



## Our philosophy for Capacity Building

- Human Resource Development Programmes strengthen the capacities of institutions and organisations that are directly involved in Disaster Risk Management.
- The Capacity Building measures are to improve the awareness, knowledge and skills needed to ensure that Human Resources can support target organisations.
- All measures have to be designed to train individual participants and simultaneously to meet institutional capacity building objectives.
- Wherever applicable, training should be conducted on-the-job and organised around participants' existing professional tasks.
- Capacity Building Programmes are embedded in a strategic programme to avoid the ad hoc addition of training measures.
- All programmes have to be demand-oriented and tailored to the customer, catering to training needs for fulfilling a variety of environmental mandates and programmes.

## InWEnt's partners

InWEnt has been commissioned by the German federal government to pursue its DRM related activities. Most InWEnt programmes have been implemented on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ), the Federal Foreign Office of Germany (AA), or the German Federal Ministry of Education and Research (BMBF).

All projects are conducted in close co-operation with local institutions in partner countries. These include government as well as civil society organisations at national, provincial and local levels respectively. Universities and research institutions, media organisations and the general public also take part in the activities. At the national level, InWEnt is a member of the German Committee for Disaster Reduction (DKKV), and co-operates with many of its member organisations.

At the international level, InWEnt works together with the European Union, the World Bank, the International Monetary Fund, the World Trade Organisation, and several United Nations agencies.

## 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.

We are commissioned by the German federal government to assist with the implementation of the Millennium Development Goals of the United Nations. In addition, we provide the German business sector with support for public private partnership projects.

Through exchange programmes, InWEnt also offers young people from Germany the opportunity to gain professional experience abroad.

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# Partnerships for dealing with risk

Creating networks for Disaster Risk Management



on behalf of:  
 Federal Ministry  
for Economic Cooperation  
and Development

**inWEnt**  
Capacity Building International  
Germany

## Partnerships for dealing with risk

In the last few years, Disaster Risk Management (DRM) has become a challenge for every nation. Dealing with a catastrophe is a complex matter that involves a wide spectrum of action fields: risk assessment, education and awareness, planning and implementation of the adequate infrastructure, disaster preparedness, sustainable management of natural resources, and policymaking. Disaster risk management, however, is about far more than just hardware. The best equipment is worthless without well-trained people to operate it, and early warning messages that are not correctly understood and interpreted by communities are worthless. DRM requires entire networks of interrelated institutions, communities, stake-holders, media and the general public. This is why experts speak of disaster risk management, and regard it as a permanent process.

At its core is capacity building. Education, training and practical exercises are the backbone of disaster prevention, and they also require a lot of co-ordination and co-operation. Because a variety of institutions handle training needs at all the various necessary levels – local, regional, national or international, as well as technical, institutional, educational or political - InWEnt (Internationale Weiterbildung und Entwicklung – Capacity Building International) supports the creation and strengthening of inter-institutional networks for capacity building in its human resources development programmes for disaster risk management. Such networks are not only

necessary – they also offer new opportunities. Sharing knowledge and experience stops people from repeating the same old mistakes. Benchmarking and learning from best practices improve the competencies of all involved partners. The need to come up with clear policies and transparent co-operative structures helps clarify internal processes. Standardisation of information exchange and the use of open-access web-based platforms can lead to more open and inclusive communication. In the end, the network as a whole is more powerful than the sum of its individual participants.

Inter-institutional network building is never easy. Each institution has its own culture, language and approach to transparency or hierarchy. Co-operation must not try to iron out the differences. Quite the contrary – it can only be successful if they are viewed as benefits. In the field of disaster risk management, an additional challenge is the fact that an unforeseeable emergency situation can arise at any given point in time. Thinking ahead, permanent exchange, mutual understanding and personal trust are important prerequisites for overcoming the stress that is connected to such irregular interruptions of planned processes.

### Disaster risk

Natural hazards can occur anywhere and at any time, and they become disasters when the vulnerability of those affected is high. The impact of a disaster depends very much on domestic social and economic conditions. In an industrialised country, 22 people on average are killed in a disaster. In the developing world, that average rises to over 1,000. The poorer the population of an affected country and the less well-organised its administrative and institutional structures, the heavier the negative social and economic impact can be. There is also a positive aspect to this close connection, however – proper education and organisational development can prevent most natural hazards from turning into disaster.

### InWEnt's approach

InWEnt's capacity building programmes related to disaster risk management were launched in 2002. Through training, seminars, the development of guidelines, educational material and structured dialogue, the programmes are aimed at directly and indirectly building the institutional capacities of the responsible authorities and institutions for risk assessment, disaster risk management, prevention and mitigation, and outreach to local communities and the general public. Few natural disasters are limited to a single country. Cross-boundary and regional co-operation is therefore essential. All of InWEnt's activities are in accord with the guidelines laid out in the International Strategy for Disaster Reduction (ISDR), which was launched by the United Nations in 1999. Focus areas include Mozambique, the Southern African Development Community (SADC), Afghanistan, Central Asia, Indonesia and India.

### Advanced training and dialogue

InWEnt's classic instruments of capacity building focus on advanced training and dialogue. These include the development of appropriate training strategies, guidelines and educational material, along with the management tools for the development and planning of capacity-building measures. Change management, information flow, project planning and co-ordination, management skills and communication are important parts of InWEnt's disaster risk management activities.

### Awareness building

From the national down to the community level, awareness-building workshops help contribute to the upkeep of disaster preparedness. Because enthusiasm tends to fade once an emergency phase is over, schools offer a good entry point for keeping communities alert, thereby making disaster risk management more sustainable. InWEnt has encouraged a number of highly vulnerable communities to form local disaster management committees with distributed tasks in early warning, evacuation, first aid, shelter and relief. Scenario simulations help communities practice what to do if a real emergency occurs.



### DRM and media

The mass media have a very important role to play in disaster risk management. Journalists research and report on DRM before the disaster strikes, while relief aid is flowing, and afterwards on the lessons that have been learned. As the disaster looms, the role of the media is mostly educational. What prevention measures exist? How can communities prepare? How does the national early warning system work? If journalists co-operate internationally, stick to the facts, and try to avoid sensationalising, they fulfil a key watchdog role before, during and after a disaster. InWEnt's training measures for journalists include research, writing skills and the ethics of disaster reporting.

### Policy development

Countries that have suffered wars lasting for decades need support for the implementation of national disaster plans. In this area, InWEnt makes contributions through policy dialogue for key institutions and personnel, often carried out in close co-operation with the United Nations and other international organisations. The expression of a national plan is a starting point, but it can be a long road to its execution at every regional and local level. InWEnt supports that implementation with organisational development measures.

### Training management units

Because of the large number of partners involved in capacity building for disaster risk management, a high degree of inter-institutional network building is necessary. In close co-operation with its local partners, InWEnt contributes to the development of training management units that will be responsible for the planning, implementation, and quality assurance of all training measures. Such local training management units work closely with all partners involved in the project, acting as both service providers and co-ordinators.

### IT-based Capacity Building tools

DRM necessarily involves a large number of institutions that all play a role in prevention and in the warning chain. In order to facilitate co-operation between them, InWEnt contributes Internet-based human resource management platforms that are based on open-source software. These platforms serve to manage and document all activities: training courses, awareness campaigns, seminars, workshops and conferences. Integrated user-feedback tools help to evaluate ongoing activities and detect gaps in the training. Furthermore, InWEnt offers e-Learning, e-Coaching and e-Collaboration activities through its own internet platform Global Campus 21.

### Co-operation with universities and research institutions

When developing training guidelines and learning material, InWEnt co-operates closely with both international and local universities and research institutions. This helps to safeguard the highest standards in technical and educational issues, as well as their adaptation to local conditions. InWEnt supports the introduction of concepts for teaching disaster prevention in schools, and as an integral part of training measures for general primary and secondary school teachers.



The choice of learning formats depends upon the objectives, the target group, the content, and underlying conditions. The concrete structure of InWEnt's programmes is oriented to the prior knowledge, moral concepts, needs, and interests of the participants.



### InWEnt's contributions

In co-operation with its many national and international partners, InWEnt contributes to the development of disaster risk management in three fields:

- **Human resource development:** The process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.
- **Organisational development:** The elaboration of management structures, processes and procedures, not only within organisations but also when it comes to the management of relationships between different organisations and sectors (public, private and community).
- **Institutional and legal framework development:** Making legal and regulatory changes to enable organisations, institutions and agencies at all levels and in all sectors to enhance their capacities.

In all three fields, InWEnt can build on decades of experience and a number of proven instruments for capacity building, including advanced training, dialogue, network building and advisory services for human resource development. Applying such instruments combines professional, regional, market and methodological competencies.