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While hazards are inevitable, each hazard need not become a disaster.

What comes in between is the culture of safety and prevention

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From the Editor's Desk...**Greetings on the first anniversary of Tidings**

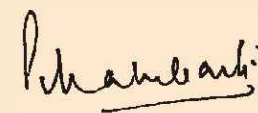
As I assume the charge of this unique National Institute of Disaster Management I find myself in the desk of editing the Tidings and as I get ready to pen down the first editorial I realize that this lovely little letter of news and views has completed the first year of its journey, reaching out to its numerous readers, far and wide.

Therefore the most befitting thing for me to begin is to greet the Tidings on its first anniversary. My colleagues in the Institute join me in conveying greetings and gratitude to the readers and writers of the newsletter who have supported the initiative directly and indirectly and contributed to its success.

Much more than a newsletter, Tidings represented a network of organizations and institutions, individuals and communities working for disaster risk reduction. The network has come a long way from the first tottering steps towards working together for a vision and mission. It is encouraging that the network is slowly but surely taking the shape of a vibrant platform to bring forth various issues, discuss them and find ways to deal better with them.

As I write this piece, the state of Maharashtra is reeling under unprecedented floods, while in June, unexpected floods ravaged Gujarat. In between the hurricane Katrina ravaged the city of New Orleans raising critical issues on the principles and practices of disaster management. We are planning to document all these disasters to learn lessons and be prepared to deal with the future ones.

In this anniversary issue, we renew our pledge to work for the vision and mission of the NIDM to make a DISASTER FREE INDIA.



P.G. Dhar Chakrabarti
Executive Director, NIDM
Editor

Training & Capacity Building in Disaster Management: Issues & Concerns

Dr Santosh Kumar

Professor (Policy, Planning & Community Issues), NIDM

Improving disaster management capacities in the country requires participation from experts and non-experts alike. This ordains that individuals with actual or potential disaster management responsibilities have the requisite knowledge and expertise to perform their expected roles. The spotlight here is not just on specialists with highly developed skills but also on the general citizen who needs a certain basic awareness about disaster management related information and concepts.

Disaster management is a very specialized and highly skilled job. This cannot be undertaken unprofessionally with an adhoc approach. There is a wide gap in the knowledge, skills and attitude of the “disaster managers” to cater to the need for disaster prevention, mitigation, preparedness and response. Also, it is important to understand that disaster management is just not one department approach. It is a cross sectoral issue.

Training and Capacity building can be described as “A planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose in the work situation is to develop the abilities of the individual and organization to achieve goal and objectives of the organization”.

In India most of the sectors have not visualized their role as disaster managers and that is why whole planning assumptions are based on the linear approach principle. They have not visualized their role in emergencies and as disaster managers. There is no document available in which they their roles have been listed out that who is responsible for what? In India officers in the government, NGO and in corporate sectors are recruited and trained to do the jobs in which the respective sectors are working. Accordingly the focus for capacity building of

the professionals and institutions are also on the same. It is never realized that at the time of disaster only they have to perform as a disaster manager. Now the expectations of the people are very high. Media is also putting an extra pressure and making disaster managers more accountable. There is lot of political commitment at the highest level. Nevertheless the challenges remains unresolved in the capacity building sector. May be with the new environment of paradigm shift, possibility of new beginning get institutionalized. In the past, we did not realize the importance and we very conveniently neglected it. Professionals, in the past, were never exposed to any pre disaster training on disaster management. Also, there is hardly any institutional mechanism and organized intervention taken in this direction. But there is lot of challenges ahead in this area that are largely at two levels, Organisational and professional levels.

First, at the professional level, in India training has never been linked with the performance, especially in the government, who is the largest player in the disaster management.

The second is to institutionalize disaster management training in the sector.

Third issue is that training is not directly linked with the performance of the officer. Training has been perceived in isolation of performance. Fourthly most of the postings are done on the basis of the seniority and the choice. The Disaster management expertise of the officers are not undertaken into consideration for the postings in the vulnerable district.

At the organizational level we have very limited institutions with very limited capacity working on disaster management and capacity development At the most country must not be having more than two hundred trainers dedicated for disaster management capacity building, training and learning. So there is huge gap to fill in for the emerging need of the country.

Identification of Training Needs

Performance problems are rarely caused simply

through a lack of training. When carrying out organizational training needs analysis, it is important to recognize that performance is influenced by three factors:

- Lack of knowledge or skill. This is an area where training is an essential component.
 - Lack of environmental support. This factor covers the availability of suitable equipment, materials, systems and procedures, necessary for satisfactory performance.
 - Lack of Motivation. People may be well trained and have the necessary environmental support, but may fail due to lack of motivation.
- a) Organisational Training Needs Analysis is used to consider such questions as policy, productivity, new technology and cost escalation. Rarely can we deal with these issues in isolation. Producing a broad picture of where problems exist is necessary and the contribution that training can make to overcoming them, with any other action required to solve or reduce performance problems.
- b) Job Analysis takes the analytical process a stage further by investigating in more detail the jobs people do. This will provide information, for example, about tasks they perform, areas of responsibilities and relationships with others. Although other disciplines also use job analysis (e.g. job evaluation, and recruitment and selection), when it is used to identify training needs it directs attention to the competences required to do the jobs
- Task Analysis investigates the procedures, knowledge, skills and attitudes needed to ensure satisfactory performance of a job's key tasks. The products of this analysis provide the basis for training activities.

"Uphold the earth, may she the ruling mistress of what has been and what will come to be for us, spread wide a limit less domain"

Atharva Veda 12.1.1

INSTITUTE NEWS

Shri P. G. Dhar Chakrabarti, (IAS: 80), formerly Principal Secretary (Housing & Urban Development) to Government of Jammu & Kashmir took over as new Executive Director of NIDM on July 25, 2005.

NIDM in International Forum

Prof Santosh Kumar was a Member of the Indian delegation to the World Conference on Disaster Reduction at Kobe, Japan from 18-22 January 2005. A Country report 'Disaster Reduction: India's Approach to Disaster Management' was prepared by NIDM and presented at the Conference.

A delegation attended a Workshop on International Tsunami Response and Disaster Preparedness' at Honolulu, Hawaii from June 6-10, 2005. Prof Santosh Kumar represented NIDM in the event.

Workshop on Risk Financing and Risk Transfer in Disaster Management

A consultative workshop on Risk Financing and Risk Transfer in Disaster Management was organized on April 26-27, 2005 at NIDM. About 25 experts in the field of Risk Financing and Insurance from The World Bank, Government of India, banking and insurance sectors and NGOs contributed to this programme. The workshop raised issues and came up with recommendations for financial mitigation of disasters. Some of the major issues identified and recommendations thereof are as follows:

- DM Framework should necessarily include financial mitigation
- Need for sectoral financial risk analysis
 - o A comprehensive risk analysis needs to be done for quantification of risk, probability of disasters.
 - o Analysis needs to be disaster specific, area specific and risk specific
- Organized, formal institutionalized arrangement for pre-funding is required
- Issue of Retail Catastrophe Bonds / Floating

- Catastrophe MFs
 - o Contributed from retail investors or mutual funds
 - o Issued by government directly or by insurers (eg Relief bonds of RBI)
 - o Money to be utilized for those people who cannot afford (BPL).
- Making insurance mandatory
- Subsidizing part premium (50% matching contribution from government for BPL)



Workshop on 'Mainstreaming disaster management training in department of Women & Child development'

A workshop was organized in collaboration with UNICEF, New Delhi on May 9-10, 2005 at the Institute. About 15 resource persons participated in this workshop to finalise the module on disaster management training in women & child development deptt. The event was focused on inclusion of disaster management training into the department. The major recommendations were:

- Networking of State Govt, DWCD and NIDM for sharing of modules and materials

- A small task force can be created in NIPCCD for resource material development along with inputs from NIDM
- Pilot test of module can be done by NIDM & DWCD
- NIDM & DWCD can chalk out the implementation strategy of the module
- Training programmes for psychosocial care of women with involvement of Deptt of Social Welfare, DWCD and Deptt of Health need to be organized
- Local NGOs can be involved in carrying out the training programme for different functionaries of DWCD

Workshop on 'Role of GIS & Geo-information in disaster management'

This programme was organized at the Institute on May 19-20, 2005 with the focus on Geo-information as a decision-making and planning tool in the area of disaster management. When a disaster occurs the Geo-information (Space technology, Remote Sensing, GIS, GPS, IT and communication technology) media are the quickest mode of information collection, collation, analysis and dissemination for monitoring the event. Remote Sensing & GIS offers a powerful tool to create maps, integrate information, visualize scenarios, solve complicated problems and develop effective solutions in Disaster Management. The workshop focused on hands-on experience of such tools for effective disaster management.

International Delegations to NIDM

Mr. Masayuki Kitamoto, Executive Director, Asian Disaster Reduction Centre (ADRC), Japan visited NIDM and held discussion with Executive Director and Faculty members of NIDM. The possible areas of co-operation between NIDM and ADRC were discussed.

Meeting Nature's Upheavals: A Holistic Look at Disasters & their Management - A collaborative Initiative of NIDM & IHC

No country is exempt from the complexities of nature's forces and its far-reaching implications, which are still not fully predictable. The developed world has long been engaged in a continuous evaluation, installing systems that help in minimizing the consequences of natural disasters, which can at least allow them to be in a state of readiness, enabling them to effectively handle the aftermath of a disaster, and to do the best in terms of damage control.

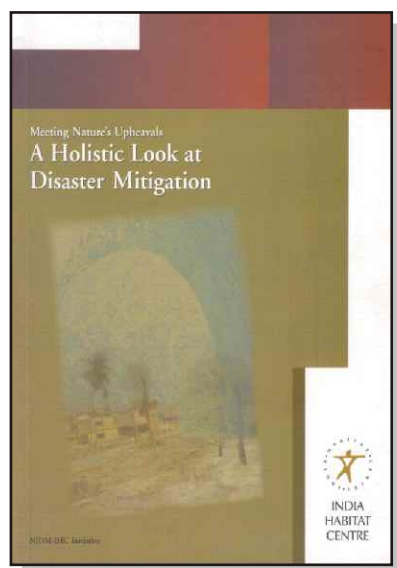
We, in the developing world are far more vulnerable, which puts that much more pressure on us to value human life, our biodiversity, our marine wealth and our other possessions of economic, historical and social advantage. Therefore, it is imperative for us to devise a suitable mechanism, which allows us to build, protect and safeguard all of this for ourselves and for successive generations. As nature's geological behaviour has intrinsic uncertainties, the vast pool of experiences needs to be collated and clear lessons drawn, to set up inviolate benchmarks for safety and warning systems.

NIDM and the India Habitat Centre (IHC), New Delhi came together in an initiative to identify interventions and strategies to avert and minimize the disaster losses through dialogues with eminent resource persons, civil society, administrators and donors. The

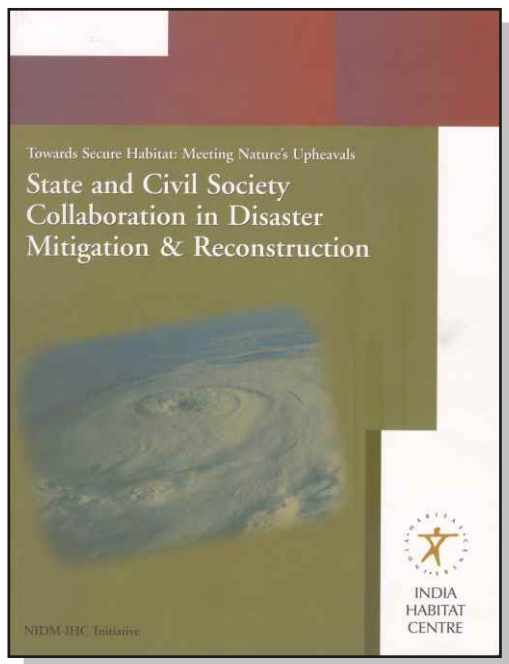
dialogues were implemented through a series of workshops, planned at New Delhi, Chennai, Pune and Jammu & Kashmir.

The first workshop at India Habitat Centre, New Delhi was organized on April 21-22, 2005. About 200 participants from various corporate houses, Government agencies and other sections of society attended the programme. In his keynote address, Dr R.K Pachauri, President IHC stressed on the need to monitor and manage the processes of disasters. For this, he emphasized on the need for a positive change with regard to disaster management which requires coming together of all actors and stake-holders. He also focused on the lackadaisical attitude of the common man day-to-day safety precautions. He felt that a change in attitude towards our own safety and that of others is a prerequisite for effective preparedness and prevention and hoped that the workshop would come up with a plan of action that will lead to a vast improvement in the way we anticipate, monitor and manage disasters without allowing them to overtake us.

The two days were filled with vibrant and engrossing discussions on various aspects of disaster management including the hazard, vulnerability scenario of India, the mitigation strategies towards various disasters, and the role of various stakeholders, in the context of earthquakes, tsunamis, landslides and cyclones. In his concluding address, Shri Raj Liberhan, Director, IHC said "What emerged from the two-day deliberations was that while we mobilize our resources for meeting the consequences of a situation, we generally do not have a well-configured hierarchy of responses that can get triggered automatically. It was also seen that generally those affected by nature's upheaval have no idea how to or from whom to seek help. These are therefore vital questions needing urgent answers so that well-equipped and well-manned systems will minimize losses of property." He was optimistic that an environment that empowers people to take on responsibility and pride in contributing constructively to the cause would be created and the dialogue generated in the series of workshops would work towards its creation and sustainability.



The second workshop in the series, titled “Meeting Nature's Upheavals State and Civil Society Collaboration in Disaster Mitigation and Reconstruction



was appropriately held in Chennai, grappling with one of the worst disasters in recent years, on June 20-21, 2005. This workshop held in Chennai had a focus on civil society which plays a crucial role in all phases of disaster management and especially at a time when civil society initiatives are on at full swing in the aftermath of one of the most unexpected and devastating effects in recent years. The participants were representative of a cross-section of the stakeholders including senior government officials, fire service and police personnel, members of voluntary organizations, members of the affected communities, media professionals, students, members of the consulates and civil society forum. A total number of 109 people actively participated in the workshop.

The workshop was initiated by a warm welcome from the local organizers. The address of Shri RK Pachauri, President India Habitat Centre (IHC) on Threat of Climate Change and Implications on Disaster Management was read out by Director, IHC. In his keynote address, Shri R Santhanam, Secretary Disaster Management Govt of Tamil Nadu emphasized that all

hazards need not convert into disasters and the need of the hour was to focus on mitigation and preparedness along with reconstruction and rehabilitation activities. He spoke about the differential impact of disasters and mentioned that 80% of disaster deaths occur in low-income countries; in Armenia Earthquake of 1988, the cost was 188% of GDP while the Kobe Earthquake in Japan in 1995 cost 2% of the country's GDP. He also pointed out that a continuous process of integration of risk reduction components in development planning is needed that would complement the hi-tech scientific knowledge with low cost local technology. He also mentioned that integration and coordination of civil society with the institutional mechanism is imperative for a holistic approach to disaster management and hoped that the event would help in identifying a course of action towards a disaster resilient community.

Discussions on the Risk and Vulnerability Profile of South India with respect to cyclones, tsunamis and droughts followed by the response system in India elicited well thought out comments and observations from the audience. Vibrant discussions on issues pertaining to volunteerism, gender sensitivity and a possible coordination mechanism between the stakeholders took place over the two days, with major action points discussed. Coordination among organizations dedicated towards disaster response was identified as delivering humanitarian assistance according to established procedures in a cohesive and effective manner, i.e responding together. Coordination adds value. It requires clear leadership, competence, management skills, dynamism, vision and accountability. Effective coordination entails coordination between line departments, between govt and I/NGOs, interagency groups of NGOs, donor & UN coordination and most importantly operational and field level coordination. The result is enhanced preparedness capacity, bringing together of sectoral expertise or capacities of different agencies keeping in mind the interest of intended beneficiaries. The underlying mandate of disaster management being the same, saving lives, reduce

suffering and restore livelihoods coming together of different agencies is inherently complementary. The workshop concluded with discussions on a plan of action like mainstreaming of disaster preparedness as a tool for risk reduction, identifying and integrating local coping mechanisms for risk reduction, roadmap for NGO coordination being some of them. The subsequent workshop was announced for Pune on a theme of Reconstruction & Rehabilitation.

Press Council Workshop to Sensitize Media on Disaster Management

A workshop on the Role of Media in Disaster Management was organized by the Press Council of India in collaboration with National Institute of Disaster Management on 4th August 2005. Hon'ble Mr. Justice G.N.Ray Chairman of Press Council of India presided over the workshop in which many reputed journalists from electronic and print media participated. The workshop was jointly coordinated by Ms Vibha Bhargava, Secretary Press Council and Prof Santosh Kumar of NIDM.

Speaking on this occasion Justice Ray recalled the initiative taken by the Press Council of India almost five years back on the National Press Day on 16th November 2000 when a National Seminar on “Role of Media in Preparing People to Cope with Disasters” was organized at Vigyan Bhavan New Delhi in collaboration with the National Centre for Disaster Management (NCDM). The deliberations of this National Seminar, which was inaugurated by the President of India, had provided a framework for forging partnership between the Government and the media for creating awareness about the various measures that can save precious lives and property in situations of natural disaster. This framework needs to be sustained and further strengthened with more frequent interaction between

the NIDM and the media on the recent trends and patterns in natural disasters and the lacunae and shortcomings in the system of managing disasters.

P.G.Dhar Chakrabarti Executive Director of the NIDM highlighted the paradigm shift in national policy from relief and rehabilitation to prevention, preparedness, response and recovery and called for a more proactive role of the media in creating massive awareness among the people for disaster preparedness. Prof Santosh Kumar of NIDM and Shri Rajiv Isaar of UNDP made presentations on natural disaster scenario in India and their impacts on society and economy.

Veteran Journalist Shri Hiranmoy Karlekar narrated interesting experiences on disaster reporting during the past five decades and stated that sensitivity rather than sensationalization is the key to the most effective reporting on disasters.

An animated discussion took place on the role and responsibility of the government, civil society and the media in disaster situations. Journalists cited interesting case studies of good and bad media management during disasters and suggested innovative ways of handling a free media in a vibrant democracy for better management of disasters. The workshop concluded with the resolution for developing a synergic and interactive, rather than exclusive and adversary relationship between the government and the media towards better management of disasters.

Films on Tsunami Disaster: Coping with the Loss & Learning Lessons

NIDM has prepared two films on Tsunami Disaster Tragedy. One of these films addresses the Impact of the tragedy in affected areas of the country while the other deals in the Reconstruction activities being undertaken in the Andaman & Nicobar Islands. These films will be used as a training tool.

The Earth has enough for man's need, but not enough for man's greed

– Mahatma Gandhi

OUR VISION AND MISSION

Vision

To be the leading center of excellence in the field of disaster risk mitigation and management in India and the region

Mission

To work as a think tank for the government by providing policy advice and facilitating capacity building services including strategic learning, research, training, system development and expertise promotion for effective disaster preparedness and mitigation.

Strategy

To build a national hub to share and learn and to create a critical mass of institutions, trainers and trained professional.

Objectives of NIDM

- To undertake quality research covering both natural and human induced disasters, with a multi-hazard approach
- To work as a National Resource Center for the central and state governments in the country through effective knowledge management and sharing of best practices.
- To professionalise disaster risk reduction and emergency management in India and other neighboring countries by developing an independent cadre of professionally trained and mitigation managers.
- To promote formal training and education for disaster management in India and in the region
- To build working partnerships with the Government, universities, NGOs, corporate bodies and other national and international institute if eminence
- To link learning and action by building a synergy between institutions and professionals in the sector

UPCOMING EVENTS

- * Training Programme on Role of Geo-information in Disaster Mitigation & Management; 6-8 September 2005
- * Training Programme on Cyclone Disaster Management; 12-16 September 2005
- * Workshop on Earthquake & District Disaster management Plan in collaboration with ATI, J & K and Oxfam; 21 September 2005
- * Workshop on 'Disaster Management Planning Should Jaipur Learn Lessons from Mumbai' in collaboration with Social Policy Research Institute, Jaipur on October 1, 2005
- * Consultative workshop on disaster management in Fisheries and Aquaculture 6-7 October 2005
- * International Workshop on Disaster Risk Mitigation: Potential of Micro Finance for Tsunami Recovery 14-15 October 2005
- * International Conference on Spatial data Infrastructure and its Role in Disaster Management in collaboration with FICCI 24-26 October 2005

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

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