

## MANAGEMENT MANUALS AND TRAINING RESOURCE MATERIALS

PRESENTED TO THE

WORKSHOP ON MANAGEMENT TRAINING FOR  
NGO EMERGENCY PROGRAMMES

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The purpose of this paper is to identify the resources available to NGOs for training in emergency management. These resources are rapidly increasing in number, scope, and format. Consequently, this paper can only introduce some of the principal resources or programmes in emergency training and refer the reader to other sources of information on the subject.

An NGO looking to begin a programme of training in emergency management must first determine the particular needs and objectives of the organization. This training "needs assessment" is a crucial, and often overlooked first step. In some instances, existing training resources may be useful directly, but more often as models for developing NGO specific programmes. Forcing the NGO to conform to an inappropriate, albeit already existing training resource, is generally not a worthwhile investment of time or money. After defining training needs and objectives, there are other criteria that can affect the selection of a training resource:

- cost
- quality of materials
- amount of time required
- programme availability
- appropriateness and adequacy of materials
- intended audience of materials
- location.

The materials in emergency management training can be classified into three categories. The first includes the vast number of texts: books, articles, papers, and manuals on the various subjects of emergency management available to general audiences. The second is manuals that have been prepared for a specific agency, tailored to its organizational and operational needs. The third is other materials that are prepared as a component of training programs designed for specific types of organizations, eg. NGOs, IOs, and governments.

### Texts

Textbooks and generic publications are clearly the most accessible form of training material. The problem for the NGO emergency management trainer is to identify and obtain the best publication for a specific need. Putting them to good use is another problem. A well

intended field officer who reads a good text on management may find implementing the recommendations to be difficult unless the management environment of his or her organization is supportive and ready to accept these changes. This implies a training program where whole sections of the organization are trained concurrently.

The number of general publications available is so vast that it is not possible to list them all within this paper. A few selected bibliographies from other sources are appended to provide examples and to provide a step in selecting useful publications. Other techniques of selecting publications are through direct inquiries to experts or information sharing among peers such as the NGO network on training now being developed.

One of the most comprehensive bibliographies of publications on disaster management is the Disaster Preparedness Update Bibliography series by the Pan American Health Organization (see their address below.) Perhaps the most useful example from this series, regarding this paper, is the Disaster Training: A Selected Bibliography, October 1985.

#### Manuals

Many agencies have written manuals on emergency operations. These manuals serve several functions and may include

- organizational policies on emergency operations
- guides to decision-making
- standards of performance or minimum requirements
- checklists of actions to be taken and materials to be acquired
- definitions of staff roles and responsibilities
- contingency plans
- technical information for generalists
- references to other resources.

Some manuals have been written by an organization for its own use but also made available to other agencies for their information. Some manuals, written exclusively for an agency, often serve as a useful model for other agencies which wish to develop their own. The following list is incomplete but is a good cross section of what is available.

Assessment Manual for Refugee Emergencies, Bureau for Refugee Programs, Department of State, Washington, D.C.. 1985.

Barangay Disaster Manual, Office of Civil Defense, Ministry of National Defense, Republic of Philippines, 1982.

CRS Emergency Manual, Catholic Relief Services, New York, in draft.

Emergency Manual, Caritas Internationalis, 1981.

Red Cross Disaster Relief Handbook, League of Red Cross Societies, Geneva, 1976.

Sri Lanka Cyclone Handbook, UNDP, prepared by PADCO, Washington, D.C., 1979.

UNHCR Handbook for Emergencies, United Nations High Commissioner of Refugees, Geneva, 1982.

UNICEF Emergency Handbook, United Nations Children Fund, New York, 1986.

When Disaster Strikes and Help is Needed Handbook, Licross/Volags Steering Committee for Disasters, Geneva.

INTERTECT Series of Manuals including:

Project Manual for an Emergency Shelter-to-Housing Program

Several guides on how to build disaster resistant houses using various construction materials and in various geographic locations.

#### Training Programs

There is a growing number of training programmes for emergency management and many training materials have been produced for specific training programmes. Emergency management training takes several forms: seminars, workshops, independent study, distance education. Some are regular and scheduled, others are irregular and more ad hoc. Some are open to any interested person, others are limited to personnel of a specific agency. The following is a list of emergency management training programmes that may be of interest to NGOs. For the most part they are institutions that include training as an ongoing part of their activities available to NGOs, but does not include references to examples of training by NGOs.

- o Asian Disaster Preparedness Center, Asian Institute of Technology, P.O. Box 2754, Bangkok 10501, Thailand. This center offers courses in disaster management oriented towards the training of people who will in turn be trainers in their own countries; develops curricula and teaching materials; and disseminates reference materials in disaster management.
- o Australian Counter Disaster College, Macedon, Victoria 3440, Australia. The college holds regular courses on disaster management and planning open to people working in emergency management.
- o Australian Overseas Disaster Response Organization, P.O. K425, Haymarket, NSW 2000, Australia. AODRO conducts workshops and seminars on various topics of disaster management throughout the South Pacific region.

- o Centers of Disease Control, International Health Program Office, Building 14, Atlanta, Georgia, 30333 USA. The CDC offers irregularly scheduled seminars and conferences on refugee health care and epidemiological surveillance.
- o Centre de Recherche sur l'Epidemiologie des Desastres, Ecole de Sante Publique, Universite Catholique de Louvain, Clos Chapelle-aux-Champs, 30, B-1200 Bruxelles, Belgium. The center conducts seminars and workshops on health aspects of natural disasters.
- o Disaster Management Center, University of Wisconsin, 432 North Lake St., Madison, Wisconsin, 53706, USA. The Disaster Management Center will offer by January 1987, over 20 courses available through distance education on several topics of natural disaster and refugee management. The program will eventually offer over 60 such courses. Participants who complete a program of study may qualify for the disaster management diploma. The DMC organizes and conducts specialized emergency management training workshops for agencies such as UNHCR and UNICEF. The DMC also gives irregularly scheduled workshops open to the general public on specialized topics of emergency management. The DMC draws on the faculty of the University's Management Institute for conducting the courses in management.
- o Experiment in International Living, Kipling Road, Brattleboro, Vermont 05301, USA. EIL conducts refugee assistance training for NGOs through workshops, management and organization development training.
- o INTERTECT, P.O. Box 10502, Dallas, Texas 75207, USA. INTERTECT conducts on-site training for agencies, consisting of problem focused workshops and the development of training materials for the workshops or for the agency's in-house training programme. Training topics include disaster resistant construction techniques, damage and needs assessments, and management. Training materials consist of textbooks, manuals, videos, and materials designed for use by community based relief and development workers for the field. INTERTECT also provides technical assistance to the Disaster Management Center for most of its programming.
- o Joint Assistance Centre, Adhyatma Sadhna Kendra, P.O. Mehrauli, New Delhi-110030, India. The Joint Assistance Centre conducts training programs for NGOs, primarily within India, on various topics of disaster management.
- o London School of Hygiene and Tropical Medicine, Refugee Health Group, Keppel St. (Gower St), London WC1E 7HT, United Kingdom. This group has held week-long training programmes on various topics of refugee health and nutrition for non-professionals.

- o Natural Hazards Research and Applications Information Center, Institute of Behavioral Science #6, Campus Box 482, University of Colorado, Boulder, Colorado, 80309, USA. The Center conducts seminars and conferences on various topics of natural hazards, disaster management and mitigation.
- o Office of Foreign Disaster Assistance, OFDA/AID, Washington D.C., 20523 USA. OFDA has hosted and sponsored several emergency management seminars on a wide range of topics.
- o Oxford Programme of Development Workshops, Oxford Polytechnic, Oxford, OX3 0BP, UK. These workshops are intended for experienced professionals active in developing countries. Workshops are offered on Relief and Preparedness Planning, and Disaster Housing and Reconstruction Planning. They are held in Oxford annually and last from three to five weeks.
- o Pan American Health Organization, Disaster Preparedness and Disaster Relief Coordination, 525 23rd Street, N.W., Washington, D.C. 20037 USA. PAHO is an agency of WHO and holds scheduled workshops on emergency health care some of which utilize their five manuals on emergency health and the self-study guides prepared by the University of Wisconsin-Disaster Management Center.
- o Relief and Development Institute, 1 Ferdinand Place, London NW1 8EE, United Kingdom. RDI runs workshops, seminars, and conferences addressing practical issues of disaster prevention and relief. RDI is also involved in the development of training materials covering all areas of disaster relief.
- o SEARO, Indraprastha Estate, Ring Road, New Delhi-1, India. This Southeast Asia Regional Office of WHO offers courses on health aspects and relief management of natural disasters for representatives of the health sector of countries of the region.

In addition to the above more comprehensive listings of training programmes have been prepared by the United Nations Disaster Relief Organization, the Office of Foreign Disaster Assistance, and World Vision of Britain. Many of these are courses offered within academic institutions and limited to students enrolled in them. Others are focused on single issues or are limited to specific geographic areas. Consequently, many of them will not be accessible or of interest to the NGO community but a close inspection of the lists will nevertheless be warranted. Their addresses are as follows:

OFDA/AID, Washington D.C., 20523, USA

UNDRO, Palais des Nations, CH-1211 Geneva 10, Switzerland.

World Vision of Britain, Dychurch House, 8 Abington Street, North Hampton NN1 2AJ, United Kingdom.

## Training Technology

A complete discussion of the training of emergency management must include the technology of training. As with virtually all other instances of the application of technology, the field is rapidly changing. New developments in training technology will greatly change traditional practices and offer many new opportunities. The following is a brief review of the state of the art in emergency management training.

### Classroom Teaching:

The mainstay of training continues to be classroom teaching. However, significant improvements in classroom teaching are being made as trainers better understand the way we learn. For example, using techniques that engage the student in determining what he or she needs to learn and then to interacting with learning resources leads to better, quicker, and more long lasting learning. Long hours of lecturing are being abandoned. Further, it is recognized that classroom learning needs to be augmented with hands-on experience in order to effectively develop new skills.

### Independent or Self-Study:

Most students of emergency management do not have access to a classroom based programme in training. In fact, most potential students do not recognize themselves as students of emergency management until they are caught up in the midst of an emergency. They are not able at that time to leave their posts to learn new skills nor can the agency afford to send them. However, self-study courses that are focused on the management or sectorial skills needed are now available and can be rapidly shipped to the people in the field. With increasing use of distance education the on-sight managers can study the materials at their convenience and when they are most motivated to use them.

### Audio and Video Taped Courses:

Some materials lend themselves to be communicated more effectively on audio or video tape. Similarly, some students learn more readily from audio or video media rather than from print. A limited number of training materials in emergency management are available in these media from some of the above institutions. It is easily imaginable that, even in an emergency, a field officer charged with oversight of the health programmes in a new refugee camp will take the time to view a 45 minute video tape on the basics of refugee community health care. Applying the information conveyed on the tape may well help him or her to avert fatal mistakes in the early stages of an emergency.

### Simulation Exercises:

Simulation exercises in disaster preparedness training are rapidly growing in popularity and usefulness. If experience is the best teacher it can be hypothesized that a simulation exercise is the next

best teacher. A simulation allows the student to experience a life-like situation, be confronted with realistic problems, test his or her decision making skills, and see the results of those decisions. The best part is that none of this learning is achieved at the expense of the victim.

#### Computer Based Training:

Micro-computers are rapidly becoming part of the standard equipment of every agency. Computers are also proving to be powerful tools to train new skills, many of which include emergency management. Programmes are being developed which allow a student to learn efficiently without direct dependence on a teacher. In addition to the advantages of distance education mentioned above, the computer can enhance learning through drills and, ironically, more "personalized" exercises to strengthen a student's specific skill deficiency.

#### Video Teleconference:

Using low-orbiting satellites, progress is being made in developing cost effective video teleconferencing as a media for training. The applications to emergency management training seem apparent; experts in special skills can lead a training program from a broadcast site, send the programme to several sites simultaneously and be able to respond to live questions from the field. It will be possible to set up ad hoc training on demand when the need for the training is greatest and send it where needed.

#### Conclusion

An awareness of the need for training of NGOs has generated a response from trainers. Many of the trainers are not from the traditional institutions but come from a widening circle of teachers who are frequently practitioners, entrepreneurs, and often in-house staff. The materials they are producing are not limited to textbooks but by imagination. The opportunities for NGOs to get the training they need is similarly enhanced. As the NGOs articulate their needs, the training "industry" will respond with a broader range of potential learning opportunities.