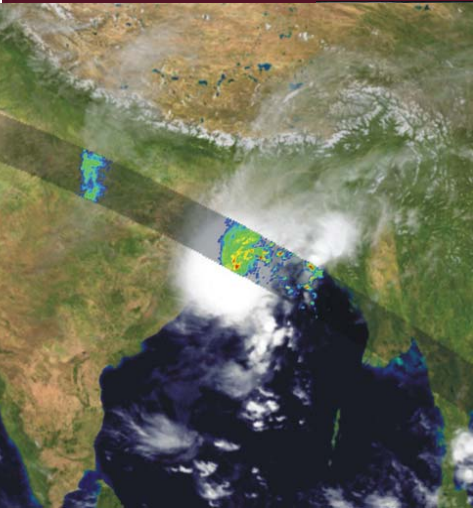


Capacity Development - Disaster Risk Management



Concept Paper on Capacity Development in Disaster Risk Management (specific NDRF approach)

India

September 2008



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1 Background

The National Vision for Disaster Management is '*to build a safe and disaster-resilient India by developing a holistic, proactive, multi-disaster and technology-driven strategy for Disaster Management. This will be achieved through a culture of prevention, mitigation and preparedness to generate a prompt and efficient response at the time of disasters.*'

The National Disaster Management Authority, GoI (NDMA) has initiated a number of projects such as the GoI -UNDP National Disaster Risk Management Programme, 38 Cities Urban Earthquake Vulnerability Reduction Project and the National Cyclone Mitigation Project, in which capacity development for prevention, mitigation and preparedness are crucial elements. Under the umbrella Indo-German Cooperation focus area on Sustainable Industrial Development, the GTZ-ASEM and InWEnt in partnership with the Disaster Management Institute, Bhopal are implementing a pilot project "Capacity Building in industrial Disaster Risk Management (2008-2010)". All these initiatives mainly *address the first part of the national vision* on developing a proactive approach for promoting prevention, mitigation and preparedness for disaster management.

This concept paper is based on initial discussions with NDMA for up scaling the GTZ-ASEM and InWEnt inputs and provides the background for establishing the **Disaster Risk Management National Capacity Development Programme (NCDP)**. This NCDP will support the establishment of the structure and the systems required for proactively enabling NDMA to directly target institutional building and capacity development measures on disaster management with the objective to strengthen the prevention of disaster risks and to also contribute to the achievement of *the second part of the national vision for preparedness to generate a prompt and efficient response at the time of disasters.*

2 Selected Target Group – The Training Providers of the National Disaster Response Force

The selected target group in the first phase of NCDP will be the Training Providers of the National Disaster Response Force (NDRF), the nodal training providers. There are at present 4 institutions located at Hyderabad, Chandigarh, Coimbatore and Gwalior that provide training to NDRF personnel. One national training Academy for NDRF in Nag-

pur is planned in addition to four training centres in Kolkata, Latur, Bhanu and NISA Hyderabad. All these institutes will benefit from the institutional building component of NCDP for establishing world class training facilities.

The first level beneficiary NDRF is directly responsible for generating a prompt and efficient response at the time of disasters and is constituted of eight battalions with their respective training facilities, two each from the BSF, CRPF, CISF and ITBP with around 10,000 persons who will directly benefit from this programme. Four additional battalions are to be set up adding the total of potential trainees to 15,000 personnel. The State Disaster Response Force (SDRF) that works in tandem with the NDRF will provide additional trainees to the programme.

Established in 2006 after the tsunami, the NDRF is still in the process of being trained to deal with all types of disasters to become a multi-disciplinary, multi-skilled and high-tech force. All NDRF battalions are to be equipped and trained for all environmental/natural disasters including four battalions in combating nuclear, biological and chemical disasters.

3 Objective of the NCDP

The objective of the NCDP is to assist NDMA in establishing a capacity development system for building up NDRF (and later SDRF) into a world class force capable of rapid and efficient response in time of need for a wide range of natural and man-made disasters.

The proposed system will provide information, processes and tools that allow for modular knowledge delivery mechanisms, standardization in technical competence, creation of synergies among institutional networks, moderation of collective discussion processes, as well as facilitating coordination between administration and civil society.

The programme will support innovative guidance, management and training approaches that are multi dimensional and flexible enough to appropriately address capacity development needs across different groups of NDRF trainees and address a range of issues.

4 Institutional Arrangements

Under NCDP a *National Coordination Unit* (NCU) will be established in Delhi to manage implementation and coordinate activities with regional and state partners.

The NCU with the disaster risk management (DRM) units of each nodal training provider will

1) **Coordinate** all activities under a comprehensive long-term capacity development system for DRM within the framework of an *operation plan and training calendar and a decision support system*

(2) **Network** with other training providers for the most efficient and effective use of human and financial resources and create synergies for the use of accumulated procedural knowledge

(3) **Develop** – for different sector and levels - the necessary tools and instruments for the quality control of training courses and prepare operation /activity plans

(4) **Assure and control** the quality of training courses and workshops and the processes of CD programmes according to their ToRs and the (framework) operation plans

(5) **Follow up** effects of training events, skills impacts and processes of mock drills in cooperation with the monitoring and evaluation agency/system

(6) **Organise** the feedback in the learning processes and ensure the constant improvement of training programmes

(7) **Document** all training and workshop results such as reports, training materials, best practice examples and case studies in the communication, documentation and knowledge management platform

(8) **Administer** the list of participants, trainers and resource personnel and available training material and update a Capacity Building Management Platform (the NCDP-net Management Platform)

(9) **Support** projects in the organisation of workshops and conferences

(10) **Disseminate** relevant results to those who need them for further learning and improvement

(11) **Facilitate publication of documents**, reports, brochures, PR materials, etc.

5 Major Components of the NCDP

The major components of the capacity development system under NCDP will be

- Institution Building to build up a network of institutions that have the infrastructure and staff capacity to impart world class training to NDRF, SDRF and other personnel. Needs for infrastructural development (simulated earthquake affected structures, underwater flood relief, etc) based on instructional needs will be identified as part of the institution building process. International field and study tours and institutional twinning are envisaged under this component to enable establishment of world class training facilities.
- The NCDP-net Management Platform, a web platform for management and e-learning that allows use of IT as an important tool for the processes of communication, documentation and knowledge management.
- A Decision support system to prioritise capacity building activities and to focus them on derived and indicator based needs
- Capacity Building Programmes developed at different levels from Train the Trainers Programme to courses at basic, intermediate and advanced levels. This programme will offer (1) An accreditation system for training providers (2) A certification system for participants (3) An impact related monitoring and evaluation system (4) A training and learning system for trainers and capacity building managers (5) Train the Trainers programme for key trainers and resource persons.
- Modular development of capacity building measures will promote tailor-made capacity development programmes guided by a modular construction process that allows them to be used in combination depending on the target group to be addressed. The modules will be developed and maintained in a “Supermarket of Modules” with content, description and information about necessary resources and documented in the NCDP-net Management Platform to be used by all Training Providers and for the development of e-learning courses.

The capacity building programme will give priority to prevention, but also focus on relief and response measures aimed at floods, cyclones and earthquakes since these natural

disasters have been given priority by NDMA due to the frequency of occurrence and scale of those affected by these disasters.

In addition to the consolidation of training materials and methodologies already in use, new areas will also be covered by capacity development programmes under NCDP to bring international best practices into the purview of NDRF, for example in the areas of:

- Transportation of hazardous waste
- Dealing with prevention and response to landslides
- Advanced level flood prevention and rescue
- Search and rescue using dog squads in earthquake relief
- Mobile field communications units
- to be identified in a first step of the project in a scoping exercise

6 The Outputs of the DRM NCDP:

- A capacity development system: (1) A National Coordination Unit are installed and operational; (2) A scoping report and an implementation strategy is prepared; (3) National key training providers and resource persons for different subject matters form a consortium, and are operational; (4) Nodal training providers are selected and operational; (5) Standard capacity development programmes are developed within network partners; (6) Key modules for E-learning and self learning multi-media tools are available; (7) A training and learning system for the trainers and capacity building managers is developed and implemented - Train the Trainers; (8) instructional methods and systems are modernised and meet international standards.
- A monitoring, evaluation and learning system: (1) An accreditation system for training providers is in place and functional; (2) A certification system for participants of skills training courses is established and functional; (3) An impact related monitoring and evaluation system is developed, tested and functional.
- A decision support system based on the monitoring with indicators to guide the priority setting of capacity building measures and the further development and amendment of training modules

- A documentation and knowledge sharing and dissemination system: (1) Communication, documentation and knowledge management platforms (internet based DRM-net Management Platforms and a NCDP-net Management Platform); (2) The E-learning possibilities and mechanisms are designed and functional; (3) Awareness-raising programmes are developed and methods established for regular adaptation/amendment; (4) DRM issues are integrated into the formal education process.

7 Next Steps

The partners start the preparation for the implementation of the National Capacity Development Programme 2009 - 2010 in terms of:

- Letter of Interest from NDMA on concept proposed by GTZ-ASEM and InWEnt
- Agreement of the Terms of Reference, approach and team for a “Scoping Study” to identify existing gaps and framework for the NCDP programme over 2009-2010
- Discuss the results of the “Scoping Study” and agree on a framework operation plan and partners in a national planning workshop
- Agree on a project agreement between NDMA and InWEnt with the cooperation of GTZ

ANNEX 1: Acronyms

ASEM	Advisory Services in Environmental Management
BSF	Border Security Force
CISF	Central Industrial Security Force
CRPF	Central Reserve Police Force
GTZ	German Agency for Technical Cooperation (Gesellschaft für Technische Zusammenarbeit)
InWEnt	Capacity Building International (Internationale Weiterbildung Und Entwicklung)
ITBP	Indo-Tibetan Border Police
NCDP	Disaster Risk Management National Capacity Development Programme
NCDP-net	Web based National Disaster Risk Management Platform
NCU	National Coordination Unit
NDMA	National Disaster Management Authority, GoI
NDMRC	National Disaster Mitigation Resource Centres
NDRF	National Disaster Response Force
SDRF	State Disaster Response Force

ANNEX 2: Detailed Project Components

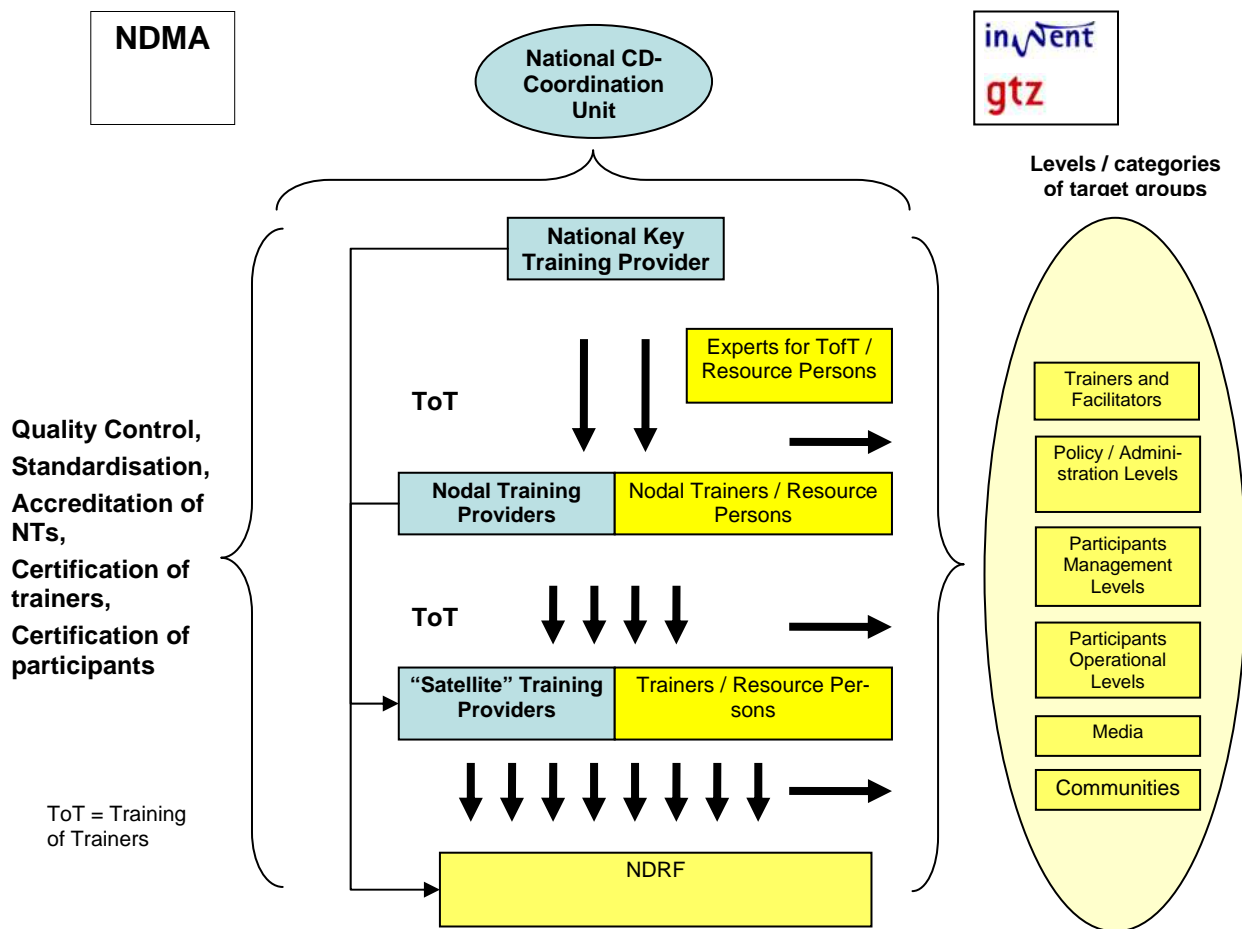
Institution Building based on instructional requirements

Under this component of the NCDP, identified key training institutes will be networked and built up as institutions capable of imparting training in a wide range of subjects according to international standards and best practices. Needs for infrastructural development (simulated earthquake affected structures, underwater flood relief, etc) based on instructional needs will be identified as part of the institution building process. International field and study tours and institutional twinning are envisaged under this component to enable establishment of world class training facilities.

All participating institutions will be networked under NCDP following an implementation model that is based on a “Consortium of Training Providers” approach. The key benefit of the consortium approach is an effective capacity building service delivery system. Different organisations with comparative advantages come together to offer quality capacity development services in respective areas of expertise. The consortium ensures the feasibility of the quality and availability of capacity development services.

There are at present 4 institutions located at Hyderabad, Chandigarh, Coimbatore and Gwalior that provide training to NDRF personnel. One national training Academy for NDRF in Nagpur is planned in addition to four training centres to be set up in Kolkata, Latur, Bhanu and NISA Hyderabad. All these institutes will benefit from the institutional building component of NCDP for establishing world class training facilities.

The National Disaster Mitigation Resource Centres (NDMRC) are to provide additional institutional assistance in running mock drills and capacity development programmes. Under NCDP, the National Coordination Unit (NCU) will forge partnerships between the NDRF key training institutes, NDMRC institutions and other national level training providers such as the ‘National Institute for Disaster Management’ Delhi and ‘Disaster Management Institute’ Bhopal, for establishing links to regional and international providers for identifying needs, required interventions and services.



NCDP-net Management Platform - Web Platform for e-learning

The Internet based NCDP-net Management Platform for the capacity development process in the Field of Disaster Risk Management is one important tool for the processes of communication, documentation and knowledge management. Using IT based tools for programme planning, data management, and monitoring and evaluation improves the efficiency of planning and monitoring process.

The platform will have

- A **public section** providing the description of capacity development programmes, information on training courses and workshops offered, background material and regulatory frameworks. A strong feedback section helps to organise the communication process and needs-based development (customer care processes).

- An **internal section** with the entire documentation of materials, reports and a section for planning multiple projects and programmes. This Internet (intranet) section is managed with a differentiated system of rights for users and contributors of content.
- An E-learning section (with restricted access for enrolled trainees).
- A network mail system for approved authors, for fast networking.

Main Provisions functions necessary for the DRM-net Management Platform:

- Announcement for all events and activities
- Application for all measures that have and application procedure (sign up for credit courses etc.)
- Documentation of all produced material (knowledge base)
- Supermarket of Modules - Order of training material for the modules
- Operation planning and tools for status track recording of activities
- Course development tools and procedures
- Follow up planning and activities
- Information about DRM, standards, guidelines etc.
- Linkage of existing subject matter web sites
- User and sector interfaces
- Platform for of E-Learning modules
- Networking between relevant stakeholders

Existing IT based tools could be analysed and adapted for planning, monitoring and evaluation of and made available for use at the national and state levels.

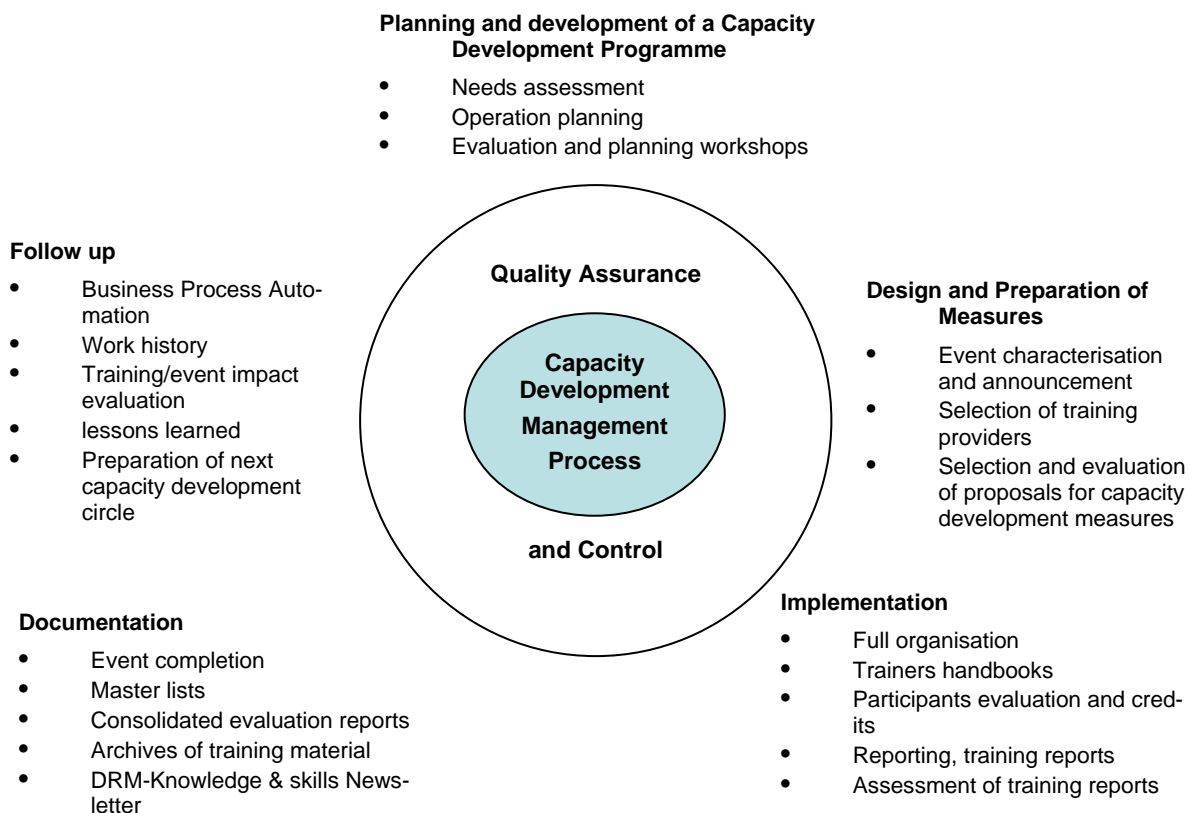
Train the Trainers Programme

All activities require proper centralised and de-centralised professional management, quality control, joint standards and procedures, often a more specific needs assessment, and training impact indicators and evaluation. There are 3 different programme types:

- Train the Trainers programmes
- Awareness-Raising programme
- Skills training programmes
 - Basic/foundation training programme
 - Intermediate training programme
 - Advanced training programme

The management of capacity development programmes is a process, embedded into a project or programme that requires major human resource development activities for many stakeholders and results users.

The different steps are summarised in the next figure:



Modular development of capacity building measures

Design elements for the capacity development programmes:

The approach for the design of tailor-made capacity development programmes is guided by a modular construction process:

- Different training courses or organisational development workshops are combined to single courses, workshops or awareness campaigns.
- These courses will be, depending on their **module combination**, specific to a target group and its level. The modules will be developed and maintained in a “**Supermarket of Modules**” with content, description and information about necessary resources (see following figure) and documented in the DRM-net Management Platform to be used by all Training Providers and for the development of E-learning courses.
- In the process of human resource development, each target group will be offered a sequenced set of courses and activities (these are the capacity development programmes).
- The programmes are parallel to management development, planning and implementation, mock drills and other organisational development activities.

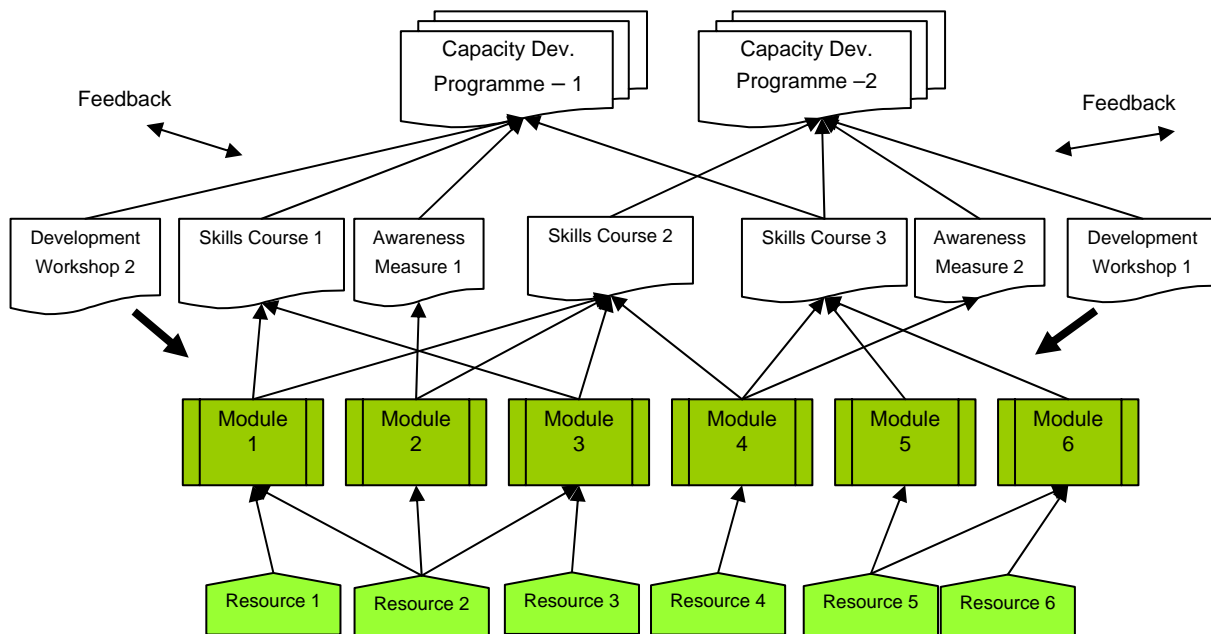
The programme design is based on the following strategic considerations:

- All modular training offers have to be *demand oriented and custom tailored*, catering for the training needs of the target groups to support them in their professional work; wherever possible, applicable training should be conducted on the job and organised around the existing professional tasks of the participants.
- It is not advisable to develop the training programme as a fixed and detailed list of measures. It should rather be developed in steps and phases, considering programme development as a process of continuous reaction to changing demand. This means that training measures should be offered according to priority ranking, for example on the basis of explicitly formulated demands from the institutions and organisations actively involved in Disaster Risk Management. The training programme has to provide enough flexibility to react to new training needs at any time without much delay.

- All training measures are geared to strengthening the institutional capacities of the target organisations addressed and institutions directly involved in DRM, with the objective of further improving their competence. The training measures therefore not only have to be designed to train individual participants but also simultaneously to meet institutional capacity development objectives (organisational development).

To integrate the capacity development components into organisational development, individual training courses and workshops have to be combined into programmes.

From Resources to Capacity Development Programmes



ANNEX 3 The short Profiles of InWEnt and GTZ-ASEM



InWEnt – Qualified to Shape the Future

InWEnt – Capacity Building International, Germany, is a non-profit organisation with worldwide operations dedicated to human resource development, advanced training, and dialogue. Our capacity building programmes are directed at experts and executives from politics, administration, the business community, and civil society.

Our Programmes

60 percent of all our programmes are implemented at the request of the Federal Ministry for Economic Cooperation and Development (BMZ). In addition, we conduct programmes for other German federal ministries and international organisations. We are also working in cooperation with the German business sector in public private partnership projects that can be designed to incorporate economic, social, and environmental goals.

The programmes for people from developing, transition and industrialised countries are tailored to meet the specific needs of our partners. We offer practice-oriented advanced education and training, dialogue sessions, and e-Learning courses. After the training programmes, our participants continue their dialogue with each other and with InWEnt via active alumni networks.

By offering exchange programmes and arranging scholarship programmes, InWEnt also provides young people from Germany with the opportunity to gain professional experience abroad.

Our Offices

InWEnt gGmbH is headquartered in Bonn. In addition, InWEnt maintains fifteen Regional Centres throughout the German Länder, providing convenient points of contact for all regions. Our foreign operations in Delhi, Beijing, Cairo, Hanoi, Kiev, Lima, Managua, Manila, Moscow, New Delhi, Pretoria, São Paulo, and Tanzania are usually affiliated with other organisations of German Development Cooperation.

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ASEM - Advisory Service in Environmental Management - is a joint programme of the Indian Ministry of Environment and Forests (MoEF), Government of India and the German Agency for Technical Cooperation (GTZ) on behalf of the Federal Ministry for Economic Cooperation and Development, Germany, focusing on urban and industrial environmental management in India.

With its flexible programme structure ASEM provides advice on environmental policy and resource management. Its strategic objective is to support the transition from a reactive process that tries to avert acute environmental danger and damage to one based on a preventive approach. In this context, it is guided by the concept of ecological structural change and efforts to break the link between growth and resource consumption.

Find more information on our internet sites:

- **www.asemindia.com**

The site helps gain insights about projects and activities of ASEM - a joint programme of the German Technical Cooperation (GTZ and InWEnt) and the Ministry of Environment and Forests (MoEF), Government of India. The initiatives are aimed at environmental improvement and sustainable development.

- **www.hrdp-net.in**

The Web platform of the HRD Programme changed its appearance and now has more functions. HRDP as a cross cutting thrust area of the Indo-German Environment Programme (ASEM-Advisory Service in Environmental Management) compiles and streamlines all training and workshop components of ASEM projects. ASEM-HRDP emerges through cooperation between the Ministry of Environment and Forests - Government of India; the German GTZ and InWEnt - Capacity Building International.

- **www.e-waste.in**

This is an on-line guide on management of e-waste, developed under the aegis of the Indo-German-Swiss partnership for e-waste management. The guide is designed to serve as a definitive information resource on issues, problems and opportunities centred on e-waste, with a special emphasis on the scenario prevalent in India.

The website gives information on various projects on e-waste in progress for reduction of e-Waste, related policies and workshops.

- **www.relive.in**

RELIVE is an acronym for the initiative "Upgrade Environmental Infrastructure by Restoring Livelihoods"; funded by the Asia Pro Eco Post Tsunami Programme of the European Commission. The initiative is in progress in 14 tsunami-affected communities in two South Indian states; viz., Andhra Pradesh and Tamil Nadu. The project website presents more information about the project, including stakeholders, partners and resources in the Tsunami affected areas.

- **www.ecocities-india.org**

The EcoCity Project is about a paradigm shift by which urban local bodies partner in environmental improvement. It aims at bringing substantial changes in perceptions about environmental management in urban areas integrating socio, economic and environmental considerations. The website shows what goes into the making of websites. Please take a look at the project cities and their improving appearance.

- **<http://www.hawa-project.org/>**

The Govt. of Karnataka is implementing a Hazardous Waste Management System to address problems related to the disposal of hazardous waste. The HAWA project as it is called follows the Indian *Hazardous Waste (Management and Handling) Rules* (1989, latest Amendment May 2003). This is a project of the Indo-German Environment Programme and is based in Bangalore.

- **<http://www.ewa.co.in>**

EWA – The E-Waste Agency – aims at finding a sustainable and eco-friendly solution to the problem of electronic waste. It is an independent organization established by large scale industries, industrial associations, government bodies and NGOs. Please take a look at the website to know more about this Indo-German-Swiss Initiative.

The website has sections relating to activities, guidelines, files, newsletter, etc. The website is very useful for stakeholders to update themselves on the progress of the project.