

# **PERSPECTIVE PLAN FOR STRENGTHENING AND EXPANSION OF NIDM**

**2014-18**

**Report of the Brainstorming Workshop  
RECOMMENDATIONS  
&  
PERSPECTIVE PLAN DOCUMENT**



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# 1

## BACKGROUND FOR THE PERSPECTIVE PLAN OF NIDM

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### 1.1 Vision Statement of NIDM:

NIDM has been entrusted with the nodal responsibility for human resource development, capacity building including training & education, research, documentation and policy planning covering all aspects of disaster management. Vision statement of NIDM, as envisaged by the Governing Body of NIDM in its first meeting in 2007, states as following:

*“To be a premier Institute of Excellence for training and research on disaster risk mitigation and management in India and to be recognized as one of the leading Institutions at the International level in the field. To strive relentlessly towards making a disaster free India by developing and promoting a culture of prevention and preparedness at all levels.” (As adapted by the 1<sup>st</sup> meeting of the Institute’s General Body in 2007).*

Therefore, NIDM’s academic pursuits and its perspective plan for further strengthening shall be on lines of a framework that enables adequate capacity of the Institute achieve the goal envisioned in its vision statement. The perspective plan, therefore, shall comprise of immediate, medium-term and long-term strategic delineation for institution building and expansion.

### 1.2 Genesis of NIDM:

National Institute of Disaster Management (NIDM) was formed in 2003 by separating and upgrading the National Centre for Disaster Management (NCDM) originally functioning since 1995 under the Indian Institute of Public Administration (IIPA, a DoPT institute). NIDM (as NCDM) followed all the establishment rules including service rules of IIPA for its academic and non-academic staff members. With the notification of Disaster Management Act 2005, NIDM was mandated for its academic functions, as a Statutory Body of Govt. of India (like IITs or Central Universities).

### **1.2.1 Nature/Status of the Institute:**

NIDM is an apex academic institute on disaster management now under the Ministry of Home Affairs. Like many central Universities/IITs/IIMs/IIFM which are created/mandated under the provisions of a particular National Act of Parliament are Statutory Bodies, NIDM is also mandated with academic functions under the Disaster Management Act 2005 as well, However, it has been delivering those functions since its formation as NCDM in 1995 (under IIPA) and subsequently its separation from IIPA by upgrading NCDM to NIDM by a Government Order in 2003. Before the DM Act 2005, while as NCDM under IIPA was supervised by an Advisory Committee and later on separation from IIPA upgraded as NIDM its Management Committee was chaired by the Union Home Secretary. NIDM is an Academic Institute as a Grantee Organization affiliated to the Union Ministry of Home Affairs. National Disaster Management Authority (NDMA) provides broad guidelines for the academic functions of NIDM in accordance with the mandates prescribed in the DM Act. Union Home Minister is the President of the Institute and, it's Governing Body is chaired by Vice Chairman of NDMA. NIDM functions through its academic faculty.

### **1.2.2 Mandates/activities of NIDM:**

NIDM's vision and mission delineated it to be a Centre of Excellence on training, education, research, documentation and policy planning covering all aspects of disaster risk management. As per the DM Act 2005, NIDM is mandated for the following functions:

- Develop training modules, undertake research and documentation in disaster management and organize training programmes;
- Formulate and implement a comprehensive human resource development plan covering all aspects of disaster management;
- Provide assistance in national level policy formulation;
- Provide required assistance to the training and research institutes for development of training and research programmes for various stakeholders;
- Provide assistant to the State Governments and State training institutes in the formulation of State level policies, strategies, disaster management framework and capacity-building;
- Develop educational materials for disaster management, including academic and professional course;
- Promote awareness among stakeholders including college/school teachers and student s, technical personnel and others associated with multi-hazard mitigation, preparedness and response measures;
- Undertake, organize and facilitate study courses, conferences, lectures, seminars within and outside the country to promote disaster management;
- Undertake and provide support for publication of journals, research papers and books and establish and maintain libraries etc.

### **1.3 Special Contexts for NIDM's Strengthening:**

NDMA first Guidelines for NIDM (2007-08) envisaged it to be a Deemed University in the future, whereas the recent National Human Resource Plan for DM (2012) and National Plan for Disaster Management (Oct. 2013, as approved by NEC on DM) envisaged NIDM's strengthening and expansion on the lines of Indian Institute of Management (IIMs). A Collaborative Ph.D. programme and M.Phil course or programmes similar to APPA at IIPA) on DM to be taken up by NIDM as suggested in National DM plan 2013. NIDM's perspective plan (draft) incorporates an expansion plan for NIDM including expansion of its academic activities, centres/divisions and creation of academic and non-academic staff positions (which will be routed separately and subsequently to the Ministry for creation/approval of positions). The functions of NIDM also call for exchange of faculty members with IIMs/Universities and Other Institutes, establishing Academic/Research Chairs or Centres, fellowships, of specialized aspects of disaster risk management.

#### **1.3.1 NIDM Campus Building:**

NIDM has been allocated a piece of land in West-Delhi area for developing its full fledged academic campus. The campus shall have facilities for academic wing (education, training & research, demonstration & simulation based exercises), administrative wing, Library, Museum(s), Residential complex, Guest-house, Hostel, Sports & Recreation centre, etc. in the campus.

### **1.4 Academic Faculty Structure of NIDM:**

NIDM has the provision to draw academic professionals across various disciplines ranging from interdisciplinary environmental, social and health science, engineering and humanities. All the faculty members develop expertise and contribute on relevant aspects of different natural and anthropogenic disasters based on their academic expertise and experience. Key roles of faculty towards fulfilling NIDM's mandate are following.

#### **1.4.1 Roles/ Functions of NIDM Faculty**

The Institute (NIDM) since its inception as the National Centre for Disaster Management in 1995 (NCDM, under Indian Institute of Public Administration) has been functioning as an Academic Institute catering the needs related to capacity building including training & education, research & documentation, documentation and consultancy related activities on various aspects of disaster management. Faculty members of NIDM are engaged in following roles/responsibilities:

- Teaching (taking classes and practical/exercise sessions) in the courses, academic and professional orientation programmes at NIDM, its collaborating Universities, and institutes, etc.

- Undertaking research projects and consultancy assignments in the areas related to disaster management and collaborating with Central/State Institutes and Universities, IITs/IIMs, etc. for such activities.
- Guiding research/thesis of Post-graduate (M.Sc./M.Tech./MA. etc.) projects of students from various Universities/Institutes, guiding/evaluating Ph.D./M.Phil. treatise and supervising student interns.
- Assisting Central/State Government and its agencies through professional guidance/support in policy planning, research, documentation, training and education.
- Writing and publishing educational materials, training modules, books and monographs, research papers, academic and scientific articles, etc.
- Developing documentation on various disasters and relevant academic events/conferences/seminars to draw lessons and case studies for educational and training programmes on different aspects of disaster management.
- Developing curriculum on disaster management and Networking/liasoning with UGC, AICTE, Central Universities, IITs, IIMs, NITs, NCERT, etc. for promotion of higher and professional education in the subject of disaster management.
- Participation and presentation in academic/scientific and research conferences/seminars on various aspects related to disaster management for advancement and exchange of knowledge.

An institute with the objective of holistic coverage on disaster management and risk reduction is expected to address capacity building issues related to the management of all types of disasters including natural, human-induced, slow-onset anthropogenic hazards, natural hazards triggering technological disasters and other complex emergencies.

#### 1.4.2 Faculty Structuring

Systematic grouping and organization of faculty members into different academic divisions and thematic groups has been a matter of concern for effective planning and implementation of various activities. Since faculty members are drawn from different background and contribute on all kinds of disasters, a restructuring of NIDM faculty has been proposed in the perspective plan.

- Horizontal:** Initially all members in the faculty held horizontal placing irrespective of their discipline and levels until 2007. Similar model works at NIDM's mother institute, i.e. IIPA where faculty members are not placed into divisions but certain specialized centres. Each centre is coordinated by a faculty member. Other faculty members can also opt into upto 3 centres.
- Preliminary set-up:** Three academic divisions were created in NIDM faculty, w.e.f. 2007. These are, (i) Man-made disasters and cross cutting issues division, (ii) Geological disaster management division, and (iii) Hydro-meteorological disaster management division. Subsequently, a new division on Disaster Response was added in year 2008 with downgrading a post of Professor to Joint Director.

(iii) **Suggested Models** (alternatives) are following:

<b>Model</b>	<b>Description/Divisions</b>	<b>Challenges/Remarks</b>
A: <b>DM Cycle based Divisions</b>	<ul style="list-style-type: none"> <li>• Risk Assessment &amp; Planning</li> <li>• Disaster Mitigation</li> <li>• Disaster Response</li> <li>• Reconstruction &amp; Recovery</li> </ul>	DM cycle is out-context. Limited number of faculty members in each division cannot deal with diverse areas at each stage.
B: <b>Activity based Divisions</b>	<ul style="list-style-type: none"> <li>• Training,</li> <li>• Research,</li> <li>• Consultancy,</li> <li>• Awareness,</li> <li>• Documentation,</li> <li>• Policy Planning</li> </ul>	Every faculty member is engaged in all such activities and not restricted to one or two. Faculty members specialize based on their academic areas / disciplines.
C: <b>Disaster based Divisions</b> (Hybrid model, based on value addition to the existing set up)	<ul style="list-style-type: none"> <li>• Natural hazards (geo, hydro-met hazards),</li> <li>• Anthropogenic hazards (climate change, environmental, industrial, biological, etc),</li> <li>• Socio-cultural &amp; Cross cutting issues.</li> </ul>	Need to focus equally on all types of disasters – natural and human-induced, which need distinct strategies. Also to focus on psychological, gender issues
D: <b>Discipline based Divisions</b>	<ul style="list-style-type: none"> <li>• Engineering &amp; Geology</li> <li>• Environment, Ecology &amp; NRM</li> <li>• Socio-economic and Humanities</li> </ul>	Every Faculty member/ Division contributes on all types of disasters as per their expertise. To cover holistic approach.

Certain Inter-disciplinary Centres and Extra-mural Centres shall also exist in the faculty structure at NIDM.

### **Thematic Groups:**

Each thematic area in disaster management, i.e., based either on disaster type or activity type requiring special attention is looked after/coordinated by nodal faculty member as Group Head of the particular thematic area, for example, urban risk management or geology group.

### **1.4.3 Interdisciplinary & Extramural Centres**

In order to facilitate interdivisional/interdisciplinary activities as is disaster management itself, certain Central shall be functional as NIDM. These are:

1. EAS – earthquake DRR Centre
2. Centre for Policy Planning & Law
3. DRR Knowledge Centre
4. Library & Documentation Centre
5. Centre of On-line and Continuous Learning
6. Outreach & Awareness Centre

On the other hand, certain specialized areas of NIDM's interventions where location and specific expertise is important, NIDM shall establish its such Centers housed in another institutes/organization. These are,

- (i) Coastal DRR Centre,
- (ii) Mountain DRR Centre, and
- (iii) Technological Hazards Centre.

### **1.4.4 Specialized Programmes/Schemes/Chairs**

Certain specialized programmes/schemes and Chairs, etc. shall be functional at NIDM, which may be time bound activities, fully or partially funded by external source/agency in promote cooperation and specialized research and documentation, etc. These are, for example:

- (i) National Cyclone Risk Mitigation Project
- (ii) World Centre for Landslides
- (iii) ICIMOD Chair on CC-DRR (proposed)

## **1.5 Structuring and Strengthening Administrative Wing**

Administrative wing (General) and Administration (Accounts/Finance) of NIDM is supervised by the Executive Director, through the Joint Director. Academic administration like Training & Research, Library & Publication, etc. shall be looked after by Senior Faculty member. Adequate staff support/consultants shall be provided to the respective wings for smooth functioning. Detailed study of Administrative structure of other similar institutes like NIDM's mother institute, i.e. IIPA, NIRD, MoHFW, etc. shall be done in this regard.

Administrative Wing will include the following:

- (a) General and Establishment
- (b) Accounts and Finance
- (c) Maintenance, Purchase and Stores Section
- (d) Training Management Administration



### **1.5.1 Engineering & Maintenance:**

Since NIDM shall be developing its own full-fledged campus on the land allocated to it recently, it shall have an engineering and maintenance cell efficient and adequately equipped with human resources and infrastructure to look after all construction, fixtures, furnishing, fittings, housekeeping, sanitation and all other kind of maintenance related matters. A specific component in this regard shall be included in the perspective plan.

### **1.5.2 Training Management and Administration**

Training is NIDM's key function and mandate. Logistic and Management Support Functions, besides coordination of Training Calendar, inviting and follow up for nominations, receiving and selecting participations, communications, registration and certifications, developing and maintenance of trainee and trainer database, training material and course kit, exercise materials development, feedback coordination and analysis, communications with faculty and resource persons and liaison with logistic providers, processing of payments bills, etc. are to be handled by the Training wing of NIDM's Administration. Strengthening of Training Cell, therefore, is necessary in terms of dedicated human resources and infrastructure/equipment, etc.

## **1.6 Expansion of Activities:**

Following are the areas where NIDM's interventions and activities need to be strengthened:

- a) **DRR Knowledge Centre:** Collection, collation and translation of data into useful knowledge products is crucial in all stages of disaster management. Looking to the increasing demand of data and interpretation to support planning and decisions at various levels, the aspects of knowledge management including use of traditional/ indigenous knowledge is to be promoted involving training & dissemination tools, e-portals, audio-video, etc. A DRR Knowledge Centre shall be established by modifying existing GIS & VPN facility.
- b) **Development of Tools and Manuals:** Various Tools and methodologies for assessment, planning and monitoring are important in effective implementation of disaster management programmes. These tools need to be customized for Indian conditions with manuals to be prepared for their practice. NIDM shall take necessary initiatives for customization of the following tools according to India's need and background, and will develop practical manual with training kits.
- c) **Documentation:** Documentation of case studies of disaster incidences and their management, success and failure stories of pre disaster risk management and post-disaster relief and recovery management, need to be documented and lessons need to be drawn for capacity building – training and education related activities and for improving policy planning related interventions.
- d) **University Education in Disaster Management:** NIDM shall coordinate with relevant organizations/agencies and Ministry (including HRD, MoEF, NIRD, DST, etc.) and

international organizations including Universities, for promoting higher education programmes in area of disaster management, and to fulfill the mandates assigned to NIDM under the National HR Plan and in National DM Plan.

- e) **Special Focal Areas:** In the context of in-making post-Hyogo Framework of DRR, NIDM shall take special strides of emphasis and organizational strengthening in emerging area of concern in disaster management, *i.e.* Climate change and DRR, Urban risk mitigation, Gender issues and special needs, Ecosystem services and Sustainability issues in DRR.
- f) **Awareness and Outreach Cell:** NIDM has taken big strides to promote awareness on different aspects of disaster management as also mandated under the DM Act. Awareness materials have been developed for this purpose and exhibition stalls were placed in several occasions of mass gatherings. The awareness drive need to be strengthened by outreach and use of festivals, University, college and schools functions, NGOs, civil society and Residential welfare associations, PRIs, Eco-clubs, NSS, NCC, NYKs, KVKs, etc. An *Awareness and Outreach Cell* shall be functional at NIDM for coordinated related activities.
- g) **International Cooperation:** Mutual exchange of expertise and sharing of experience between NIDM and international agencies and institutions/Universities outside India shall enhance the knowledge, skills and overall deliveries. MoU and cooperation with inter-governmental organizations like ICIMOD, SAARC University, UNESCO, UNEP's DM Branch, UN-ISDR, UNSPIDR, FAO, IDRC, MGIPSD, ISET, SEI, etc. may be taken up for research projects, specialized chairs, fellowships, faculty development, etc. shall be promoted.

# 2

## STRENGTHENING OF NIDM AS ENVISAGED IN NATIONAL HR PLAN (2012)

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*Summary excerpts on Provisions Relating to Responsibilities and Strengthening of NIDM as envisaged in National Human Resource Plan on Disaster Management (2012)*

### 2.1 Overview Introduction

NIDM is the apex institute of Government of India for capacity building, training, education, research, documentation and policy advocacy on all aspects of disaster management, originally established by the Ministry of Agriculture in 1995 as a National Centre for Disaster Management at Indian Institute of Public Administration. In 2003 NCDM was upgraded as a National Institute and in 2005 it was mandated for its activities under the Disaster Management Act, 2005 and under the Ministry of Home Affairs.

**Present Scenario:** Currently, the key institutions for imparting training in the disaster management sector at the national level is National Institute of Disaster Management and at the state and the district levels, Centre for Disaster Management located at the Administrative Training Institutions. All these institutions together are organizing nearly 450-500 programmes in a year. They are largely providing training to the government officials. Other than this, a few NGOs and corporate sectors are also engaged in training and capacity building activities by organizing programmes for the community and the local level functionaries.

The inputs with adult learning process (thinking, trial and error, simulation based learning) are inadequate. There is also a need to improve the content and delivery of NIDM's programme by providing NIDM's faculty members adequate exposure with international institutes and IIMs/IITs under a faculty exchange programme. NIDM, over the years is trying to put in the application of various training methods. Case study, interactive, field exposure and simulation based training has wider acceptance and is found to be useful than the restricted class room oriented programme.

### 2.2 Institutional Analysis:

A Centre for Disaster Management was established at Indian Institute of Public Administration in 1995 by the Ministry of Agriculture. NIDM was created by an office order in 2003 to upgrade the Centre for Disaster Management of IIPA which is an autonomous institution under the Department of Personnel & Training (DoPT).

Since its inception the status of institute as autonomous academic institute in the pattern of Indian or National institute like IIT/IIM or a University has been officially unclear despite of its birth from IIPA with carry forward of the academic staff of NCDM at IIPA to the NIDM. Although born originally in 1995 and upgraded to NIDM in 2003 the institute has freshly prescribed its mandate in the DM Act of 2005 but the dilemma regarding the staffing, pay-pattern and institute's faculty and capacity development has been vague.

However, NIDM at its campus and with responsibility of implementing and coordinating the Central Sector Scheme, achieved continual improvement in terms of its achievements fulfilling the mandate areas of training, taken up certain research and documentation activities and networked at national and international levels. Broad guidelines for NIDM are prescribed by NDMA whereas its affiliation is with the Ministry of Home Affairs.

The lack of career advancement and personnel growth opportunities, need of academic and functional autonomy in particular for research & development promotion, policy analysis and advancement of faculty capacity are the current key challenges with the institute. A brief description of strengths & weaknesses and opportunities in the existing institutional settings of NIDM HRCD – training and education is discussed below:-

### **2.3 HRCD Activities (References on NIDM):**

It includes DM and DRR Training needs analysis, Trainer's modules/ manuals, Networking, Teaching/ education, awareness HR Planning, Research, documentation & internship, Knowledge sharing, etc.

#### **Support and limitations:-**

- (a) **Support:** Broad guidelines of NDMA, MHA patronage to NIDM as Autonomous Organization, Aims to be University or Institute like IIM/IIT/NIT, NIDM's Statutory Body status similar to that of IITs/IIMs or Central Universities (NIDM is not a registered society but has its General Body and its Governing Body, constituted as per Law).
- (b) **Limitations:** Lack of professional capacity growth, lack of support professional & technical support, Lack of faculty-exchange and faculty training programmes. Lack of career advancement and employee benefits; Pending and delayed strategic decision making and Dilemma of status (Govt. deptt./ Institute / Academic / Ministerial?) at par with NIT / IIT / IIPA / Universities / Subordinate office? Lack of Service Rules and Recruitment Rules for faculty and staff (whereas faculty and staff recruited and working since NCDM period under IIPA, i.e. 1998).

**Needs and suggestions:-** Clarifying status of the national level capacity building academic institute (i.e. NIDM), Clearing faculty's personal career advancement dues

and professional growth avenues, Research and extension support grants to faculty members, Medium-term (5 years) and long-term (10 years) participatory vision plan of institute and Institute status par with IIT/ IIMs.

### **Needs and Suggestions for other Institutions**

- (i) **National Safety Council:** Organize training of Industrial, Corporate, Govt. and NGOs on safety, DM, etc. in formal network with NIDM.
- (ii) **Wadia Institute of Himalayan Geology:** Start short-term courses on Landslide RM, seismicity, Glacier studies in collaboration with Petroleum University, FRI and NIDM.
- (iii) **Central Building Research Institute:** Start short term courses on safe buildings, M.Sc. disaster mitigation in network of NDMA, NIDM and Universities.
- (iv) **Centre for Environment Education (CEE):** Develop training materials, design and conduct of courses on DM in coordination and networking of CEE zonal groups with Universities, NIDM, SDMAs, State Climate-cell, etc.
- (v) **LBS National Academy of Administration:** Design DM modules in all stages of IAS training, in other civil services in collaboration with NIDM & other institutes - IITs/IIMs, Universities, etc.
- (vi) **Training Institutes of Central Para Military Forces:** Impart training to NDRF Battalions and NDRF. The proposed National Disaster Response Academy should network with 4 institutes i.e. NIDM, National Police Academy, National Fire College, NCDC for training on disaster response.
- (vii) **Forest Research Institute, Dehradun:** Organize joint training programmes with NIDM and these trainings will be given to IFS officers, State forest officials, Scientists from other organizations on DM, climate-change and DM, forest fire, Pest attack, IAS, erosion, etc.
- (viii) **National Remote Sensing Agency, Hyderabad/ IIRS Dehradun:** Organize collaborative programmes with NDMA, NIDM and Universities CDM, with pre-developed and tested training modules with adequate emphasis on conceptual and field application aspects of RS-GIS for holistic DRR framework.
- (ix) **Geological Survey of India:** Organize training courses on field methodology, risk analysis of Landslides and other geo-hazards, mining, etc. to dedicated centre for DRR cutting across Environmental, Engineering, Mining and Social Geology division(s) of GSI and collaborating with NIDM.

## 2.4 Responsibilities & Strengthening of NIDM as envisaged in HR Plan

- 1. Strengthening of Infrastructure, Staffing and Institutional Capacities:** Infrastructure, staffing and institutional capacities of the NIDM need to be strengthened further. It has faculty strength of 17 academic positions including Faculty Members created during the NCDM period only. General Body of NIDM, chaired by Hon'ble Home Minister, in its meeting in 2007, has already endorsed for expansion of faculty strength and staffing patterns at par with national institutions. Looking to the emerging areas of advances, multidisciplinary nature of disaster management and increased workload and mandates of NIDM, the faculty and infrastructure needs further expansion. NIDM needs to, therefore, an expansion plan and implement with a designated time frame, to develop its capacity at par with an Indian Institute of Management (IIMs) or National Institute of Technology (NITs). Development of library, publication division, conference and outreach facilities, museum, etc. shall be important whereas core human resources need to be improved with adequate incentives, motivation and staffing patterns as similar to either IIMs or NITs.
- 2. Faculty Exchange Programme:** A faculty exchange programme shall be developed with a network of international and national institutions for sharing and exchange of expertise and upgrading the knowledge and skills of faculty members of NIDM. NIDM shall work in collaboration with UN agencies, multi-lateral institutions, and international organizations with their establishments in India as well, for example, UNDP, UNESCO, WHO, ICIMOD, UNICEF, UNEP, IUCN, WWF, GIZ, ISET, and SAARC University, MG Institute for Peace and Sustainability, UNDP Centre for Human Development, etc. for improving knowledge building and its application to the wider geographical extent in the country and beyond, as per the mandate given in DM Act 2005.
- 3.** NIDM shall establish chairs on special aspects of disaster management with support of relevant international/national organizations, Ministries or agencies, on mutual interest areas to foster academic advances, research and training on disaster management.
- 4. Academic Council and Research Advisory Committee:** As approved by the Governing body of NIDM (in its 2<sup>nd</sup> meeting in 2008), it shall constitute its Academic Council and a Research Advisory Committee and shall convene regular meetings to guide, review and promote NIDM's capacity and deliverables.
- 5. Establishment of Academic Facilitation Centre:** NIDM shall be establishing an Academic Facilitation Centre (AFC) for coordinating and networking with the University Grants, Ministry of Human Resource Development, Academic Staff Colleges and other relevant national, state and international agencies for promotion

of higher education on disaster management and to develop training module(s) for University/college Professors and organize/conduct training of teachers (ToT) courses on UGC module on disaster management.

**6. DM Professional Cadre Development Plan:** Developing specializations and super specializations of knowledge and skills related to handling DRR and DM functions in the person's own area of work shall be an effective option (for example, a medical professional specializes in emergency medicine, and further super-specializes in handling burn injuries). The DM professional cadre development plan on NIDM perspective is discussed below:

- a) **Specialization-cadre on DRM:** In order to raise specialized cadre of DM professionals, a 2-5% of Civil service (IAS, IFS, IPS, IES, IMS, ISS, etc.) officials need to be identified for induction to the specialization cadre of DRM after they undergo a specialization course on DRM at a Central University, IIM/IIT/IISER/IIPA or NIDM. A mechanism for the same may be developed by DoPT in coordination with MHRD, involving NIDM's professional competence.
- b) **DM educators and trainers:** Pacing towards achieving HR and CD objectives of DRM in India, a cadre of educationists and trainers also need to be raised from the relevant disciplines or preferably from the interdisciplinary areas of studies with academic and professional background of blend of sciences, humanities and exposure to technological advances. A national programme on DRM trainers development is proposed by NIDM for a period of 5 years (2013-17 with support of NDMA) to develop a cadre of certified DRM trainers in India.

**7. National Capacity Development (Training) Framework:** NIDM's key intervention areas have been identified and enumerated in the National HR Plan. This includes DM and DRR Approaches, integration and mainstreaming, adaptation, educational, training & research needs and strategies, documentation, policy analysis and law, planning, strategic and analytical tools, international, regional & institutional cooperation, human resource planning, interdisciplinary coordination, etc. Activities included training need analysis, development of training design, modules / manual and toolkits, diploma and higher level programme on interdisciplinary curriculum of disaster management at national/ international and state levels.

**8. DMRR HRCD Plan Implementation Time-Frame (2012-2021)**

- i. NIDM is responsible for training/education, policy, contents development, modules, ToT which will be conducted under period of 0-10 years time period.
- ii. MHRD is responsible for recognizing NIDM as institute of higher and professional learning under period of 0-1 years.
- iii. MHA and NDMA are responsible for expansion and strengthening NIDM in the lines of IIMs/NITs under period of 0-2 years time.
- iv. NIDM is responsible for detailing training programme under period of 1-2 years.

- v. NIDM is to promote coordinated research for case study development; and start a M.Phil level 1 year interdisciplinary course on DRM under 0-3 years.
- vi. NDMA is responsible for establishing chairs for specialized studies at NIDM on Mainstreaming (with MoRD), ecoDRR (with MoEF), Structural Mitigation (with SERC- DST/TIFAC) under period of 0-2 years.
- vii. NDMA, UGC, AICTE, DoPT, NIDM (and an independent programme audit team) are responsible for gradual phasing out of in-service training on DRM with induction training, basic and professional education (Coordination of efforts, follow-up, monitoring and evaluation of) under period of 2-10 years.



# 3

## BRAINSTORMING WORKSHOP: PROCEEDINGS

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*National Brainstorming Workshop on Expansion and Strengthening of NIDM, 17th January 2014, NIDM New Delhi*

### 3.1 Aim and Objectives of Workshop:

The brainstorming workshop was organized at NIDM on 17<sup>th</sup> January 2014, on the direction of Technical Advisory Committee of NIDM (sub-committee of Governing Body of NIDM) to discuss and recommend a suitable framework of strengthening and expansion of NIDM's capacities and activities. Key objectives of the workshop were following:

- i. To discuss and delineate the framework of academic activities to be carried out by NIDM, and to examine the NIDM's capacity needs and gaps.
- ii. To review the present structuring of NIDM faculty and suggest an effective and more useful academic structure (with two phases, 1. immediate, 2. Future expansion).
- iii. To suggest the expansion in terms of (i) filling of existing academic vacancies and (2) proposal for creating posts in faculty and in administrative wings including engineering section.
- iv. To suggest the plan and framework for NIDM's layout and design in view of its proposed campus (land allocated) in New Delhi.

### 3.2 Workshop Proceedings

The brainstorming workshop on Strengthening and Expansion of NIDM, in terms of its capacities – professional faculty strength, activities and infrastructure, was organized at NIDM Conference Hall on 17<sup>th</sup> January 2014. Total 000 experts and representatives from International/National agencies and Ministries, State Governments, NDMA, GGS Indraprastha University, Gautam Budha University, IIPA, UNDP, WWF, IUCN, UNICEF, National Institute of Health & Family Welfare, Maulana Azad Medical College, Institute for Social & Environment Transition (US), MoEF, Integrated Coastal Zone Management Society, South Asian University, AIIMS, Sphere India (CDDMASS), Institute of Economic Growth, BMTPC, TERI, Global Water Partnership, etc. participated in the workshop (**list of delegates – Annexure 1**). Structure and Schedule of the Workshop is given in **Annexure – 2**. Inaugural Session was presided over by **Hon'ble Member of NDMA Prof. Harsh K. Gupta**.



### 3.3 Inaugural Session

At the outset, Dr. Anil K Gupta (Head of Policy Planning at NIDM) shared on the context of Perspective Plan of NIDM, and purpose and structure of the workshop. Dr. Satendra (ED, NIDM) addressed on huge capacity gaps and increasing demand on NIDM's services to cater the needs of the entire country and in the region, that call for strengthening and expanding capacity of NIDM faculty and resources. Dr. Kabir Shekh, Director of UNESCO's Mahatma Gandhi Institute of Sustainable Development and Peace, New Delhi, as Special Guest, stressed on two aspects, i.e., (i) sustainable recovery in post-disaster and post-conflict context that need serious efforts of capacity development that will also feed into future DRR, and (ii) human resources - retaining and attracting quality professionals as faculty staff, as key component of an institution's development and must be given prime focus in expansion and strengthening plan of NIDM. He also recommended greater or at least equal focus on human-induced disasters and conflicts mitigation.

#### Key Recommendations

1. **NIDM has to play crucial role in DRR capacity building in country and the region, and needs immediate efforts of its capacity strengthening in terms of faculty and resources.**
2. **Personal academic career advancement of faculty members at par with other national institutions (IIPA, NIRD, NIHF, Central universities, etc.), need to be implemented as a priority.**
3. **Recruitment on vacant faculty posts by attracting best possible talents requires immediate action.**
4. **Enabling actions concerning above to be treated as critically important and a priority.**
5. **Post-disaster sustainable recovery and human-induced disasters management need be given adequate importance in NIDM's faculty strength and activities.**

Prof. Harsh K Gupta, in his presidential address, appreciated NIDM's activities and contributions with limited faculty resources, but at the same time he expressed his dissatisfaction over the fact that 2/3 of faculty posts are lying vacant and many faculty members of NIDM suffering due to lack of personal academic career advancement scheme. Prof. Gupta stressed on crucial role NIDM has to play in the country and the region in enabling the professional and academic environment of disaster management for sustainable development, and called for collective effort to enhance the status and benefits of NIDM's deliveries.



The deliberations and discussions on the draft Perspective Plan of NIDM's expansion and strengthen were organized into two technical sessions:

- (i) Emerging Areas/Issues and Challenges for Disaster Management Capacity Building.
- (ii) Expansion and Strengthening of NIDM's capacity in terms of faculty and resources.

### **3.4 Technical Session 1:**

Technical Session 1 was chaired by Hon'ble Member NDMA Prof. Harsh K. Gupta, and Mr. Kabir Shekh, Director UNESCO's Mahatma Gandhi Institute was Co-chair, was focused on issues, challenges strategies of disaster management capacity building looking to the need of country and of regional cooperation, in reference to the Vision-Statement of NIDM (as adapted by its 1<sup>st</sup> General Body meeting, presided by Hon'ble Union Home Minister).

Dr. Satendra (ED, NIDM) made a presentation of NIDM's journey from its creation by separating the National Centre for Disaster Management from IIPA and upgrading it to a National Institute in 2003. He provided a brief overview of its achievements in terms of training, research and policy projects, publications and documentations, etc. and

mention about critical challenge of having only 1/3 of faculty posts filled and stressful conditions of faculty members due to lack of personal academic career promotions.



Prof. Gupta, Chairperson re-enforced the need of immediate action regarding personal academic career advancement of faculty members at par with other national systems in India having similar posts, and priority action to fill up the vacant faculty posts, besides creating new faculty posts on emerging areas/aspects of disaster management and the areas where NIDM faculty is lacking and needs further strengthening. Other key deliberations of the session were following:

- **Prof. Syeed Hassan, SAARC University**, stressed on household level data in understanding vulnerability and in modeling disaster consequences, on their resources, livelihood, environment and their opportunities of mitigation, and to know where public interventions have been able to help and where not. Data also needed on climatically vulnerable locations.
- **Prof. Harsh Gupta, Member NDMA**, suggested that NIDM should have a theme on Disaster Impact Assessment related training and research activities.
- **Dr. Satendra, ED, NIDM**, mentioned shortage of faculty and staff as root cause as Recruitment Rules are not yet finalized. Without specific Academic Career Advancement Scheme for faculty members and Recruitment Rules NIDM cannot promote or recruit new faculty members.
- **Prof. R K Johri, TERI**, commented on strengthening of NIDM as a full fledged national institute like IIM/IIT or NIT and need to have new divisions or Centres on emerging issues like climate change adaptation, construction safety, natural resources and livelihoods, health protection, search & rescue, fire mitigation, etc.
- **Prof. Harsh K Gupta, Chair**, further commented that with the academic faculty staff of 11, NIDM can't spread its activities much farther. He suggested that NIDM can find out global researches and its results and how well these researches can be

implemented for the Indian situations. He gave an example of Earthquake Early Warning Systems are now available in Japan, Taiwan and many other countries. If we can adopt them suitably within ourselves that be really a big thing. He recommended that either a deemed University or an autonomous institute status, both are very suitable for NIDM rather than being some kind of attached office or subordinate organization.

- **Dr. Rajiv Semwal, Coordinator, Mountain Division, MoEF**, suggested that a theme at NIDM should capture the mountain issues because mountains are the most disaster prone region especially the Himalayan region which is young fragile and loftiest mountain chain and very near to Delhi. Further Dr. A K Gupta (NIDM) mentioned that NIDM has conducted many courses in Hilly areas and also started a Safe Hill area development program. He mentioned that it is suggested in NIDM perspective plan that NIDM will establish a Hill Area Disaster Management Center which will be located in some other institute in any of the Hilly state.
- **Dr. Satendra, ED, NIDM**, suggested that the International website i.e., Prevention web, in which national and international level research information is available, and similar Knowledge Portal covering all district, state and institutions information on DRR issues is proposed to at NIDM in form a DRR Knowledge Centre.
- **Prof. J.K. Garg, Director CDM, I.P. University**, suggested that NIDM should be converted into either a University or a institute at par with IIM or NIT. It should have many specialized centres modeled on the line of CSIR labs. The best NIDM can serve the country through having its own Regional Centers and Research Centers in the institute itself. There should be a separate team for of engineering specialists, environment and natural resource specialists, geologist, health specialists, emergency management specialists, psychosocial issues, and for other aspects of hazards and risk mitigation. There should be a special center for geo-spatial technology and space technology.
- **Dr. T.N Gupta, Former ED, BMTPC**, mentioned that NIDM's documentation lags on one part, i.e., proper damage and loss assessment of the socio-economic life of the people affected by a disaster. Lessons un-learnt must also be documented with the lessons learnt.
- **Prof. Jugal Kishore, MAMC**, showed concern about the occupational health of rescue workers. Recent disaster, 9 rescue workers who were from NDRF and Army died in Uttarakhand during rescue operations. He also said that no academy is possible without research and they cannot be separated. He called for emphasis on environmental health including water-sanitation, disease control and waste management during disaster situation to minimize disaster impacts.
- **Prof. S. Vivek Adhish, NIHFV**, felt that for this job, not only 11 persons are needed but at least 3 times faculty posts supported with technical and academic assistants and many more institutes at the State and District level are needed. He said that normally health is forgotten in a disaster. We have EMR division in Health which is working on pandemic and epidemic and other influenza etc. so, they have limited concentration. He called for greater attention on Health sector in disasters risk reduction. He suggested that NIDM should make a health division which should be

working and collaborating National institutes, State institutes, District level institutes, hospitals, trauma centers, EMI division of the Ministries and more important PRI's.

- **Dr. Usha M. Munshi, Head, Information, IIPA**, suggested that NIDM needs to do more on the dissemination of information. For this, NIDM needs to go at lower level, interface with media and also get known NIDM's activities at school level. She suggested that NIDM's service conditions and faculty promotions can easily follow IIPA since NIDM was born from NIDM.
- **Mr. Sarabjeet Singh, UNICEF**, suggested that NIDM needs to look at the problem from view of not only on physical sciences but also on human perspectives. He stressed on engagement through partnerships and work on interim strategies. He also suggested that NIDM can fill up the vacant positions by calling people on deputation.
- **Dr. Asir Ramesh, SICOM**, suggested that NIDM should establish a department of Public Relations and Communications. He also suggested that disaster issues like oil spills, boat pollution, shore erosion, should also be considered because of their very big impact on communities life, resources and economies.
- **Dr. Ishwar, IUCN**, suggested that NIDM should draw its immediate short term, medium term and long term goals. Further, Prof. Harsh K Gupta, suggested that NIDM should make a priority based strategies. He also pointed out that there is very poor emphasis of NIDM on industrial and chemical hazards and environment related mishaps.
- **Prof. Shakti Kumar Gupta, AIIMS**, suggested that NIDM should develop training packages and education materials for Teachers, Students, Housewives, Police, Drivers, etc. on accident prevention and management. He added that Disaster Management should be added in MBBS curricula. He said that NIDM can collaborate with other institutes like AIIMS for research activities.
- **Mr. N.M Prusty, CDDMASS**, suggested that NIDM needs to get into some kind of vision building exercise on what NIDM visions strategically and see itself after 2 years, 5 years and 10 years from now in terms of its strength and activities. Capacity building included education, training and research. DM research is a multi-disciplinary subject, has got interface with all the sectors. Research on all sectors like medical, environment, agriculture emergency, construction emergencies, etc. can't be undertaken at NIIDM. He suggested that NIDM can think of building capacity as a interfacing management capability that interfacing with academic institutions, bring education, offer them disaster management perspective, built the education input and bring it to the NIDM and develop the training expertise and again interface with research institutes.
- **Dr. Purnamita Dasgupta, IEG**, commented that in terms of risk management and moving to expand the notion of DM to include not just what happened after the disaster but in terms of lowering the risk of the disaster by human interventions. She suggested that NIDM should add new types of disaster themes like Climate Change in the vision for strengthening and capacity building. She discussed that in terms of risk management, there is a conflating of two things, one is the occurrence of the

event and other is impact of the event. She said that currently the emphasis seems to be more on occurrence of events. She added that NIDM's divisions are on hydrological and geological which do not bring the notion of lowering of risk management because human factor does not seen in it. Whereas the Vision itself is not based on occurrence but on risk and impact reduction.

- **Mr. A. Nadeem, Jt. Advisor, NDMA**, mentioned that recently, NDMA with AIIMS have conducted several exercises and programs for schools also. In the North-East, NIDM have conducted 8 programs in 8 states. He also mentioned that last month itself, NDMA, NIDM and AIIMS conducted a 3 days workshop on DM.

#### Recommendations/Resolutions of the Tech. Session 1

6. Research activities need to be undertaken/promoted by NIDM on household level vulnerability and disaster impact assessment, early warning systems, mountain area disasters, climate change adaptation, environment health – water & sanitation during disasters, damage assessment on socio-economic life, economics of disaster losses. NIDM need to get recognized as Research Centre with some Universities, and may collaborate with other academic/research institutes for implementing research programmes.
7. Human resources – quality and dedicated faculty, as key component of an Institutes' capacity, and personal career promotion and attractive package should be vouched in framing recruitment and service rules.
8. Filling of vacant posts of faculty and other staff of NIDM must be given priority, and proposal for creation of new posts to address the existing discipline gaps and in new/emerging areas should be initiated by NIDM.
9. Faculty exchange programme with other international/national institutes and Universities and training/orientation of NIDM faculty members on recent advances in the subject must be taken up in a time-bound project mode but a regular feature.
10. Areas like human-induced disasters, climate-change adaptation, industrial/chemical accidents, oilspills, coastal erosion, pollution, forest fire, man-animal conflict, disaster management for protected areas and wildlife, livestock, etc. need adequate attention.
11. NIDM's training and research themes should include disaster impact assessment, health related aspects and need to give equal emphasis on humanitarian angle of disaster management in the nomenclature of its academic divisions.
12. Data management and knowledge dissemination, through establishing a DRR knowledge centre is a good proposal and may be taken up timely.
13. Regular interaction and networking with Universities/colleges and National institutes, Central Training academies, research institutes and international agencies/institutes should be promoted by NIDM.
14. The perspective plan of NIDM need to be divided into in to three parts: (i) immediate, (ii) short-term and medium term and (iii) long-term priorities and actions.

### Concluding Remarks:

- **Mr. Kabir Sheikh, UNESCO**, said that an institution's reputation is depending on the quality of the staff, quality of its resources, its material and research. He stressed on NIDM's recruitment process, career progression rules, structuring of NIDM and suggested that there is need to draw a priority based activity plan. He said that one of the main gap identified in NIDM is its less emphasis on disaster prevention.
- **Prof. HK Gupta, Hon'ble Member, NDMA**, shared on NDMA's exercise of building earthquake scenarios for the regions of Punjab, Haryana, Himachal Pradesh and Shimla.
- Regarding NIDM's perspective plan, **the Chair** (Hon'ble Member Prof. H K Gupta) reiterated the need to divide its document into three parts: (i) immediate, (ii) short-term and medium term and (iii) long-term priorities and actions. Immediate concerns and activities need to be taken up with top priority. This should include academic faculty's career promotion and recruiting staff on vacant faculty posts, besides creating few positions may be on project mode or for a limited period, which may then continue as per the short-term or long-term plan.

### 3.5 Technical Session 2:

Technical Session 2 was chaired by **Hon'ble Member NDMA Dr. Muzaffar Ahmad**, and **Prof. J K Garg, Director of Centre for Disaster Management, GGS Indraprastha University**, New Delhi, was Co-chair, was focused on strategies and approaches of NIDM's expansion and strengthening including its academic faculty restructuring, etc. and the time frame for the same. Dr. Anil Gupta of NIDM, presented feedback and key recommendations of inaugural session and Technical Session – 1 at the beginning of Technical Session 2.





The **Chairperson, Dr. Muzaffar Ahmad, Hon'ble Member, NDMA**, in his opening remark welcomed the delegates and representatives across Ministries, institutes and various agencies and greeted NIDM for taking up the initiative of developing its perspective plan through a consultative process. He mentioned that NIDM has to play an important role in Capacity development and NIDM have not been able to do much with faculty limitations. During the 13<sup>th</sup> Finance Commission, the allocation made to very states was 20 to 30 crores which are only for Capacity Building and States have not utilized these funds.

He added that if NIDM needs to be the Center of Excellence, then NIDM need to have a very good personnel policy particularly to retain and attract best quality and dedicated faculty members, proper recruitment rules shall have to be implemented should have provisions if not better than at least not lower than those in other national institutions like NIIFW, IIPA, National Universities and training institutes like NIRD. He suggested NIDM to have a division on Climate Change and Environment related issues to address the emerging huge need of capacity demand in areas of adaptation planning, sustainable recovery, application of decision tools like EIA and giving proper emphasis on disasters like chemical, industrial, fire, pest infestation, epidemics, etc. which are frequent and growing challenges in India.

Thereafter, **Prof. J.K. Garg (I.P. University), Co-chair**, suggested that NIDM should strive to iron out what are the urgent requirements and what it can wait for 2 or 3 years. He added that recruitment policy have to be framed and worked very fast and should not be such that it is subject to many representations and litigations and cannot be implemented. He mentioned that NIDM has been allocated a 7 acres land in Rohini for developing its full fledged academic campus. He advised that NIDM should finalize the format of the institute whether it should be in the pattern of universities or an institute like IIM, NIRD or IIPA. Prof. J K Garg informed that for autonomy it doesn't need be a Registered Society as IITs, IIMs or Central Universities are not registered society but all Statutory bodies, and yet adopted AICTE or UGC service rules and payscale system. Hence being a Statutory Body doesn't restrict in accepting the service conditions for faculty staff at par or even better than those in Central Universities or IIMs or IIPA.



Dr. A K Gupta, NIDM discussed the suggested four models for NIDM faculty structure. First model is DM cycle based model which indicates that there is a possibility to divide NIDM faculty based on various stages in DM cycle like Risk Assessment and Planning, mitigation, response, reconstruction and rehabilitation. Second model is activity based model which indicated that whether we can have a training, research, consultancy divisions, documentation and policy and planning. Third model is disaster based divisions model which includes three divisions i.e. Natural hazards (including geo, hydro-met hazards), anthropogenic hazards (climate change, environmental, industrial, biological, etc), socio-cultural and cross cutting issues. Fourth model is the discipline based model which includes engineering and geology division, environment ecology and NRM division and Socio-Economic and Humanities division. He asked for the inputs from panel on which model will work better in Indian situations.

**Col. Arshad Nadeem, Jt. Advisor (CBT), NDMA,** suggested that NIDM should have department wise units like we have in normal universities.

**Dr. T.N Gupta, BMTPC** suggested thematic cycle based divisions. He said that all these 6-7 components which are risk assessment, planning, mitigation, response, recovery, etc. are integral to the mode of operations. These components should merge with A, C or D components. Component B should be considered as sub-category.

**Mr. Shashikant Chopde (ISET, US)** suggested for adopting model D (fourth model, discipline grouping based model), so as the divisions can easily collaborate with academic divisions of Universities, IITs, IIMs, etc and can also facilitate faculty exchange to update and upgrade faculty skills and knowledge.

**Dr. Satendra, ED NIDM,** suggested that we have to look on the areas of disaster management where present focus is weak or is lacking, and there is need to have more visible focus. Like issues related to socio-economic and psychosocial care, epidemics, industrial chemical, forest fire, agriculture and livestock, etc. are important aspects of community safety and livelihood security. These also need adequate coverage in our research and training activities.

**Dr. Rajiv Semwal (MoEF)** suggested that NIDM can have divisions or specialized centres on Climate change and extreme events response, and also on mountain related and coastal disasters separately.

**Dr. Veena Khanduri (Global Water Partnership)** suggested to have divisions based on model D (fourth model) which groups allied faculty disciplines to enable likeminded thinking and each division to work on relevant aspects of all types of disasters.

**Ms. Reshmi (UNDP)** suggested that model B cannot work as research, training and documentation activities go hand in hand and each faculty member shall be engaged in all such activities, and therefore, DM cycle based or academic grouping based (A or D) may be more useful. However, she suggested that a Centre for Climate change related disaster management may be established at NIDM.

**Dr. Muzaffar Ahmad, Chairperson,** then led a discussion with the delegates and panelists and resolved a consensus that for short and medium-term period NIDM may

continue with the present structure with small modifications to visibly address aspects of human induced and industrial/chemical disasters and climate change related issues. Since geological and hydro-meteorological issues are very much overlapping, they can be dealt together with a common single academic division on natural hazards. A division on Socio-economic Issues to address social, gender, children, psychosocial issues, may work at NIDM by renaming the current policy planning and cross-cutting issues division so that socio-cultural issues are reflected properly. Dr. Muzaffar Ahmad concluded that a new division on environmental mitigation and human induced disasters may be created from the already sanctioned faculty strength, and additional faculty staff may be asked in the short or medium term plan.

Other key issues discussed in the Technical Session 2 were following:

- Partnership and collaboration are important for training and capacity building programmes of NIDM. Identification of probable partners is very important.
- Human resources are very important for specialized DM activities.
- Training Need Assessment must be a pre-requisite for developing training strategies of NIDM.
- There are new/emerging areas in DM like post-disaster need assessment, psychosocial care, underlying causes of socio-economic vulnerability, integrating environmental sustainability and DRR, climate change adaptation and local level planning and preparedness.
- A special focus of engineering interventions in DM is to be on construction and housing safety including safe infrastructure and safe fixtures/fittings.
- Fire – be it rural, urban, industrial/chemical or in forests or agriculture, issues of fire safety, fire risk assessment and mitigation, and fire fighting and post-fire management need to be considered in finalizing NIDM's perspective plan and activities.
- In-house Research programs at NIDM are important and every faculty member of NIDM need to engage in research also alongside training and other activities. Collaboration of NIDM with Universities need to be promoted for this purpose also. NDMA can be a facilitator for such partnerships and collaborations.
- Roundtable conference/workshops with various key ministries to discuss and chalk out the future programmes, capacity building, research and field level case studies, etc.

### 3.6 Final Resolutions:

Both the members of NDMA, as Chairperson of Technical Sessions I and II, Prof. H K Gupta and Dr. Muzaffar Ahmad, called for reference of earlier decisions of NIDM's statutory authorities, in particular the General Body of NIDM (Chaired by Hon'ble Union Home Minister) in its first meeting regarding NIDM's vision statement and faculty's personal career advancement avenues which are long due to the faculty staff members of NIDM causing conditions of distress and dissatisfaction.

It was concluded and recommended that personal promotion, career growth, and faculty exchange programme, training of NIDM faculty members at international institutes, and motivating service conditions are pre-requisite of NIDM's strengthening and capacity building. Besides a proposal of new posts creation (faculty and non-faculty) may be initiated to address the gap areas in its present sanctioned strength. It was recommended that (i) detailed perspective plan divided into three components – immediate, short term and, long-term plan of faculty structure/strengthening and activities, and (ii) proposal for assuring motivating service conditions and career advancement of faculty members of NIDM shall be routed through NDMA in two weeks time. Dr. K J Anandha Kumar, Associate Professor of NIDM, delivered a formal vote of thanks to dignitaries, experts and all the delegates.

#### Recommendations/Resolutions of the Tech. Session 2

15. NIDM need to improve its faculty structure to make visible focus on humanitarian and social aspects (including psychosocial issues) by renaming Cross-cutting issues division as Socio-cultural & Humanitarian Issues Division.
16. Present structure of NIDM faculty may continue with small changes for the next few years (immediate to short-term) by clubbing geological and hydro-meteorological issues in a single Division on Natural Hazards, whereas a division on Environmental Mitigation and Human-induced disasters to be added as an immediate need. These modifications may be effected with existing and already sanctioned faculty posts.
17. Centres/chairs on issues like climate change adaptation, urban risk, health issues in DM, policy planning and law, etc. may be proposed in the short-medium term part of perspective plan.
18. NIDM also need to give adequate emphasis on issues of biological disasters, man-animal conflict, and epidemics related DRR into its faculty strengthening.
19. NIDM's faculty service conditions and recruitment framework need to envisage adequate personal career advancement benefits to its faculty members, and need to be at par with other national institutes, as its being statutory body is not a limitation in adopting such provisions or systems as IITs/IIMs and Central Universities are also statutory bodies (not societies) and implement such benefits for faculty members.
20. Faculty exchange programme may be developed by NDMA for strengthening NIDM faculty member's capacity and knowledge base but facilitating cooperation with international/national institutes and universities.

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# 4

## PERSPECTIVE PLAN OF NIDM (2013-2017)

*Strengthening and Expansion Plan of NIDM Finalized on the basis on Recommendations of Brainstorming Workshop*

### 4.1 Structure of Plan and Time Schedule

The perspective plan of NIDM is discussed into following three Sections:

Sl.	Strengthening Plan Components	Period/prioritization
A.	<b>(i) Re-organization of NIDM Faculty</b> for effective Coordination of academic functions. <b>(ii) Engaging Consultants/Staff on contract basis</b> (for the period till new posts are created and recruitments are done). <b>(iii) Career Advancement</b> of Faculty Members.	<b><u>Immediate</u></b> (Year 2014)
B.	<b>Expansion of NIDM's Capacity</b> including Personnel Strength (in two phases) <b>Phase 1 <u>Short/Medium Term</u></b>	<b><u>Short/Medium Term</u></b> In One year (i.e. by 2014-2015)
C.	<b>Expansion of NIDM's Capacity</b> including Personnel Strength (in two phases) <b>Phase 2 <u>Medium-Long Term</u></b>	<b><u>Medium-Long Term</u></b> (i.e., by 2014-2018)

Detailed plan of the above three Components are following:

## 4.2 Immediate Plan (2014)

The Immediate Plan has three components, viz.

- (i) Organization of NIDM Faculty,
- (ii) Engaging Professional/Support Staff on Contract basis (for specialized centres at NIDM)
- (iii) Personal Career Advancement of faculty members of NIDM.

### 4.2.1 Organization of NIDM Faculty

Until 2006, NIDM faculty was not organized into any groups/divisions. The first attempt of grouping the faculty was done based on creation of Academic Divisions based on Group of Disasters and Cross-cutting Areas, viz. (i) Division of Man-made Disasters Management & Cross-cutting Issues, (ii) Division of Geological disasters management, (iii) Division of Hydro-meteorological disasters management, (iv) Division of Disaster Response (added further during 2008). However, it was realized that most faculty members usually specialize on particular aspects/functions or stages of set-of-activities related to more than one type of natural or human-induced disasters, and not on all aspects of managing particular type of disaster (*for example, economic aspects in all kinds of disasters, or construction engineering to withstand an earthquake or flood or explosion or cyclone*). Besides this, activities like training/teaching, research, documentation etc, go hand and hand and every faculty member is required to engage in these activities simultaneously, irrespective of a division/discipline.

Structure of NIDM faculty and the possible models of faculty grouping/divisions were discussed in the Technical Session 2 of the workshop, chaired by Hon'ble Member NDMA Dr. Muzaffar Ahmad. After a detailed discussion, following were resolved:

- 1) Faculty divisions as suggested in the Model C (i.e. Hybrid of Disaster based Divisions model, based on value addition to the existing set up) were found to be the best suitable model for NIDM' academic group in the present scenario for the next 5 years activities (for which Perspective Plan is being finalized).
- 2) Present structure of faculty divisions may continue with slight modifications, viz. aligning geological and hydro-meteorological issues under single academic divisions, renamed as "Natural Risk Mitigation and Engineering Division" so as to accommodate geological, engineering, hydro-meteorological and Remote Sensing & GIS based interventions for hazard risk mitigation.
- 3) Need to visibly emphasize on social (gender, cultural, psychological, etc.) issues was highlighted and it was resolved that the "Division of Socio-cultural and Cross-cutting Issues" shall be functional at NIDM to emphasize on social, cultural and humanities aspects of disaster risk reduction and preparedness.
- 4) It was unanimously resolved to have a dedicated academic faculty division to focus on environmental aspects of disaster mitigation including climate change, industrial-

chemical accidents, forest fire, pests, epidemic episodes, and other human-induced disasters like transport accidents, etc., and therefore, it was resolved for having a “Environmental Mitigation Division” & a “Human-Made Disasters Division” by slightly modifying the present structure but with NIDM’s present faculty strength itself.

5) Thus, there will be following faculty Divisions of NIDM, from 2013-14 onwards.

<b>Academic Faculty Divisions</b>	<b>Thematic Areas/Groups in Faculty Division</b>
1. Natural Risk Mitigation & Engineering Applications Division	<ul style="list-style-type: none"> <li>• Engineering Group</li> <li>• GIS / RS Group</li> <li>• Geology group</li> <li>• Hydro-met group</li> </ul>
2. Environmental Mitigation Division	<ul style="list-style-type: none"> <li>• Industrial / chemical accidents Group</li> <li>• Climate change &amp; DRR Group</li> <li>• Disease epidemics Group</li> <li>• Forest-fire and pest attack Group</li> <li>• Man-animal Conflict &amp; Protected Area DRR</li> <li>• ICZM &amp; oilspills Group,</li> <li>• EIA application in disaster management</li> </ul>
3. Socio-cultural & other cross-cutting issues Division	<ul style="list-style-type: none"> <li>• Psychological &amp; Trauma care Group</li> <li>• Gender &amp; Special Needs Group</li> <li>• Urban risk mitigation Group</li> <li>• Community DRR Group</li> </ul>
4. Human-made Disasters & Emergency Response Division	<ul style="list-style-type: none"> <li>• Road accidents Group</li> <li>• Rail Accidents Group</li> <li>• Aviation Accidents</li> <li>• Stampede (mass congregation)</li> <li>• Serial Bomb Blast management</li> <li>• IRS &amp; Relief Coordination Group</li> </ul>

6) It was also discussed and proposed to have certain specialized Centres in the Institute. Based on the discussions, following Centres are proposed to be functional at NIDM, with the existing/sanctioned faculty strength. However, it is proposed to engage certain Consultants/Research Associates and relevant minimum support staff on contractual basis in order to facilitate smooth functioning of the activities of these Centres till creation of new/permanent posts. Creation of Permanent Posts for these Centres along with faculty requirements shall be undertaken in the Short/Medium Term Action Plan.

- 1) EAS – earthquake DRR Centre
- 2) Centre for DRR Law & Policy Instruments
- 3) DRR Knowledge Centre
- 4) Centre for Library & Documentation

- 5) Centre for Awareness & Community Outreach
- 6) Centre for On-line and Continuing Learning

#### 4.2.2 Engaging Professional/Support Staff on Contract basis

(for the period till new posts are created and recruitments are done):

Description about the centres and requirements of Consultants/RA/support staff (to be engaged on contract basis, from immediate – short term period, i.e., 2014-2015):

<b>Inter-disciplinary/ Specialized Centre</b>	<b>Functions:</b> List is indicative (and not exhaustive)	<b>Staff Needs (on contract basis)</b> for period till new posts are created
<b>(1) EAS – ERR Centre</b>	'East Asian Summit Earthquake Risk Reduction Centre'. Established at NIDM as per resolution of EAS Summit 2012 in New Delhi. An information portal to be developed and maintained under this.	Two consultants at level of Associate Professor <b>(already engaged)</b> .
<b>(2) Centre for DRR Law &amp; Policy Instruments</b>	Centre will coordinate and implement inputs/support regarding developing national Human Resource Plan, National DM Plan, review of acts/laws and policies, guidelines, and development of strategic tools and manuals, etc. (Details regarding tools/manuals given in section below)	<b>Proposed to engage, on contract basis at NIDM:</b> Research Associates/Jr. Consultants –2 (at level of Assistant Professor)
<b>(3) DRR Knowledge Centre ( incl. NDRR Portal)</b>	DRR Knowledge Centre shall develop and manage National DRR Portal, IDRN, matters related to IDKN, GIS application, VPN, etc. As per direction of GB of NIDM in 7th meeting (Aug. 2013) the detailed proposal submitted to NDMA for funding the scheme for developing and maintaining National DRR Portal. (details in section below)	<b>Proposed to engage, on contract basis at NIDM:</b> Consultant –1 Computer Programmer (Consultant ) -1



<p><b>(4) Centre for Library &amp; Documentation</b></p>	<p>Documentation and publication is an important mandate of NIDM. NIDM has a Library with significant number of books and journal subscriptions. NIDM Library will be upgraded to a Centre for Library and Documentation to also take care of issues related to printing, IEC materials, document management and distribution/circulation of newsletters, journals, etc.</p>	<p><b>Proposed to engage, on contract basis at NIDM:</b> Documentation Officer/Consultants (Editor) - 2 (at level of Asst. Librarian, eq. to grade pay 6000) and Documentation/Editorial Assistant -1 (at level of Library Assistant).</p>
<p><b>(5) Centre for Awareness &amp; Community Outreach</b></p>	<p>NIDM need to reach the people at large at different levels, urban, rural and industrial populations, to raise awareness. NIDM places stalls and Exhibitions in various forums, functions, occasions in India and outside for showcasing NIDM's contributions and with broad objective of raising awareness on DRR issues.</p>	<p><b>Proposed to engage, on contract basis at NIDM:</b> Outreach Officers /Consultants – 2 (at level of Assistant Professor).</p>
<p><b>(6) Centre for On-line and Continuing Learning</b></p>	<p>NIDM started delivering on-line training programmes jointly with World Bank Institute and GFDRR. Now the courses are administered solely by NIDM. Looking to the demand and utility of on-line courses, it needs further strengthening and expansion.</p>	<p><b>Proposed to engage, on contract basis at NIDM:</b> On-line Training Officers /Programme Managers – 2 (at level of Associate Professor).</p>

Details of certain centres/activities envisaged above are given as following:

**DRR Knowledge Centre:** Collection, collation and translation of data into useful knowledge products is crucial in all stages of disaster management. Looking to the increasing demand of data and interpretation to support planning and decisions at various levels, the aspects of knowledge management including use of traditional/indigenous knowledge is to be promoted involving training & dissemination tools, e-portals, audio-video, etc. A DRR Knowledge Centre shall be established by modifying existing GIS & VPN facility and will have following major functions:

- (i) Development and maintenance of ***National DRR Knowledge Portal***
- (ii) Maintenance of GIS & VPN facility and Remote Sensing application for DM academics
- (iii) Develop and maintain IDRN and repository of data/information (soft and hard copies)
- (iv) Promotion of disaster statistics/disaster databases in collaboration with Central Statistics Office (MoSPI) and ENVIS (MoEF), etc.
- (v) Development and maintenance of on-line education portals
- (vi) Supporting Academic Divisions on aspects of databases, maps, etc.

**Development of Tools and Manuals:** Various Tools and methodologies for assessment, planning and monitoring are important in effective implementation of disaster management programmes. These tools need to be customized for Indian conditions with manuals to be prepared for their practice. NIDM shall take necessary initiatives for customization of the following tools according to India's need and background, and will develop practical manual with training kits:

- (i) Legal Framework – Interpretation and Policy Analysis
- (ii) HRVC Analysis, Multi-hazard Risk characterization & mapping
- (iii) Post-disaster impact (damage & loss) and needs assessment
- (iv) Post-disaster Rehabilitation and Long-term Recovery Framework
- (v) Rapid Visual Screening of Buildings/Structures for Disaster Resistance
- (vi) Post-disaster Environmental Assessment and Future Sustainability
- (vii) Integrating Climate-change Adaptation with DM Planning at different levels
- (viii) Safety/Risk Auditing, Emergency Planning, etc.

**Documentation:** Documentation of case studies of disaster incidences and their management, success and failure stories of pre disaster risk management and post-disaster relief and recovery management, need to be documented and lessons need to be drawn for capacity building – training and education related activities and for improving policy planning related interventions. This shall include the following:

- (i) Publication of Monographs, books and documentaries on policy or case studies/lessons
- (ii) Development of documentaries – print and video,
- (iii) Documentation of best practices, lessons and experiences.
- (iv) India Disaster Report (Yearly)
- (v) Annual Report of NIDM.
- (vi) Publication of Journal and Newsletter of NIDM.

**Awareness and Outreach:** NIDM has taken big strides to promote awareness on different aspects of disaster management as also mandated under the DM Act. Awareness materials have been developed for this purpose and exhibition stalls were placed in several occasions of mass gatherings. The awareness drive need to be strengthened by outreach and use of festivals, University, college and schools functions, NGOs, civil society and Residential welfare associations, PRIs, Eco-clubs, NSS, NCC, NYKs, KVKs, etc. An **Awareness and Outreach Cell** shall be functional at NIDM for coordinated related activities.

#### **4.2.3 Personal Career Advancement of NIDM Faculty Members:**

It was discussed that NIDM, created in 2003 by separating and upgrading the National Centre for Disaster Management which was working under Indian Institute of Public Administration since 1995, is a statutory body and has the status similar to those of IIM/IIT or Central Universities which are also statutory bodies (and not registered society). During the discussion, issues of Personal Career Advancement of Faculty Members of NIDM emerged as a critical aspect in faculty strengthening and quality management. Following recommendations were envisaged:

- (i) Personal Academic Career Advancement of faculty members has been considered as a crucial aspect of human resource policy of any academic and training/research institute, and looking to this General Body of NIDM in its first meeting in 2007 (chaired by Hon'ble Union Home Minister of India) has endorsed for implementation of benefits according of UGC's scheme of Academic Career Advancement to the faculty members of NIDM. Since implementation of this scheme has been lacking, it has led to serious de-motivation, stress and frustration among the members of NIDM faculty. NIDM's own mother institute, i.e., IIPA follows system of Academic Grade Pay and Career Progression on the patterns of UGC. Other national institutes like NIRD and NIHFV also follow similar systems. Governing Body of NIDM, in its meeting held in 2007 recommended for implementation of common system of grade pay to faculty members of NIDM (at present Professors of NIDM have been given Academic Grade Pay but not the Associate or Assistant Professors).
- (ii) It is the topmost priority that the service conditions and rules relating to recruitment and career advancement of staff are finalized within the immediate plan period (2013-14), and implementation of academic career advancement scheme be

assured with retrospective effect without any further delay. This need to be ensured that the in-making rules/regulations do not offer a provision inferior to NIDM's own mother institute, i.e. IIPA, or other national institutes like NIRD or Central Universities. In order to managed with already delayed implementation, a review committee may be constituted involving interdisciplinary subject experts, representatives of NIDM's mother institute (IIPA), other institutes like NIRD, NIHFW, and NDMA and Ministry of Home Affairs (DM Division) to enable this process within the stipulated time period and to avoid any more delay. It was resolved that the Service Rules and Recruitment Rules of NIDM faculty members need be finalized considering the directions of General Body and Governing Body of NIDM in relation with Career Advancement and Personnel Policy for faculty members.

- (iii) NIDM has certain members in its faculty working as Research Associate. Some of those are working on the same post for more than 13 years, despite of having highest academic qualification like Ph.D. Their services need to be mainstreamed into the faculty stream so that their career advancement in the faculty is secured. It was recommended that Research Associates with Ph.D. degree after a certain period of employment shall be upgraded to the post of Assistant Professor. Special provision need to be envisaged in the Service Rules of NIDM for this purpose. It was also suggested that in future Research Associates will be appointed only under the projects or on contract basis for a fixed time period.

### **4.3 Expansion of NIDM's Capacity:**

Looking to the need of emphasizing on above mentioned areas of capacity building interventions, and looking to the prevailing professional gaps, NIDM faculty needs strengthening in certain professional areas, like safety & reliability engineering, climate change, mining disasters, coastal disasters, agriculture/forestry related disasters, financial strategies/econometrics, telecom technology, mass media, health risk and medical response, special needs (gender, disability, psychosocial care, etc.), fire safety, etc. Following are the strategies for capacity strengthening of NIDM.

**The Plan for Expansion of NIDM's Capacity is divided in two phases, viz.**

- a) Short Term Plan (to be implemented by 2014-15) and
- b) Medium-Term Plan (to be implemented by 2014-2018).

### **4.3.1 Phase 1 - Short Term Plan (2014-15):**

#### **1) Filling Up Vacant Positions:**

Recruitment to the vacant academic posts of faculty members and non-academic (administration/accounts) shall be made to address the academic/professional gap at the earliest possible. This should be done in a time-bound matter within the stipulated period (i.e., 2014-15).

#### **2) Proposal for Extra-mural Centre:**

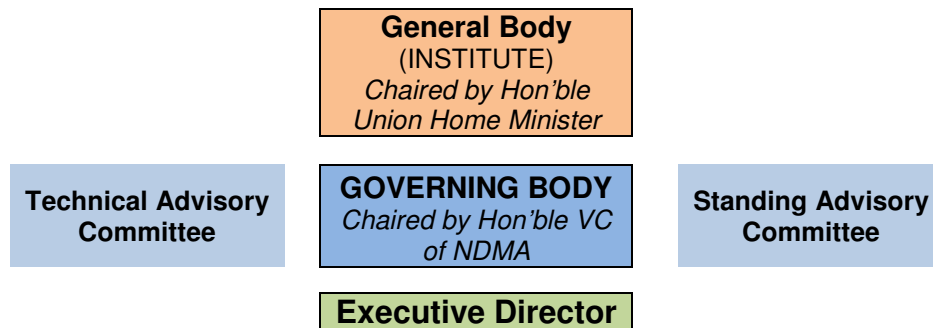
Proposal for Specialized Centre, external and internal, shall be associated with NIDM's organization to help foster its mandates. New centres shall be established on aspects of Coastal disasters, hill area disasters and technological disasters. These centres will be cross-divisional in their composition and functions.

- (i) NIDM Centre for Coastal Disasters
- (ii) Centre for Hill Area Disasters
- (iii) Centre for Technological Disasters

Extra-mural Centres of NIDM: These centres of NIDM shall be functional in extra-mural in nature which means that these will be located in an institute/University/Organization outside NIDM in relevant locations. Detailed proposals for establishing these Centres indicating objectives, scope, activities, structure, and possible host institutes/locations, shall be processed during Phase 2 of the NIDM's Capacity Strengthening (Medium to Long-Term period (2014-2018)).

The following figure shows the academic structure of NIDM with its academic divisions, thematic groups, Specialized centres and proposed Extra-mural centres.

Organization of academic faculty divisions is given in the following figure:



Academic Faculty Divisions / Deans	Thematic Group / Heads associated with particular respective division	Remarks on Faculty Divisions /Groups	Inter-faculty Centres at NIDM New Delhi (Immediate to Short-term Plan)	Extramural Centres of NIDM (Medium Term Plan)
1. Natural Risk Mitigation & Engineering Division	<ul style="list-style-type: none"> <li>Engineering Applications Group</li> <li>GIS / RS Applications Group</li> <li>Geology Applications group</li> <li>Hydro-meteorology group</li> </ul>	Each Thematic Group shall be Headed by a Faculty Member (Professors / Associate or Assistant Professor).	1. EAS – earthquake DRR Centre	(1) Coastal DRR Centre  (2) Mountain DRR Centre  (3) Corporate DRR Centre   These centres of NIDM shall be located in relevant location in an institute / University or organization (other than NIDM).
2. Environmental Mitigation Division	<ul style="list-style-type: none"> <li>Industrial/chemical accidents Group</li> <li>Climate change &amp; DRR Group</li> <li>Disease epidemics Group</li> <li>Forest disasters Group</li> <li>Protected area DRR</li> <li>ICZM and Oilspills</li> <li>EIA Application</li> </ul>	A Faculty Member at level of Professors or Associate Professor shall be designated as Dean of Each Faculty Divisions.	2. Centre for DRR Law & Policy Planning  3. DRR Knowledge Centre  4. Centre for On-line and Continuing Learning	
3. Socio-cultural & other cross-cutting issues Division	<ul style="list-style-type: none"> <li>Psychological &amp; Trauma care Group</li> <li>Gender &amp; Special Needs Group</li> <li>Urban risk mitigation Group</li> <li>Community DRR Group</li> </ul>	Joint Director shall Head the Human-made Disasters and Emergency Response Division whereas Consultant shall Head the respective Group.	5. Centre for Library & Documentation  6. Centre for Awareness & Community Outreach	
4. Human-made Disasters and Emergency Response Division	<ul style="list-style-type: none"> <li>Road &amp; Rail Accidents Group</li> <li>Aviation accidents</li> <li>Stampede (Mass Congregation) Group</li> <li>Serial Bomb blast Group</li> <li>IRS &amp; Relief Coordination Group</li> </ul>	Concerned faculty member irrespective of Division/group or level shall be Director/Coordinator of the Centre		

### 4.3.2 Phase 2 – Medium-Long Term Plan (year 2014-18):

This will include following two stages:

- **Creation of Posts (2014-15) and**
- **Recruitments on newly created posts (2015-18):**

Proposals for creation of posts for these Centres, along with other existing centres shall be initiated during the period 2014-15 so that recruitments of professionals are done preferably by the year 2016-17. Professional needs and proposal to create posts and recruit staff at NIDM is following, divided into three parts, viz.

- (i) Staff for Specialized Centres and Extra-mural Centres
- (ii) Staff for Academic Faculty/Divisions
- (iii) Staff for Training Cell, Safety Museum and Computer Centre

Sl	Centre	Permanent Posts/Human Resource Proposed
1	EAS–Earthquake Risk Reduction Centre	<ul style="list-style-type: none"> <li>• Deputy Director (GP 7600),</li> <li>• Research Officers -2 (at the level of Asst. Professor/Programmer)</li> </ul>
2	DRR Knowledge Centre	<ul style="list-style-type: none"> <li>• Deputy Director (GP 7600),</li> <li>• Technical Officer (Grade Pay. 5400)-1 (for management of DRR knowledge Centre, maintenance and trainings related to IDRN, DRR portal, VPN, etc.)</li> <li>• Other Project staff to be provisioned under the Scheme of NDMA.</li> </ul>
3	Centre for DRR Law & Policy Instruments	<ul style="list-style-type: none"> <li>• Research Officers -2 (at level of Assistant Professor)</li> <li>• Research Assistant – 1 (Grade pay 4200)</li> </ul>
4	Centre for Library & Documentation	<ul style="list-style-type: none"> <li>• Documentation Officer -2 (at Assistant Professor level)</li> <li>• Documentation Assistant -1 (Grade pay 4200)</li> </ul>
5	Centre for Awareness & Community Outreach	<ul style="list-style-type: none"> <li>• Outreach Officers -2 (at level of Assistant Professor)</li> <li>• Outreach Assistants -2 (Grade pay 4200)</li> </ul>
7	Centre for On-line and Continuing Learning	<ul style="list-style-type: none"> <li>• Programme Manager – 1 (Associate Professor level)</li> <li>• Online Training Assistants -2 (Grade pay 4200)</li> </ul>

8	NIDM Centre for Coastal Disasters **	<ul style="list-style-type: none"> <li>• Associate Professor-1(Centre In-charge), Asst. Prof. -1</li> <li>• Training Assistant -1 (at level of JTA), Admn. Asst. -1</li> </ul>
9	Centre for Hill Area Disasters **	<ul style="list-style-type: none"> <li>• Associate Professor-1(Centre In-charge), Asst. Prof.- 1</li> <li>• Training Assistant -1 (at level of JTA), Admn. Asst. -1</li> </ul>
10	Centre for Technological Disasters **	<ul style="list-style-type: none"> <li>• Associate Professor-1(Centre In-charge), Asst. Prof. -1</li> <li>• Training Assistant -1 (at level of JTA), Admn. Asst. -1</li> </ul>

\*\* Extra-mural centre.

**Strengthening of Academic Faculty:** Looking to the prevailing gaps in expertise/professional strength of NIDM, following academic and supporting posts are proposed to be created:

Sl.	Faculty Posts/level	Area of expertise/work/proficiency in DM
1	Assistant Professor (8)	01: Structural / material safety, 01: Mountain hazards / geology, 01: Climate change / coastal hazards, 01: Agriculture/forestry/natural resources, 01: Human rights / social justice/social work, 01: Disaster medicine & preventive health, 01: Fire Safety & Response, 01: Communication/ media/ Journalism
2	Associate Professor (3)	01: Safety/ Reliability Engineering, 01: Financial strategies/ Insurance, 01: Knowledge & data management.
3	Professor (1)	01: Anthropogenic hazards/ sustainability issue
4	Consultant (4)	01: Tele-communication Tech. in DM 01: Mining Safety disaster management, 01: Rail & aviation/ Road /other transport accident management, 01: Stampede management/Law & order/Public Admn.



**Functional Cells at NIDM:** NIDM Training Wing shall be responsible for assisting/coordinating the training and capacity building related functions. Expansion of NIDM's training capacity shall require the relevant training/technical support staff. For performing the designated activities to fulfill the mandates of capacity building, ICT application, training, tools, awareness, etc., following interdisciplinary and interdivisional cells shall work at NIDM:

Sl.	Functional Cell / wings	Human Resource Needs
1	Training Cell	<ul style="list-style-type: none"> <li>• Training Manager/Dy. Director -1 (Grade Pay 7600)</li> <li>• Training Officers -2 (at level of Tech. Officer, GP 5400),</li> <li>• System Analyst (at the grade of Technical Officer) – 01 (for management and maintenance functions related to IT, Softwares, training equipments, etc.).</li> <li>• Training Asst. – 6 (at level of JTA),</li> <li>• Training Attendant - 6</li> </ul>
2	Disaster Safety Museum	<ul style="list-style-type: none"> <li>• Technical Officer (Curator)-1 (GP 5400), Training Asst. (Asst. Curator) 2 (at level of JTA), Admn. Asst. -1,</li> <li>• Museum Attendant -2.</li> </ul>
3	Computer Centre & IT	<ul style="list-style-type: none"> <li>• Computer Manager/System Analyst - 01 (at the grade of Technical Officer) (for management and maintenance of website, coordination with NIC, etc).</li> <li>• IT Assistants -2 (at level of JTA)</li> <li>• IT Attendant - 1</li> </ul>
4	Engineering (Maintenance – Purchase & Stores) Section of NIDM Administration	<ul style="list-style-type: none"> <li>• Assistant Engineer – 1</li> <li>• Jr. Engineer (Civil – 1)</li> <li>• Maintenance &amp; Stores Asst. – 2</li> <li>• Electrician -1</li> <li>• Plumber -1</li> </ul>

### 4.3.3 Plan of Action/ Implementation of the Plan

The necessary actions to implement the perspective plan are proposed be taken in following manner:

- (i) Component under “Immediate”, i.e. Organization of Faculty of NIDM shall be implemented and shall be reported to the Chairman of GB of NIDM and/or next meeting of the GB. Specialized Centres shall be made functional and will be made functional by engaging professionals/staff on contractual basis. Process of Career Advancement of Faculty Members as envisaged shall be accomplished during this period as a priority.
- (ii) Expansion of NIDM’s Capacity shall be implemented in following ways:
  - (a) Process of filling up the vacant positions of faculty members and administrative staff at NIDM shall be taken up as a priority and shall be accomplished during the financial year 2014.
  - (b) Process of creation of new posts shall be initiated as a priority task. Detailed proposal shall be submitted to the competent authority with details of posts proposed, their nature of job, justification, qualifications, mode of recruitment, etc. by the end of 2014. The action shall be reported to the Chairman of GB and/or next meeting of the GB. The process of recruitment of faculty and staff proposed shall be completed by the medium-long term period, i.e. 2015-2017.
- (iii) The entire plan shall be implemented by the period 2014-2018. Modifications, if any, desired shall be placed before the Governing Body of NIDM, through the TAC of NIDM.

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## Annexure 1

### Brainstorm workshop for Strengthening and Expansion of NIDM 17<sup>th</sup> January, 2014

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