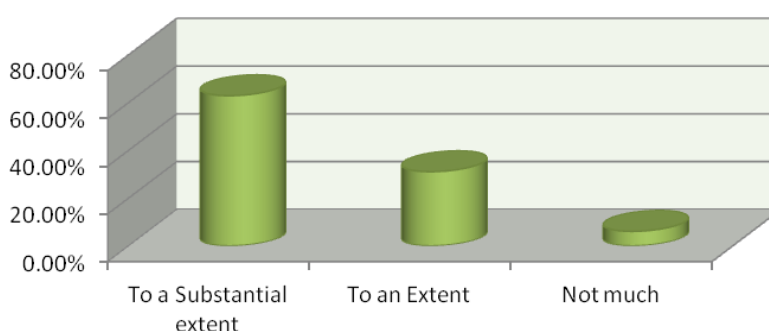
The Training Sessions, **as mentioned earlier**, were meant to **inculcate KSAs in the participants**. The structure and organization of the Project was scientifically designed on the bases of 3 systematic TNA Schedules. The response of the participants only reiterates the objectives echoed by the FFTP Sessions. 87.74 per cent of the participants felt that Project targeted the Knowledge component well and provided specific improvements in the area of Knowledge input on disaster management in future. 87.27 per cent held this view for the Skills component and as far as Attitudes go, 87.76 per cent opined that Project provided specific information on their improvement. The following Bar Chart depicts the responses very clearly:

### Opinions on Knowledge, Skills and Attitudes inculcated through FFTP



No training programme can call itself a success if at the end of the Sessions, the participants do not feel charged and motivated to do better, hone their skills or excel in their job specialization. Motivation is the reason behind effective performance. All organizations work out some strategy of motivation or the other. Be it physical, social or psychological, each individual has specific motivational needs. Once a general motivation strategy is adopted, organizations can customize motivational ends for each employee. Against this backdrop, it is quite satisfactory to note that this Project achieved its **goal of motivating the participants towards capacity building**. To the query on the extent of motivation enthused by the Project Sessions, a majority of the participants answered in the affirmative. 62.88 per cent felt highly motivated to take up such exercises on capacity building. 31.05 per cent felt they were motivated to a substantial extent. However, a very small percentage, that is 6.07 per cent lamented that they did not feel motivated for carrying out capacity building in disaster management. It is reflected in the diagram below:

### Motivation towards Capacity Building of Others



Thus, by and large, the response to all the queries on structure, methodology and outcome of FFTP, utility of training, participatory nature of sessions, motivational levels of target functionaries, and KSA s' inculcation proved to be more than satisfactory. A very small percentage, between a 1 to 3 scale, responded in the negative, but that did not have any impact on the overall outcome of the feedback, which can be easily termed as '*up to the expectations of the Project's goals*'. The last part of Participants' Feedback Form pertained to suggestions on FFTP in particular and disaster management in general. Adequate response was recorded by the GOs, Elected Representatives of PRIs, as well as

ULBs. It has been given below:

### GOs

- More FFTP's need to be organized at regular intervals.
- Line Departments should conduct such Programmes for their own officials.
- Principle of Coordination should be emphasized upon.
- High Achievers should be recognized and low-performers penalized accordingly.
- Based on the knowledge imparted and skills inculcated, the participants oriented through FFTP's should be engaged in establishing healthy linkages with other Departments and Grassroots level Institutions.
- Officials should try to work in tandem with the PRIs and ULBs.
- Participants trained through FFTP's should be involved in preparation of Disaster Management Plans.
- Participants should be engaged in monitoring and evaluating disaster response, rehabilitation and recovery.
- More time should be assigned for Mock Drill at local level.

### Elected Representatives of PRIs

- More Training Programmes of this nature, preferably at Block/Village level are needed.
- Need to acquire detailed and thorough knowledge of local disaster scenario in their areas.
- More information about the local resources and constraints needs to be sought.
- Need for knowledge and updation of the local inventory.
- Frequent interaction with local community is required. This is needed to prepare strategies for risk assessment; early warning systems; life safeguarding equipment; emergency kits; evacuation plans; communication systems; capacity building; public education and preparedness campaigns.
- Need for training on inventory preparation for elements at risk at Block/Village level through baseline data on: population, age, gender, health; livelihoods: types, locations; local economy; infrastructure; etc.
- Need for formation of Disaster Task Force in the village.
- Constant interaction with the Line Departments for coping up with the disaster situation is required.
- Need to acquire skills to integrate disaster management with development planning.

### Elected Representatives of ULBs

- Need for more Training Programmes like FFTP's, and if possible, at the ward level.



- Capacity Building Programmes by the ULBs with the help of local administration, DDMA/SDMA, National Level Institutions like NDMA and IGNOU need to be organized with greater periodicity.
- Regular interaction with Line Departments for playing an important role in preparing and updating the ULB/Ward Disaster Management Plan quarterly, with focus on Hazard, Vulnerability, Risk and Capacity Analysis (HVRCA) of the ward is needed.
- More efforts for understanding Hazards, Risks and Vulnerabilities of the cities to promote safe environment by the ULBs through Proper Hazard Risk Vulnerability Assessments of the urban areas is needed.
- Need for introduction of appropriate institutional mechanisms for DRR by ensuring that all development activities look into the DRR components.
- Involvement of local leaders for awareness generation and ensuring clarity on various responsibilities for disaster management.
- Need to coordinate with the Local Health Department to ensure that a well-designed Medical Preparedness and Mass Casualty Management system is in place.
- Need for more training to understand the utility of mainstreaming disaster management with development.

### Resource Person's Feedback Report

Analyses of the Project was further strengthened and substantiated by the Feedback Report submitted by the Resource Persons from the 11 target states. They provided their candid views on the FFTP Sessions. If on the one hand, they were all praises for the Sessions, in terms of structure, methodology and content, they did not shy away from bringing out the loopholes in the training process on the other. In fact, they suggested many viable changes in the conduct of training. Given below is a list of their comments on FFTPs:

<p><b>Views on FFTP Sessions based on feedback garnered from the participants</b></p>	<ul style="list-style-type: none"> <li>● FFTPs were well-structured and appropriately conducted with focus on major facets of disaster management covered in different sessions.</li> <li>● FFTP sessions were quite informative with examples drawn from the existing disaster scenario as well as past disasters.</li> <li>● Overall response from the participant was quite positive. They learnt various facets of disaster management.</li> <li>● The training sessions created awareness amongst the participants. Even though, a majority of them from the Government Departments were already in the know of it, they could enhance and better their KSAs.</li> <li>● Few participants, particularly the representatives of PRIs/ ULBs became aware of many facets of disaster management, which they certainly did not know before the commencement of the training sessions.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Participants found that community awareness was an essential factor for effective disaster management.</li> <li>• General opinion was in favour of strengthening of CBDM system as a tool to reduce the impact of disasters.</li> <li>• FFTP were considered to be of great help for meeting any unforeseen event occurring in their area.</li> <li>• Participants could learn new topics, including the structure and processes of disaster management in India.</li> <li>• Through FFTP, the participants seemed more informed about Knowledge, Skills, and Attitudes required for disaster management.</li> <li>• Learning material was found to be of utility by the participants. The CD and the DVD gave them required insight about disaster management.</li> <li>• FFTP enabled the participants about relief and rehabilitation provisions of Government.</li> <li>• Group Exercises/Case Studies generated a great deal of interest amongst the participants.</li> <li>• Participants understood the components of Hazard, Risk, Vulnerability and Capacity more clearly.</li> <li>• Group activity on 'Role of different Line Departments, PRIs &amp; ULBs in Relief &amp; Response work' was found to be very effective.</li> <li>• The translation of Training Manual into 6 languages, besides English and Hindi, was appreciated a lot by the participants.</li> </ul>
<b>Identification of Issues/ Challenges towards effective disaster management</b>	<ul style="list-style-type: none"> <li>• FFTP must have participants from local community as well.</li> <li>• Need for conducting FFTP at Block/Village/Ward level.</li> <li>• Periodic and regular Capacity Building exercises need to be conducted.</li> <li>• Mock drills should be held at local levels.</li> <li>• Efforts need to be made for regular and constant interaction between Line Departments, Elected Bodies, and Community.</li> <li>• More visuals (photographs / videos) need to be included in Capacity Building exercises.</li> </ul>

	<ul style="list-style-type: none"> <li>• PRIs and ULBs with the help of Line Departments should help community to develop Community Based Disaster Management Plans.</li> <li>• There should be more interaction amongst the existing and former PRIs'/ULBs' representatives for developing appropriate disaster management strategy for the area.</li> <li>• Training support is needed on preparation of DM Plan and Annual Plans at the Panchayat level.</li> <li>• There is an urgent need to generate awareness amongst school students.</li> <li>• Develop Disaster Management Plans at all levels and update it quarterly.</li> <li>• The Communication systems should be used regularly.</li> <li>• Ensure establishment of fail-safe two-way communication with the State, District and other emergency control rooms, as well as, within the organizations.</li> <li>• Need to work under the overall supervision of the District Collector during emergencies.</li> <li>• Call for mainstreaming Gender Issues in disaster management.</li> <li>• Women's participation should be encouraged for better DM.</li> <li>• Gender based DM planning should be undertaken.</li> <li>• There should be some skill development training for the women for the better livelihood in case of disaster.</li> <li>• Women SHGs should be targeted and they should be involved more and more in every training programme.</li> <li>• Women need to be addressed while administering relief operation.</li> <li>• Disaster-Development Interface needs to be put in place with required role of concerned Departments, PRIs, ULBs, CBOs, SHGs, Community, etc.</li> <li>• The community level development programme should be disaster proof.</li> <li>• Institutionalization and reorganization of the DM Committees and Teams.</li> <li>• Administration to focus on the formation of Emergency Committee and Trained Task Force at the community level.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Preparedness drill to be conducted in disaster prone areas at regular intervals.</li> <li>• Administration should take necessary steps to conduct awareness meetings in the villages/wards with the active support of PRIs/ULBs.</li> <li>• Need based approach for relief operations should be followed.</li> <li>• Special focus should be made on identification and distribution of need-based relief material.</li> <li>• Relief materials should be equitably distributed.</li> <li>• Damage assessment at the GP/Ward level need to be strengthened and PRIs/ULBs should be capacitated for providing required help in this direction.</li> <li>• Specialized training especially on First aid and Rescue should be conducted at the GP/Ward level.</li> <li>• GPs should prepare maintain and update the list of skilled labour, that is, carpenter, masons and others.</li> <li>• Replication of best DM practices must be encouraged.</li> <li>• Interdepartmental coordination is a must.</li> <li>• Role of Government agencies in Disaster preparedness need to be more local specific.</li> <li>• Adequate funds are to be earmarked for implementing CBDM at village level.</li> <li>• Participants oriented through FFTPs need to be used as Master Trainers.</li> <li>• Long intervals in imparting training should be done away with.</li> <li>• Need for contemporary database for effective planning, response and recovery strategies.</li> <li>• Serious political intervention in developmental and disaster response related issues and decisions.</li> <li>• Departments should organize mock drills regularly.</li> <li>• Need to bridge communication at relief management level.</li> <li>• Need for better stakeholders' involvement in DM.</li> <li>• PRIs members' involvement in rehabilitation activities at ground level needs strengthening.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Need to improve mechanisms at PRIs' and ULBs' levels to assess the vulnerabilities of the community.</li> <li>• More cooperation and coordination amongst the Line Departments and of PRIs/ULBs.</li> <li>• More funds and technical know-how need to be made available at the grassroots level.</li> <li>• Need for more infrastructure and capacity building of grassroots institutions including PRIs/ULBs.</li> <li>• An effective and capacitated Task force at Village/Block/Ward level is urgently required.</li> </ul>
<b>Highlighting Inter-Departmental Issues/Linkages for further action to be initiated in preparation of SDMP/DDMP and SOPs for different Departments to tackle various disasters while preparing DM plans.</b>	<ul style="list-style-type: none"> <li>• Inter-departmental issues and SOPs need to be discussed.</li> <li>• Disaster management must be given importance and priority.</li> <li>• Planning and Mitigation factors must be taken into consideration.</li> <li>• Each department should have a master disaster management plan, which should be intimated in advance to every designated officer.</li> <li>• Role clarity between departments and concerned officers need to be in place.</li> <li>• Need for integrating PRIs/ULBs and administrative departments for DM Planning and disaster response.</li> <li>• PRIs at panchayat level are led by less educated and less skilled persons. There is a need for their handholding by departmental officers in helping them to work for integrating development plans with DRM perspective.</li> <li>• Need for sharing various good models of Block DMP and District DMP to help improving quality of DMPs.</li> <li>• Need to inculcate more appropriate skills for undertaking damage and loss assessment.</li> <li>• The Block DM plan needs to integrate qualitative issues like "Education in Emergencies", "Rescue Centre Management", and improved "vulnerability analysis".</li> <li>• Need to conduct capacity building programmes for all stakeholders on planning and necessary budgetary provisions.</li> <li>• District Disaster Management Authority should work more pro-actively for technical support in preparing DDMP.</li> </ul>

	<ul style="list-style-type: none"> <li>• Mainstreaming DRR and Development through more inter-departmental coordination.</li> <li>• Need for involvement of key departments/experts externally for periodic review of the DDMPs.</li> <li>• Call for advocating issues for the differently abled groups, women and children in the DM Plan.</li> <li>• Disaster risk issues must be discussed in developmental meeting at all levels.</li> <li>• Need for maintaining good liaison among all departments.</li> <li>• Need based SOPs to be developed by each department within the district, and ensured effective practice by organizing Mock Drills.</li> <li>• SOPs of each department to be integrated with DDMP.</li> <li>• Departmental DM Plan within the district for Risk Management (Prevention, Mitigation, Preparedness) and Response should be incorporated in DDMP followed by SDMP.</li> </ul>
<b>Recommendations/ Suggestions</b>	<ul style="list-style-type: none"> <li>• More intensive and specialized training should be conducted at the grassroots levels.</li> <li>• DM Committees and DM Teams should be formed and trained at regular intervals.</li> <li>• Refresher training for the Disaster Management Teams (that is, First-Aid, Rescue &amp; others) should be conducted at regular intervals.</li> <li>• Steps should be taken for the institutionalization of the village DM Committee and recognition of the specialized trained DMTs.</li> <li>• Training programme, should make use of more videos, demonstrations, etc., to make training more understandable for the common people.</li> <li>• Volunteerism should be the criterion in the selection of DMTs for training.</li> <li>• AWWs and women SHGs should be trained in First-Aid and DRR. The NDMA and IGNOU should initiate such programmes more frequently.</li> <li>• Strengthening of CBDM system is best to reduce the impact of disaster.</li> <li>• Need for increasing awareness amongst children and adults.</li> </ul>

	<ul style="list-style-type: none"> <li>• Incorporate disaster management principles in school/ college curriculum.</li> <li>• Extend the programme to the village level.</li> <li>• Need for Village level training to the women groups.</li> <li>• Organize annual workshop for DM Plan preparation and sharing of the final plan.</li> <li>• Organize panchayat level workshops to insist on the role of GPDMC and other relevant teams at the GP and Block level.</li> <li>• Prepare comprehensive development plan on the lines of “Five Year Plan” at the panchayat and Block level for sustaining initiatives and reviewing them from DM perspective.</li> <li>• Revisit DM Plan with proper HVRC analysis and include issues like international border conflicts related to the area, wherever needed.</li> <li>• Conduct training in SAR, for natural disasters and quick response strategy for civilian protection in time of international border conflict (e.g. border firing between Border Security Force (BSF) and Bangladesh Rifles (BDR) and organize mock drills regularly using trained professionals.</li> <li>• Role and responsibility of each set of functionaries must be defined and assigned.</li> <li>• Field work must be included in FFTP for practical knowledge.</li> <li>• Follow up (of Action Points laid down at the end of the FFTP) mechanism/ strategy to be undertaken by DM/ Collector/ SDM. These include: <ol style="list-style-type: none"> <li>1. HVRC analysis;</li> <li>2. Plan Preparation;</li> <li>3. Listing out the gaps in existing as well as required role and infrastructure;</li> <li>4. Identifying issues/challenges towards effective disaster management; and</li> <li>5. Highlighting inter-departmental issues/linkages for further improvement in District Disaster Management Plans and Contingency Action Plans of various lead/ supporting departments/agencies.</li> </ol> </li> </ul>
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	<ul style="list-style-type: none"> <li>• Refresher FFTP is required for present participants.</li> </ul>
<b>Any other Comments</b>	<ul style="list-style-type: none"> <li>• NDMA-IGNOU Project was of immense help and use to the target group.</li> <li>• The programme was well-arranged and well-conducted. The response was quite good.</li> <li>• Venue of FFTP at Block/Ward headquarters would increase the participation of PRI/ULB representatives.</li> <li>• HVRC analysis needs to be organized through Field visit to vulnerable areas and offices within the areas along with organizing community / family level meeting in the vulnerable areas as a part of practical work.</li> </ul>



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## 7. CONCLUSION AND FUTURE PERSPECTIVE

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The analyses of the Project impact clearly shows that objectives which the Project set out for itself were all realized, to a fairly good extent. Whether it was building and strengthening of capacities of GOs and representatives of PRIs and ULBs, encouraging the GOs as well as PRIs' and ULBs' representatives to enlist the support of local institutions or NGOs, reinforcing the skills of officials and representatives in appropriate hazard assessment, facilitating vulnerability analysis, resource analysis and local capacity assessment, developing the required disaster management knowledge base, and formulating training modules, including standardized training methodology, all these goals were met satisfactorily. The Report has substantiated this goal achievement with adequate figures and analyses. The Project's objectives of technical support for organizing training programmes on emergency preparedness and management, and developing community based disaster management systems for their specific needs were also accomplished. The Project aspired to achieve difficult objectives like disseminating important concepts of NDMA Guidelines in the various regional languages through multi-media technologies, training the team of district officials to enable them to introduce basic guidelines/procedures and equipping the functionaries at district level to immediately arrange for basic relief work, in case of common natural/man-made disasters, without waiting for help/instructions from external sources. All these goals were met with aplomb.

Disaster management has come a long way, from being an unsystematic or random reactive activity to a systematic pro-active strategy. Disaster scenario has gone through a metamorphosis of sorts. So much is happening on the national and global fronts in terms of policies, programmes and guidelines that their assimilation in DM Framework seems like a daunting task. DM now has to base itself more broadly, and review its linkages with environmental degradation and developmental planning. Most of the disasters are now found to be aggravated more by human activities than mere natural reasons. The distinction between human and natural disasters is on the wane. Various stakeholders have joined the foray of managing disasters; a domain which was hitherto confined to the governmental bodies and NGOs. The disaster management scene has become very specialized and skill-oriented. This calls for specific capacity building programmes to help/facilitate community awareness on capacity building. Many endeavours have been witnessed in the area; some have even been very strong and focussed. This Project was one such effective endeavour.

Despite a plethora of already existing DM ventures, this Project was, in fact, successful in achieving its objectives. It is no little achievement, as this Project had many features which were distinct from similar efforts in the field. As far as training methodology is concerned, this Project was truly unique. Its way of going about capacity building was based on scientific training need analysis or TNA. It could gauge the marked need for capacity building in DM, and based itself on adequate TNA to arrive at knowledge, skills and attitudes (KSA) required for the GO, PRI, and ULB functionaries. Other features that rendered this Project unique were its focus on Disaster-Development Inter-relationship, Mainstreaming Gender Analysis, Disaster Risk Reduction, Sustainable Livelihood Framework, Psycho-Social Care in Aftermath, and Role of Stakeholders.

This Project was not merely an attempt at building capacities in DM, as it could tap the huge gap in the area of capacity strengthening through its surveys and could arrive at a detailed list of KSAs as well as DM tasks under 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendment Acts. The Project also came up with a thorough set of problems and suggestions in this area, garnered by its respondents-the GOs, PRIs, and ULBs. Some of its suggestions are very viable for all times and emergencies. The list of Project's

Achievements, Problems and Suggestions is given ahead. The Project had a very wide reach and was quite successful as a Pilot Study. It was an endeavour, which if replicated in more states and districts, will go a long way in building capacities.

### **Achievements, Constraints and Suggestions**

Many other problems/issues were raised during the conduct of FFTP. The participants in their feedback put forth certain valid issues, which we have categorized into:

#### **Achievements**

- The overall response from the participants was quite positive. The participants felt that FFTP sessions were quite informative. Skills imbibed through FFTPs would come in handy in case of unforeseen events.
- Participants found the FFTP Sessions very participatory, as examples were drawn from past disasters and real experiences. They learnt a lot through the mock drills, slide shows, DVD, CDs and presentations. They found HVRC to be extremely useful and interesting too. They found the learning material, that is, the training booklets very useful.
- The participants found the Sessions were in good sequence and logically linked.
- Group activities in Sessions 3 and 5 were great assets. The participants found some group activities more interesting than the others. These were 'Role of different line Departments', and 'PRI & ULB in relief and response work', 'Community Based Disaster Management Plan (Plan of Action)' etc.
- Participants learnt new topics such as KSAs, disaster rehabilitation, disaster recovery, disaster and development interface, as well as the structure of disaster management in India. Participants could clarify their doubts on components of hazard, risk, vulnerability and capacity.
- Participants found that community awareness was an essential factor for effective disaster management.
- Participants showed immense interest in the topic on disaster preparedness and mitigation.
- Uniform and standardized training methodology was adopted throughout the universe of the Project, which is an achievement.
- FFTPs were conducted by the local Resource Persons, who were thoroughly well-oriented for the purpose in the Orientation Workshops conducted in each of the identified State.
- Local specific Case Studies/ Group Activities/ Table-Top Exercises were carried out.
- Maximum effort was made to ensure qualitative participation of the participants.

#### **Problems**

- It was felt that too many issues/topics were planned to be covered under FFTPs, within a span of mere two days.
- Many felt that training module did not cover real life situations at as much length as required.
- Quoting examples from their experience, many participants voiced their grievances, which included mismatched priorities of the government that did not attach attention to the issue of disaster management.

- Some averred that in a disaster situation, SAR volunteers were hard to be found. Those who were involved were not adequately trained in SAR skills.
- FFTP were conducted mainly at the District and in a few cases at Block level, participation from far flung/remote areas was limited.
- Participation from ULBs was little low, as the number of ULBs was less than the number of PRIs in every district.
- Participants found it difficult to stay overnight as there was no provision for making their stay arrangements.
- In most cases, participants could not be given advance information about the FFTP to be attended by them.
- Less number of local specific Case Studies was included in the FFTPs.
- Inadequate focus on visual presentations.

### **Suggestions**

- Strengthening of CBDM system is the best to reduce the impact of disaster.
- Organizing training with residential facility so that the trainees do not get distracted because of their other regular activities.
- Organizing training along with community representatives.
- Organizing training workshops once in six months to keep participants updated and alert about preparedness and disaster management strategies.
- Organizing mock/ preparedness drills regularly and for a longer period.
- Creating awareness needed at the community level, as it becomes difficult to match the “wants” of the community with the “actual needs” in disaster response.
- Including more visuals (photographs / videos) in the presentations.
- Organizing longer and detailed training programmes.
- Creating awareness at the community level about disaster management and community participation in disaster risk reduction.
- Preparing community DM Plans.
- Making provision for at least one detailed training for new Panchayat members and leaders with residential facility.
- Provisioning training support for annual plans on disaster management plan at the panchayat/ ward level.
- Providing for training of school children .
- Including more case studies with visuals into the training modules.
- Conducting FFTPs at regular intervals.

- Honing the skills of Master Trainers in each District for helping the local resource persons to be developed as Master Trainers.
- Involving SDMAs in each disaster prone State to carry out similar Capacity Building exercise on a regular basis.
- Urging the SDMAs in the 11 covered States under the Project to conduct FFTPs in the remaining Blocks of the target Districts and in other Blocks of the remaining districts. It can accordingly be replicated in other States.
- Passing on the Training Material, presently developed in 7 local languages, to the SDMAs of the concerned States for adding more local specific information and illustrations. Initiative could be taken to translate it in many more regional languages.
- Integrating the DM with development plans at all levels.

Thus, the Project threw open a comprehensive cluster of achievements and success stories. The problems faced were outnumbered by the accomplishments. So many efforts went into the Project design and implementation that it is essential to make note of the triumph points so that they can be included in other Projects on capacity building. In fact, this very endeavour needs to be broad-based to cover more states and districts. Mainly, all respondents spoke positively about the Project's structure, content and administration. The plea for more such training programmes/refresher courses/ preparedness drills was vociferous. The fact that a proportionate input of KSAs was doled out during the Project could fill the huge gap in knowledge component of such Projects. Even the attitude component was overtly addressed as participants knew well about the positive attitudes that were addressed during the FFTPs. On skill input, the Project was very methodical and novel. Suggestions poured in for more qualitative training, at more places, covering more functionaries. Focus was on better inventory development at village levels, local resource utilization, and formulation of specific disaster response strategies. The bedrocks of these suggestions could be summed up by the acronym-CONCORD- coordination, organization, novel thinking, communication, responsiveness, and disaster planning. In a way, 'concord' or harmony is the only hope in disaster aftermath. If strategies on relief and recovery are in concord, effective disaster management is possible.

The connect between disasters and development and the will to innovate and think differently were the key components that were amplified by the Project. Besides, new ideas such as gender sensitivity, bottom-up planning, infrastructure efficiency, post-trauma care, sustainable development, disaster risk reduction, and stakeholder participation held the Project high on goals and content. Future perspective should entail a revisit of the given problems and come up with disaster management strategies that focus on effective training, non-renewable resource development, disaster-resistant structures, legal framework, traditional wisdom, participatory planning, relief-rehabilitation continuum, environmental protection and livelihood approach. This Project amplified the goodness in taking small but systematic steps in the journey towards effective capacity building for disaster management.

# ANNEXURES

## ANNEXURE 1

### Disasters: Negative and Positive Aspects

Aspects Negative Positive

	NEGATIVE	POSITIVE
D	Damage	Development
I	Interruption	Innovation
S	Severe	Sharing
A	Antagonistic	Awareness
S	Scourge	Self-sufficiency
T	Trauma	Transformation
E	Emergency	Education
R	Risk	Resilience

*Source: Views expressed by Prof. Pardeep Sahni at a Faculty Seminar, 2001*

## ANNEXURE 2

### Structured Schedule For Training Needs Analysis (TNA) For Capacity Building in Disaster Management

*Kindly tick your response in the column/s on the right (You may tick more than one column, if you want)*

#### Part-I

1. Name & Address:
2. Present Post/Position:
3. Educational Background:

1.	Graduate	
2.	Post-Graduate	
3.	Any other (Please Specify)	

#### Disaster Management and Training

4. Are you familiar with the nature and relevance of Disaster Management?

1.	Yes	
2.	No	
3.	Not much	

5. In which way your Department is concerned with Disaster Management?

Directly	
Indirectly	
Not Concerned	
Can't Say	

6. Does your Department/ Elected Body conduct training programmes on Disaster Management?

1.	Yes, regularly	
2.	Yes , but not regularly	
3.	Never	
4.	Never, but planning to organize a few	

7. Training Workshops Attended on Disaster Management:

Sr. No.	Name of Institute	Year	Total No.
1.	At State Administrative Training Institute		
2.	At NIDM		



3.	At Other State ATIs		
4.	Any other (please specify briefly over here)		
5.	Not Attended		

**8. Which Levels of Training have you attended in Disaster Management?**

1.	Basic	
2.	Advanced	
3.	Both Basic and Advanced	

**9. Are you given any reading material after the training programmes on Disaster Management?**

1.	Yes, always	
2.	Sometimes	
3.	No, never	

**10. Did you attend any Mock Drill on Disaster Management conducted by your Organization / other Organizations?**

1.	Yes, always	
2.	Yes, sometimes	
3.	No, there is no provision of a Mock Drill	

**11. Have these training programmes helped you in achieving Organizational Goals set by your Department/ Elected Body?**

1.	Yes, always	
2.	Sometimes	
3.	No, never	

**12. Did you receive a Job Chart from your Department/ Elected Body pertaining to your roles and responsibilities in Disaster Management?**

1.	Yes	
2.	Yes, but it does not have practical orientation	
3.	No, as job chart has not yet been formulated	
4.	Not received	
5.	Department is planning to formulate one	

**13. Do you have a Manual on Standard Operating Procedures (SOPs) provided by your Department/ Elected Body?**

1.	Yes	
2.	No	
3.	Yes, but a basic one	

14. Are there any training programmes being conducted for administrators and others like block development officers, police, fire and civil defence personnel, local elected bodies' members and functionaries ?

1.	Yes, regularly	
2.	Yes , but not regularly	
3.	Never	
4.	Never, but in the pipeline	

15. Are any training programmes conducted for health personnel?

1.	Yes, regularly	
2.	Yes , but irregularly	
3.	Never	
4.	Never, but in the pipeline	

## Part-II

16. Has your area suffered any disaster/s in the past?

1.	Droughts	
2.	Earthquakes and Tsunamis	
3.	Cyclones and Storms	
4.	Floods	
5.	Fires	
6.	All of them	
7.	Some of them	

17. Who are most adversely affected by disasters?

1.	Landless Labourers /Farmers/Daily Wagers	
2.	Women, Children and Aged	
3.	Physically and Mentally Disabled	
4.	Poor and Shelterless	
5.	All	

18. How are the following most vulnerable sections of the society taken care of during disasters?

Sr. No.	Group	Satisfactorily	Sometimes Satisfactorily	Non-satisfactorily/ Generally Neglected
1.	Elderly			
2.	Women and Children			
3.	Physically and Mentally Disabled			
4.	Poor and Shelterless			

19. What is the effect of disasters on the following?

Sr. No.	Items	Badly Affected	Marginally Affected	Not Affected
1.	Crops			
2.	Cost of Production			
3.	Physical and Social Infrastructure			
4.	Means of Production			
5.	Employment			
6.	Price Rise			

## **Disasters and Development**

20. Do you think there is a connection between global climatic changes and increased frequency of disasters?

1.	Yes, there is a deep connect	
2.	Sometimes, connection can be drawn	
3.	No, there is no connection	

**21. Are disasters linked with development and planning?**

1.	Yes	
2.	Yes , but not always	
3.	No, never	

**22. Does development cause disasters or does it mitigate disasters?**

1.	Causes Disasters	
2.	Mitigates Disasters	
3.	No Connection between Cause and Effect	

**23. Are you aware of the Disaster Management Act and Policy?**

1.	Yes	
2.	Yes , but only about the Act	
3.	Yes, but only about the Policy	
4.	No, not aware of either	

**24. Are you aware of the Governmental Planning, Logistics and Financial Arrangements in your area?**

1.	Yes	
2.	Yes , but only about planning	
3.	Yes, but only about financial arrangements	
4.	No, not aware	

**25. Are you aware of concepts such as Human Development Index, Community Based Disaster Preparedness and Potential Loss Studies?**

1.	Yes	
2.	Yes , but not all concepts	
3.	No, not aware	

**26. Are you aware of the concepts such as Monetary Compensation for Disasters, Disaster Insurance and Micro-finance?**

1.	Yes	
2.	Yes , but not all concepts	
3.	No, not aware	

**27. What is the basic focus of your Department/Elected Body with respect to Disaster Management?**

Policy Planning	
Search, Rescue and Relief	
Response Planning	
Reconstruction and Rehabilitation	
Capacity Building	
All the above	

**Disaster Preparedness**

**28. Though it is not possible to prevent disasters, do you agree that it is possible to reduce the adverse impact of disasters through adequate preparedness?**

1.	Yes	
2.	No	
3.	Can't Say	

**29. Have you or your Department/ Elected Body or the Community taken any measures for mitigating disaster situations?**

A	Yes, regularly such steps are taken	
B	Yes , but not very regularly	
C	Never	
D	Never, but planning to undertake such measures	

**30. Enlist the efforts taken by various institutions/agencies in your area with regard to generation of awareness on disaster preparedness:**

Sr. No.	Activities	Government Departments	NGOs and others	Local Elected Representatives and other Institutions
1.	Education in Schools			
2.	Lecture Series			
3.	Simulation Exercises/ Brain Storming			
4.	Skits, Nukkad Nataks, Advertisements, etc.			
5.	Distribution of Pamphlets, Posters, etc.			
6.	Any other (Please specify)			

31. In what way do the media (T.V, Radio, Newspapers) play a role in preparing the community to face disasters?

1.	Creating Awareness	
2.	Providing Information	
3.	Continuous Coverage of Disaster Event	
4.	Interactions with the Vulnerable/ Affected Community and Official Representatives	
5.	All the above	

## **Disaster Mitigation**

32. In which way do you participate in the mitigation strategies pertaining to any hazard in your area?

1.	Assisting in the construction of disaster resistant houses	
2.	Strengthening of existing structures in vulnerable areas	
3.	Enforcement of suitable actions during Search and Rescue Operation, Fire-fighting, First-aid, etc.	
4.	Taking recourse to Alternate Cropping Pattern, Social Forestry, Van Panchayats and Pani Panchayats	
5.	Afforestation, Planting Trees, Preventing Tree Felling and Wood Cutting	
6.	Education and training of people	
7.	All	

33. Behaviourally, what is the attitude of government Departments/ Elected Bodies that provide help and assistance during disasters?

1.	Sensitive	
2.	Insensitive	
3.	Charitable	
4.	Indifferent	

34. Do people participate in the meetings/gatherings of the following?

		Yes	No
1.	Local Elected Bodies		
2.	Social Groups		
3.	Women Groups		
4.	Cultural Forums		



35. Are there any formal / organized bodies in your area that promote community participation?

		Yes	No
1.	Village Development Associations		
2.	Disaster Response Team		
3.	Disaster Task Force		
4.	Youth Groups		
5.	Self-Help Groups		

36. What type of gaps do you find in Disaster Management/Mitigation?

1.	Gaps in Intra-departmental coordination	
2.	Gaps in Inter-departmental coordination	
3.	Gaps in proper instruction dissemination	
4.	Gaps in available and required resources	
5.	Gaps in communication	
6.	Gaps in availability and mobilization of funds	

## **Community Health**

37. Has any epidemiological study of disasters been done in your area?

1.	Yes	
2.	No	
3.	Can't Say	

38. What type of health survey is usually done in your area?

1.	Identification of population at risk	
2.	Preparation of community profile	
3.	Development of disaster vignette	
4.	Risk identification and analysis of vulnerability factors	
5.	None of the above	

39. Does plan of action pertaining to community health in your area exist, with regard to following?

1.	Provision of immunization facilities	
2.	Promotion of health through nutritional intervention	
3.	Maternal, infant and child care, and geriatric care	
4.	Specific treatment and rehabilitation of vulnerable groups	
5.	Disposal of dead	
6.	Sanitation	

7.	Water Supply	
8.	None of the above	

**40. Does your area have an access to the following?**

Sr. No.	Personnel/Items	Yes	No
1.	Doctors, nurses, Para-medical staff		
2.	Medical stores and equipment including drugs, surgical, medical appliances, diagnostic aids, etc.		
3.	Logistic requirements like tents, linen, pillow and mattresses, storage of ration, water, etc.		
4.	Ambulances		

**41. Are any efforts being made towards health education of:**

Sr. No	Group	Yes	No
1.	Population at risk		
2.	School teachers		
3.	Women and children		
4.	Youth		
5.	Religious Leaders		

**42. Are you aware of the general principles of first-aid like:**

Sr. No.	Principles	Yes	No
1.	Immediate rescue and removal of casualties in the shortest possible time		
2.	Immediate arrest of hemorrhage		
3.	Restoration of respiration and circulation of blood		
4.	Reducing pain by simple procedures and medication		
5.	Triage		

**43. Are you aware of the methods of water purification?**

Sr. No.	Methods	Yes	No
1.	Disinfections		
2.	Sedimentation		
3.	Filtration		
4.	Traditional methods of using Neem Leaves, etc.		

44. Do you tell people to take recourse to traditional wisdom for water storage and usage such as indigenous water harvesting and watershed partnerships?

1.	Yes	
2.	Yes , but not always	
3.	No, never	
4.	Never, but planning to organize water, grain and seed banks	

45. Are proper sanitation requirements available during mass feeding services in disaster situations in terms of:

Sr. No.	Activities	Yes	No
1.	Quality and control of food		
2.	Control of insects, rodents in stores, kitchens, feeding centers		
3.	Proper storage and cooking of food		
4.	Proper washing of utensils		
5.	Cleanliness of premises where food is prepared and served		

46. What type of sanitary method is used in the houses of your locality?

1.	Shallow pits	
2.	Simple pit latrines	
3.	Septic tank	
4.	Defecation in farms and forest areas	

## **Disaster Response**

47. The response after any disaster at the departmental or elected body level is:

1.	Prompt and Encouraging	
2.	Prompt but not Encouraging	
3.	Prompt but not satisfactory	
4.	Can't Say	

48. What is the frequency of visits of government officials to disaster prone areas?

Frequency	Pre- disaster	During disaster	Post- disaster
Twice in a Week			
Once in a Week			
Twice in a Month			
Once in a Month			

49. What are the gaps that you can identify after any disaster at your individual level?

1.	Lack of adequate resources	
2.	Lack of proper planning	
3.	Lack of Accountability	
4.	Lack of awareness about the role hierarchy	
5.	Inadequate technical skills	
6.	Lack of interest shown by Disaster Management Authority	

50. Are you aware of Resource Mapping, Resource Inventories, and Documentation of Cargo, Time Mapping, Risk Management and Rapid Damage Assessment in disaster aftermath?

1.	Yes	
2.	Yes, Know a little	
3.	No, do not know at all	

51. Does your area has any plan laid down for carrying out search, rescue and evacuation in times of disaster?

1.	Yes	
2.	Yes , but it is not adequate	
3.	No	
4.	No, but in the pipeline	

52. Are facilities available for?

Sr. No.	Item	Yes	No
1.	Shelter for livestock		
2.	Requisite buffer stock of food and fodder, vaccines, drugs for livestock		
3.	Trained doctors and veterinary staff to treat livestock		
4.	Removal of dead animals		

## **Disaster Reconstruction and Rehabilitation**

- 53. Do you feel that steps are taken towards the social rehabilitation of people in post–disaster situation?**

1.	Strengthening of existing health facilities and infrastructure	
2.	Rehabilitation of educational activities through schools, establishment of village level education committees, and counselling of children to attend schools, etc.	
3.	Rehabilitation of women, children and destitute affected by disaster	

- 54. Are any of the following measures being taken towards rehabilitation of women and children?**

1.	Activating of Anganwadies	
2.	Setting up Multi-purpose Community Centers in a village	
3.	Setting up of Female Children Homes	
4.	Constitution of Self-help Groups	

- 55. Do you see a connection between Reconstruction and Long-term Recovery?**

1.	Yes, always	
2.	Yes , at times	
3.	No, never	
4.	Can't Say	

- 56. Are you involved with the preparation of Check Lists, Implementation of Crises Management and Panic Management Plans, and Use of Sample Surveys?**

1.	Yes, always	
2.	Yes , but only sometimes	
3.	No, never	
4.	Can't Say	

57. **Have you had any experience in the use of Ham Radio, Community Radio, and Social Networking?**

1.	Yes, many a time	
2.	Yes , but only sometimes	
3.	No, never	
4.	Can't Say	

58. **What kind of leadership qualities do you envision for a Disaster Manager?**

1.	Problem Identification	
2.	Decision-Making	
3.	Motivation	
4.	Empathy and Sensitivity	
5.	Coordination	
6.	Conflict Resolution	
7.	Sharp Analytical and Critical Vision	
8.	All the above	

59. **What capacities do you envision for community and community representatives involved in disaster management?**

1.	Adaptiveness	
2.	Self-help	
3.	Resilience	
4.	Knowledge-seeking and Learning	
5.	Helpfulness and Cooperation	
6.	Resolute and Firm	
7.	All the above	

60. **What is your overall opinion on this Project on Capacity Building in Disaster Management?**

1.	It will bring in a lot of change in the knowledge, skill and attitude levels of disaster management personnel	
2.	Effective and desirable capacities can develop through such programmes/projects	
3.	More such efforts are required	
4.	Nothing would change despite such endeavours, as problems are more systemic	



***Suggest some steps that your Department/Organization could take up towards improving the state of Disaster Management in your area:***

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***Any other Suggestions/Remarks you wish to indicate:***

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(Signature)

### Views on Skills on Disaster Management

**Name:**

**Designation:**

**Address:**

In your opinion, what is the status of skills in the areas listed below

Area	Government Officials		Public Representatives	
	Adequate	Inadequate (If inadequate, suggest the ways to enhance it, and mention it serial number wise on the bottom of the page)	Adequate	Inadequate (If inadequate, suggest the ways to enhance it, and mention it serial number wise on the bottom of the page)
1. Hazard Analysis				
2. Disaster Mapping				
3. Vulnerability Analysis				
4. Risk Assessment				
5. Capacity Analysis				
6. Technological Intervention				
7. Problem Identification				
8. Decision-Making				
9. Plan Formulation				
10. Operationalising plans				
11. Preparation of Rescue Kits				
12. Preparation of Emergency Kits				
13. Use Simple Rescue Methods				
14. Clearance of Debris				
15. Conducting Rapid Damage Surveys				
16. Garbage Disposal				
17. Maintaining Hygiene Sanitation				

18. Establishing temporary shelters				
19. Preparing Relief Distribution Schedule				
20. Executing Relief Distribution				
21. Restoration of Essential Surveys				
22. Providing counseling to affected				
23. Damage and Needs Assessment				
24. Social Rehabilitation				
25. Economic Rehabilitation				
26. Monitoring and Evaluation				
27. Use of Participatory Strategies				
28. Conflict Resolution Strategies				
29. Inculcating self-sufficiency and sustainability				
30. Towards effective Disaster-Development Relationship				

## Perceptions on Disaster Management Knowledge

**Name:**

**Designation:**

**Address:**

In your opinion, what is the status of knowledge on the following:

Areas	Government Officials		Public Representatives	
	Adequate	Inadequate (If inadequate, suggest the ways to enhance it, and mention it serial number wise on the bottom of the page)	Adequate	Inadequate (If inadequate, suggest the ways to enhance it, and mention it serial number wise on the bottom of the page)
1. Disaster Management				
2. Disaster Planning				
3. Disaster Preparedness				
4. Disaster Mitigation				
5. Community Based Disaster Management				
6. Managerial Skills				
7. Search, Rescue and Evacuation				
8. GIS and Remote Sensing				
9. Temporary Shelters				
10. First-Aid				
11. Damage Assessment				
12. Needs Assessment				
13. Disaster Impact				
14. Social Rehabilitation				
15. Economic Rehabilitation				
16. Participatory Rehabilitation Process				
17. Reconstruction				
18. Disaster-Development Relationship				

## Knowledge, Skills and Attitudes Requirements for Capacity Building towards Disaster Management\*

CONCEPTS/PHASES	KNOWLEDGE	SKILLS	ATTITUDES
<b>UNDERSTANDING DISASTER MANAGEMENT</b> <i>Hazards and Disasters, Disaster Management Cycle and Impact of Disasters.</i>	<ul style="list-style-type: none"> <li>• Distinction between Hazards and Disasters</li> <li>• Relationship between Disasters and Development</li> <li>• Stages of Disaster Management Cycle</li> <li>• Types of Disasters</li> <li>• Vulnerability Analysis</li> <li>• Risk Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Mapping</li> <li>• Profiling</li> <li>• Damage Appraisal</li> <li>• Vulnerability Assessment</li> <li>• Risk Assessment</li> <li>• Use of Technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Positive</li> <li>• Receptive</li> <li>• Assimilative</li> <li>• Descriptive</li> <li>• Critical</li> <li>• Analytical</li> <li>• Learning</li> </ul>
<b>INSTITUTIONAL ARRANGEMENTS FOR DISASTER MANAGEMENT</b> <i>Experience Sharing, Role of Various Agencies.</i>	<ul style="list-style-type: none"> <li>• Disaster Management (DM) Act 2005 and Disaster Management Policy 2009</li> <li>• Role of Disaster Management Authorities and Concerned Agencies</li> <li>• Role of Various Ministries in Disaster Management</li> <li>• Role of International, National and Local or Regional Organizations (both Governmental and Non-governmental)</li> <li>• Financial Arrangements for Disaster Management</li> </ul>	<ul style="list-style-type: none"> <li>• Problem Identification</li> <li>• Garnering Data from Affected and Vulnerable Areas</li> <li>• Weighing the pros and cons of various available alternatives</li> <li>• Decision-Making</li> <li>• Making Provisions for Operationalization of Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Assimilative</li> <li>• Knowledge seeking</li> <li>• Descriptive</li> <li>• Analytical</li> <li>• Rational</li> <li>• Learning</li> <li>• Resolute and Firm</li> </ul>
<b>DISASTER PREPAREDNESS</b> <i>Preparedness, Mitigation, Community Based Disaster Management and Managerial Skills</i>	<ul style="list-style-type: none"> <li>• Evacuation Plans</li> <li>• Incident Response Set-Up</li> <li>• Logistics Management</li> <li>• Standardization of Relief Procedures</li> <li>• Land-use Planning</li> <li>• Disaster Insurance</li> <li>• Awareness on Vulnerability of Women, Elderly, Children and Disadvantaged Sections of Society</li> <li>• Pertinence of Disaster Task Force</li> <li>• Role of Van Panchayats</li> <li>• Role of Traditional Wisdom</li> <li>• Community Based Disaster Management</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation of Resource Kits</li> <li>• Preparation of Search and Rescue (SAR) Kits</li> <li>• Preparation of Evacuation Check List</li> <li>• Preparation of Base Map</li> <li>• Preparation of List of Contact Persons</li> <li>• Involving Community to Prepare Quick First-Aid Teams, Relief Teams, etc.</li> <li>• Formulation of Disaster Task Force</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinative</li> <li>• Participatory</li> <li>• Interactive</li> <li>• Thoughtful</li> <li>• Persuasive</li> <li>• Rational</li> <li>• Enthusiastic</li> </ul>

		<ul style="list-style-type: none"> <li>● Problem Solving</li> <li>● Alternative Searching</li> <li>● Decision-Making</li> <li>● Developing Worst Case Scenarios</li> <li>● Conducting Damage and Risk Surveys</li> <li>● Carrying out Vulnerability Analysis</li> <li>● Use of Internet</li> <li>● Sharing of Information</li> <li>● Maintenance of Buffer Stocks</li> <li>● Preparation of Alternate Routes to Disaster Vulnerable Areas</li> <li>● Making Provisions for Recruitment of Personnel for Relief and Distribution Tasks</li> <li>● Documentation of Cargo Material</li> <li>● Determination of Costs and Expenditure of Disaster Prevention Work</li> <li>● Preparation of Time Schedules, etc.</li> <li>● Maintenance of Required Documentation and Resource Inventories</li> <li>● Preparation of Socio-cultural and Vulnerability Maps</li> <li>● Identification of School Buildings for Shelter and</li> </ul>	
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		Identification of Storage Areas	
<b>DISASTER RESPONSE</b> <i>Major Components, Search and Rescue, Emergency Response, Minimum Standards, Emergency and Health Response, Support Services</i>	<ul style="list-style-type: none"> <li>● Role of Search and Rescue</li> <li>● Nutrition-Based Health Assessment</li> <li>● Epidemiological Survey</li> <li>● Role of Standard Operating Procedures (SOPs) and Emergency Operations Centre</li> <li>● Emergency Health Care</li> <li>● Geographic Information System (GIS) and Remote Sensing</li> <li>● Community Radio and Internet</li> <li>● Public-Private Partnerships</li> <li>● Evacuation Plans</li> <li>● Communications and Alarm System</li> </ul>	<ul style="list-style-type: none"> <li>● Coordination, Negotiations and Liaisoning</li> <li>● Use of Simple Rescue Methods—Facilitating the Use of Hand Grasps, Ropes, Ladders, Boats, Fire Extinguishers, Pulleys, Sacks, Sickles, Hammers, and Chair Knots, etc.</li> <li>● Preparation of Evacuation Check List, Preparation of Base Map, Clearance of Debris, Use of Triage</li> <li>● Use of Ham Radio</li> <li>● Recycling of Rubble</li> <li>● Provision of Interim Houses, Community Shelters and Tents</li> <li>● Establishment of Local Advice Centres</li> <li>● Use of Rapid Damage Surveys</li> <li>● Distribution of Pesticides</li> <li>● Arrangement of Lighting in Warehouses</li> <li>● Provision of Garbage Disposal, Cleaning and Sweeping</li> <li>● Provision of Fire Safety Measures</li> <li>● Record Keeping, Store Inspections</li> <li>● Preparation of</li> </ul>	<ul style="list-style-type: none"> <li>● Motivating</li> <li>● Positive</li> <li>● Affirmative</li> <li>● Participative</li> <li>● Resilient</li> <li>● Calm</li> <li>● Balanced</li> </ul>

		Distribution Plan for Dry and Cooked Food <ul style="list-style-type: none"> <li>● Preparation of Vulnerability Indices for Distribution of Standard Relief Material</li> <li>● Preparation of List of Contact Persons</li> <li>● Provision of Pre-stocking</li> <li>● Mapping the Affected Area</li> <li>● Preparing Feeding Schedules</li> <li>● Maintenance of Buffer Stocks</li> <li>● Preparation of Alternate Routes to Affected Area</li> <li>● Distribution of Relief Tasks</li> <li>● Provision of Warehouses</li> <li>● Liaisoning with other Aid Agencies</li> <li>● Management of Information with the Media</li> <li>● Preparation of Localized Community Maps</li> <li>● Providing for Counsellors and Psychologists to deal with the Behavioural Impact of Disasters on the Community</li> </ul>	
<b>DISASTER RECOVERY</b> <i>Damage Assessment, Disaster Impact, Economic and Social Rehabilitation, Participative Rehabilitation Process, Reconstruction and Recovery</i>	<ul style="list-style-type: none"> <li>● Distinction between Rehabilitation, Reconstruction and Recovery</li> <li>● Distinction between Immediate and Long-term Recovery</li> <li>● Relief-Rehabilitation Continuum</li> <li>● Sustainable Livelihood</li> </ul>	<ul style="list-style-type: none"> <li>● Integration of Risk Reduction Strategies in Reconstruction Activities</li> <li>● Safe Construction Practices and Materials</li> </ul>	<ul style="list-style-type: none"> <li>● Resilient</li> <li>● Positive</li> <li>● Optimistic</li> <li>● Helpful</li> <li>● Cooperative</li> <li>● Participative</li> <li>● Motivating</li> <li>● Leading</li> </ul>

	<ul style="list-style-type: none"> <li>● Framework</li> <li>● Risk Resource Mapping</li> <li>● Insurance Schemes</li> <li>● Utility of Disaster-Resistant Construction</li> <li>● Disasters and Development Interface</li> <li>● Land-use</li> <li>● Fire Safety</li> <li>● Psychological, Social, Cultural and Physical Rehabilitation</li> <li>● Stress Management</li> <li>● Social Forestry, Water Harvesting, Employment Generation</li> <li>● Indigenous Coping Mechanisms and Watershed Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>● Helping Group Activity for Optimum Utilization of Recovery Related Resources</li> <li>● Implementation of Crises Management and Panic Control Plans</li> <li>● Use of Participatory Tools to Promote Capacity Building Schemes</li> <li>● Use of Sample Surveys</li> <li>● Monitoring and Evaluation</li> <li>● Risk Management</li> <li>● Nutrition-Based Health Assessment</li> <li>● Information, Dissemination and Monitoring</li> <li>● Social Networking</li> <li>● Conflict Resolution Strategies</li> <li>● Self-sufficiency and Sustainability Skills</li> </ul>	
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***It may be noted that there is bound to be an overlap between the KSA or KNOWLEDGE, SKILLS and ATTITUDES requirements at different stages of disaster management cycle, as the activities tend to be reinforcing and intermingling. But, by and large, each stage requires certain distinct KSAs on the part of leaders, officials and representatives of the community.***

\*Knowledge imparted, Skills inculcated, and Attitudinal changes amongst the concerned government officials and representatives of elected local bodies at district level pave the way for effective disaster management. Thus, an attempt has been made to enlist these for various facets of disaster management, namely Understanding Disaster Management; Institutional Arrangements for Disaster Management; Disaster Preparedness; Disaster Response; and Disaster Recovery.

## ANNEXURE 6

### Disaster Management Mandate for the PRIs and ULBs in accordance with the Eleventh and Twelfth Schedules of the Constitution of India \*

#### Role of PRIs

Sr. No	Item	Preparedness	Response	Recovery
1.	<b>Agriculture, including agricultural extension.</b>	<ul style="list-style-type: none"> <li>Preparing Seasonal Calendars for farming activities</li> <li>Creating Agricultural Extension Centers for all Villages</li> <li>Creating Awareness on Shrimp Farming, Mixed Cropping and Alternative Cropping</li> <li>Promoting Crop Insurance</li> <li>Promoting community grain/ seed banks</li> <li>Applying scientific knowledge and research to agriculture</li> </ul>	<ul style="list-style-type: none"> <li>Growing crops in saline soil</li> <li>Providing agricultural subsidy for buying/sowing and other activities</li> <li>Preparing immediate Agriculture Damage Assessment Report</li> <li>Providing immediate loans for purchase of seeds and crops</li> <li>Undertaking Desiltation and Crop Sowing Activities</li> </ul>	<ul style="list-style-type: none"> <li>Growing Short-term Crops</li> <li>Promoting Cash Crops/ Floriculture/ Horticulture</li> <li>Focusing on agricultural health and marketing</li> </ul>
2	<b>Land improvement, implementation of land reforms, land consolidation and soil conservation.</b>	<ul style="list-style-type: none"> <li>Constructing embankment to restrict sea waters from entering the agricultural land</li> <li>Desilting of channels during agricultural off-season</li> <li>Zoning rural land</li> <li>Preventing soil erosion</li> <li>Consolidating government land holdings</li> </ul>	<ul style="list-style-type: none"> <li>Clearing of weeds</li> <li>Clearing the water ways</li> <li>Repairing broken embankments</li> </ul>	<ul style="list-style-type: none"> <li>Reclaiming lost and barren lands</li> <li>Using land fertilization techniques</li> </ul>
3	<b>Minor irrigation, water management and watershed development.</b>	<ul style="list-style-type: none"> <li>Constructing check dams and safe water channels</li> <li>Clearing the Water Channels</li> <li>Promoting watershed management in hilly terrains</li> <li>Encouraging roof-top water harvesting</li> <li>Promoting stream</li> </ul>	<ul style="list-style-type: none"> <li>Assessing the damage to small check dams</li> <li>Surveying blocked water ways</li> <li>Opening up alternate channels for releasing excess water</li> <li>Periodic monitoring of water levels of</li> </ul>	<ul style="list-style-type: none"> <li>Starting new irrigation and rainwater harvesting schemes</li> <li>Promoting research in irrigation and water management</li> </ul>

		<ul style="list-style-type: none"> <li>water harvesting</li> <li>Constructing community water storages</li> </ul>	check dams	
4	<b>Animal husbandry, dairying and poultry.</b>	<ul style="list-style-type: none"> <li>Setting up Veterinary Centres</li> <li>Appointing adequate number of Veterinarian Doctors</li> <li>Providing for regular check ups of animals/ livestock</li> <li>Setting up of Dairy and Poultry Farms</li> <li>Planning for fodder contingency</li> <li>Promoting insurance of livestock</li> <li>Creating awareness on livestock management in disasters</li> </ul>	<ul style="list-style-type: none"> <li>Removing dead animals during disasters</li> <li>Providing shelter to milch animals and other livestock</li> <li>Providing immediate fodder relief</li> <li>Erecting shelters for livestock</li> </ul>	<ul style="list-style-type: none"> <li>Creating job avenues in animal husbandry and dairy sector</li> <li>Appointing Veterinary Doctors</li> <li>Providing subsidized livestock loans</li> <li>Appointment of feeders, milkers, breeders and herd health specialists on a regular basis</li> </ul>
5	<b>Fisheries.</b>	<ul style="list-style-type: none"> <li>Conducting Mock Drills to make fishermen alert during emergencies such as high tides and cyclones</li> <li>Surveying fish ponds</li> <li>Generating awareness on use of fish nets, Safe Fishing Zones, Warning System</li> <li>Training Fishermen/ Farmers on net making, managing response time, pond safeguards, etc.</li> <li>Promoting insurance of fisheries</li> </ul>	<ul style="list-style-type: none"> <li>Evacuating people from seashores during Alerts/Warning Phase</li> <li>Assessing damage to boats, net, fish ponds, etc.</li> <li>Restoring livelihoods immediately</li> <li>Clearing the debris from the seashores</li> <li>Controlling contamination of water bodies due to killing of fishes</li> </ul>	<ul style="list-style-type: none"> <li>Regular pond cleaning and bleaching</li> <li>Diversifying activities related to fisheries in order to create more jobs</li> <li>Promoting fish culture or Pisciculture (Rearing and breeding of fishes through natural and artificial means)</li> <li>Creating employment opportunities in Pisciculture</li> </ul>
6	<b>Social forestry and farm forestry.</b>	<ul style="list-style-type: none"> <li>Growing shrubs to restrict sea water from entering land area indiscriminately</li> <li>Constructing embankments</li> <li>Planting trees along roadside, canals banks, river beds, and railway lines</li> <li>Regular trimming of trees approaching roads, electric lines, and water pipes</li> </ul>	<ul style="list-style-type: none"> <li>Assessing the damage to crops and trees in social forestry land area</li> <li>Removing trees and trucks from social forestry land</li> <li>Providing for immediate wood and fuel in disaster aftermath</li> </ul>	<ul style="list-style-type: none"> <li>Planting trees in damaged areas</li> <li>Maintaining the existing shrubs on the banks of the river/sea</li> <li>Generating awareness on Social Forestry Scheme</li> <li>Encouraging community participation in forestry programmes</li> <li>Creating job avenues (skilled/unskilled) in</li> </ul>

		passing through forest areas		commercial and non-commercial farm forestry, orchard farming, livestock ranching and community forestry <ul style="list-style-type: none"> <li>● Focusing on capacity building of community</li> </ul>
7	<b>Minor forest produce.</b>	<ul style="list-style-type: none"> <li>● Creating awareness about minor forest produce for sustainable use</li> <li>● Providing loan for forest production</li> </ul>	<ul style="list-style-type: none"> <li>● Immediate arranging of alternative livelihoods for the families depending on minor forest produce</li> </ul>	<ul style="list-style-type: none"> <li>● Generating awareness on sustainable development</li> <li>● Holding consultations with environmentalists on replantation</li> <li>● Involving community members in decision-making</li> </ul>
8	<b>Small scale industries, including food processing industries.</b>	<ul style="list-style-type: none"> <li>● Promoting Value Added Training</li> <li>● Encouraging market, finance and producer linkages</li> <li>● Ensuring that all industries undertake insurance schemes</li> <li>● Keeping a buffer stock of food in food processing industry as contingency stock</li> <li>● Training craftspersons and artisans</li> <li>● Training of industry personnel on disaster management</li> </ul>	<ul style="list-style-type: none"> <li>● Proper recovery of insurance amount</li> <li>● Arranging alternative livelihoods.</li> <li>● Assessing damages to industrial production</li> </ul>	<ul style="list-style-type: none"> <li>● Creating awareness about waste disposal</li> <li>● Promoting small scale industries, by encouraging adequate funding</li> <li>● Creating livelihoods in small scale industries</li> </ul>
9	<b>Khadi, village and cottage industries.</b>	<ul style="list-style-type: none"> <li>● Establishing market linkages</li> <li>● Promoting value added training</li> <li>● Motivating the industries to insure their assets</li> </ul>	<ul style="list-style-type: none"> <li>● Assessing damages to such industries in disaster aftermath</li> <li>● Arranging alternative livelihoods</li> <li>● Providing compensation</li> </ul>	<ul style="list-style-type: none"> <li>● Providing for adequate insurance cover</li> <li>● Diversifying skills in cottage industries</li> </ul>
10	<b>Rural housing.</b>	<ul style="list-style-type: none"> <li>● Constructing disaster-resistant houses/buildings</li> <li>● Arranging loans from banks</li> <li>● Creating awareness on safe construction</li> <li>● Training of rural masons/ helpers/</li> </ul>	<ul style="list-style-type: none"> <li>● Assessing the damage to the houses during disasters</li> <li>● Removing the debris</li> <li>● Providing immediate relief</li> </ul>	<ul style="list-style-type: none"> <li>● Registering houses in the name of owners</li> <li>● Surveying women headed households and giving priority to them for the construction of houses</li> <li>● Arranging special</li> </ul>



		carpenters/ plumbers on construction of safe houses		loans/facilities for old, disabled and others <ul style="list-style-type: none"> <li>● Promoting low cost disaster resistant technology in rural housing</li> <li>● Interacting with NGOs and Government institutions engaged with rural housing</li> </ul>
11	<b>Drinking water.</b>	<ul style="list-style-type: none"> <li>● Cleaning of tanks periodically</li> <li>● Creating awareness on safe drinking water and purification methods</li> <li>● Making people aware about the judicious use of water</li> <li>● Periodic checking of leakage and blockage of water pipes</li> <li>● Training on use of disinfectants (halogen tabs, bleaching powder, etc)</li> <li>● Training of rural volunteers on repairing of tube wells/ and damaged drinking water sources</li> <li>● Providing loans for setting up of water banks and rainwater harvesting initiatives</li> </ul>	<ul style="list-style-type: none"> <li>● Providing safe water to all</li> <li>● Cleaning the drinking water tanks</li> <li>● Ensuring that the pipes are in good condition</li> <li>● Immediate arrangement of alternate drinking water in disaster affected areas</li> <li>● Assessing damages to drinking water sources and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>● Regular monitoring of drinking water pipes</li> <li>● Chlorination of drinking water tanks</li> <li>● Providing safe drinking water to school children</li> <li>● Creating awareness on the waterborne diseases</li> <li>● Implementing Water Standards Code and making rainwater harvesting mandatory</li> </ul>
12	<b>Fuel and fodder.</b>	<ul style="list-style-type: none"> <li>● Generating awareness on alternative energy sources such as coal, solar and biogas energy for cooking purposes</li> <li>● Providing funds for setting up grain banks and fodder banks</li> <li>● Providing for storage of fuel for use in emergency</li> <li>● Provisioning the storage of kerosene, cooking gas, cow</li> </ul>	<ul style="list-style-type: none"> <li>● Collecting fuel supplies</li> <li>● Assessing damage to livestock and fodder</li> <li>● Arranging for fuel supply to community kitchens to start normal life</li> <li>● Supplying fodder for livestock in relief centres and disaster affected areas</li> <li>● Arranging low interest loans</li> </ul>	<ul style="list-style-type: none"> <li>● Reclaiming unused land for fodder production</li> <li>● Creating job avenues in alternative energy production</li> </ul>

		<p>dung fuel, cooking wood, traditionally used fuel in rural areas for cooking in emergency</p> <ul style="list-style-type: none"> <li>● Promoting the use of smokeless ‘chullah’</li> <li>● Generating awareness on fire safety and efficient use of fuel</li> <li>● Providing loans for fodder plantation</li> </ul>		
13	<b>Roads, culverts, bridges, ferries, waterways and other means of communication.</b>	<ul style="list-style-type: none"> <li>● Making all weather resistant roads</li> <li>● Constructing Proper drainage system to prevent water logging on the roads</li> <li>● Constructing small culverts to prevent water logging</li> <li>● Ensuring safety of the passengers, if they travel by ferry</li> <li>● Training in modern ways of communication and provide them emergency numbers so that in case of emergency they can easily contact</li> <li>● Constructing of road/culverts considering disaster resistant norms/features</li> <li>● Avoiding construction in vulnerable areas</li> <li>● Periodic verification/repair of roads/culverts/ bridges</li> <li>● Provision of passenger sheds which can be used as shelter during disaster</li> <li>● Providing Linkages with the community task forces for debris clearance, transportation of relief, communication, etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Reconstructing and restoring communication channels</li> <li>● Providing alternative communication channels</li> <li>● Assessing damages to road and other networks</li> </ul>	<ul style="list-style-type: none"> <li>● Rebuilding of communication channels based on the weather condition</li> <li>● Maintaining bridges and waterways</li> <li>● Periodically assessing damage to waterways, looking for cracks in bridges and ferries</li> <li>● Keeping track of use of material for building</li> <li>● Training of builders/masons/architects</li> </ul>

14	<b>Rural electrification, including distribution of electricity.</b>	<ul style="list-style-type: none"> <li>● Electrifying all roads to ensure the safety of the people</li> <li>● Providing uninterrupted supply of electricity to rural hospitals/ dispensaries and relief centres</li> <li>● Constituting local task forces for coordination with the electricity department for early restoration, if damaged during disaster</li> </ul>	<ul style="list-style-type: none"> <li>● Assessing the Damages</li> <li>● Immediate restoring of electricity</li> <li>● Making alternative arrangement of electricity/power supply for relief centres, hospitals, schools, etc., in disaster situations</li> <li>● Assessing damage to electric lines and wires</li> </ul>	<ul style="list-style-type: none"> <li>● Promoting electrification schemes</li> <li>● Inviting private companies to set up power plants</li> <li>● Encouraging innovation and research in rural electrification</li> </ul>
15	<b>Non-conventional energy sources.</b>	<ul style="list-style-type: none"> <li>● Making people aware about energy efficiency</li> <li>● Providing loans to avail solar lights/ non-conventional energy sources</li> <li>● Making an inventory of families having non-conventional energy sources</li> </ul>	<ul style="list-style-type: none"> <li>● Assessing damages to energy sources</li> <li>● Mobilizing non-conventional energy sources for use in emergencies</li> </ul>	<ul style="list-style-type: none"> <li>● Interacting with government and private sector to promote non-conventional energy sources</li> </ul>
16	<b>Poverty alleviation programme.</b>	<ul style="list-style-type: none"> <li>● Ensuring the participation of all in implementing poverty alleviation programmes</li> <li>● Implementing specific activities which can reduce the vulnerability of poor</li> </ul>	<ul style="list-style-type: none"> <li>● Providing livelihood through poverty alleviation programmes immediately after disaster</li> <li>● Helping in providing immediate compensation to the affected poor</li> </ul>	<ul style="list-style-type: none"> <li>● Restoring community assets through poverty alleviation programmes</li> <li>● Building assets and livelihoods</li> <li>● Monitoring of poverty alleviation schemes</li> <li>● Making provision for effective coordination mechanisms to avert duplication of time and efforts</li> </ul>
17	<b>Education including primary and secondary schools.</b>	<ul style="list-style-type: none"> <li>● Ensuring that students are aware about the topography of their area</li> <li>● Training students on crisis management and use of HAM radio</li> <li>● Participating in school safety programmes</li> <li>● Conducting periodic mock drills in schools on fire safety</li> </ul>	<ul style="list-style-type: none"> <li>● Providing safe water and sanitation facilities to students</li> <li>● Shifting of vulnerable/affected community to identified schools during disasters</li> <li>● Assessing damage to school buildings and infrastructure</li> <li>● Restoring of basic amenities in affected schools</li> </ul>	<ul style="list-style-type: none"> <li>● Promoting awareness on disaster management in schools</li> <li>● Including the subject of disaster management in school curriculum</li> </ul>

		<ul style="list-style-type: none"> <li>• Training of teachers, principal/ headmaster on disaster management</li> <li>• Identifying schools for safe shelter</li> <li>• Encouraging NCC / NSS volunteers to go for disaster management training</li> <li>• Periodically evaluating disaster management activities in schools</li> </ul>		
18	<b>Technical training and vocational education.</b>	<ul style="list-style-type: none"> <li>• Providing training to youth on vocational and technical education</li> <li>• Encouraging the youth to join polytechnics</li> <li>• Helping the youth to get loans from banks and governments towards self employment</li> <li>• Arranging off campus / short term job oriented training of ITI, polytechnic, health, ATI, SIRD, etc., for unemployed youths</li> <li>• Providing for skill upgradation training for masons, helpers, local artisans</li> <li>• Conducting refresher training for imparting all technical training</li> <li>• Providing Insurance for the training equipments and institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Arranging for alternative/vocational livelihoods in disaster aftermath</li> <li>• Providing apprenticeship where necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Starting ITIs for youth-employed/ unemployed</li> <li>• Providing subsidy to the disaster-affected for technical and vocational courses</li> <li>• Introducing vocational/technical courses at school/college levels</li> </ul>
19	<b>Adult and non-formal education.</b>	<ul style="list-style-type: none"> <li>• Encouraging the use of social mapping, resource mapping and community mapping</li> <li>• Including disaster management basic courses mostly in pictorial form, that is, safety tips, roles and responsibilities of community for</li> </ul>	<ul style="list-style-type: none"> <li>• Restoring structures/ activities providing adult education</li> </ul>	<ul style="list-style-type: none"> <li>• Providing for long-term education policies for adult education</li> <li>• Including disaster management specificities in adult education curriculum</li> <li>• Involving people undertaking non-formal education in disaster task forces</li> </ul>

		<p>responding to disasters, family disaster preparedness, mock drills, etc., in education curriculum.</p> <ul style="list-style-type: none"> <li>● Involvement of the students/ trainees in practical DM activities, that is, attending palli sabha for finalization of DM plan, finalization of village development activity</li> <li>● Involving adults in community task forces</li> <li>● Arranging training sessions, using multimedia equipment</li> </ul>		<ul style="list-style-type: none"> <li>● Creating awareness on institutions that focus on non-formal adult education such as IGNOU, UGC and other correspondence colleges</li> </ul>
20	<b>Libraries.</b>	<ul style="list-style-type: none"> <li>● Procuring materials related to disaster management for library use</li> <li>● Keeping village disaster management plans, maps, etc., in the libraries</li> <li>● Provisioning funds for development of library</li> <li>● Monitoring the safety of library books and furniture on a regular basis</li> <li>● Identifying library buildings as shelters during disasters</li> </ul>	<ul style="list-style-type: none"> <li>● Restoring library buildings</li> <li>● Shifting of library material to safer places in disaster situations</li> <li>● Assessing damage to library books and equipment</li> <li>● Evacuating victims to libraries of schools identified for safe shelter</li> </ul>	<ul style="list-style-type: none"> <li>● Constructing library buildings as per building bye-laws and using them as community centres in crises situations</li> <li>● Maintaining library buildings and monitoring for cracks and seepage</li> </ul>
21	<b>Cultural activities.</b>	<ul style="list-style-type: none"> <li>● Creating awareness about disaster management through folk songs, street plays, radio shows, etc.</li> <li>● Constituting disaster management cultural groups in villages/ panchayats</li> <li>● Providing financial support to cultural groups</li> <li>● Including disaster management</li> </ul>	<ul style="list-style-type: none"> <li>● Taking recourse to cultural activities/ programmes such as nukkad nataks, dance shows to promote restoration activities and bring back normalcy</li> </ul>	<ul style="list-style-type: none"> <li>● Organizing intensive awareness programmes after disaster through cultural programmes/ cultural groups</li> </ul>

		<p>component in cultural programmes</p> <ul style="list-style-type: none"> <li>Organizing cultural programmes on disaster preparedness day</li> </ul>		
22	<b>Markets and fairs.</b>	<ul style="list-style-type: none"> <li>Decongesting market and fair areas</li> <li>Negotiating with shopkeepers of emergency supplies, that is, medicines, eatables, generators, fuel, shelter items, etc., for use during disaster</li> <li>Organizing awareness programmes in markets/fairs on market days</li> <li>Constituting disaster task forces with market association members as participants</li> </ul>	<ul style="list-style-type: none"> <li>Clearing of debris</li> <li>Assessing damages</li> <li>Mobilizing resources for emergency supplies</li> <li>Activating disaster task forces</li> <li>Organizing free kitchens by fair and market associations</li> <li>Mobilizing market resources for relief supply</li> </ul>	<ul style="list-style-type: none"> <li>Undertaking training of businessmen, commercial merchants, fair organizers and market associations on disaster management, especially on use of wireless, making announcements on loudspeakers, handling of crowd, panic management and fire safety</li> </ul>
23	<b>Health and sanitation, including hospitals, primary health centres and dispensaries.</b>	<ul style="list-style-type: none"> <li>Ensuring the supply of trained doctors in the dispensaries</li> <li>Making provisions for emergency medicines and supplies</li> <li>Providing for ambulance facility</li> <li>Conducting community level first-aid training programmes</li> <li>Organizing health camps in vulnerable areas</li> <li>Coordinating with community and NGOs for mobilization of trained manpower for emergency health management</li> <li>Conducting regular mock drills</li> <li>Linking with the community first-aid teams and ASHA for refresher training and refilling of first-aid kit</li> </ul>	<ul style="list-style-type: none"> <li>Assessing damage to health centres and hospitals</li> <li>Providing for emergency services</li> <li>Sending critical cases to nearby hospitals</li> <li>Ensuring adequate care to old and disabled</li> <li>Mobilizing community first-aid team for emergency health management at hospital</li> <li>Establishing off site medical camps</li> </ul>	<ul style="list-style-type: none"> <li>Arranging for professional counseling and post-traumatic stress disorder</li> <li>Setting up rehabilitation centres</li> </ul>

24	<b>Family welfare.</b>	<ul style="list-style-type: none"> <li>● Concentrating on infant/child/maternal care</li> <li>● Setting up centres</li> <li>● Generating Awareness in the community on health related issues and management in disasters</li> <li>● Focussing on first-aid training</li> <li>● Encouraging health insurance</li> <li>● Encouraging periodic health check up before monsoon and cyclone seasons</li> <li>● Organizing health camps in villages</li> <li>● Promoting training of physically challenged persons to enhance their adaptability to disasters</li> <li>● Providing for equipment for physically challenged persons</li> </ul>	<ul style="list-style-type: none"> <li>● Arranging for emergency surgery facilities</li> <li>● Focusing on special care and evacuation of sick, disabled, pregnant and lactating mothers</li> <li>● Mobilizing medicines for affected community</li> </ul>	<ul style="list-style-type: none"> <li>● Promoting regular health care, family welfare, immunization and first-aid programmes</li> </ul>
25	<b>Women and child development.</b>	<ul style="list-style-type: none"> <li>● Ensuring special care for women and children</li> <li>● Promoting regular immunization schemes for children and pregnant women</li> <li>● Generating awareness on hygiene and diseases relating to disasters</li> <li>● Ensuring proper nutrition for the children under 5yrs</li> <li>● Training of anganwadi workers on disaster preparedness</li> <li>● Providing safety tips to the children at anganwadi centres</li> <li>● Involving women in disaster management planning</li> </ul>	<ul style="list-style-type: none"> <li>● Ensuring that the special needs of women and children are attended to in disaster aftermath</li> <li>● Providing for special relief items for women and children</li> </ul>	<ul style="list-style-type: none"> <li>● Arranging counseling sessions for women to recover from shock</li> <li>● Formulating special rehabilitation plans for women and children</li> </ul>
26	<b>Social welfare, including welfare of the handicapped and mentally retarded.</b>	<ul style="list-style-type: none"> <li>● Ensuring that benefits of social welfare schemes</li> </ul>	<ul style="list-style-type: none"> <li>● Shifting differently-abled to safe places during disasters</li> </ul>	<ul style="list-style-type: none"> <li>● Implementing all programmes keeping special needs of the</li> </ul>



		<p>reach the differently-abled</p> <ul style="list-style-type: none"> <li>● Promoting formation of special disaster management task forces meant specifically for the disadvantaged</li> <li>● Formulating plans on the basis of disaster need assessment of the handicapped and other disadvantaged</li> <li>● Encouraging special training sessions for the handicapped to manage themselves in disasters</li> <li>● Providing Special assistance to the women headed families, widows, and differently-abled</li> </ul>	<ul style="list-style-type: none"> <li>● Ensuring sympathetic conduct of search and evacuation for the handicapped and mentally challenged</li> <li>● Providing special care to the physically challenged victims in disaster aftermath</li> <li>● Mobilizing Taskforces, Self-Help Groups, NGOs to respond to the special needs of the disadvantaged sections of society</li> </ul>	<p>disadvantaged in mind</p> <ul style="list-style-type: none"> <li>● Providing for subsidized loan and assistance for rehabilitation of the women headed families, widows and the other vulnerable groups</li> </ul>
27	<b>Welfare of the weaker sections, and in particular, of the scheduled castes and scheduled tribes.</b>	<ul style="list-style-type: none"> <li>● Involving the weaker sections, SC/STs in disaster management planning at the grassroots level</li> <li>● Involving the weaker sections in the formation of community task forces</li> <li>● Prioritizing the requirements in disaster aftermath in such a way that the weaker sections get their due</li> </ul>	<ul style="list-style-type: none"> <li>● Providing for immediate removal of weaker sections from disaster struck place</li> </ul>	<ul style="list-style-type: none"> <li>● Implementing all programmes keeping the weaker sections in mind</li> <li>● Designing of special development package for strengthening economic status of the groups</li> </ul>
28	<b>Public distribution system.</b>	<ul style="list-style-type: none"> <li>● Raising the quality of food items and services under PDS</li> <li>● Bufferstocking food items for disaster situation</li> <li>● Generating awareness among people on food security and grain/seed banks</li> <li>● Providing for additional PDS stock before monsoons</li> <li>● Identifying the space for storing of relief materials/ additional PDS materials</li> </ul>	<ul style="list-style-type: none"> <li>● Ensuring subsidized ration for all disaster affected community</li> <li>● Ensuring safe storage of PDS items</li> <li>● Immediate distribution of relief from the PDS stock</li> <li>● Monitoring rapid need assessment of PDS during disasters</li> </ul>	<ul style="list-style-type: none"> <li>● Involving community and Self Help Groups in PDS</li> <li>● Providing for more Public Distribution Stores</li> <li>● Generating awareness on availability of provisions under PDS</li> <li>● Creating awareness on grain banks</li> </ul>

29	<b>Maintenance of community assets.</b>	<ul style="list-style-type: none"> <li>● Effective implementation of government schemes to ensure proper maintenance of community assets</li> <li>● Maintaining coordination with village taskforce</li> <li>● Undertaking vulnerability assessment and other necessary measures for strengthening the community assets</li> <li>● Encouraging Public-Private Partnership model for income generation viz. maintenance of the community assets, etc.</li> <li>● Generating awareness on common community assets such as rivers, trees, pasture land, community centre, health centres, schools, hospitals</li> </ul>	<ul style="list-style-type: none"> <li>● Involving community in restoring community assets</li> <li>● Assessing damage to village commons</li> <li>● Mobilizing community assets for erecting shelters, community kitchens, livestock shelters, health camps, etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Involving community to maintain community assets</li> <li>● Promoting development planning for further strengthening of community assets</li> <li>● Mobilizing funds for better maintenance/ linkages with other agencies for assets/services development</li> </ul>
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### **Role of ULBs**

<b>Sr. No</b>	<b>Item</b>	<b>Preparedness</b>	<b>Response</b>	<b>Recovery</b>
1.	<b>Urban planning including town planning.</b>	<ul style="list-style-type: none"> <li>● Monitoring the construction of disaster resistant buildings and houses to ensure adherence to building bye-laws</li> <li>● Creating awareness on town planning needs among people</li> <li>● Determining disaster-prone areas by use of advanced technology such as GIS, Remote Sensing and Mapping</li> <li>● Supervising the conduct of fire safety mock drills among people</li> </ul>	<ul style="list-style-type: none"> <li>● Evacuating people immediately in disaster aftermath</li> <li>● Creating temporary shelters for migrants</li> <li>● Providing minimum basic facilities of water and sanitation at public conveniences</li> </ul>	<ul style="list-style-type: none"> <li>● Promoting the use of disaster resistant house technology</li> <li>● Implementing building codes</li> <li>● Mainstreaming disaster scenarios in urban planning</li> </ul>

2	<b>Regulation of land-use and construction of buildings.</b>	<ul style="list-style-type: none"> <li>● Encouraging construction of disaster resistant buildings and houses</li> <li>● Categorizing land for commercial, domestic and mix-use purposes</li> <li>● Providing for spatial planning, transportation planning and environmental planning in land-use plans</li> </ul>	<ul style="list-style-type: none"> <li>● Removing debris from collapsed buildings site</li> <li>● Consolidating land holdings for use</li> </ul>	<ul style="list-style-type: none"> <li>● Ensuring adherence to building bye-laws</li> <li>● Implementing environmental (control of pollution) laws</li> </ul>
3	<b>Planning for economic and social development.</b>	<ul style="list-style-type: none"> <li>● Including disaster management in long-term town planning</li> <li>● Generating awareness on interlinkages between disasters and development</li> </ul>	<ul style="list-style-type: none"> <li>● Assessing damages, if any, to social structures such as schools, dispensaries, anganwadis during disasters</li> </ul>	<ul style="list-style-type: none"> <li>● Mainstreaming disaster management into socio-economic development</li> </ul>
4	<b>Roads and bridges.</b>	<ul style="list-style-type: none"> <li>● Ensuring the use of quality material and modern technology for roads and bridges construction</li> </ul>	<ul style="list-style-type: none"> <li>● Encouraging the construction of temporary roads and bridges to evacuate people to safer places</li> </ul>	<ul style="list-style-type: none"> <li>● Analyzing seismic zones</li> <li>● Ensuring the construction of bridges/roads, as per seismic zones</li> </ul>
5	<b>Water supply for domestic, industrial and commercial purposes.</b>	<ul style="list-style-type: none"> <li>● Focussing on laying disaster resistant pipes</li> <li>● Ensuring safe water supply</li> <li>● Monitoring of water pipes for blockage/leakage on a regular basis</li> <li>● Ensuring periodic cleaning of tanks</li> <li>● Creating awareness on waterborne diseases</li> </ul>	<ul style="list-style-type: none"> <li>● Chlorinating all water tanks</li> <li>● Providing safe water to all</li> <li>● Ensuring treatment of industrial effluents before entering water bodies</li> </ul>	<ul style="list-style-type: none"> <li>● Implementing environmental laws</li> <li>● Creating awareness on waterborne diseases</li> <li>● Setting up water banks</li> <li>● Making provision for rainwater harvesting</li> </ul>
6	<b>Public health, sanitation conservancy and solid waste management.</b>	<ul style="list-style-type: none"> <li>● Ensuring effective waste disposal</li> <li>● Setting up of waste management treatment plants</li> <li>● Monitoring regular collection of solid wastes</li> <li>● Segregating bio-degradable waste and non-biodegradable wastes</li> <li>● Planning for</li> </ul>	<ul style="list-style-type: none"> <li>● Removing of debris in disaster aftermath</li> <li>● Sanitizing entire affected city</li> <li>● Promoting construction of temporary toilets</li> <li>● Involving NGOs such as Sulabh International</li> <li>● Ensuring drinking water does not get mixed up with</li> </ul>	<ul style="list-style-type: none"> <li>● Creating awareness on sanitation options</li> <li>● Ensuring toilets are constructed in all houses and public places</li> <li>● Setting up sewage treatment plants</li> <li>● Formulating effective public policy taking cognizance of basic health care during disasters</li> </ul>

		municipal waste collection places <ul style="list-style-type: none"> <li>● Planning for generating income from waste</li> <li>● Planning for the use of modern technology to generate electricity from waste</li> <li>● Collecting user charges for waste collection/disposal</li> </ul>	sewage <ul style="list-style-type: none"> <li>● Making all public health officials alert</li> <li>● Sounding alert on water borne diseases like cholera, malaria and dengue</li> </ul>	
7	<b>Fire services.</b>	<ul style="list-style-type: none"> <li>● Providing for regular mock drills</li> <li>● Advertising the phone numbers of fire service department at all places visited by common people</li> </ul>	<ul style="list-style-type: none"> <li>● Involving community in rescue operations</li> <li>● Providing for immediate first-aid</li> </ul>	<ul style="list-style-type: none"> <li>● Establishing more fire service stations</li> <li>● Setting up Burn Wards in hospitals</li> </ul>
8	<b>Urban forestry, protection of the environment and promotion of ecological aspects.</b>	<ul style="list-style-type: none"> <li>● Creating awareness about biosphere around the city</li> <li>● Ensuring the protection of urban biosphere/ environment</li> </ul>	<ul style="list-style-type: none"> <li>● Assessing damages and reviving urban biosphere</li> </ul>	<ul style="list-style-type: none"> <li>● Creating awareness about biosphere around the city</li> <li>● Making adherence to environmental laws mandatory</li> </ul>
9	<b>Safeguarding the interests of weaker sections of society, including the handicapped and mentally retarded.</b>	<ul style="list-style-type: none"> <li>● Formulating policies to protect the disadvantaged during disasters</li> </ul>	<ul style="list-style-type: none"> <li>● Giving priority to evacuate weaker sections during emergency</li> </ul>	<ul style="list-style-type: none"> <li>● Establishing night shelters for weaker and disadvantaged sections</li> <li>● Providing for ramps at all public places</li> <li>● Promoting the construction of disabled friendly structures such as schools, colleges, entertainment centres, cinemas and hospitals</li> </ul>
10	<b>Slum improvement and upgradation.</b>	<ul style="list-style-type: none"> <li>● Involving slum community in slum planning and development</li> <li>● Creating awareness about disaster preparedness among slum dwellers</li> <li>● Promoting the maintenance of public works and services in slum areas</li> </ul>	<ul style="list-style-type: none"> <li>● Implementing low cost sanitation and water supply schemes</li> <li>● Mobilizing funds on beneficiary contributions and supply-driven design</li> </ul>	<ul style="list-style-type: none"> <li>● Developing effective funding schemes for slum improvement and sanitation</li> <li>● Upgrading of existing slums by providing for basic safe drinking water and toilet facilities</li> <li>● Activating the Urban Slum Dwellers Programme or any other central/state</li> </ul>

				<p>programme for slum development in your area</p> <ul style="list-style-type: none"> <li>● Giving suggestions on formulation of an effective rural-urban migration policy to restrict migration</li> </ul>
11	<b>Urban poverty alleviation.</b>	<ul style="list-style-type: none"> <li>● Integrating poverty struck into self-help groups</li> <li>● Introducing employment generation activities among below poverty line people</li> </ul>	<ul style="list-style-type: none"> <li>● Determining the number of urban poor through sample surveys and mapping</li> <li>● Ensuring food security when disaster strikes</li> <li>● Evacuating urban poor to safer places in disaster aftermath</li> <li>● Establishing temporary shelter for urban poor</li> </ul>	<ul style="list-style-type: none"> <li>● Introducing skill training and asset creation programmes for urban poor</li> <li>● Establishing market linkages</li> <li>● Ensuring minimum wages in both formal and non-formal sectors</li> </ul>
12	<b>Provision of urban amenities and facilities such as parks, gardens, playgrounds.</b>	<ul style="list-style-type: none"> <li>● Providing for recreation centers in the urban planning itself</li> </ul>	<ul style="list-style-type: none"> <li>● Making use of open spaces like parks, playgrounds to mobilize people in disaster warning/aftermath</li> </ul>	<ul style="list-style-type: none"> <li>● Implementing spatial and environmental planning in urban areas</li> </ul>
13	<b>Promotion of cultural, educational and aesthetic aspects.</b>	<ul style="list-style-type: none"> <li>● Establishing recreation centers in every locality</li> </ul>	<ul style="list-style-type: none"> <li>● Using cultural programmes to make people aware of disaster management and dealing with ensuing trauma</li> </ul>	<ul style="list-style-type: none"> <li>● Providing knowledge, skills and attitudes on disaster management through cultural programmes</li> </ul>
14	<b>Burials and burial grounds; cremations, cremation grounds; and electric crematoriums.</b>	<ul style="list-style-type: none"> <li>● Establishing electric burial grounds in all areas</li> <li>● Creating awareness about safe burial of bodies</li> </ul>	<ul style="list-style-type: none"> <li>● Ensuring proper disposal of dead bodies</li> <li>● Identifying, Calculating and numbering bodies for last rites in disaster aftermath</li> </ul>	<ul style="list-style-type: none"> <li>● Setting up more electric crematoriums</li> <li>● Disinfecting the burial and cremation grounds periodically</li> </ul>

15	<b>Cattle pounds; prevention of cruelty to animals.</b>	<ul style="list-style-type: none"> <li>● Establishing slaughter houses outside the city</li> <li>● Fencing farms to guard against stray animals</li> </ul>	<ul style="list-style-type: none"> <li>● Disposing of dead animals properly</li> <li>● Removing injured animals from disaster site and taking them to vet centres</li> </ul>	<ul style="list-style-type: none"> <li>● Providing suggestions on formulation of a sound policy on prevention of cruelty against animals</li> <li>● Regulating slaughter houses</li> <li>● Setting up cow shelters</li> <li>● Setting up of veterinary centres</li> </ul>
16	<b>Vital statistics including registration of births and deaths.</b>	<ul style="list-style-type: none"> <li>● Ensuring proper registration of all births and deaths</li> <li>● Providing ration cards/kisan cards/job cards on the basis of birth/death registration</li> </ul>	<ul style="list-style-type: none"> <li>● Assessing the number of deaths during disasters</li> <li>● Arranging for compensation to the kith and kin of the dead</li> </ul>	<ul style="list-style-type: none"> <li>● Ensuring that registration takes place in municipalities</li> <li>● Providing for coordination among different agencies for registration</li> </ul>
17	<b>Public amenities including street lighting, parking lots, bus stops and public conveniences.</b>	<ul style="list-style-type: none"> <li>● Establishing infrastructural facilities</li> </ul>	<ul style="list-style-type: none"> <li>● Immediate restoration of infrastructural facilities</li> </ul>	<ul style="list-style-type: none"> <li>● Establishing infrastructural facilities</li> </ul>
18	<b>Regulation of slaughter houses and tanneries.</b>	<ul style="list-style-type: none"> <li>● Providing licences to slaughter houses and tanneries</li> <li>● Creating recycling plants</li> </ul>	<ul style="list-style-type: none"> <li>● Arranging for Safe disposal of wastes</li> <li>● Ensuring wastes are not mixed with drinking water</li> </ul>	<ul style="list-style-type: none"> <li>● Implementing strict regulation laws and ensuring their adherence</li> </ul>

\*The Eleventh and Twelfth Schedules of the Constitution of India have vested powers with the Panchayati Raj Institutions and Urban Local Bodies respectively for formulating and executing programmes/schemes for development purposes. Based on detailed interaction with the participants of TNA Workshops in all States covered under the Project, efforts were made to integrate Disaster Preparedness; Response; and Recovery in each of the 29 Items listed in the Eleventh Schedule and 18 Items included in the Twelfth Schedule to be taken care of by the PRIs and ULBs while formulating and implementing Development Plans in their areas. It is expected that adequate handling of the items covered under these two Schedules shall prove to be of greater utility towards effective disaster management.

## FFTP Schedule

<b>i</b>	<b>Registration</b>	<b>9.30-10.00</b>
<b>ii</b>	<b>Introduction to the Project</b>	<b>10.00-10.15</b>
<b>Session No</b>	<b>Session Details</b>	<b>Time</b>
1.	<p><b>Understanding Disasters, Disaster Management, Disaster Policy and Institutional Mechanisms in India</b></p> <p><b>Session Objectives:</b> This Session shall enable the participants to know about the:</p> <ul style="list-style-type: none"> <li>● Meaning of disaster;</li> <li>● Conceptual framework of disaster management;</li> <li>● Major landmarks in disaster management;</li> <li>● Important provisions of Disaster Management Act, 2005;</li> <li>● Major objectives of the National Policy on Disaster Management; and</li> <li>● Institutional mechanisms for disaster management in India.</li> </ul> <p><b>Contents:</b></p> <ol style="list-style-type: none"> <li>1. Meaning of Disaster.</li> <li>2. Nature of Major Natural Disasters.</li> <li>3. Disaster Management: Various Phases.</li> <li>4. Disaster Management Mechanisms at the National, State and District and Local levels.</li> <li>5. Important Provisions of Disaster Management Act, 2005 and major objectives of National Policy on Disaster Management.</li> </ol> <p><b>Methodology:</b></p> <ul style="list-style-type: none"> <li>● Lecture;</li> <li>● Interaction.</li> <li>● Activity/Exercise</li> </ul>	10.15-11.15
	Tea	11.15-11.30
2.	<p><b>Towards Disaster Preparedness</b></p> <p><b>Session Objectives:</b> This Session shall enable the participants to:</p> <ul style="list-style-type: none"> <li>● Understand the concepts of Hazard, Vulnerability, Risk and Capacity Analysis (HVRCA);</li> <li>● Relate these terms with their specific situations/areas;</li> <li>● Highlight the essentials of disaster preparedness;</li> <li>● Discuss the types of preparedness; and</li> <li>● Examine the role of key stakeholders in disaster preparedness</li> </ul>	



	<p><b>Contents:</b></p> <ol style="list-style-type: none"> <li>1. Explanation of HVRCA. 11.30-12.00</li> <li>2. HVRC Situational Analysis. 12.00-1.00</li> <li>3. Group Presentation on HVRC Analysis 2.00-2.40</li> <li>4. Interaction on Disaster Preparedness Components and Types. 2.40-3.30</li> </ol> <p><b>Methodology:</b></p> <ul style="list-style-type: none"> <li>● Explanation of meaning and significance of HVRC;</li> <li>● Analysis of preferably a major disaster situation to analyze HVRC by participants and presentation by each Group; and</li> <li>● Discussion and interaction on components and types of disaster preparedness.</li> </ul>	
	<p>Lunch 1.00-2.00</p> <p>Tea 3.30-3.45</p>	
3.	<p><b>Disaster Response and Immediate Relief</b></p> <p><b>Session Objectives:</b></p> <p>This Session shall enable the participants to:</p> <ul style="list-style-type: none"> <li>● Explain the meaning, significance and features of Disaster Response and Incident Response System;</li> <li>● Know about different tasks in disaster response and activities in immediate relief;</li> <li>● Identify Lead and Supporting Departments/Agencies in disaster response; and</li> <li>● Explain the role of various actors and agencies/stakeholders in disaster response.</li> </ul> <p><b>Contents:</b></p> <ol style="list-style-type: none"> <li>1. Explanation of Disaster Response and IRS. 3.45-4.30</li> <li>2. Response: Techniques, Do's and Don'ts. 4.30-5.15</li> <li>3. Activity on Identification of Lead &amp; Supporting Departments/Agencies in disaster response. <b>Day-2</b> 9.30-10.15</li> <li>4. Interaction on Role of key stakeholders in disaster response. 10.15-11.00</li> </ol> <p><b>Methodology:</b></p> <ul style="list-style-type: none"> <li>● Lecture Based discussion on the meaning, significance and features of Disaster Response and IRS;</li> <li>● Activity on Identification of Lead and Supporting Departments/Agencies in disaster response; and</li> <li>● Interaction with participants on ensuring coordination in role performance of key stakeholders in disaster response.</li> </ul>	

4.	<b>Disaster Rehabilitation, Reconstruction and Recovery</b> <b>Session Objectives:</b> This Session shall enable the participants to: <ul style="list-style-type: none"> <li>● Establish linkages between Disaster and Development;</li> <li>● Explain the importance and types of Rehabilitation, Reconstruction and Recovery; and</li> <li>● Comprehend Post-disaster Measures.</li> </ul> <b>Contents:</b> <ol style="list-style-type: none"> <li>1. Disaster-Development Interface.</li> <li>2. Concepts of Rehabilitation, Reconstruction and Recovery.</li> <li>3. Group Activity and Interaction on Post-disaster Measures.</li> </ol> <b>Methodology:</b> <ul style="list-style-type: none"> <li>● Lecture;</li> <li>● Group Discussion and Activity.</li> </ul>	11.15-11.35 11.35-12.00 12.00-1.00
	Tea Lunch Tea	11.00-11.15 1.00-1.30 3.00-3.15
5.	<b>Towards Strengthening Community Based Disaster Management System (CBDM)</b> <b>Session Objectives:</b> This Session shall enable the participants to: <ul style="list-style-type: none"> <li>● Understand the meaning and significance of Community Based Disaster Management (CBDM);</li> <li>● Discuss the ways of strengthening community capacity through awareness and participation for effective disaster management; and</li> <li>● Enlist the major components of Community Action Plan for Disaster Management.</li> </ul> <b>Contents:</b> <ol style="list-style-type: none"> <li>1. Meaning and importance of CBDM.</li> <li>2. Strengthening Community Capacities through Conflict Resolution, Awareness, Advocacy, Livelihood Options, etc.</li> <li>3. Group Exercise on components of Community Action Plan.</li> </ol> <b>Methodology:</b> <ul style="list-style-type: none"> <li>● Lecture and Interaction</li> <li>● Group Exercise on components of Community Action Plan</li> </ul>	1.30-2.00 2.00-2.30
6.	<b>Summing-up and the Road Ahead</b>	2.30-3.00
7.	<b>Mock Drill</b>	3.15-5.00

### Registration Form for FFTPs' Participants

1.	Participant's Name in Capital Letters	
2.	Date of Birth	
3.	Sex(Male/Female)	
4.	Designation	
5.	Organisation's Type	
6.	Organisation's Name	
7.	Address	
8.	City	
9.	Pin Code	
10.	State	
11.	Educational Qualifications	
12.	Field of Experience	
13.	Category (SC/ST/OBC/GEN./OTHERS)	
14.	Telephone No. (Off & Res)	
15.	Mobile Number	
15.	E-Mail Address	
16.	Date	

**Date****Signature**

### Participant's Evaluation Proforma

1. Name of the Participant:
2. Address with contact details & e-mail:
3. Did you receive advance intimation from the Institution about the FFTP? If so did you respond to the institution? **Yes** **No**

4. What do you think about the structure and organisation of the FFTP?

Very Well Structured 4	Well Structured 3	Somewhat Un-Structured 2	Much Un-Structured 1

5. How useful this training would be to you immediately?

Very Useful 4	Quite Useful 3	Of limited Use 2	Not at all Useful 1

6. How useful this training is likely to be in future for effective disaster management?

Very Useful 4	Quite Useful 3	Of limited Use 2	Not at all Useful 1

7. How far have you been benefited from interaction with other participants of FFTP?

Substantially 4	Considerably 3	Fairly 2	Not at all 1

8. How far was the Training Manual, Audio/Video Programmes supplied relevant and related to the contents of FFTP?

Extremely Relevant 4	Considerably Relevant 3	Fairly Relevant 2	Not at all Relevant 1

9. Assessment of Resource Persons:

Very Useful 4	Quite Useful 3	Of limited Use 2	Not at all Useful 1

10. Which components of the FFTP did you find most helpful? Yes No

- Understanding Disasters and Disaster Management, Policy Framework and Institutional Mechanisms for Disaster Management in India
- Towards Disaster Preparedness
- Disaster Response with Special Reference to Immediate Relief
- Sustainable Reconstruction, Rehabilitation and Recovery
- Towards Strengthening Community Based Disaster Management System
- Mock Drill

11. Which components of the FFTP did you find least helpful? Yes No

- Understanding Disasters and Disaster Management, Policy Framework and Institutional Mechanisms for Disaster Management in India
- Towards Disaster Preparedness
- Disaster Response with Special Reference to Immediate Relief
- Reconstruction, Rehabilitation and Recovery
- Towards Strengthening Community Based Disaster Management System
- Mock Drill

12. Your overall impression of the Project objectives, methodology and outcome:

Excellent 4	Very Good 3	Good 2	Fair 1

13. Did the Project provide any specific improvements in the following areas in disaster management in future?

Yes No

- Knowledge
- Skills
- Attitudes

**14. Do you feel that this Project has motivated you to take up Capacity Building of others in Disaster Management?**

To a Substantial extent 3	To an Extent 2	Not much 1

**15. Please give your suggestions for bringing further improvements in Capacity Building in Disaster Management for:**

- Government Officials
- Elected Representatives of PRIs
- Elected Representatives of ULBs
- Any Other

Date:

Signature

### Resource Person's Feedback Report

Name of the Resource Person:

Address of the Centre:

Dates:

Number of Participants identified for the FFTP:

Number of Participants present on:

First day of FFTP:

Second Day of FFTP:

Views on FFTP Sessions based on feedback garnered from the participants	
Identification of Issues/ Challenges towards effective disaster management	
Highlighting Inter-Departmental Issues/Linkages for further action to be initiated in preparation of SDMP/DDMP and SOPs for different Departments to tackle various disasters	
Recommendations/ Suggestions	
Any other Comments	



### Number of Participants in FFTPs at Different Places

State	District	No. of FFTPs conducted in each District	No. of Participants	No. of Govt. Officials	No. of PRIs Reps	No. of ULBs Reps
Andhra Pradesh	Anantapur	8	265	130	84	51
	Mahboobnagar	8	296	142	67	87
	Nellore	8	246	117	66	63
	Prakasam	8	328	197	113	18
	Srikakulam	8	241	115	93	33
<b>Total</b>		<b>40</b>	<b>1376</b>	<b>701</b> <b>50.95%</b>	<b>423</b> <b>30.74%</b>	<b>252</b> <b>18.31%</b>
Assam	Barpeta	8	315	122	147	46
	Cachar	8	310	243	66	01
	Dhemaji	8	401	52	263	86
	Dhubri	8	214	109	47	58
	Lakhimpur	8	302	224	78	00
<b>Total</b>		<b>40</b>	<b>1542</b>	<b>750</b> <b>48.64%</b>	<b>601</b> <b>38.98%</b>	<b>191</b> <b>12.38%</b>
Bihar	Madhepura	8	306	80	226	00
	Muzaffarpur	8	362	51	269	42
	Patna	8	297	77	220	00
	Sitamarhi	8	326	47	279	00
	Supaul	8	273	124	117	32
<b>Total</b>		<b>40</b>	<b>1564</b>	<b>379</b> <b>24.23%</b>	<b>1111</b> <b>71.04%</b>	<b>74</b> <b>4.73%</b>
Haryana	Ambala	8	383	113	213	57
	Gurgaon	8	293	148	96	49
	Panipat	8	233	128	94	11
	Rohtak	8	300	177	120	03
	Yamuna Nagar	8	285	192	74	19
<b>Total</b>		<b>40</b>	<b>1494</b>	<b>758</b> <b>50.74%</b>	<b>597</b> <b>39.96%</b>	<b>139</b> <b>9.30%</b>
Himachal Pradesh	Chamba	8	296	75	213	08
	Kangra	8	295	132	155	08
	Kinnaur	8	300	131	73	96
	Kulu	8	296	107	181	08
	Mandi	8	361	178	133	50
<b>Total</b>		<b>40</b>	<b>1548</b>	<b>623</b> <b>40.25%</b>	<b>755</b> <b>48.77%</b>	<b>170</b> <b>10.98%</b>
Kerala	Ernakulum	8	313	187	120	06
	Idukki	8	294	97	132	65
	Malappuram	8	208	56	94	58
	Palakkad	8	354	129	187	38
	Wayanad	8	195	95	100	00
<b>Total</b>		<b>40</b>	<b>1364</b>	<b>564</b> <b>41.35%</b>	<b>633</b> <b>46.41%</b>	<b>167</b> <b>12.24%</b>

<b>Maharashtra</b>	Nasik	8	355	130	161	64
	Pune	8	334	158	128	48
	Raigad	8	494	177	221	96
	Satara	8	360	194	106	60
	Thane	8	271	141	52	78
<b>Total</b>		<b>40</b>	<b>1814</b>	<b>800</b> <b>44.10%</b>	<b>668</b> <b>36.83%</b>	<b>346</b> <b>19.07%</b>
<b>Orissa</b>	Balasore	8	238	76	141	21
	Bhadrak	8	277	108	160	09
	Ganjam	8	297	101	175	21
	Jagatsinghpur	8	361	143	183	35
	Kendrapara	8	250	86	139	25
<b>Total</b>		<b>40</b>	<b>1423</b>	<b>514</b> <b>36.12%</b>	<b>798</b> <b>56.08%</b>	<b>111</b> <b>7.80%</b>
<b>Tripura</b>	Dhalai	8	360	154	160	46
	Tripura North	8	218	92	73	53
	Tripura South	8	317	169	118	30
	Tripura West	8	339	116	175	48
<b>Total</b>		<b>32</b>	<b>1234</b>	<b>531</b> <b>43.03%</b>	<b>526</b> <b>42.63%</b>	<b>177</b> <b>14.34%</b>
<b>Uttarakhand</b>	Bageshwar	8	335	172	161	02
	Uttarkashi	8	366	76	277	13
	Rudra Prayag	8	337	77	206	54
	Gopeshwar	8	378	90	273	15
	Pithoragarh	8	376	132	226	18
<b>Total</b>		<b>40</b>	<b>1902</b>	<b>547</b> <b>28.76%</b>	<b>1253</b> <b>65.88%</b>	<b>102</b> <b>5.36%</b>
<b>West Bengal</b>	Bankura	8	300	141	147	12
	Burdwan	8	242	86	104	52
	Murshidabad	8	260	94	131	35
	Purba Medinipur	8	232	53	163	16
	South Dinajpur	8	294	107	141	46
<b>Total</b>		<b>40</b>	<b>1328</b>	<b>481</b> <b>36.22%</b>	<b>686</b> <b>51.66%</b>	<b>161</b> <b>12.12%</b>
<b>Grand Total</b>		<b>432</b>	<b>16479</b>	<b>6648</b> <b>40.34%</b>	<b>7941</b> <b>48.19%</b>	<b>1890</b> <b>11.47%</b>

### Demographic Participation

District	No. of FFTPs conducted	No. of Participants	Male	Female
<b>Andhra Pradesh</b>				
Anantapur	8	265	202	63
Mahboobnagar	8	296	197	99
Nellore	8	246	170	76
Prakasam	8	328	132	196
Srikakulam	8	241	190	51
<b>Total</b>	<b>40</b>	<b>1376</b>	<b>891</b>	<b>485</b>
<b>Assam</b>				
Barpeta	8	315	230	85
Cachar	8	310	217	93
Dhemaji	8	401	285	116
Dhubri	8	204	182	22
Lakhimpur	8	302	234	68
<b>Total</b>	<b>40</b>	<b>1532</b>	<b>1148</b>	<b>384</b>
<b>Bihar</b>				
Madhepura	8	306	184	122
Muzaffarpur	8	362	293	69
Patna	8	297	240	57
Sitamarhi	8	326	228	98
Supaul	8	273	219	54
<b>Total</b>	<b>40</b>	<b>1564</b>	<b>1164</b>	<b>400</b>
<b>Haryana</b>				
Ambala	8	383	257	126
Gurgaon	8	293	195	98
Panipat	8	233	136	97
Rohtak	8	300	232	68
Yamuna Nagar	8	285	254	31
<b>Total</b>	<b>40</b>	<b>1494</b>	<b>1074</b>	<b>420</b>
<b>Himachal Pradesh</b>				
Chamba	8	296	233	63
Kangra	8	295	207	88
Kinnaur	8	300	233	67
Kulu	8	296	177	119
Mandi	8	361	281	80
<b>Total</b>	<b>40</b>	<b>1548</b>	<b>1131</b>	<b>417</b>
<b>Kerala</b>				
Ernakulum	8	313	224	89
Idukki	8	294	202	92
Malappuram	8	208	140	68
Palakkad	8	354	154	200
Wayanad	8	195	125	70
<b>Total</b>	<b>40</b>	<b>1364</b>	<b>845</b>	<b>519</b>
<b>Maharashtra</b>				
Nasik	8	355	287	68
Pune	8	334	178	156

Raigad	8	494	365	129
Satara	8	360	263	97
Thane	8	271	238	33
<b>Total</b>	<b>40</b>	<b>1814</b>	<b>1331</b>	<b>483</b>
<b>Orissa</b>				
Balasore	8	238	179	59
Bhadrak	8	277	175	102
Ganjam	8	297	155	142
Jagatsinghpur	8	361	293	68
Kendrapara	8	250	152	98
<b>Total</b>	<b>40</b>	<b>1423</b>	<b>954</b>	<b>469</b>
<b>Tripura</b>				
Dhalai	8	360	287	73
Tripura North	8	218	168	50
Tripura South	8	317	285	32
Tripura West	8	339	278	61
<b>Total</b>	<b>32</b>	<b>1234</b>	<b>1018</b>	<b>216</b>
<b>Uttarakhand</b>				
Bageshwar	8	335	187	148
Gopeshwar	8	378	311	67
Pithoragarh	8	376	312	64
Rudra Prayag	8	337	269	68
Uttarkashi	8	366	300	66
<b>Total</b>	<b>40</b>	<b>1792</b>	<b>1379</b>	<b>413</b>
<b>West Bengal</b>				
Bankura	8	300	227	73
Burdwan	8	242	164	78
Murshidabad	8	260	201	59
Purba Medinipur	8	232	189	43
South Dinajpur	8	294	249	45
<b>Total</b>	<b>40</b>	<b>1328</b>	<b>1030</b>	<b>298</b>
<b>Grand Total</b>	<b>432</b>	<b>16479</b>	<b>11856</b> <b>71.95%</b>	<b>4623</b> <b>28.05%</b>

## Review of the Training Manual by Renowned Experts in Disaster Management



International Federation of Red Cross and Red Crescent Societies  
 Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
 Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
 الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر  
 Sri Lanka Delegation

15<sup>th</sup> October 2012

Professor Pardeep Sahni  
 Principal Investigator  
 NDMA-IGNOU Project on "Capacity Building in Disaster Management"  
 School of Social Science  
 Indira Gandhi National Open University  
 Maidan Garhi  
 New Delhi 110068  
 India

Dear. Prof. Pardeep Sahni,

At the outset, I would like to say that any endeavor towards disaster management is laudable, given the frequency and ferocity of disasters today, both natural and man-made. I personally feel that this distinction between these two types of disasters is also getting dimmer and dimmer by the day. Human activities have increased the intensity of disasters. This Training Manual, comprising five volumes or Booklets as they are called, brings home this point very well. It is an integral part of the Project on 'Capacity Building for Government Officials and Representatives of Panchayati Raj Institutions and Urban Local Bodies at District Level'.

I have read through all four -Booklets as well as Handbook, and having myself worked many years at community level, and also with Governments at all levels in different countries, I felt the written material was very comprehensive with very fine detail for officials at the lowest level of administration. I liked where the Manual is focused on: 'It addresses the concern of empowering the officials and functionaries at the grassroots level'. Under this Project, 11 Pilot Face to Face Training Programmes (FFTPs) in State ATIs and 432 FFTP in IGNOU study centres of the selected districts (8 in each district) have been organized. In each district around 300 people have been trained already and the Project holds tremendous scope for the years to come.

It is a pertinent initiative of the National Disaster Management Authority (NDMA) and the Indira Gandhi National Open University (IGNOU) and a brave effort at that. I reiterate what I said in the beginning that such efforts need to be commended completely. There is a real dearth of comprehensive material on the subject of disaster management. These ingenuities serve as valuable drops in the depleting ocean of knowledge on the subject. Many a word is said on various platforms, be it Governmental or Non-governmental, about the nature, scope and characteristics of



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disasters, with very few lines on their management. Despite a series of remedial measures in terms of field level initiatives, policy level changes and novel programmes in the developing countries, we can still say that the glass seems to be half empty. No discussion on disasters is complete without addressing the issue of management or going a little beyond, without skilling and reskilling those involved in their management.

Needless to say that an educational institution like IGNOU has the necessary wherewithal to provide knowledge, skills and attitudes to disaster management functionaries. It is neatly reflected in the material it has produced. It not only weaves all knowledge available on the subject at one place, but also creates new knowledge with its experimentation on approach, format and structure. For example, the chart on knowledge, skill and attitude requirements in Booklet 1 is very crisply compiled. The chart in Handbook delineating the disaster-related tasks for Panchayati Raj Institution and Urban Local Body representatives as well as Government Officials is a fresh take on India's Disaster Management Act of 2005. I also feel that glossary on Key Concepts is innovative indeed, not normally found in the Training Manuals.

Usually the Training Manuals are skill and attitude based, that use a lot of diagrams, pictures, do's and don'ts, techniques to follow and other statistical tools. On this count, this Manual is somewhat underprovided. I feel it should not have deviated from the standardized methods of Manual writing to this extent. Some of the portions do get instructive, with a knowledge overload. However, keeping in view IGNOU's mandate of providing knowledge on disaster management, this cannot be considered a downside of this work. Moreover, Booklet 3 on 'Responding to Disasters' is extremely skill-centric.

It was encouraging to see such emphasis on things like irrigation, forestry, animal husbandry etc. Under Disaster Do's and Don'ts, I would mention heavy snowfalls and avalanches. I have been stuck many times in India on mountain roads due to a combination of both. There are certain similarities between landslides and avalanches when it comes to search and rescue.

With the Recovery Booklet, that is Booklet 4, the terms have changed over the years. In the old days we used 'rehabilitation and reconstruction', but now it seems more and more being lumped into 'recovery.' Whatever, you need to use the terminology people understand at Panchayat level.

One of the things I tell villagers and practitioners at every opportunity, when it comes to recovery is this: ***Seek "breakthrough initiatives" to accelerate recovery and build back better and avoid a culture of risk aversion. Get it right first time. Business as usual will not suffice in unusual situations.***

I also feel that every time we enter another recovery operation, we have a chance to build back better, and build back safe, and if we can link in with the insurance companies, we can do great deals for humanity. Successful Recovery operations are about strong leadership, making a one-stop shop for affected people to seek information, and strong beneficiary communication.

I think this Project is a very timely endeavor, which justifies its objective of building and strengthening the capacity of the target groups in the areas of disaster prevention, preparedness, mitigation, response and recovery, by training the participants who shall further help the community to undertake required tasks for effective disaster management. Given the fact that it covers 11 states and 54 districts, it is truly a mega project, which I believe has been received very well through the length and breadth of the country.

My heartiest congratulations to the team behind it and all the best for their future efforts.

Yours sincerely



Bob McKerron  
Head of Delegation







**gert venghaus**

humanitarian consulting

„Angler's Rest“

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**Prof.**  
**Pardeep Sahni**  
Indira Gandhi National Open University (IGNOU)  
**NEW DELHI**  
**INDIA**

10 October 2012

Dear Prof Sahni,

It was a pleasure and privilege to receive a copy of the entire training manuals of the extremely appropriate project '*Capacity Building in Disaster Management for Government Officials and Representatives of Panchayati Raj Institutions and Urban Local Bodies at District Level*', an initiative of the National Disaster Management Authority.

As you will kindly recall IGNOU cooperated, already in the late 1990s, with the '*International Red Cross and Red Crescent Movement*' when your good Self supported and participated in a nation-wide *Community-Based Disaster Preparedness Training Programme* in all States and Union Territories of India, That particular training programme had set out to train master trainers among the Indian Red Cross Society in all States and Union Territories to enable Indian Red Cross to focus its efforts on vulnerable communities and particular areas at risk of disasters. This training programme also recognized the fact that, although affected by or at risk of disasters, communities do have significant capacities – a fact that had been long neglected as authorities and aid organisations alike formerly concentrated exclusively on vulnerability without recognizing the capacities of individuals and communities.

The present initiative of the NDMA and this training course developed as cooperation with IGNOU for officials and local bodies are a perfect and logical expansion and extension of the former community-focused training as it recognizes the facts that (a) communities are the first responders in the event of any disaster and (b) the representatives of local administrative bodies have a critical role in the adoption of the new culture of disaster management in India.

Given the sheer size of India and the monumental task and challenge of the training a total of 4,050 government officials and 12,150 elected representatives of *Panchayati Raj* institutions and urban local bodies in disaster management in 54 hazard prone districts of 11 States is an impressive achievement that could also serve as a shining example for other identified training needs. It reaffirms that a courageous decision by a public authority coupled with the experiences

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and expertise of an Indian teaching institution such as IGNOU ultimately results in considerable building of disaster management capacity at local levels. This coupled with an increased capacity of communities will significantly mitigate the effects of future disasters, save lives, livelihoods, assets and will, ultimately, result in a much improved economic strength and resilience of communities, States and the entire country.

IGNOU has a long-standing experience of teaching courses in disaster management and has developed a solid knowledge on this subject. This project combines their knowledge with the various guidelines evolved by NDMA for Disaster Management.

This training programme comprises four training booklets and course handbook outlining the disaster management framework, disaster preparedness and mitigation, disaster response and also disaster recovery and rehabilitation. The course handbook contains clear, concise and up-to-date information related and relevant to the subject matter, enabling course participants to broaden their knowledge on disaster management and enhance their skills. The compilation of this teaching and training material is impressive. IGNOU should be congratulated for the development of this important and up-to-date training course.

It is hoped that the new and improved skills and knowledge of *Panchayati Raj* institutions and urban local bodies will also result (a) in these bodies continuing their skill development at all levels and (b) that these bodies also organise in future relevant training further down the line and involve the very communities they represent and administer. If this can be achieved then the cycle of disaster management, i.e. disaster response, disaster preparedness, disaster mitigation, disaster recovery and reconstruction, and disaster preparedness and early warning at community level can be meaningfully closed.

I would to thank you, again, for sharing these documents with me, and I wish you and your colleagues success in the process of continuously improving disaster management in India.

With kind regards and best wishes



Gert Venghaus (*MBuddStud*)  
Independent Consultant on  
Disaster Management, Programme Evaluation, Health and Policy Advice



**GOVERNMENT OF SIKKIM**  
**SIKKIM STATE DISASTER MANAGEMENT AUTHORITY**

*Prof. Vinod K. Sharma*  
Executive Vice-Chairman

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Ref. No. 06/2012

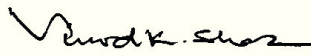
Dated : 15.10.2012

Indira Gandhi National Open University (IGNOU) took lead in developing a certificate course on Disaster Management long back in late 90's and later they developed post graduate diploma in Disaster Management. Both the courses were extremely useful and got recognition not only in the country but in the region. Recently, a unique collaborative programme of National Disaster Management Authority (NDMA) and IGNOU was launched on Capacity Building in Disaster Management for government officers and Panchayati Raj Institutions (PRIs) and Urban Local Bodies (ULBs) at district level. Under this project, a total number of 4050 government officials and 12150 elected representatives of PRIs and ULBs would be trained in Disaster Management through face-to-face training programmes at the district level in 54 hazard prone districts of 11 states (5 district each in 10 states (Andhra Pradesh, Assam, Bihar, Haryana, Himachal Pradesh, Kerala, Maharashtra, Orissa, Uttarakhand and West Bengal) and 4 districts of Tripura. This programme has been very successful so far and 214 face to face training programme have successfully conducted for 8633 participants.

The course material developed by IGNOU, in the form of 4 booklets on conceptual and institutional framework of Disaster Management, Disaster Preparedness and Mitigation, Responding of Disasters and Disaster Recovery and the Road Ahead and one hand book for 'Effective Disaster Management at Micro Level' was developed and given to each participants. I had the privilege for editing first three booklets which were prepared by the team of experts in IGNOU and compiled by Prof. Alka Dhamija were excellent. The language of the booklets is very simple to understand for government as well as for PRIs and ULB representatives. The material of booklet is very informative and having simple exercises with the help of which a trainer can conduct training at grass root level. Each booklet is having recent references and glossary of words which is very useful.

I compliment and congratulate the NDMA and IGNOU team particularly Prof. Pardeep Sahni, Prof. Alka Dhamija and the entire project team for implementation of this unique project in Disaster Management. I am sure that after completion of the project we will be having sufficient number of trainers in Disaster Management in 11 most vulnerable states. I wish that similar project should be initiated by Government of India or respective states for Capacity Building for their officers, PRIs and ULBs officials.

I wish the project's great success.

  
(Vinod K. Sharma)

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03-11-2012

Prof. Pardeep Sahni,  
Principal Investigator,  
NDMA-IGNOU Project,  
School of Social Sciences,  
Indira Gandhi National Open University,  
New Delhi,  
India

### **Re: Training Manual for Effective Disaster Management**

Dear Prof. Sahni,

I am pleased to come across the set of training manuals developed by NDMA and IGNOU for building disaster management capacities of the district and local government officials in India.

As a resource for enhancing disaster management capacities at the local levels, the training manuals respond to one of the main recommendations of the reviews of the Hyogo Framework of Action (HFA) 2005-2015- Building the resilience of nations and communities to disasters. Regular reviews of the progress of implementation of HFA highlight the need for stronger political commitment and investment for local action in disaster risk reduction.

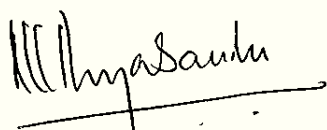
The set of training manuals is comprehensive, and cover a wide range of subject areas- technical as well as socio- economic, capturing the essential aspects which the local government officials need to be equipped with for effective disaster management.

Most importantly, the manuals address the aspects of mainstreaming disaster management into the key development sectors by including and targeting the Line Departments such as Agriculture, Irrigation, Health, Transport, Public Works, Water and Sanitation.

The Manuals are most timely at the current point of time, where the acceleration of the implementation of the Hyogo Framework of Action is emphasised in particular at the local level.

As a professional in the field of disaster risk reduction, I value the practical application use of the manuals, they are a valuable addition to the body of knowledge on effective disaster management.

Sincerely,

A handwritten signature in black ink, appearing to read 'Madhavi Malalgoda Ariyabandu', with a horizontal line drawn underneath it.

Madhavi Malalgoda Ariyabandu  
Regional Programme Officer,  
United Nations Office for Disaster Risk Reduction  
Asia Pacific Office  
Bangkok  
Thailand.





## ABBREVIATIONS

ASHA	:	Accredited Social Health Activist
ATIs	:	Administrative Training Institutes
AWW	:	Anganwadi Worker
BDR	:	Bangladesh Rifles
BSF	:	Border Security Force
CADP	:	Community Awareness on Disaster Preparedness
CBDM	:	Community Based Disaster Management
CBDP	:	Community Based Disaster Preparedness
CBOs	:	Community Based Organizations
CBRN	:	Chemical Biological Radiological Nuclear
CD	:	Civil Defence
CS	:	Chief Secretary
CSOs	:	Civil Society Organizations
CSR	:	Corporate Social Responsibility
DDMA	:	District Disaster Management Authority
DDMP	:	District Disaster Management Plan
DFID	:	Department for International Development
DM	:	Disaster Management
DIPECHO	:	Disaster Preparedness European Commission's Humanitarian Aid Department
DMHP	:	Disaster Mental Health Programme
DMT	:	Disaster Management Team
DMP	:	Disaster Management Plan
DRM	:	Disaster Risk Management
DRMP	:	Disaster Risk Management Programme
DRR	:	Disaster Risk Reduction
FC	:	Finance Commission
FFTP	:	Face-to-Face Training Programme
GO	:	Government Official
GP	:	Gram Panchayat
GPDMC	:	Gram Panchayat Disaster Management Committee
HVRCA	:	Hazard Vulnerability Risk Capacity Analysis
IC	:	Incident Commander
IDNDR	:	International Decade for Natural Disaster Reduction
IGNOU	:	Indira Gandhi National Open University
IRC	:	Incident Response System
IFRCRCS	:	International Federation of Red Cross and Red Crescent Societies
ISDR	:	International Strategy for Disaster Reduction
KSA	:	Knowledge Skills Attitudes
L&FSC	:	Logistic& Finance Section Chief



LRRD	:	Linking Relief Rehabilitation with Development
MOU	:	Memorandum of Understanding
NCRMP	:	National Cyclone Risk Mitigation Project
NDCN	:	National Disaster Communication Network
NDICN	:	National Disaster Information and Communication Network
NDMA	:	National Disaster Management Authority
NDRF	:	National Disaster Relief Force/ Fund
NERMP	:	National Earthquake Risk Mitigation Project
NFRMP	:	National Flood Risk Mitigation Project
NGOs	:	Non-Governmental Organizations
NIDM	:	National Institute of Disaster Management
NLRMP	:	National Landslide Risk Mitigation Project
NMHP	:	National Mental Health Programme
NSSPP	:	National School Safety Pilot Project
NYKS	:	Nehru Yuva Kendra Sangathan
OSC	:	Operation Section Chief
PRA	:	Participatory Rural Appraisal
PRIIs	:	Panchayati Raj Institutions
PSC	:	Planning Section Chief
PSFA	:	Psycho-Social Support for the Affected
PSSMHS	:	Psycho-Social Support for Mental Health Sciences
PTSD	:	Post-Traumatic Stress Disorder
RO	:	Responsible Officer
RRD	:	Relief Rehabilitation Development
SAO	:	Senior Administrative Officer
SAR	:	Search and Rescue
SD	:	Sustainable Development
SDMA	:	State Disaster Management Authority
SDMP	:	State Disaster Management Plan
SGs	:	State Governments
SHG	:	Self-Help Group
SOP	:	Standard Operating Procedure
SRO	:	Senior Research Officer
TNA	:	Training Needs Analysis
ULBs	:	Urban Local Bodies
UN	:	United Nations
UNDRR	:	United Nations Office for Disaster Risk Reduction
UNFCCC	:	United Nations Framework Convention on Climate Change
USAID	:	United States Agency for International Aid
UNISDR	:	United Nations International Strategy for Disaster Reduction
VDMC	:	Village Disaster Management Committee
VLDC	:	Village Level Development Committee

## ACKNOWLEDGEMENTS

Behind all such Projects lies the vision of their conceivers and implementers, which needs to be sincerely understood and acknowledged. The delineations in this Project are also reflective of the vision envisaged by its creators. They dreamt rather innovatively by viewing disaster management as a recurrent process, interconnected with developmental planning. This has helped in understanding disaster management from a new perspective that focuses on relief-response-rehabilitation continuum found in development matrix. The vision has seen the light of the day because of the collective efforts of all those involved in the exercise. Thus, many people need to be acknowledged; but for them new life could not have been breathed into the sinews of this disaster management approach. First and foremost, my sincere thanks are due to Shri M. Shashidhar Reddy, Vice Chairman of the NDMA for being instrumental in sustaining this Pilot Project till its conclusion.

I am truly beholden to Prof. M. Aslam, Vice-Chancellor, IGNOU for his unceasing guidance and support to the Project. His enthusiasm and encouragement has helped us sail through the productive as well as apprehensive times.

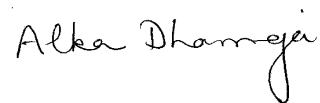
My deep gratefulness to all those from NDMA who have sincerely worked for making this Project a reality. Special gratitude is in place to the senior officers of the NDMA namely Mr. Amit Jha, Ms. Sujata Saunik, Mr. R.K. Singh, Mr. S.S. Yadav, Ms. Madhulika Gupta and Ms. Preeti Banzal for their constant cooperation, as well as for their content input on the NDMA. I would also like to thank Mr. P. Thakur, Mr. Rajendra Prasad and Mr. Naval Prakash of the NDMA Project Team for their valuable help on Manual Draft. Other contributors from NDMA are also worthy of my deep gratitude. I thus thank Dr. C. Jayakumar (Sr. Consultant – Psychological Care), Mr. S.N. Mahapatra (Sr. Consultant – Earthquake and Tsunami), Dr. T.S. Sachdeva (Consultant – Medical Preparedness), Mr. V.K. Jain, (SAO), Dr. A.K. Sinha (SRO), Mr. Amal Sarkar, Mr. A Sachidanandan for their noteworthy advice and suggestions.

Professor Pardeep Sahni of the Faculty of Public Administration, IGNOU deserves a deep gratitude for being all ‘head, heart and toes’, if I may coin this new phrase to describe his anxious behaviour during the entire period of the Project. His enthusiastic efforts in getting all the Face-to-Face Training Programmes (FFTPs) arranged and reviewed need to be sincerely noted and acknowledged. I must thank all other members of my Faculty of Public Administration, namely Prof. E. Vayunandan, Prof. Uma Medury, Prof. Dolly Mathew and Dr. Durgesh Nandini for their honest involvement in the implementation of the Project and conduct of workshops. I am truly indebted to all the Research and Teaching Assistants of the Faculty, especially Mr. A. Senthamizh Kanal for helping me with the analyses of the structured questionnaire and the graphic representation of participants’ feedback. Mr. Senthil Nathan and Ms. Sandhya Chopra deserve special thanks for their ceaseless help in this endeavour.

I express heartfelt thanks to all Director Generals/ Directors of Administrative Training Institutes/ State Disaster Management Authorities in all the eleven targeted states. Special thanks are in place to all district level officials, especially the Deputy Commissioners/ District Magistrates/ District Collectors for helping out in FFTP arrangements. My deep gratitude is also in order to all Regional Directors of IGNOU Regional Centres. But for them coordination of FFTP would

have been impossible. I express my honest appreciation to all the nodal officers, resource persons, IGNOU Study Centre coordinators and participants for their involvement in FFTPs. A few international experts have been kind enough to review the Project Manual and submit their reports. I am indebted to them for their time and effort, and thank them from the bottom of my heart. They are Ms. Madhavi Malalgoda Ariyabandu (Regional Programme Officer, UNDRR, Bangkok), Mr. Bob McKerrow (Head of Delegation-IFRCRCS, Sri Lanka), Mr. Gert Venghaus (Humanitarian Consulting, Angler's Rest'Hollymount, Ireland) and Prof. Vinod Sharma (Executive Vice-Chairman, Sikkim SDMA).

I am really grateful to all those who have been involved with the different aspects of Report writing. Special thanks amongst them are in place for Mr. Lalit Kumar, Mr. Devender Pal Rawat, Ms. Yogita Vasandani, and Mr. Dheeraj Kumar. I owe particular thanks to Mr. Manjit Singh for printing, and Graphic Printers for laser composition of the Report. I am also grateful to Mr. Tamal Basu for cover page design.



**(Alka Dhameja)**

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July, 2013

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The Indira Gandhi National Open University (IGNOU), since its establishment in 1985, has contributed significantly to the development of higher education in the country through the open and distance learning mode. IGNOU follows a learner-centric approach and provides seamless access to quality education, innovative learning, flexible methodology, Information and Communication Technology, professional skills and training.

The education is disseminated in conventional, as well as emerging inter-disciplinary areas, such as consumer protection, disaster management, environment, human rights, women empowerment and child development, participatory forest management, participatory planning, resettlement and rehabilitation, food and nutrition. Various literacy programmes focusing on community awareness, education and training in need-based and relevant areas have been successfully undertaken by the University as a part of its strategy of social intervention and community capacity building.

Extension education is an important component of academic activities of IGNOU. It provides much needed linkages between the community and the University. The University has established a network of 67 Regional Centres and 3200 Study Centres all over the country to provide easy access and effective support services to the learners. These include Programme Study Centres, as well as Special Study Centres for SC/STs, minorities, differently-abled learners, jail inmates, and personnel of different wings of Defence and Para-military services.

The University develops its academic programmes through 21 Schools of Study comprising Faculty trained in distance education methodology. The academic programmes of the University have multi-media support. The University has facilities for audio, video, radio, television, interactive radio and video counselling, as well as tele-conferencing. IGNOU has also been identified as the nodal agency for running a 24-hour educational TV channel called Gyan Darshan. It has the unique distinction of combining the conventional role of a University with that of an apex body in the promotion, coordination and maintenance of standards in distance education, through continuous assessment and accreditation of the Open and Distance Learning institutions.

