

Training strategy for the  
implementation of  
Community Resilience  
Framework (CRF) in Sri Lanka

Disaster Management Centre  
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## 1. Introduction

The Disaster Management Policy places a strong emphasis on saving lives, protecting livelihoods and strengthening recovery from disasters with approach of **build back better**, and enabling safe living while preventing and reducing vulnerability. To address this, Ministry of Disaster Management and Disaster Management Centre (DMC) are designing an approach for building disaster resilient communities with a vision of “Safer Sri Lanka” by bridging the gap between Disaster Risk Reduction (DRR) and long-term development objectives.

The resilience framework is an attempt to protect development gains in the long term and to reduce dramatic declines in development caused by disasters. This highlights the overlapping nature of disaster mitigation, preparedness, relief, and recovery work, and thus necessitates the incorporation of those activities into development. This has further ensured that the voices of communities at risk are represented at local and national levels to bring the field realities to policy discussions and better reflect the needs and capacities on the ground.

Based on this, the DMC appointed a technical working committee to look at the options to harmonize the community based DRR efforts in the country within a broader framework of building resilient villages, and build consensus among DRR practitioners on common indicators in order to be able to monitor the increased resilience of communities. The DIPECHO 8 consortium, as part of the initiative, facilitated by the **Sri Lanka Comprehensive Disaster Management Programme (SLCDMP)** and the Disaster Management Centre (DMC), has agreed to provide its financial and technical support.

The community resilience framework, which has been drafted with support of the Technical working group has now come to a stage for wider consultation and pilot testing in 5 districts (Kilinochchi, Mullaithivu, Puttalam, Rathnapura and Kurunegala) and aimed for validation and finalization.

In view of ongoing pilot implementation, it was agreed to develop capacities required on resilience planning and development. Hence, the initial training program on the implementation of the Community Resilience Framework (CRF) trained 25 front level development representatives from Killinochchi and Mullaithivu. Trainers who attended training of trainers program on CRF, further facilitated the implementation of CRF at divisional level in both districts through cascading training approach devised by DIPECHO project. In addition, they have been capacitated as facilitators of CRF and as a result, a resource pool for the region was now established with the trained trainers, who have also gone through the complete process of trainer assessment.

## 2. Rationale

Implementation of Community Resilience Framework (CRF) training for the key divisional and district level development state officials has highlighted further revision to refine the training manual on Community Resilience Framework (CRF) developed by technical working committee on DRR under the DMC. The need for fine-tuning the existing training guidelines along with the addition of training aids and tools was identified during the cascade training programs implemented in districts by the trained trainers of CRF.

In addition to the refining and finalization of the CRF training manual along with the new training aids, an appropriate training strategy needs to be conceived so that all key stakeholders implementing training programs on CRF could adapt a uniform approach. A uniform training strategy is to make the learning service accessible to all key staff members involved in development planning and implementation of development projects. This will be achieved through the establishment of DMC lead learning service which is able to provide appropriate, contextualized and affordable learning support in CRF. Hence training, supporting, assessing and creating a pool of assessed/ accredited local trainers in CRF at district level will help achieving the roll-out of CRF to divisional and GN level. This requires an approach to implement CRF that facilitates a wide range of learning options. The programme will have to be developed and delivered through an appropriate mix of the following learning methods, including but not limited to:

- Direct group learning such as workshops, briefings and seminars
- Self-directed group learning such as discussion forums, action learning sets and communities of practice
- One-to-one learning such as coaching and mentoring
- Self-managed learning such as interactive learning CD, videos, publications/resources

### 3. Concept

The key concept for the training strategy on Community Resilience Framework (CRF) is to build on and develop initiatives which are already in place, but within a cohesive strategy which clearly, simply and systematically links all the activities together:

- learning needs analysis
- national training course on CRF
- district training courses on CRF [Level 1 and Level 2]
- training on facilitation skills
- self-directed learning activities such as discussion forums
- district support activities, such as information management and M&E
- resources such as CDs, Training Kits and on-line resources

These need to reinforce that training courses are not an end in themselves – and need to form part of a cohesive strategy which encourages and supports shared learning and a positive learning culture, and maintains quality of learning. This could be developed through a staff workshop initially at divisional level by the Divisional Secretary (DS) under the guidance of District Secretary (Government Agent), and supported with appropriate systems, resources and on-going communication by the Assistant Director of District Disaster Management Centre (DDMC).

Consistently the feedback from the past workshops conducted on CRF under DIPECHO project at district and divisional level, highlights that the practical, experiential approach to training is received extremely positively, despite the 'paradigm of formal training courses with didactic presentations by content experts to passive learners'. Hence, approach to training of this kind – using activities, case studies, experiential learning – is influencing the culture of learning and will be well received by the development practitioners who have already a degree level formal qualification.

Another key element of the training on CRF is in Training of Trainers program for the district and divisional level state officials involved in planning such as Assistant Directors of Planning (ADP), Divisional Secretaries (DS). The assessment process for trainers is seen to be very positive and successful. The proposed strategy will ensure the effectiveness and impact of this on the programme through the assessment process, since they being trained to cascade training within their own district and divisions effectively, and to be a resource person for the future CRF training programs.

## 4. Proposed strategy

### 4.1. Strategy:

The **key strategy** for the implementation of Community Resilience Framework training program therefore is to build on and develop these initiatives which are already in place, but within a cohesive strategy which clearly, simply and systematically links all the activities together:

<b>Learning Needs Analysis (LNA)</b>	<ul style="list-style-type: none"> <li>▪ Need to target decisions makers</li> <li>▪ Ensure process encourages departments in DS and District Secretariats to link learning needs to their work plans and objectives</li> <li>▪ Support departments to address learning needs by a range of means and encourage networking and shared learning</li> </ul>
<b>National/Provincial training course on CRF</b>	<ul style="list-style-type: none"> <li>▪ Consider building '<b>how to share learning</b>' into the courses</li> <li>▪ Build '<b>how to share learning</b>' into the training kits</li> <li>▪ Support and encourage coalitions with other stakeholders particularly development partners</li> <li>▪ Establish a process for linking to other provincial/local authority initiatives</li> </ul>
<b>District training courses on CRF [Level 1 and Level 2]</b>	<ul style="list-style-type: none"> <li>▪ Ensure links to national programme on CRF</li> <li>▪ Local languages and local training is the key</li> <li>▪ Lead by the state official is the key for sustainability</li> <li>▪ Ensure quality is maintained</li> <li>▪ Encourage shared learning within districts and divisions</li> </ul>
<b>Training on facilitation skills</b>	<ul style="list-style-type: none"> <li>▪ Establish clear Terms of Reference for assessed trainers</li> <li>▪ Consider 'levels' of Training of Trainers to support shared learning</li> </ul>
<b>Self-directed group learning</b> activities such as discussion forums	<ul style="list-style-type: none"> <li>▪ Clarify purpose, process and skills required</li> <li>▪ Ensure link to LNAs, and training courses</li> <li>▪ Monitor effectiveness</li> </ul>
<b>District support activities</b> – information management and M&E Through District DMC and District Planning Department	<ul style="list-style-type: none"> <li>▪ Clarify expectations, purpose and skills</li> <li>▪ Ensure link to LNAs</li> <li>▪ Encourage shared learning</li> <li>▪ Monitor effectiveness</li> <li>▪ Establish processes to inform national programme e.g. case studies</li> </ul>
<b>Resource development</b> such as CDs, Training Kits and on-line resources	<ul style="list-style-type: none"> <li>▪ Clarify purpose and link to LNAs</li> <li>▪ Ensure they are current and relevant</li> <li>▪ Support and encourage shared learning</li> <li>▪ Consider different levels of need</li> <li>▪ Assess need for translations</li> </ul>

## 4.2. Process of training CRF Trainers:

In order to enhance the knowledge and skills on Community Resilience Framework (CRF), number of state officials will have to be selected to be trained as CRF trainers. This selection could be done at the district level. However in order to ensure that all divisions are given equal opportunity, the selection of state officials will have to be done at the Divisional Secretariat level. Key state officials include:

- Divisional Secretary (DS)
- Assistant Divisional Secretary (ADS)
- Director of Planning (District DP)
- Assistant Director of Planning (ADP – DS divisions)
- Assistant Commissioner of Local Government (ACLG)
- Assistant Director of District Disaster Management Centre

In addition, following staff from DS offices could be selected.

- Development Officer for National Disaster Relief Service
- Development Officer involved in development planning
- Social Service Officer
- Disaster Management Center Staff members
- Any other officers deemed relevant to the process.

However the same category of other staff members could also be included, based on the learning needs analysis and the requirements at the respective DS divisional level.

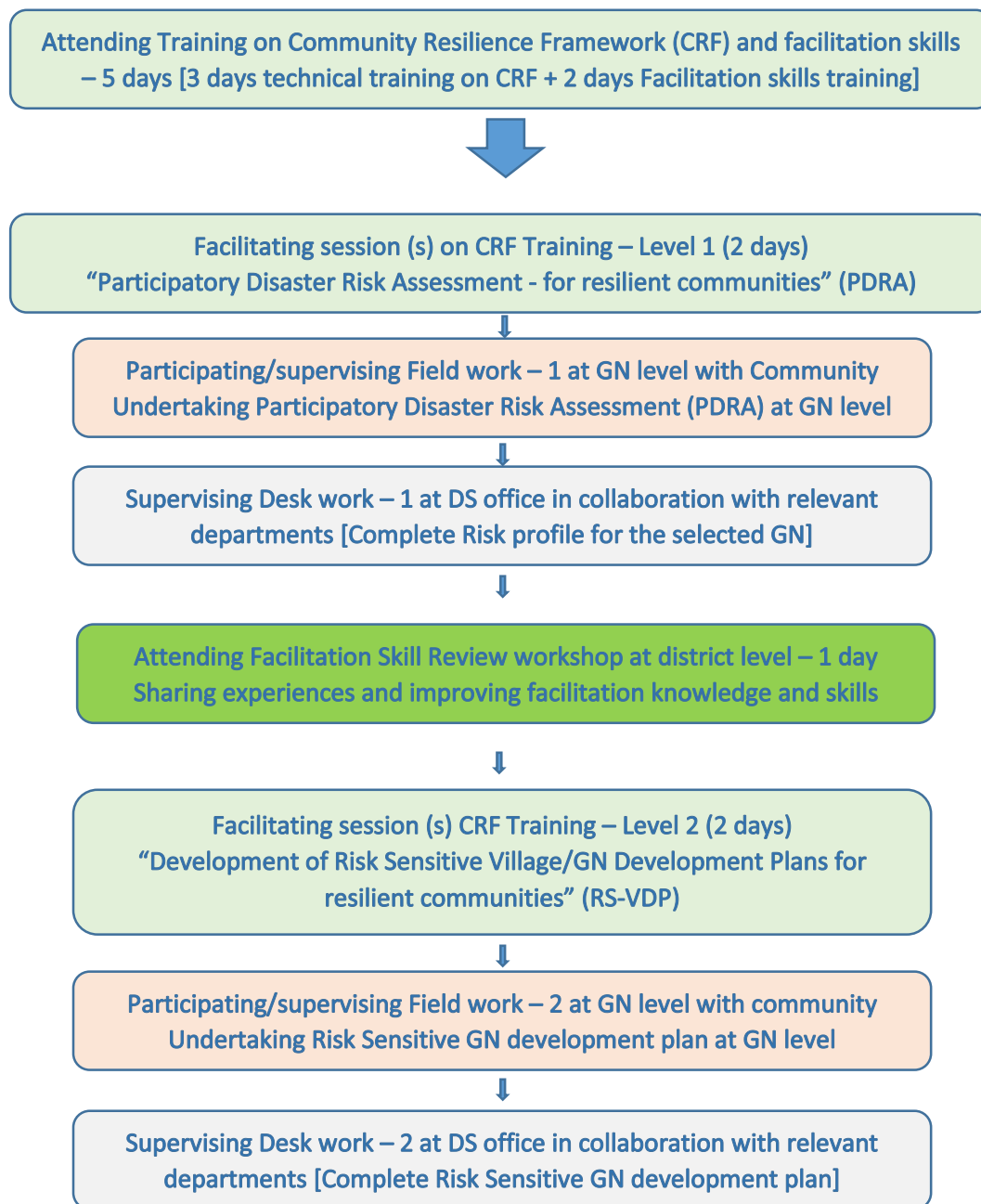
Complete process of training CRF trainers is shown in the flow chart below. Further, Appendix 1 shows the tools and resources required for the actions of implementation of training programs.

Each CRF trainer should be encouraged to complete a post- training reflective journal capturing lessons learnt and challenges and participation in the post-training review and evaluation. Hence the complete process include the following steps and products.

In order to become “CRF Trainers”, the following activities should be completed by each CRF trainer.

1. 3 days Community Resilience Framework Training attendance as a participant (Agenda is in Annex 1)
2. Attending 2 days Facilitation Skills Training as a participant (Agenda is in Annex 2)
3. Facilitating at least one session in the 1st or 2nd Cascade Trainings (Agenda is in Annex 3/4)

4. Evidence of involvement in the field work during and/or after the 1st and 2nd cascade training programs
5. Completing a post- training reflective journal – 1 page, capturing lessons learnt and challenges (see template attached in Annex 5).
6. Participation in the post-training review and evaluation

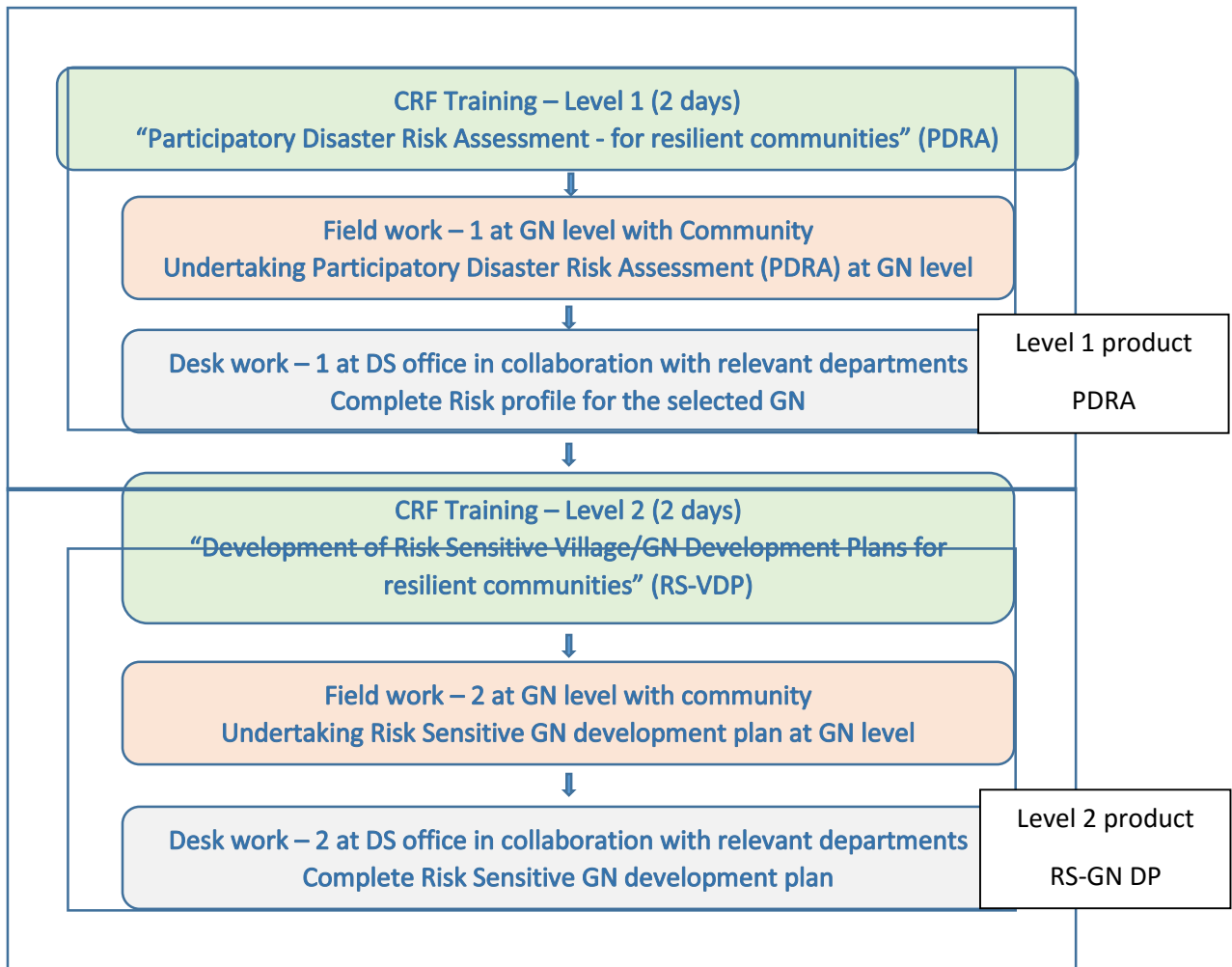




### 4.3. Process of training CRF Facilitators:

Based on the training strategy and lessons from the CRF implementation by DIPECHO, a set of steps are proposed to train number of government staff members from the Divisional Secretariate Divisions [DSD] and Girama Niladari Divisions [GND] who have been selected for implementation of CRF. Government staff members who will be trained by Master Trainers will undertake the development of “Participatory Disaster Risk Assessment” and “Risk Sensitive Village/GN Development Plans” once they complete two levels of CRF trainings.

Hence, the complete process comprises:



At the end of the process, each GND selected will have a product, which is Risk Sensitive – Village Development Plan (RS-VDP). The outcome of this process is two-fold. One side, it is aimed at building the capacity of the key government staff members who can train their sub-ordinates, on the other side, trained government staff members responsible for the village/GND facilitate the participatory risk assessment and planning that will be headed by their communities.

The government staff members completing the process of attending the two-levels of training programs and subsequently implementing field work as depicted in the flow chart in section 4.3 will be certified as a CRF Facilitators. This will include key staff members who are responsible for the village/GN Divisions so that after attending the training they facilitate the participatory risk assessment and planning in their respective GN division.

It is recommended to select the following key staff members for the cascade training programs in districts;

- Girama Nildaris (GS) of selected GN divisions
- Economic Development Officer (EDO) of the selected GN divisions
- Samurdi Development Officer (SDO) of the selected GN divisions
- Any other state official responsible for the respective GN division

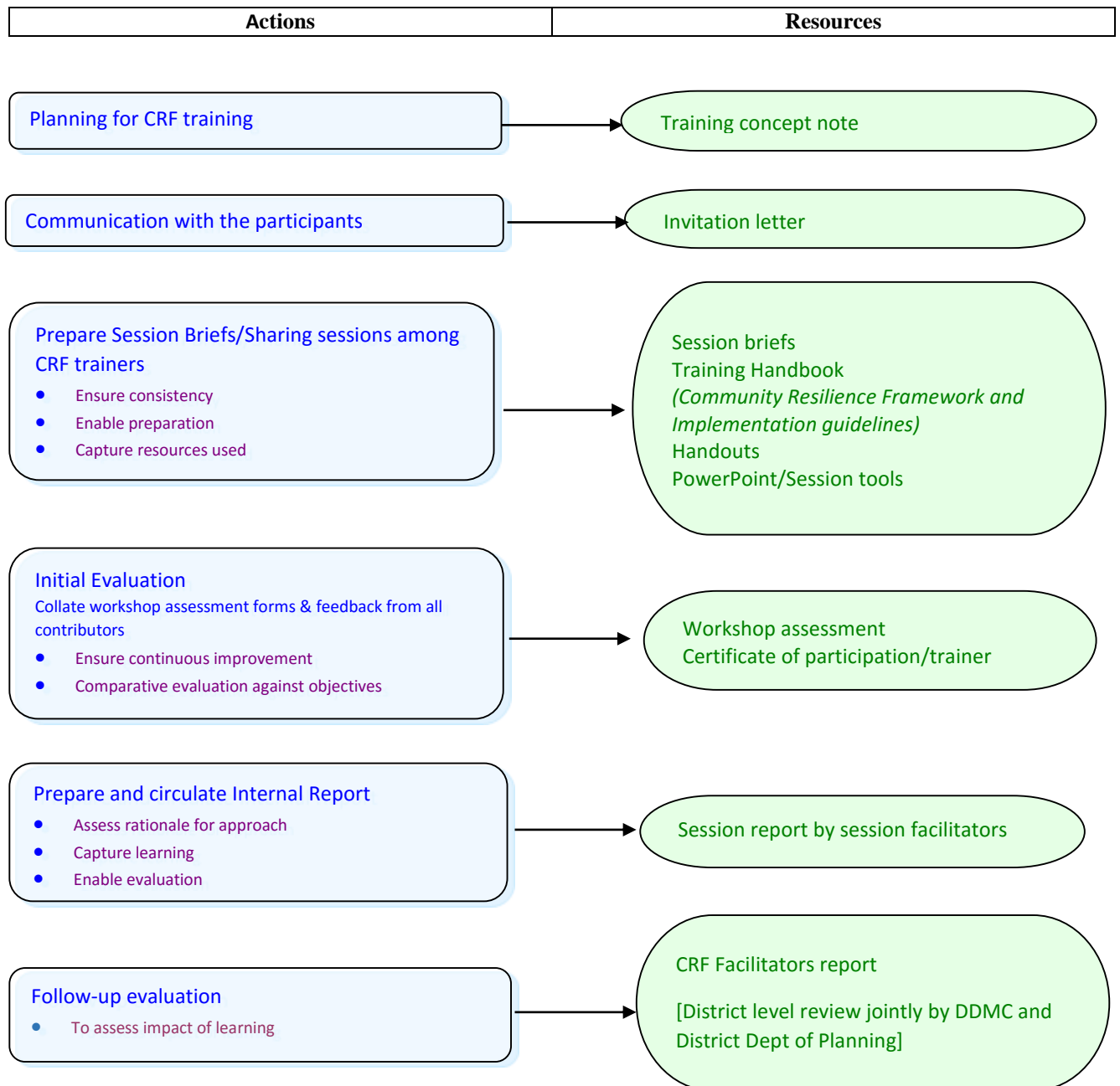
Preparation of PDRA and Risk – Sensitive GN/Village Development Plan will be done by the communities under the facilitation and collaboration of trained CRF Facilitators. This process comprises:

1. 2 days Community Resilience Framework Training - I (PDRA) attendance as a participant.
2. Facilitating Participatory Disaster Risk Assessment (PDRA) at the respective GN.
3. 2 days Community Resilience Framework Training - II (RSDP) attendance as a participant.
4. Facilitating Risk Sensitive Village Development Plan (RS-VDP) at the respective GN.
5. Complete the lessons learnt and recommendation form for CRF implementation at GN level (see template attached in Annex 6).

## Appendix 1: Process for implementation of training programs - Tools and resources

The following outlines the process to be followed and the resources to be used on **ALL** workshops conducted as part of CRF programme, to:

- ensure consistency and standardisation across the training programmes
- enable effective and realistic monitoring and evaluation of the impact of trainings
- assist facilitators, in a user-friendly format, to provide the information required for the training



**The tools and resources** were designed and developed on standardising the format has been useful to enable quick comparison and capture essential learning points.

**1.1 Training concept note** – this concept note is completed as part of the programme planning stage.

Lead facilitators or CRF trainers are not often involved in the preparation of the CRF training concept note, but it does ensure they understand the context of the training.

**1.2 Invitation letter & application forms** - The invitation letter is a key tool, especially if the participants are not familiar with the topic of the training. Hence invitation letters should explain the details and purpose of the training program, so that the superior of the trainee will understand the importance of the training program and will approve attending the same. Application forms will help the CRF trainers to assess the current roles and responsibilities of the trainees.

**1.3 Session briefs, Training handbook, Hand-outs, PowerPoint-** These are available in the CRF trainer manual and in the training kit – which consist of a Facilitators Guide and Learner’s Workbook. This should increase consistency and quality of training, increase the capacity of trainers to provide a range of sessions. Learner’s workbook includes “Community Resilience Framework (DMC 2016)” and “Implementation Guidelines on CRF (DMC 2016)”.

**1.4 Workshop assessments** - Workshop assessment forms are completed by participants at the end of every workshop.

**1.5 Session report** – Writing a brief report by the session facilitator will help him to capture key learning points for future improvement and reference.

**1.6 Follow-up evaluation & CRF Facilitators report** - A process for sharing the workshop reports with the relevant key district staff members needs to be considered to enable follow-up in the districts; plus ensuring that the next facilitators have access to the previous reports to enhance their preparation.

## Annexes

1. Agenda for the 3 days CRF training for CRF trainers
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5. Post reflective journal format for CRF trainers
6. Lessons learnt and Recommendation format for CRF Facilitators
7. Training manual on “Community Resilience Framework” (August 2016, DMC)