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Message

I welcome all the readers to the second issue of “Tidings” of this year. NIDM continued its relentless journey in the field of capacity building by conducting training programme on various aspects of Disaster Risk Reduction (DRR). There has been a recent spurt in fire accidents being reported in hospitals causing serious hindrance in providing emergency medical services to injured and sick persons along with loss of lives and damage to critical infrastructure. Realizing the urgent need for hospital preparedness for facing exigencies, NIDM started this month by conducting a training programme on “Hospital Disaster Management Plan”. This was followed by a collaborative activity between two national Institutes, NIDM and National Institute of Rural Development in the form of a five day training programme on “Integration of Climate change Adaption and Disaster Risk reduction into rural development projects and programmes “at Hyderabad. Carrying this initiative forward, a training programme on “Climate Integrating Disaster Risk Reduction” into Sustainable Development Goals with respect to Sendai Framework for Disaster Risk Reduction (SFDRR) and Kyoto protocol was also conducted at New Delhi. The issue also carries the thematic views of Professor Santosh Kumar on “Building Capacity for Disaster Management” where he has recommended integration of Disaster Management in the curriculum of foundation courses of newly recruited officers, encouraging women officials for undergoing trainings, giving more space to women by institutional systems of DRR along with recognition of their leadership role and decision-making, making capacity building programmes mandatory and non negotiable, training of officials who are posted as District Magistrate or Additional District Magistrate in the high-risk district, introducing Incident Response System and strengthening disaster management authorities. I earnestly hope that we continue to receive your support and cooperation for all our endeavours in future as well



(Sanjeev Kumar Jindal)

Training Programmes & Workshops

Hospital Disaster Management Plan

04-08 February 2019

Hospitals are complex entities that demands uninterrupted functioning. Different components of the hospital like supply of electricity; potable water; communication services; solid, liquid and biological waste disposal; steady supply of pharmaceutical products; medical and surgical supplies; specialized gases; chemicals; and; fuels etc. require proper management for smooth functioning. There are several incidences at



national level when hospitals were impacted by disasters resulting in damage of property and loss of human lives. Considering the need for hospital preparedness for disasters, NIDM conducted a training programme on **“Hospital Disaster Management Plan”** from **04-08 February, 2019** at National Institute of Disaster Management, New Delhi. The targets for the training programme were primarily doctors and other senior middle level officers working with hospital administration and safety. The programme was organised with the objective of enhancing understanding about the nature and vulnerability of disasters to hospitals and the concept and issues involved in hospital preparedness to deal with disasters. The programme also listed out different activities involved in disasters preparedness along with enhancing capability of the participants to develop and analyse hospital plans for better disaster risk preparedness and mitigation measures. Finally, the programme aimed to develop skills amongst the participants to organize similar training programmes at state, district and local levels. A total of 58 participants representing 16 states attended the programme.



Integration of CCA and DRR in Rural Development

04-08 February 2019

NIDM conducted a training programme on “**Integration of Climate Change Adaption (CCA) & Disaster Risk Reduction (DRR)**” into Rural Development Projects and Programmes on **04-08 February 2019** at National Institute of Rural Development, Hyderabad. The target group for the training programme were primarily faculty and middle level officers from various Administrative Training Institutes, National Institute of Rural Development, State Institute of Rural Developments, officials from line departments linked with Rural development sectors such as BDOs, Agriculture, Revenue, Animal Husbandry, Fisheries, Water, forest etc who were either trainers in the respective fields or those who could be tapped as potential trainers. A total of 45 participates attended the programme. The programme focused on conceptual understanding of disaster management and analysis along with interrelations of different stages of the disaster management cycle. It also highlighted the critical linkages across development, disasters and climate change in the context of rural development and the shift in focus towards risk resilience. The programme finally examined the current policy perspective and practice to make the development process DRR and CCA inclusive.

Integrating Disaster Risk Reduction into Sustainable Development Goals (SDGs) w.r.t. Sendai Framework and COP 21

18-22 February 2019

The last training programme for the month of February was conducted on **18-22 February 2019** on “**Integrating Disaster Risk Reduction into Sustainable Development Goals (SDGs) w.r.t. Sendai Framework and COP 21**” with respect to Sendai Framework of Disaster Risk Reduction and Kyoto Protocol (COP 21)” at National Institute of Disaster Management, New Delhi. A total of 43



participants attended the programme. The programme aimed at developing the human capacity for quick, effective and credible understanding of the disaster risks by identifying the significant role of different stakeholders from various sectors in preventing unfavourable and adverse conditions leading to disaster situations. The programme also describe necessary tools for mitigation and preparedness against potential impending disasters by improving education, training and awareness related to disasters for decision makers, planners, professionals and citizens. It emphasised on development of workable partnerships and linkages / networks among governance, administration, financial, legal and social organizations as well as professionals and other stakeholders.

Thematic Views

Building Capacity for Disaster Management: A Memoire of an officer



- Prof. Santosh Kumar,
Head, GIDD & EMRD Division

I have been engaged in capacity building profession for disaster management, which is also my passion, for more than two and a half decades. This has given me immense opportunities to interact with hundreds and thousands of government officials from different countries, states and central ministries as well. If I restrict myself to just India's experience, what I have found is that the Officers have vast operational experiences with them but most of them are accustomed to dealing with day to day crisis arising out of disasters. They find it difficult and get overwhelmed easily while handling large-scale destruction and deaths occurring due to disasters. Disaster management requires some different specialized set of skills, resources and alternatives. And, generating alternatives may be requiring more discussions and transparency in decision-making process. Sharing or expressing some new ideas in the pyramidal system of governance is always challenging. But it has been realized that wherever enough space has been given, ideas or alternatives have excelled. In a training scenario, sharing of ideas and alternatives are done freely. A study conducted in early 1980s, a business school Professor, Paul Nutt set out to catalogue real world decisions while analyzing 78 decisions made by senior managers working with Governments, Insurance, Hospitals, Companies etc and surprisingly he found that only 15 percent of the decisions involved a stage where decision makers actively sought out to a new option beyond the initial choices on the table. And, only 29 percent of organizational decisions contemplated more than one alternative. Professor Nutt found that managers who considered only one alternative ultimately judged their decision a failure more than 50 percent of the time, while decisions that involved contemplating at least two alternatives were felt to be success two thirds of the time. This may be a subject of discussion for Public Administration discipline. Disaster management too requires a lot of decisions to be taken for pre disaster risk reduction, preparedness, post disaster response, relief, immediate and long term recovery. Generating alternative is the goal of NIDM's training where trainees are exposed

to different decisions taken at different situations while dealing with disasters. NIDM is mandated by DM Act 2005 for building capacity in the country for effective disaster management.

Recently, particularly in the month of July, I have been assigned official task to train Officers on Incident Response System (IRS). It is one of the programmes for building capacity for Disaster Response. NIDM has developed this programme in collaboration with the US Forest Service Department in 2008, which is considered as one of the best practices in disaster response. Since then, NIDM has been engaged in IRS training. I have conducted IRS programme with one of my colleagues in Bapla, Andhra Pradesh in collaboration with APHRD (NIDM has its Southern Campus) and another in Pune with YASHDA, the State Academy of Administration.

We had just three women officials as participants in both the courses. It's very challenging to get women Officers for disaster management courses. If we see the data of NIDM's training programme, the percentage of women officials who have been trained would not go beyond 5-7 percent. Disaster response system, both at the national and state levels, has least representation of women whereas the affected persons/victims of disasters in most of the cases are more of women than men. Society still believes that women are soft, emotional, and vulnerable and they should be protected. Hence their wisdom and leadership roles are not given due importance. In reality, all the best practices of risk reduction have happened across the globe due to the wisdom of women. In India, be it Khezari movement of Rajasthan or Chipko in Uttarakhand or Gujarat long term recovery or Tsunami recovery, the women have always played important roles in saving society. The women over the years have excelled in many of the areas and have shown their commitment and leadership role time and again in dealing with crisis arising out of disasters.

Anyways, during YASHDA training, I encountered the experience of a lady officer who was asked to share her experience about the IRS training. She narrated an instance when she was given her first posting as Sub Divisional Magistrate in one of the subdivisions of Maharashtra. She said that when she was posted there, just after two months of her posting, the monsoon rains arrived and the few villages of the subdivision got submerged. Large number of people was to be rescued, evacuated and to be taken to the safer places. She had never encountered such a situation. Her office started getting several calls. People's distress and their anguish were not very far from her office. She herself never had any personal encounter of getting affected in flood situations. She was just thinking what to do? Out of desperation, she just gave a call to the collector seeking his advice about the handling of whole situation, probably this was the only SOP she knew. In between, somebody informed her that 13-15 people are stranded in one of the farmhouses and water level is gradually increasing and also sun is going to set soon. She briefed the collector and sought his direction for subsequent action. The Collector said to her, I want no casualty; people are to be rescued and to be taken to the safer places. And the phone was disconnected. At the time of crisis, it is always better that command is known and directions are clear. On the direction given by the collector, she had multiple tasks to

be handled. She realized that time is short as sun was all set to go down the horizon. After the sunset, the whole area would be enveloped by the darkness and it would be difficult for the team to do the night rescue in the flooded area. The Rescuers are also to be protected. Rescuing stranded people and safety of the rescue team both became priority of her. How she handled the situation, for knowing this I am putting up her memoire verbatim which she wrote on my personal request.

“I, Namrata D. Chute, working as Dy Collector in Maharashtra Government, I joined in this service in May 2014 and from April 2015, I was working as SDM, Saoner in Nagpur District. After 4 Months of joining, on 13th August 2015 heavy rainfall occurred in Saoner block. In just 2 hours, the rain was recorded 185 mm in morning. All rivers in Saoner taluka were overflowing including major rivers like Kanhan and Kolar. Almost all 136 Villages in block were flooded. I was attending calls and was giving solutions. Affected people were being taken to local school as it was the safest place. Meanwhile in afternoon, I got call from Circle Officer (CO) of village PipluDakbanglu in Saoner block. He informed me that there were 13 people stuck in a farmhouse which is located near River Kolar in the same village. The river was overflowing and farm house was surrounded by water. He told me that it is impossible to rescue these people with boats or swimmers. I went to site which is located on Nagpur-Saoner highway and 20 km away from Nagpur. When I saw the situation, I called the then collector Sir Mr. Sachin Kurve. He assured me every possible help and we asked him for helicopter help. Collector sir sent one rescue helicopter of NDRF about 3 pm in afternoon. Then we were waiting for helicopter but after one hour, we got to know that helicopter went to Kamptee, which was exactly opposite direction. By now rain stopped but water level had not decreased and risk was same for the life of all 13 people. The 13 people were on farmhouse’s terrace. After one or one and half hours, I called one of the person in helicopter and told him about the right direction. But the helicopter was taking time to come. About 6 pm in the evening after the arrival of helicopter, thirteen people were rescued on in one sortie.”

This was my first ever-big experience with disaster and that too in the initial stage of my career. The people, after rescue told us that there is another farm house where 8 more people are stranded. I again sought help of same helicopter but because of no sunlight, the helicopter was unable to conduct another sortie. Thankfully water level of river was decreasing slowly now. We had no option but to wait for receding water level. We called boats from fire brigade in Nagpur and rescued remaining 8 people at 1.00 am morning in pitch-dark situation. It was a very challenging situation for me as well as my team. But I would say that God helped.

This was my first experience with disaster. When I came to YASHDA, Pune for training in disaster management and now I have learned about Integrated Response System. I now understand how to deal with such disaster situations effectively. I understood what mistakes we did during that time. I learned that planning is the key for responding to disasters. We were responding to the situation without any planning and proper assessment of the situation. Lack of planning led us to haphazard

response. We were facing difficulties and risks of people's life was increasing. We were desperate and at the same time, cost of managing this incident was also increasing. Resource planning was not done. We also did not do the documentation of this incident. After undergoing through IRS, I have come to know that disaster response is a very organized operation and it has to be done with meticulous planning. This training programme has helped me in understanding various aspects of disaster response and I feel confident that I will try not to make same mistakes again."

So I would conclude with few suggestions as given below:

All the foundation courses of newly recruited Officers conducted by state level Institutions (Academy, Administrative training Institutes/ SIRD etc) should start integrating Disaster Management in their curriculum. As disaster is gradually becoming "new normal"- frequency of disaster events has multiplied manifold and would increase further, it is important for us to enhance the capacity of the officials at the initial stage of their careers for handling such disasters. LBSNAA has already integrated in their curriculum of All India Service Officers and now it is important that it should be integrated in the training of all the sectors/ departments' officials, recruited at the state level.

Secondly, Women officials should be encouraged for Disaster management training and be given more opportunities. Nominations should be made by the states/central ministries accordingly.

Thirdly, Institutional system for disaster risk reduction should give more space to women and recognize their role leadership role and decision-making.

Fourthly, Capacity building programme for disaster management should be made mandatory and non negotiable. It should be either linked with increment or promotion.

Fifthly, Officials who are posted as District Magistrate or Additional District Magistrate in the high-risk district should attend disaster management programme within 3-4 months of their joining.

Sixthly, disaster response system should be professionalized while introducing Incident Response System. NDMA has already issued guidelines almost eight years ago. Now, it is the responsibility of the State government for taking this forward. NIDM has developed its training module with the USFS for developing master trainers in the state. Many states have done it and many more are yet to start.

Lastly, Disaster Management Authorities created at the district level must also get strengthened for responding to a disaster in a very organized manner by enhancing their knowledge and skills for attending any catastrophic situation arising in the district so that impact of the disasters gets minimized.

Details of Training Programmes

Training Programme organized in month of February, 2019					
S.No.	Name of Program	Venue	Dates	Faculty	No of Participants
1.	Hospital Disaster Management Plan	NIDM, New Delhi	4-8 Feb	Amir Ali Khan	58
2.	Integration of CCA and DRR in Rural Development	NIDM, Southern Campus	4-8 Feb	Sushma Guleria (NIRD&PR)	45
3.	Integrating Disaster Risk Reduction into Sustainable Development Goals (SDGs) w.r.t. Sendai Framework and COP 21	NIDM, New Delhi	18-22 Feb	Surya Parkash	43



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We welcome comments / responses / articles from readers of our Newsletter

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