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ADAPTATION & INTEGRATION OF ICS INTO DISASTER MANAGEMENT SYSTEM: AN INDIAN EXPERIENCE

Rajiv Ranjan Mishra, IAS
Deputy Director (Sr.)
& Coordinator, Centre for Disaster Management,
LBS National Academy of Administration
Mussoorie, Govt. of India
**STRENGTH**

- Well defined/clearly designated Authorities at all levels.
- In-built Command Structure (even during normal time Area administrators exist)
- Voluntary Assistance (Community, NGOs etc.)

**WEAKNESS**

- Designated Authorities not backed by professional teams.
- Chances of Chief Coordinating Officer getting overwhelmed.
- Deployment of men/material may not be optimal.
- Lack of professional Supply Management.
- Inadequate Resource Inventory, Digitized maps etc.
- Documentation & Costing
**ROLES**

**STATE GOVTS.**
- Primary Responsibility for Rescue, Relief, Rehabilitation.
- Preparation of DM plans
- Capacity Building of Community
- Dissemination of warning
- Implementation of Reconstruction programme
- Coordination (other Govt. Depts. NGO, Media etc.)

**CENTRAL (GOI)**
- Supportive in terms of Financial & Physical Resources.
- Early warning system
- Transport
- Coordination (National & International Agencies, NGOs etc.)
DISASTER MANAGEMENT - STATE LEVEL

CHIEF MINISTER
STATE DISASTER MANAGEMENT AUTHORITIES

CHIEF SECRETARY

SECY, DM/RELIEF COMMISSIONER

DISTRICT LEVEL

DM COMMITTEE

DISTRICT COLLECTOR

ZILLA PARISHAD

SCMG
Response System

Recent Initiatives

- Training and equipping of specialist response teams (SAR, Hazmat etc.)
- Basic training in search and rescue made an integral part of the training of all Central Paramilitary Forces (CPMFs).
- Regional Resource Centers & Trained Response Teams being set up.
Response System: Recent Initiatives (Contd.)

- India Disaster Resource Network (quick access to resources)
- Communication network, EOC, Mobile Hospitals etc.
- National Disaster Risk Management (NDRM) Program for better community preparedness
Incident Command System

- In order to professionalize the management of response, the Incident Command System (ICS) was introduced in India.

- The Centre for Disaster Management at the LBS National Academy of Administration, Mussoorie has been identified as nodal Institution.

- Component of GOI–USAID Disaster Management Support Programme (Capacity building, Modernisation/Upgradation of EWS, Disaster Mitigation Initiatives) - LBSNAA member of Project Advisory and Steering Committee at National Level.
IDENTIFICATION OF CORE POSITIONS IN THE IMT

1. INCIDENT COMMANDER
   - SAFETY OFFICER
   - LIAISON OFFICER
   - INFORMATION OFFICER

2. OPERATIONS SECTION CHIEF
3. PLANNING SECTION CHIEF
4. LOGISTICS SECTION CHIEF
5. FINANCE/ADMINISTRATION SECTION CHIEF
DISTRICT LEVEL INCIDENT RESPONSE

DISTRICT HQ. TEAM
- General Coordination
- Distribution of Relief Material
- Media Management
- VVIP Visits
- Overall Logistics

District level Incident Command Teams (DICTs)
- Deployed on site of a complex emergency/disaster.
- Focus on operational aspects of Response.
- Carefully selected from district including Reserve.
- Time-bound mobilization.
- Can be deployed to other districts by state govt.
Sample of Expanded District Headquarters Team

- District Incident Commander
- Deputy Incident Commander
- Information Officer*
- Liaison Officer*
- Safety Officer*
- Contact for NGOs & Foreign Teams

- Planning*
  - Situation Unit
  - Resource Unit

- Logistics*
  - Receiving & Distribution Ctrs
  - Health Unit
  - Transportation Unit
  - Food Unit
  - Equipment Unit

- Mobilization
  - Mobilization

- Air Operations
  - Communications Centre
  - Water/Sanitation Unit
  - Donations Unit
  - Supply Unit
  - Other Line Depts As Needed

- Finance/Administration*
  - Procurement Unit
  - Cost Unit

* Indicates key positions or roles.
Incident Management Team

District Incident Commander*  
Deputy Incident Commander  
Information Officer*  
Liaison Officer*  
Safety Officer*

Planning  
Logistics*  
Operations*  
Finance/Administration*

Situation Unit  
Resource Unit  
Documentation Unit  
Demobilization Unit  
Supply Unit  
Communications Unit  
Food Unit  
Medical Unit  
Facilities Unit  
Ground Support Unit  
Functional/Geog. Branch Director  
Functional/Geog. Divisions/Groups  
Water/Sanitation Group  
Air Operations Group  
Corpse Disposal Group  
Shelter Group  
Health Group  
Search and Rescue Group  
Evacuation Group  
Other Specialized Operations Group

Procurement Unit  
Functional/Geog. Branch Director  
Functional/Geog. Divisions/Groups
STATE LEVEL RESPONSE

STATE HQ TEAM

- To support Secretary, Disaster Management
- Planning
- Overall Logistics & Coordination
- Mobilization
- Air Operations
- Fin/Admin.

ON-SCENE STATE LEVEL INCIDENT MANAGEMENT TEAMS (SIMTs)

- Highly Trained & Specialized
- Headed by an officer of the rank of District Collector and above.
- Ready to move on 2 hours notice
- Decision to deploy by State Chief Secretary
Sample of Expanded State Headquarters Team

- State Incident Commander
  - Deputy Incident Commander
    - Information Officer*
    - Safety Officer*
    - Liaison Officer*
      - Contact for NGOs & Foreign Teams
  - Planning*
    - Situation Unit
    - Resource Unit
    - Technical Specialists
  - Logistics*
    - Receiving & Distribution Ctrs
    - Mobilization
    - Communications Centre
    - Health Unit
    - Transportation Unit
    - Food Unit
    - Equipment Unit
  - Air Operations
  - Finance/Administration*
    - Procurement Unit
    - Cost Unit
    - Donations Unit
    - Supply Unit
    - Other Line Depts As Needed

Note: * indicates a responsibility or role.
Sample of Expanded State Incident Management Team

- State Incident Commander
  - Deputy Incident Commander
    - Information Officer
    - Liaison Officer
      - Safety Officer
        - Planning
          - Situation Unit
          - Resource Unit
          - Documentation Unit
          - Demobilization Unit
        - Logistics
          - Supply Unit
          - Communications Unit
          - Food Unit
          - Medical Unit
          - Facilities Unit
          - Ground Support Unit
        - Operations
          - Functional/Geog. Branch Director
          - Functional/Geog. Divisions/Groups
            - Water/Sanitation Group
            - Air Operations Group
            - Corpse Disposal Group
            - Shelter Group
            - Health Group
            - Search and Rescue Group
            - Evacuation Group
            - Ground Support Group
        - Finance/Administration
          - Procurement Unit
          - Functional/Geog. Divisions/Groups
            - Water/Sanitation Group
            - Air Operations Group
            - Corpse Disposal Group
            - Shelter Group
            - Health Group
            - Search and Rescue Group
            - Evacuation Group
            - Other Specialized Operations Group
NATIONAL LEVEL RESPONSE

• HQ TEAM to support Central Relief Commissioner
• Objectives/Strategies, mobilization, privatization
• Coordinate International Assistance, Inter-state issues.
Sample of Expanded National Headquarters Team

- National Incident Commander*
  - Deputy Incident Commander
    - Information Officer*
    - Safety Officer*
      - Planning*
        - Situation Unit
        - Resource Unit
        - Technical Specialists
    - Logistics*
      - Receiving & Distribution Ctrs
      - Mobilization
      - Health Unit
      - Transportation Unit
      - Food Unit
      - Equipment Unit
    - Air Operations
      - Communications Centre
    - Procurement Unit
      - Cost Unit
  - Liaison Officer*
    - Contact for NGOs & Foreign Teams
      - Finance/ Administration*
        - Procurement Unit
        - Cost Unit
ICS INSTITUTIONALIZATION

- A Dedicated Centre for Disaster Management set up at the Academy in Mussoorie as National-level Nodal Centre

- 6 Regional Training Centers (RTC) - (Hyderabad, Pune, Jaipur, Bhopal, Ranchi, Guwahati)

- National Core Group of Trainers
Training Strategy

- Training Audience: a) Those holding Administrative Position important from the Point of View of Disaster Management & b) Those who can be Master Trainer/part of ICT Teams

- Training Methodology: Participative, Scenario Development, Group Exercises, Role Play, Mock Drill etc.

- Certification: Basic & Intermediate ICS Course made mandatory for Higher Positional Courses
ICS TRAINING FOR CIVIL SERVANTS

- On recruitment (Phase I & -II)
- On Induction into IAS
- In-service Programme
- Similar Programmes for Indian Police Service (IPS), Indian Forest Service (IFS), Selected Central Services & State Civil Services.
CERTIFICATION/QUALIFICATIONS

- Rank requirement (has been worked out for each ICS positions).
- Successful completion of required training courses.
- Actual working in a disaster situation or participation in at least one disaster simulation exercise.
- Annual issue/review of Certification.
- Ensure adequate offering of ICS training & simulation exercise.
- Comprehensive National Database at MHA, GOI level and also at State Hq.
DELEGATION

- HQ Coordination (National/State/District) will have delegation of authority (Fin/Admn./Legal) by G.O.

- HQ Coordinator will issue further delegation of power to the IC entrusted with the task of Incident Management.
ICS Training At a Glance

- Basic & Intermediate: 240
- Incident Commander: 20
- Planning Section Chief: 29
- Operation Section Chief: 23
- Logistics Section Chief: 70
- Finance/Admin Section Chief: 67
PUBLICATIONS

- Ministry of Home Affairs Publications
- Documentation of major disaster and analysis with a focus on ICS application/Compilation of Case studies
- Publication of Book “Introduction to ICS”
- Publication of Training Course Module
- ICS literature in Hindi
ICS Application

- ICS in Vadodara (Gujarat) Flood, 2005
- Tsunami Response, Nagapattinam, Tamilnadu
- ICS in Mock Drill, Delhi for Earthquake and Chemical Disaster
- Application in Event Management, Dakor Mela 2005, Kheda, Gujarat
Tsunami Response
In Nagapattinam,
Tamilnadu, INDIA
Local district administration first responders, Some revenue, police and fire service and medical staff & ambulances rushed from neighboring districts

Relief Centres opened

Cooking centres opened in rural areas, Food Packets airdropped in Akkarapettai

Helicopter reconnaissance done to identify places where death and destruction has occurred in the 187Km coast line

Round the clock disposal of bodies organised

Army called in.
Initial Response on
26th & 27 Dec. 2004

- Bodies strewn around the roads brought back to common places in Velankanni and other places
- Hon’ble CM, Central and State Ministers visit and oversee
- Road to fishing harbor cleared up to the bridge.
- Despite best intentions and efforts – public out cry reported in several unreached areas.
- Press portrays initial chaos.
- Realization that management structure need to be improved
Response on Day 3 +

- Full scale of Disaster visualized.

- Prl. Secretary Rural Development appointed as officer in overall charge (Incident Commander).

- The IC also acted as the Operation Section Chief.

- Incident command post set up at collector’s office.

- The already available Zonal Secretary (Information Technology secretary) continues to assist- Dy. Incident Commander.
Response on Day 3 + (Contd.)

- 73 affected habitations divided into 7 contiguous habitations each - ICS DIVISIONS

- A Minister / Board Chairman made in-charge of each. Eleven I.A.S. Officers are made team leaders of the self contained relief teams supervised by Ministers.

- Daily operational briefings started.

- Financial flexibility given.
Area Teams

- Overall supervision – Honorable Minister / Board Chairman
- Team Leader : I.A.S Officer

Members:

- Project Officer District Rural Development Agency
- Deputy Collector
- Electricity Board Officials
- Water and Drainage Board Officials
- Public Work Department water resources official
- Block Development Officer
- Municipal Commissioner
- Highways Officials
- Doctor from Public Health department
- Fisheries Inspector
- Deputy Superintendent of Police and Fire and rescue official.

- Teams Provided with Rs. 5 Lakhs each to take spot decision
- Tsunami complaint on missing person cell started at Collectorate
- Each team leader and member brought in his capacity and experience coupled with manpower and machines under his control
TEAM PRIORITIES

- Removal and safe disposal of dead bodies
- Restoration of water, electricity, roads, communications and transport
- Distribution of relief materials – Government + NGO
- Reduce panic & build public confidence
- Build temporary shelters and get people back
- Restore other important services like schools, child welfare centers, health posts etc.,
- Supervise and start / close relief camps
Team Functioning

- Supervision by a Minister and Team headed by an I.A.S officers
- Assisted by a district project officers (Rural Development)
- One deputy collector: Logistics function
- Operation functions:
  - Dead body disposal and sanitation - Municipal Commissioner
  - Medical Task Force - Medical Officer
  - Electrical Special Tasks - AE TNEB
  - Water Task Force - AEE TWAD
  - Debris Clearance - ADE Highways
  - Police Strike Team - Dy SP
Recent Trends

- Orientation Workshop in different States

- Gujarat State level Arrangement for Incident Command

- ICS used in Event management on experimental basis

- ICS training being institutionalized by Govt. of Tamilnadu
Recent Trends (Contd.)

- Integration effort with Community DM Program in Uttar Pradesh
- Trained Teams at District level in Andhra Pradesh
- Mock Drills using ICS
- ICS made part of MBA in Disaster Management Curriculum of Indraprastha University, Delhi
FREQUENTLY RAISED ISSUES IN ADAPTATION/ INTEGRATION OF ICS

- The usual challenges of change Management.
- Role of District Collector – Define new role, whether his traditional/legal authority will be threatened?
- Difference in Resource Base of two countries.
- Is it possible to standardize/have common terminology throughout India?
FREQUENTLY RAISED ISSUES IN ADAPTATION/INTEGRATION OF ICS

- Is `Resource Typing’ possible in India?
- Role of Political leadership, Panchayati Raj Institutions.
- Role of NGOs.
- Primary importance of Relief to victims in India & how it can be integrated in ICS.
Future Plans

- Dovetailing with Community based Risk Reduction Programs
- ICS training for NGOs
- ICS based Response Capacity for the Corporate Sector
- Application of ICS in planned events
Centre for Disaster Management,
Lal Bahadur Shastri National Academy of Administration, Mussoorie (India) 248179

Tel. No: 91-135-2632545, 2630537, 2632374, 2632489, 2632405, 2632236,

Fax: 91-135-2632655, 2632350, 2632720

E-mail: rajivrmishra@lbsnaa.ernet.in
        cdm@lbsnaa.ernet.in