Capacity Building for Disaster Risk Reduction: At least 42 ways to proceed

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Training of Trainers Workshop on Disaster Management
University of Madras, Chennai, India
25-29 September 2007

www.unisdr.org
Part I  ISDR Background
International Strategy for Disaster Reduction

Launched in 2000 by UN General Assembly

The ISDR aims at building disaster resilient communities by promoting increased awareness of the importance of disaster reduction as an integral component of sustainable development, with the goal of reducing human, social, economic and environmental losses due to natural hazards and related technological and environmental disasters.
ISDR Main functions

**Policy and Coordination**
Guide & monitor implementation of Hyogo Framework for Action

**Advocacy**
Annual awareness campaign, publications

**Information Management & Networks**
website, Living with Risk, Prevention Web

**Partnerships, outreach**
support to regional partners & countries (national platforms and action plans- policy, advocacy, information

**ISDR system and resource mobilization**

Five priorities for action

1. **Governance**: ensure that disaster risk reduction is a national and local priority with strong institutional basis for implementation

2. **Risk identification**: identify, assess and monitor disaster risks and enhance early warning

3. **Knowledge**: use knowledge, innovation and education to build a culture of safety and resilience at all levels

4. **Reducing the underlying risk factors**: mainstreaming in various sectors (environment, health, social support, insurance and risk transfer, critical infrastructure and construction, etc.)

5. **Strengthen disaster preparedness for effective response**
Part II   Capacity Development

Three strategic goals

- The integration of disaster risk reduction into sustainable development policies and planning.

- The development and strengthening of institutions, mechanisms and capacities at all levels, in particular at the community level, that can systematically contribute to building resilience to hazards.

- The systematic incorporation of risk reduction approaches into the implementation of emergency preparedness, response and recovery programmes.
“Sustainable development, poverty reduction, good governance and disaster reduction are mutually supportive objectives, and in order to meet the challenges ahead, accelerated efforts must be made to build the necessary capacities at the community and national levels to manage and reduce risk.”

- HFA, para 4.

The first of at least 42 references to capacity building, capacity development, or needed capabilities in the Hyogo Framework
So, for capacity development

The matter is less of “WHAT is to be done”, but rather

HOW to do it …
The Challenge

Recognized importance of Capacity Development

Difficulty of achieving Capacity Development
Capacity

The ability of people, organizations and society as a whole to understand and manage their affairs successfully

- OECD DAC Network on Governance:
  DCD/DAC/GOVNET(2005)5/REV1
  Feb. 2006
Capacity Development

The process whereby people, organizations & society as a whole unleash, strengthen, create, adapt & maintain capacity over time
A framework for thinking about capacity development

Intended audiences: broad range of development practitioners

Draws on analysis & evaluations

A framework to guide & stimulate ongoing discussions

Basis for dialogue between donors & partner countries

Concerns issues of capacity in the wider public sector

Basis for dialogue between donors & partner countries
Technical Assistance and Capacity Development

Technical Assistance:
- Facilitating access to knowledge
- Brokering multi-stakeholder agreements
- Participating in policy dialogue & advocacy
- Providing incremental resources
- Creating space for learning by doing

Capacity Development:
Levels of Involvement for Capacity Development

- **Individual level**
  - experience, knowledge & technical skills

- **Organizational level**
  - systems, procedures & rules

- **Enabling environment**
  - institutional framework, power structure & influence

Successful capacity development requires not only skills & organizational procedures, but also incentives & good governance
Conditions favouring Capacity Development

- **Strong pressures** from outside
- **Top management provides leadership** for change, promotes a clear sense of mission, encourages participation …
- **Integrated process** of change management
- **Organizational innovations** are tried, tested & adapted
- **A critical mass of staff** involvement
- **Change process managed strategically & proactively**
Summary Conclusions

• **Capacity development involves three levels:**
  – individuals, organizational and enabling environment
  – they are interdependent

• **Capacity development goes beyond technical cooperation and training**

• **Incentives are critical**
  – generated by organizations and the overall environment for using skilled personnel

• **Capacity development is an endogenous process of change**
  – Context is crucial, local ownership essential

• **Focus on capacity building**
  – in organizations makes success more likely
Part III  CADRI

Capacity for
Disaster Reduction Initiative
Origin

• **Succeeds the DMTP**
• **New context**
  – more training resources available
  – new emphasis on capacity development
  – Hyogo Framework for Action
• **OCHA, UNDP/BCPR and ISDR joint effort**
  – to address broader, and related, dimensions of disaster risk reduction
  – Advisory Group, to include wider shared interests
Goal and Focus

To advance capacity development in realizing the Hyogo Framework of Action:

– Strengthen the capacity of institutional coordination mechanisms to execute their role for the systematic advancement of disaster risk reduction in national settings.

– Foster learning, innovation, exchange of experience in developing capacities and partnerships for this purpose.
Focus on Capacity Development

- Fundamental to national disaster risk reduction
- A cross-cutting element of the HFA
- Core to UNDP and BCPR’s work
- Builds on OHCA’s training capabilities
- Consistent with DMTP’s mandate to support governments and UN system at country level
- Not a new topic but renewed interest:
  - OECD DAC Network on Governance
  - Capacity inherent in development practice
Levels of support

• **National level officials**
  – National disaster management agencies
  – National platform mechanisms

• **Capacity development practitioners**
  – Educators, learning and training institutions
  – Expanded relationships
  – Information networks
  – Experience exchange

• **United Nation Country Teams**

• **UN system familiarization, engagement**
Service Lines

• **Country level support – in *their* context, needs**
  – To make disaster risk reduction a national priority
  – National level officials, and United Nations Country Teams
  – Process, methods … “*How to …*”

• **Support to learning, training organizations**
  – Educators and practitioners
  – Identification, development of materials

• **Support to higher education**
  – Academia, and professional education
Types of Support

• Advisory services, guidance
• Institutional strengthening, process
• Information, knowledge management
• Exchange and networking
• Tools and materials
• Methodologies
  - *not technical, topical information*
Disaster and Risk Management
Framework of Disaster Risk Reduction

Past  

Emergency Response ---- Preparedness ---- Disaster Management ---- Prevention, Risk Management

Civil Defence and Civil Protection Issues
Humanitarian Concerns

Preparedness and Response Capabilities

Red Cross and Public

Responders, Community Aid

Police, Fire, Civil Authorities

Science and technology, global communication systems, linked databases, hazard modelling, GIS systems, Information technology, environmental issues, risk assessments, urban infrastructure, natural resources management, hazards research, sociology of disaster, economics of disaster, commercial opportunities, volunteers, NGOs, community action, participation, public-private partnerships.

Academic endeavour, regional, local planning, integrated national planning, national weather services, "public" weather, ENSO cycle planning, climate variation, floodplain management, "sustainable development", land-use, governance, security issues, increasing insurance, interest, loss, "cat" bonds, growing exposure of complex systems, environmental engineering, professional, scientific organizations, service providers, state services, transnational/political concerns, IDNDR, globalization of economy, information exchange, regional organizations, international initiative, institutional processes, local capabilities.
<table>
<thead>
<tr>
<th>Emergency assistance, crisis management</th>
<th>Disaster risk reduction strategies</th>
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<tbody>
<tr>
<td>1. Primary focus on hazards and disaster events</td>
<td>1. Primary focus on vulnerability and risk issues</td>
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<tr>
<td>2. Single, event-based scenarios</td>
<td>2. Dynamic, multiple risk issues and development scenarios</td>
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<td>3. Basic responsibility to respond to an event.</td>
<td>3. Fundamental need to assess, monitor and update exposure to changing conditions</td>
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<td>4. Often fixed, location-specific conditions</td>
<td>4. Extended, changing, shared or regional, local variations</td>
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<td>5. Responsibility in single authority or agency</td>
<td>5. Involves multiple authorities, interests, actors</td>
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<td>6. Command and control, directed operations</td>
<td>6. Situation-specific functions, free association</td>
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<td>7. Established hierarchical relationships</td>
<td>7. Shifting, fluid and tangential relationships</td>
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<td>8. Often focused on hardware and equipment</td>
<td>8. Dependent on related practices, abilities, and knowledge base</td>
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<td>9. Dependent on specialized expertise</td>
<td>9. Specialized expertise, squared with public views, priorities</td>
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<td>10. Urgent, immediate and short time frames in outlook, planning, attention, returns</td>
<td>10. Comparative, moderate and long time frames in outlook, planning, values, returns</td>
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<td>11. Rapidly changing, dynamic information usage, often conflicting or sensitive</td>
<td>11. Accumulated, historical, layered, updated, or comparative use of information</td>
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<td>12. Primary, authorized or singular information sources, need for definitive facts</td>
<td>12. Open or public information, multiple, diverse or changing sources, differing perspectives, points of view.</td>
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<td>13. Directed, ‘need to know’ basis of information dissemination, availability</td>
<td>13. Multiple use, shared exchange, inter-sectoral use of information</td>
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<td>14. Operational, or public information based on use of communications</td>
<td>14. Matrix, nodal communication</td>
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<td>15. In-out or vertical flows of information</td>
<td>15. Dispersed, lateral flows of information</td>
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