

## **TABLE OF CONTENTS**

---

<b>Introduction</b>	<b>1</b>
<b>SECTION I: INTRODUCING CAPACITIES &amp; VULNERABILITIES ANALYSIS</b>	
<b>1. Planning and Running a Disaster and Development Workshop</b>	<b>3</b>
<b>2. Presentation: Capacities &amp; Vulnerabilities Analysis</b>	<b>7</b>
<b>3. Leading Case Discussions</b>	<b>19</b>
<b>4. Case Study &amp; Discussion Guide/Training Note</b> Emergency Response to Drought & Famine in Yifat na Timuga, Ethiopia	<b>25</b>
<b>5. Case Study &amp; Discussion Guide/Training Note</b> Local Resource Development in the Context of Volcano and Typhoon Disasters in Santo Domingo, Bicol Region, Philippines	<b>39</b>
<b>6. Case Study &amp; Discussion Guide/Training Note</b> Earthquake Housing Reconstruction and Rural Development in Joyabaj, Quiche, Guatemala	<b>51</b>
<b>7. Case Study &amp; Discussion Guide/Training Note</b> Promotion of Health Care among Khmer Refugees in Greenhill Site B, Surin, Thailand	<b>65</b>
<b>SECTION II: PRACTICAL USES OF CAPACITIES &amp; VULNERABILITIES ANALYSIS</b>	
<b>8. Presentation: Application of Capacities &amp; Vulnerabilities Analysis</b>	<b>77</b>
<b>9. Individual Project Analysis Exercise</b>	<b>85</b>
<b>10. Program Design Exercise</b> Scenario One: Drought in Borima Scenario Two: Earthquake in Olagrano	<b>87</b>
<b>11. Discussion of Disaster Preparedness &amp; Mitigation Strategies</b>	<b>99</b>
<b>APPENDICES</b>	
<b>A. Developing Your Own Case Studies</b>	<b>101</b>
<b>B. Order Forms for <i>Rising from the Ashes:</i> <i>Development Strategies in Times of Disaster</i></b>	<b>105</b>

## INTRODUCTION

---

### Who Is This Manual For?

This training manual is designed for people involved in planning, implementing or evaluating relief projects and programs. Its basic premise is that **relief assistance which is provided in response to disasters should always be designed and implemented in ways which promote sustainable development as well as meeting immediate emergency needs.** The approach which this manual teaches is one which will help relief workers do their work more effectively so that it promotes development. The approach is also useful for development planners and programmers.

### What Is Included in This Manual?

The Manual provides three kinds of tools for conducting workshops on disasters and development. It includes presentations of the ideas and concepts which underlie the approach to ensuring that relief assistance is developmental (Capacities and Vulnerabilities Analysis in Chapter 2 and Application of C/V Analysis in Chapter 8). It provides case studies and exercises for workshop participants to develop their skills in using Capacities and Vulnerabilities Analysis (Chapters 4, 5, 6, 7, 9 and 10). And, with each presentation and exercise, it provides "how-to-do-it" guidelines for presenting the concepts and for conducting the exercises (for example, Chapters 1 and 3 and included in all other chapters).

### Where Did This Manual Come From?

The materials included here were developed over a three-year period through the International Relief/Development Project which was based at the Harvard Graduate School of Education. The IRDP was a collaborative project involving a number of NGOs in both the Northern and Southern hemispheres, bilateral and multilateral donor agencies and several foundations. The purpose of the IRDP was to gather lessons from past experience in emergencies and, from this experience, to develop guidelines for agencies involved in providing emergency assistance which would help them plan and implement this assistance so that it supports, rather than undermines, development.

In order to learn from past experience, the IRDP examined forty relief projects in Latin America, Asia and Africa and wrote case histories which analyzed the projects and drew generalizable lessons. The IRDP later provided a series of training workshops for relief and development workers from NGOs, international organizations, and government agencies. The training model presented in this manual was developed through that workshop series.

The conceptual chapters and the case studies that are found here are derived and abridged from the publication of the IRDP, *Rising From the Ashes: Development Strategies in Times of Disasters*, Mary B. Anderson and Peter J. Woodrow, authors, published in 1989 by Westview Press (Boulder, Colorado) and UNESCO Press (Paris, France). Some of you may wish to order the fuller volume; order forms are included in the last appendix of this manual.

## *2 Introduction*

### **Copyrights & Copying**

Because the purpose of this manual is to promote the dissemination of the ideas it presents, there are no copyright restrictions on its use. We urge you to make copies of any pages you find useful and share them with others as broadly as possible. Furthermore, we will not have additional copies for distribution. Feel free to copy the entire manual if someone you know needs a copy.

### **Acknowledgments**

We are grateful to both of our publishers, Westview Press and Unesco Press, who agreed that this training manual was of sufficient importance that they readily gave permission for the abridgement of materials from the book. The cooperation of others in the production of this manual should be noted. The Graduate School of Education at Harvard University again provided the base which supported its writing. The Ford Foundation generously provided the funding support. Our colleague, Ronald Parker, worked with us and wrote the Joyabaj Case Study. Many friends and colleagues around the world responded with enthusiasm and encouragement when we broached the idea of producing training materials. For each of these friends and supporters, we are grateful and we know that without them our efforts would not have been possible.

If you would like further assistance with training in your organization or if you have questions about the use of this manual, we can be reached at the following addresses:

Mary B. Anderson  
26 Walker Street  
Cambridge, MA 02138  
United States  
Phone: (617) 864-2680

Peter J. Woodrow  
22 Sacramento Street  
Cambridge, MA 02138  
United States  
Phone: (617) 661-7308