Preparing Long Term Training and Capacity Building Strategy for Disaster Risk Reduction in India
under NCRMP
The National Cyclone Risk Mitigation Project (NCRMP)

Conceptualised by the Government of India, the NCRMP aims to minimise vulnerability to cyclones; building the resilience of people and infrastructure. At the same time, it seeks to conserve the coastal ecosystems of hazard prone areas.

The project is being implemented by the National Disaster Management Authority (NDMA) under the aegis of the Ministry of Home Affairs and in collaboration with the National Institute for Disaster Management (NIDM) and State Governments. It is funded by the World Bank.

Preparing Long Term Training and Capacity Building Strategy for Disaster Risk Reduction in India under NCRMP

This long term capacity building initiative has been taken up under NCRMP’s component dealing with ‘Technical assistance for hazard risk analysis; capacity building; and damage and loss assessment’. It however looks not just at cyclones, but five major hazards. Other hazards and climate change impacts are also covered in the study.

It aims to strategize and suggest disaster management capacity building models with focus on training strategies, accreditation process of research and education, public awareness, and strengthening of institutions. The overall study framework is illustrated alongside, giving the scope and coverage of the study. During the project further additions to the scope were made by inclusion of Tsunamis where relevant and police and revenue as stakeholders under institutional coverage.

The study was based on a survey of over 18,000 community members from across the six study states, and consultations with over 300 disaster management professionals from across the country.
TRAINING AND CAPACITY BUILDING

The training and capacity building section of the study deals with the following aspects of short term trainings on disaster management:

1. CAPACITY AND TRAINING GAP ANALYSIS
   - Analysing existing institutional capacities
   - Analysing the legal framework
   - Training need analysis
   - Training needs of identified sectors
   - Quantification and prioritization of training needs
   - Development of a Model State Human Resource Plan
   - SWOT analysis of the assessed capacities across levels and sectors, in terms of trainers, training of trainers, training infrastructure, and refresher trainings.

2. DISASTER RISK MANAGEMENT TRAINING
   - Developing Training Modules for key sectors
   - Developing a strategic framework for training in these sectors

3. QUALITY AND ACCREDITATION OF DM TRAININGS
   - Strategy to develop accreditation methods, quality management methods/tools for maintaining a standard of all trainings being imparted by any institute or organisation, and criteria for awarding certificates
STRATEGIC FRAMEWORK FOR IMPLEMENTATION OF TRAINING

The Strategic Framework for Implementation of Trainings takes a systematic approach that is aimed at performance improvement and not mere numbers of training programmes conducted or persons trained. It is based on Training Needs Assessment, Training Design and Delivery, and Impact Evaluation of Training, as illustrated alongside.

This is in alignment with the Outcome Based Approach taken up for the strategy for quality assurance and accreditation of short term trainings on disaster management. The strategy also aligns with the overall quality assurance and accreditation strategy, which also covers research and education on disaster management, including undergraduate and post graduate courses as well as technical courses.

TRAINING MODULES

The SWOT Analysis and Strategic Framework for Implementation of Training led to the identification of themes for training that are related to the key sectors covered under this study. From within this, twelve priority themes were identified, as listed alongside. All themes addressed climate change aspects alongside DRR.

Modules, including Base Modules and Training of Trainer Modules were prepared for the following themes out of these:

1. Rural Development
2. Health
3. Education
4. Urban Local Bodies
5. Panchayati Raj Institutions
6. Media – for Senior Journalists
7. Media – for Entry Level Journalists

PRIORITY TRAINING THEMES

1. Mainstreaming DRR into development planning
2. Mainstreaming DRR into rural development policies and programs
3. Mainstreaming DRR into City Development Plans (CDPs) and their implementation strategies
4. Strengthening PRIs for mainstreaming DRR into development on the ground
5. Preparing the health functionaries for emergency health services
6. Creating a culture of safety and resilience through knowledge, innovation and education
7. Strengthening emergency communication including early warning and last mile connectivity
8. Community Led Hazard Risk Vulnerability and Capacity (CLHRVC) assessment
9. Participatory training and capacity needs assessment (PTCNA)
10. Participatory evaluation and action learning (PEAL)
11. Integrating gender approaches in disaster management plans
12. Use of media in generating mass awareness on disaster management

*These modules are being prepared as a part of NDRMP Component C study
RESEARCH AND EDUCATION

The Research and Education section of the study looked at the disaster management research across related sectors, and at higher education on disaster management.

It led to the development of policy and strategic approaches for quality assurance in research at all levels, and the process of certification and accreditation in education including undergraduate, postgraduate and technical education related to disaster management.

The approach of developing the recommendations was based on the findings of the SWOT analysis, with focus on the six study states and national institutions, and a series of consultations carried out with multiple stakeholders related to disaster management research and education in different allied fields.

QUALITY MANAGEMENT AND ACCREDITATION

It was found that quality management and accreditation is an area that has made very little progress in the country in the subject of disaster management. This was an extension of the findings related to quality and accreditation of short term trainings on disaster management.

A detailed process of research on international good practices was undertaken, following which a series of high level consultations were carried out to develop and examine various options for developing such a system for India.

The final approach taken was one that cuts across quality assurance in research, training and education.
IMPLEMENTATION OF APPROACH FOR QUALITY ACCREDITATION

The overall approach was based on independent SWOT analysis carried out for research and education, and was comprised of National Programme on Accreditation of Disaster Management Education.

The programme, to cover short term trainings, research and education, and technical courses at undergraduate and post graduate levels is proposed to be initiated as a programme at NIDM, with scope to later evolve into an independent accreditation body. It converges the quality management of research, accreditation of short term trainings and higher education courses including undergraduate, postgraduate and technical courses.

THE ACCREDITATION PROCESS

A detailed study of the accreditation processes in other streams was carried out, and it looked at well established benchmarks and processes within and outside the country. Using good principles from some of these, a detailed process guideline was developed that lays down the principles and process of accreditation of institutions and courses.

The process outlined is one based on an Outcome Based Approach, and a voluntary accreditation principle. The process also details steps to be followed, to the level of re-accreditation.
PUBLIC AWARENESS AND MEDIA

The Public Awareness and Media section of the strategy deal with media campaigns, training of journalists and public relations/information officers, and development of tools for disaster reporting.

STRATEGY FOR NATIONAL MEDIA CAMPAIGN

The strategy brings together fragmented public awareness activities that currently cut across various media. It is based on a study of good practices from India as well as internationally. It maintains a national focus that is needed to bring momentum to the campaign, and yet creates space for state level and local contextualisation.

The strategy identifies key stakeholders who can be agents of change and need to be targeted on priority. It provides a framework for developing messages for each stakeholder group based on their areas of influence. It also identifies conventional media such as print and electronic, as well as new media such as social media for reaching out to intermediaries as well as the masses. The strategy is based on elements of impact, and on concepts of behaviour change as illustrated alongside.
**ToT MODULES FOR JOURNALISTS AND PROs/PIOs**

The modules for journalists and PROs/PIOs were developed using principles of disaster reporting that emerged from the study, and are consistently used across the training material and the guidelines.

The modules were prepared separately for senior level journalists and PROs/PIOs as one set and for entry level journalists as another set. Each set has a base module and separate content for trainers. The modules are largely experiential, and developed in an engaging mode that is based on live situations, simulations and discussions.

The module for senior journalists and PROs/PIOs was has also been developed in a blended learning format that makes space for tighter schedules through online learning components.

**GUIDELINES AND HANDBOOK FOR REPORTING ON DISASTERS**

The guidelines and handbook for reporting on disasters are based on the study findings and the resultant principles of disaster reporting as ‘A to F, and S’ of disaster reporting as illustrated alongside.

The focus on disaster reporting has been maintained on community based disaster management approaches, with a focus on grassroots level disaster risk reduction avenues such as the role of Aanganwadi workers running children’s classes as seen alongside in a cyclone shelter in Odisha.
ORGANISATIONAL/ INSTITUTIONAL DEVELOPMENT

The section on organisational and institutional development reviewed the current status of national and subnational institutions working on disaster management and their mandates, and came up with recommendations. In addition, a white paper on the status of disaster risk reduction in India was prepared.

EVALUATION OF INSTITUTIONS

The evaluation of institutions was carried out through the state level surveys, extensive literature review, and consultations with key informants in institutions of importance. The following aspects were covered in this study:

- Identification of Legal and Institutional Gaps
- Observations on the Recommendations made by the Task Force set up for review of DM Act
- Analysis of Policy and DM framework
- Existing Institutional and Organisational framework from national to local level
- National Disaster Management Authority/ National Executive Committee
- State Disaster Management Authorities/ State Executive Committees/ District Disaster Management Authorities/ Local Authorities
- National Institute of Disaster Management

The final outcome is presented in the form a set of recommendations for institutional and organizational strengthening on DRR at national and sub-national levels.
GUIDELINES FOR SETTING UP CENTRES OF EXCELLENCE

The study included a component for arriving at guidelines for setting up centre of excellence for DRR, with a focus on national, state and sub state levels. The resultant view was of a national learning grid with Centres of Disaster Management (CDMs) and Centres of Excellence (COEs) playing the knowledge and capacity building role across themes and geographies.

The overall schematic framework for the COE guidelines is as illustrated alongside.

The approach was based on an analysis of gaps, needs and priorities, including a research on the market and funding sources. A step-wise approach was outlined for the establishment of COEs, wherein an analysis was also done of existing CDMs and COEs in the country to identify potential institutions. This was also supported with a study of international good practices. Based on these exercises, potential training modules were identified.

Guidelines for setting up of COEs were outlined as structural and process guidelines. These looked at functional areas, hazards, geographic areas and zones, thematic areas and implementation institutions. Benchmarks to become and remain a COE were also covered, with a quality management approach being advocated wherein a COE must demonstrate continued performance in order to retain its status.

Finally an implementation roadmap was also developed, wherein key steps and ways of working were outlined.

A quality based approach, strong practical orientation, decentralised but networked way of working, and public private partnerships were advocated.

CENTRE OF EXCELLENCE

A team, a shared facility or an entity that provides leadership, best practices, research, support or training ranging from specific skills to broader thematic areas, backed with a network of institutes and research/training centres/organisations that collaborate with each other.
The NCRMP CB Study Team

**NIDM**

- Dr. Satendra, IFS, ED, NIDM and Project Director, NCRMP, NIDM
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**NDMA**

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- Dr. C. Giri, Registrar, IIPA

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- Mr. Nisheeth Kumar, Training and Capacity Building and Evaluation Expert
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- Prof. David Sanderson, Advisor - International DM Research and Education Expert
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- Ms. Suranjana Gupta, Expert on Gender Equity
- Ms. Shivangi Chavda, Expert on CBDM and Community Training

**Sector Specialists**

- Ms. Vijayalakshmi Vishwanathan, Communications Expert
- Mr. Sumeet Agrawal, Research and Analysis Lead
- Mr. Amit Tuteja, Research Specialist (July 2012–April 2013)
- Ms Anjali Verma, Project Coordinator

**Survey Team**

Indian Red Cross Society, Bihar State Branch
OSVSWA, Odisha
Sanghamitra Service Society, Andhra Pradesh
Coastal Area Disaster Mitigation Efforts (CADME), Andhra Pradesh
Knowledge Links in Gujarat, Uttarakhand and West Bengal
Website

The dissemination strategy while implementation of the project included the establishment of a project website, which is now available at the NIDM website [http://nidm.gov.in/ncrmp.asp](http://nidm.gov.in/ncrmp.asp). The project deliverables were shared on the website as they emerged.

The website is seen as an important outreach medium for times to come when the strategy will be implemented at the national and state levels.

In addition, the blended learning module developed under the study will also be developed during the upcoming phase of implementation by NIDM, and will be hosted on the e-learning platform moodle, linked to the NIDM website. NIDM has already been successfully running the World Bank supported online training programmes in this manner.

Workshops

A number of workshops were conducted during the course of the project, both for information gathering in the survey stages, and for development of the strategy in a consultative manner in later stages of the project. Workshops were organised both at national level and in the project states.

1. National level launch workshop of the project
2. Workshop on accreditation process and quality management for DM trainings
3. National level workshop on pilot testing of ToT modules
4. National consultative workshop for finalisation of accreditation process of technical courses
5. Consultative workshop with policy makers on white paper
6. Workshop on Centres of Excellence on DRR and CCA – Evolving a Roadmap
7. Workshop on ToT Module for Journalists/PIOs/PROs
8. State level workshops
Project Deliverables

A total of seventeen major deliverables, with a number of sub-deliverables were produced under the project.

1. Format of inception report
2. Draft inception report and presentation along with pert-chart and detailed delivery schedule
3. Final inception report
4. Preliminary report on survey analysis of the first three states
5. SWOT analysis report
6. Strategic framework for implementation of training
8. National consultative workshop on training needs analysis and gap analysis, quantification & prioritisation and strategy for implementation of training and accreditation
9. First set of training and ToT modules
   a. ToT Module on Strengthening PRIs for Mainstreaming DRR & CCA in Development: Focus on National Development Programmes
   b. ToT Module on Integration of Disaster Risk (DR) and Climate Change (CC) Resilience in Rural Development Policies and Programmes
10. Accreditation process and quality management and SWOT analysis of status of DM related education and research
11. Suggestions for accreditation process and its policy for DM technical courses at graduate and post graduate level
12. Second set of training and ToT modules
   a. ToT Module for Teachers on Creation of Culture of Safety through Knowledge and Education
   b. ToT Module for Preparation and Implementation of Hospital Disaster Management Plan: Focus on Emergency Health Services
   c. ToT Module for Mainstreaming Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) into City Development Plans (CDPs)
13. National consultative workshop on accreditation process and policy and training approach and modules
14. All expected outcomes of public awareness as indicated in the scope of the study
   a. Strategy for National Media Campaign
   b. ToT Module for Examining Principles Of Disaster Reporting: A Training Course For Entry Level Journalists
   c. ToT Module for Re-Examining Principles of Disaster Reporting: A Training Course For Senior Journalists, PIOs And PROs
   d. Principles of Disaster Reporting: Guidelines
   e. Principles of Disaster Reporting: Handbook
15. White Paper for capacity building and training in DRR for India
16. The outcomes of organisation / Institutional development part in the scope of study
   a. Review of Institutions, Strategy for Standardisation & Mechanism for setting up of DRR Institute along with its Capacity Building Strategy
   b. Guidelines for setting up Centres of Excellence for Disaster Risk Reduction
   c. Template for A Model State Human Resource and Capacity Development (developed as part of Deliverable 6)
17. Final report