UNIT 2 COMMUNICATION, PARTICIPATION AND ACTIVATION OF EMERGENCY PLANS

2.12   Activities

2.0   LEARNING OUTCOME

After studying this Unit, you should be able to:

- identify the importance of communication, participation in activation of emergency plans;

- discuss importance types, techniques and problems of communication;

- highlight the importance of stakeholders for effective implementation of response plans; and

- define the trigger mechanism.

2.1   INTRODUCTION

Response Plans are prepared at various levels to enable the activation of response mechanism promptly, without losing on time in consulting senior officials and in getting formal approval from the authorities. India has embarked on the path of having comprehensive response plans only recently after the experience of super cyclone of Orissa in 1999, the earthquake in Gujarat in 2001 and tsunami in 2004. These too have not evolved at all levels in full measure, especially at local levels. Efforts are on in select districts to develop them with the participation of all stakeholders.

Various studies and experiences have noted some shortcomings in the existing response plans. While the response plans at Central levels are quite elaborate, the

lower levels – states and districts, are yet to have detailed plans, which identify the actors and agencies, and their roles and responsibilities comprehensively. The functional mechanism at the lower levels especially at sub-district levels is missing. The planned actions are largely confined to the administrative agencies and there too the functionaries act only after getting directions from district level authorities in the absence of detailed guidelines.

Acknowledging the crucial importance of quick response time efforts need to be made to have a coordinated mechanism. A mechanism which identifies all the possible actors and agencies and the responsibilities that they can be entrusted with and how they will communicate with each other. This mechanism will enable activation of emergency plans as and when need arises. Clearly there are three elements which need elaboration – communication, participation and activation of the emergency plan. A High Powered Committee on Disaster Management (HPC) was constituted by the Government of India under the Chairmanship of J.C.Pant, which had also emphasized these three aspects. In this unit we will be discussing communication, participation and activation of the emergency plans.

2.2   COMMUNICATION

Communication has been described as the essence of an organization. Pfiffner considers it 'the heart of management'. The purpose of communication is 'shared understanding of a shared purpose'. Communication related issues in the context of response have two aspects- the hardware aspect relating to the maintenance of lifelines i.e., the necessity to build or strengthen robust hazard-resistant communication systems and the software aspect relating to maintenance of

relationship i.e. the need to establish and maintain effective links and working relationships among the actors involved in the early warning chain.

Considerable scientific, technical, communication and managerial efforts have been made to improve early warning systems for a range of hazards. Systems are more accurate than ever, can deliver information more quickly than ever. Though, all these are not equally available and affordable throughout the world, bilateral/regional technical cooperation programmes offer concrete vehicles to assist developing countries in improving their communication systems.

Improvements in the hardware side can help improve the response only if the considerable attention is paid to the software side, i.e. developing improved or alternative methods of communication to address the inappropriate linkages between technical originators, intermediaries, disseminators and receivers of warnings. To be truly effective, human and institutional inadequacies of communication links need to be addressed. Communication throughout the response period must be an integrated multiple way process, through which all the actors are in constant touch with each other in order to make the system responsive to the people's needs, priorities and decisions or in other words, translate prediction into response actions. This implies recognizing early warning as a socio-organizational process and finding suitable means of communication to establish strong partnerships between different social groups and organizational systems, including the media and private/commercial communications channel. Institutionalized intersectoral, multi-agency communication capabilities need to be developed outside emergency situations so as to be able to function and generate timely response when disasters strike. Such efforts should start with an assessment of the existing information systems and organizations in place, as well as of their communication channels. It is also vital to define roles and

responsibilities clearly, within an effective operational system of disaster management.

Though, each disaster creates unique and unprecedented situations that might require a specific and an in-depth approach to tackle it, there should be a general preparedness for responding to minimize the loss of life and property. The ultimate indicator of warning system's effectiveness is the recipient's response to the warning.

In the framework of the State Emergency Commission of Ukraine, special procedures for natural disaster preparedness and mitigation have been established by the Government for national agencies. These specify basic principles and directives, define roles and responsibilities of different departments and institutions for action at the national, sub-regional and local levels.

The Nicaraguan Government has given natural hazard prevention an important role in politics at the national level. Scientific investigations, mapping activities and the establishment of early warning systems are carried out by INETER, a network managed by National Institute for the Management of calamities.

The development of an early warning and response network (EWARN) in Southern Sudan, which has built on the experiences and resources of existing NGOs, has provided a model of success in using scarce resources to build capacity and make a difference within a multi disease or integrated disease surveillance and response framework.

Gujarat State Wide Area Network (GSWAN) is a state-of-the-art wide area network catering to government officials at state, district and taluka levels.

### 2.2.1 Techniques of Communication

Building effective networks would support communication process. Since disaster response is teamwork, a flat hierarchy to foster a sense of teamwork is preferable. Membership of the networks should be open to all to enable the sharing of

5

all areas of knowledge, different types of expertise and all points of view. Consensus approach is better in determining solutions to the problems than majority rule to avoid having a disaffected minority in these networks. Various models have been developed in management literature for effective communication.

Two Way Communication Process

This model indicates that communication originating from a person reaches the other and then comes back to the original person via feed-back, making a closed loop or circle. A figure depicting the process is given below:

Fig.: Two way Communication Process

	Sender		Channel		Receiver	
Meaning	→	Encode	→	Message	→	Decoding	→	Meaning

Noise

Feedback
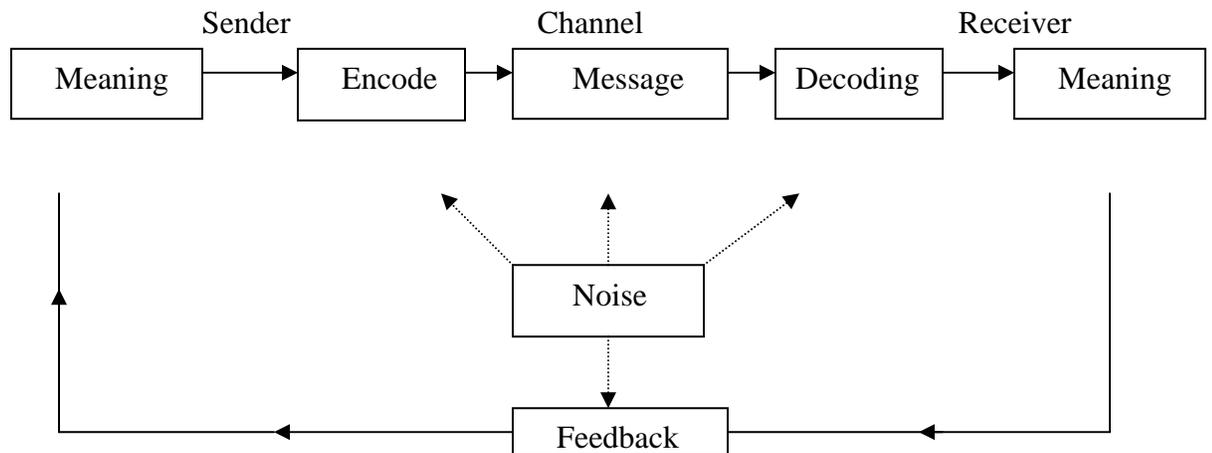
Herein, the message is first encoded as per the agreed language through which the sender believes that the message will be understood in the way he expects to. The message is sent through established channels like phone, written paper or any other technological support. It could be a formal or informal link. The receiver then decodes the message and understands it. Noise represents interference causing distortion in the meaning. It could be due to any reason. Efforts should be made to minimize the scope of noise.

Upward and Downward Communication

  Response to disasters comes from various levels, so there needs to be both upward and downward communication. Upward and downward communication represents the hierarchy in the network. An example is given in the following figure:

Fig,: Downward and Upward Communication

```
        ┌─────────────────────────────────────┐
        │      Control Room at Central Level   │
        └─────────────────────────────────────┘
                  ▲              │
                  │              ▼
        ┌─────────────────────────────────────┐
        │      Control Room at State Level     │
        └─────────────────────────────────────┘
                  ▲              │
                  │              ▼
        ┌─────────────────────────────────────┐
        │   District Level Coordination Committee │
        └─────────────────────────────────────┘
```
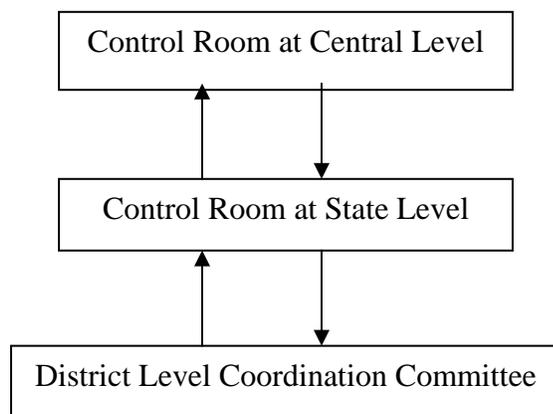
Lateral Communication

  Since a flat hierarchy is preferable in response mechanism, lateral communication needs to be well developed. This type of communication process has greater speed and accuracy. Although, distortions can still occur in encoding, transmitting or decoding, lateral communication generally facilitates problem solving and coordination or work.

2.2.2 Formal and Informal Communication

  Formal communication refers to transmissions that use formally established channels. For example, directions from the Central Relief Commissioner to State Relief Commissioner/Chief Secretary on a particular matter. Informal communication refers to more spontaneous communication that occurs without regard for the formal

7

channels of communication. Unanticipated nature of disasters requires appropriate support to the process by authorities.

2.3   PROBLEMS IN EFFECTIVE COMMUNICATION

We have seen that there are two aspects of communication in the context of disasters- hardware and software. Not all the persons in the network may be well acquainted with the proper use of hardware. For example accessing a mail through internet may be difficult at the village level or the established hardware may break down at the time of crisis, as happened in Gujarat in 2001, when telephonic links snapped and communication immediately after disaster became impossible. Moreover, the personnel manning the technical gadgets may not be appropriately skilled to interpret the signals. All the technological advancement will be of no use in such a scenario.

Language of communication is also sometimes ambiguous. For example, when the word 'severe' was not defined properly, states attempted to present every disaster to be of severe nature to qualify for funding relief from now abolished National Fund for Calamity Relief. Further, the stakeholders at the root level may not be familiar with the technical or official jargons.

Sometimes ideological barriers or cultural practices may lead to difference in perceiving a problem as well. Though, disasters evoke extreme human emotions, it is no secret that Orissa's cyclone, where more vulnerable sections of society were affected, received far less financial assistance than the Gujarat earthquake victims.

Lack of will or desire to communicate is also a hindrance in effective communication. Attitudinal insensitivity of officials is one of the reasons. Low value is attached to life. Quite often the relief efforts are marred due to attitude of those

concerned that 'they know all'. Many different agencies/organizations are involved in the response, but sometime organizations are loath to loose their independence, which may also affect the communication.

Size and distance also affects communication process. There can be huge distortions in a message originating at central level, by the time it reaches the lowest level due to distance, especially in a big country like India. Presence of large number of stakeholders is also a problem. There are examples where many responding organizations, who were ready with their supplies, not knowing what to do and whom to contact.

2.4   PARTICIPATION

Success of participatory approaches in many endeavours that were so far the domain of the state has brought out the importance of participation of all the stakeholders. Responding to disasters is no different. Though response through state intervention is structured, it is inclined to ignore local perceptions and needs and the potential value of local resources and capacities in the process.   In fact, the communities, NGOs and media are now emerging as effective role-players in the disaster response. There is need to strengthen their operational framework.

To operationalize this, first we need to answer the question – who participates, which in other words means the identification of stakeholders. The stakeholders can range from households, community based interest groups, socio-economic groups within communities, to local government, public and private sector institutions operating at national, regional and local levels, national policy makers, international and national donor institutions as well as civil society organizations. Experience

shows that for effective response plans, public administration agencies need to seek participation of at least four major stakeholders –

- Community
- International and national donor institutions
- Civil Society Organizations
- Media

2.4.1   Community

Community refers to a social group, which has a number of things in common such as shared experience, locality, culture, heritage or social interests. Inhabitants of local communities are potential victims of any kind of disaster. As they represent the greatest potential source of local knowledge regarding hazardous conditions and are the repositories of the traditional coping mechanisms suited to their individual environment, they are the first in responding at times of crisis. Their response is most effective as specific local needs can be met.

Examples of community action abound nationally as well as internationally, where disasters are taken as opportunities for change and community development. Turkish women displaced by the major earthquake that struck Turkey's Marmara region in August 1999, organized themselves immediately after the disaster. With some financial assistance from donor agencies they worked together with government agencies, local municipalities, other NGOs and technical professionals. Their modus operandi was that groups of women discussed with other community members the problems, their solutions and their own role in effecting changes. Often they invited experts to their centers, visited construction sites, prioritized a list of officials to contact and devised strategies to hold authorities accountable for the information they provided and the promises they made.

Community based disaster response is a cross cutting theme where assessment, planning and implementation are participatory in design and address the community's vulnerabilities and capacities. Therefore, to integrate local planning and protection into larger administrative and resource capabilities, following points should be carefully examined –

- objectives to be achieved by involving citizens;

- areas in the planning process where and when citizens participate;

- which citizens to include;

- techniques to use in order to obtain citizen output; and

- information that is to be provided to the citizens.

2.4.2   International and National Donor Agencies

Rising world-wide toll of human and economic losses due to disasters attracted the attention of major international and national agencies towards participating and chalking out plans for responding to disasters. The decade of 1990s was declared as the International Decade for Natural Disaster Reduction by the UN. Countries like Japan have created vulnerability reduction funds to tackle all kind of disasters.

These agencies actively participate in disaster relief and rehabilitation. In the aftermath of the super cyclone in Orissa in 1999, UNICEF and World Food Programme (WFP) led the action in the field. The WFP was the focal point for coordination with other agencies like CARE, Oxfam and Action Aid. While UNICEF coordinated with international donors, UNDP worked in close coordination with Orissa government. UNFPA, FPO, ILO and WHO formed a sub group to focus attention on medium and long term rehabilitation and reconstruction needs.

Their association can be of long term also. For example, UNDP has entered into a Memorandum of Understanding with the Ministry of Home Affairs to initiate a Disaster Management Programme. The programme envisages disaster management planning at all levels involving resources, inventorization, hazard risk mapping and the setting up of response mechanism in case of emergencies besides awareness generation and capacity building for the same. The contingency plans are being developed at Village, Taluka and District levels. Response groups are also being identified and response teams will be formed in due course.

The response of these agencies is yet not structured comprehensively. There is need to have a long-term perspective in devising an effective mechanism. HPC recommended setting up of a 'Committee for Coordination of International Cooperation' for a coordinated response to disasters with concerned agencies to move into action for rescue, recovery and reconstruction. This will require identification of nodal points for the Government of India, state governments and international agencies.

2.4.3   Civil Society Organizations

NGOs involved in disaster management have focussed primarily on public awareness activities and advocacy programmes. However, now they are increasingly involving themselves with responding as well. Many voluntary agencies rendered assistance to the cyclone and flood affected areas in Orissa with materials and manpower. A local consortium of NGOs was formed to identify different roleplayers for intervention.

Similarly, Swayam Shiksam Prayong, an NGO, joined many community based organizations in the recovery effort, in the wake of earthquake in Gujarat in 2001.   Drawing on their prior experience following the Latur earthquake in

Maharashtra in 1993, they proposed a policy which aimed at not only rebuilding the devastated Gujarat communities but also at reforming and strengthening their social and political structures. The central concept was that people – especially women – need to rebuild their own communities.

The problem was that in the absence of a structured mechanism for their responses they could not act immediately and depended on governmental agencies to give lead. The HPC felt it imperative to involve the NGOs. A nationwide network of NGOs has been formed, which is known as VASUDEVA (Voluntary Agencies for Sustainable Universal Development and Emergency Voluntary Action). This network is intended to be an enabling mechanism to promote cooperation among NGOs without affecting their independence of action.

2.4.4   Media

We are now living in the information age. Taking advantage of revolution in mass media in reducing loss of life and property should be integral part of the strategy in responding to disasters. To effectuate this we need to see what objectives can their association or participation achieve. The mass media can be helpful at two stages. First at the stage of warning the people. As and when the first information is received about a disaster, print and electronic media like radio and TV channels can reach the people affected as well as the general public, who can in turn contribute their bit. If the mass media modes are involved in the response plans, they can help in other functions as well like informing the people about the evacuation routes or steps to be taken by the people. Currently, media's role is very limited. The forecasting centers send the forecasts to the All India Ratio Stations, Doordarshan and Local Newspapers for wider publicity. Growth of private radio and TV channels has enabled reaching

wider audience, which on their own try to respond in a greater way. The second stage where mass-media can be helpful is in focussing public attention and channelising voluntary supports, as the images of disaster relief make an impact. Quite often, relief agencies convey images through media in an effort to motivate support and raise resources.

The Plan of Action adopted under Yokhama Strategy addresses the important role of media:

> "Enroll the media as a contributing sector in awareness raising, education and opinion building in order to increase recognition of the potential of disaster reduction to save human lives and protect property……."

Throughout the world media plays a vital role in educating the public about disasters, warning of hazards, gathering and transmitting information about affected areas, alerting government officials and relief organizations and the public to specific needs. Their participation will achieve twofold objectives- firstly, working relationship with media will sensitize it and it will, instead of showing unwarranted images which are considered 'newsworthy' in media circles, be a source of precise and effective messages, and secondly, it will directly benefit the affected people and relief agencies.

HPC recommended an appropriate publicity management plan/media publicity plan to impart timely and correct information to the public. All aspects of disasters response can be periodically review by the media.

2.5   TECHNIQUES OF PARTICIPATION

All stakeholders need to be brought to the point of taking responsibility for recognizing their locale's environmental resources and the environmental hazards to which it is prone. Stakeholders should use a consensus building approach to determine community goals for the principles of sustainability. Many participatory approaches are being practiced world over. However, Participatory Rural Appraisal has captured the imagination of all planners. Other approaches like Workshop Methods can also be very useful in response planning.

2.6   PARTICIPATORY RURAL APPRAISAL (PRA)

PRA is a label given to a growing family of participatory approaches and methods that emphasize local knowledge and enable local people to do their own appraisal, analysis and planning. It is no longer confined to rural areas and the target group could be local rural or urban people, women, men or old people or members of an organization or group.

PRA is about finding out. The technique involves data collection through participation while the experts mainly do the analysis. Some of the methods for data collection are mapping, diagramming, using ground in many ways, and making comparisons etc. often in small groups. All over the world three common elements are found in this approach:

(i)   *Self-aware Responsibility* – individual responsibility and judgment exercised by facilitators, with self-critical awareness, embracing error;

(ii)   *Equity and Empowerment*- a commitment to equity, empowering those who are marginalized, excluded and deprived, especially women; and

(iii)   *Diversity*- recognition and celebration of diversity.

As PRA is about innovation, many other features can be added o the list. The approach is helping people all over the world and planners can use it in preparing Response Plans.

2.7   PROBLEMS IN PARTICIPATION

The participation often proves to be problematic. There are several constraints for effective engagement in community participation. An informed and sustained programme of public awareness is essential.

Often people are not able to participate in a system where decision-making powers are concentrated in the hands of the officials. Powers must be openly defined at the outset to eliminate arbitrary authority. For this to happen, attitudinal change of public functionaries is a must. Participatory approaches favour listening to opposing voices besides the weakest ones. Restructuring and redistribution of management roles may also facilitate participation.

Institutional mechanisms are yet to evolve fully to enable participation. Though, efforts are being made to involve stakeholders, they are limited to select districts and there too the process has just started. Viable institutions require the acceptance of all measures by the stakeholders, especially the community.

The participation being attempted in India is generally exogenous as pressure for change is coming primarily from the donor agencies like UN or the central government except at few places, where people are frequently exposed to disasters. Participation stimulated through internal processes (endogenous) will be possible only when the root level institutions become vibrant in the polity and there is a sense of ownership of resources among community members.

2.8   ACTIVATION OF EMERGENCY PLANS

Responses are structured as per the nature of disaster. Three levels of each type of disaster have been identified – potential, limited and full emergency conditions. Consequently, emergency plans for each level have to be prepared in the case of the country.   An elaborated communication process enables identification of the particular emergency plan, which should be implemented.   This activation is dependent on the efficacy of the mechanism developed.   Plans are afoot to incorporate the concept of Trigger Mechanism.

2.8.1   Trigger Mechanism

Trigger Mechanism has been conceptualized as an emergency quick response mechanism which, on energising would spontaneously set the vehicle of management into motion on the road to disaster management process. The underlying assumptions behind this conceptualization is that the process and mechanism of responding have been planned earlier and response activities would start as soon as the information is received about a disaster or impending disaster by any point in the whole mechanism. To have an effective Trigger Mechanism, HPC has identified functions for the disaster managers:

    (i)   evolving an effective signal/warning mechanism;

    (ii)   identifying activities and their levels;

    (iii)   identifying sub activities under each activity/level of activity;

    (iv)   specifying authorities for each level of activity and sub activity;

(v)   determining the response time for each activity;

(vi)   working out individual plans of each specified authority to achieve the activation as per the response time;

(vii)   having quick response teams for each specified authority;

(viii)   having alternative plans and contingency measures;

(ix)   providing appropriate administrative and financial delegations to make the response mechanism functionally viable; and

(x)   undergoing preparedness drills.

Apparently, the mechanism attempts to put Standard Operating Procedures (SOPs) in place.

2.8.2   Standard Operating Procedures

Implementation of response plans has to be through well laid down SOPs for each level of activity and sub activity. As activities in the emergency plans include evacuation, search and rescue, temporary shelter, food, drinking water, clothing, health and sanitation, communications, accessibility and public information, SOPs have to be different and detailed. SOPs are in practice in many other areas like fire services, Ministry of Defence, elections etc., but in disaster response they are evolving. The three levels mentioned above of each type of disaster have to be predetermined to layout procedures to trigger basic response without formal orders from anywhere. The basic principles of evolving SOPs should be guided by the applicability or practicality in the field and that they should be oriented towards providing minimum standards and equity in responding. Therefore they should be developed using the participatory approaches. It is also important that each functionary is aware of his/her responsibility, so after developing SOPs they should be made widely available to all the stakeholders.

2.8.3 Emergency Operations Centre (EOC)

The use of EOCs in the management of disaster response operations has now become common. For example in a small country like Bangladesh, EOC has been established and is located at the Ministry of Disaster Management and Relief (MDMR). It is the operational unit of MDMR. It gets activated with the first information of the disaster emergency situation and receives overall directions from MDMR for handling the situation. EOC maintains liaison with warning issuing agencies of the government and Cyclone Preparedness Programme (CPP) throughout the disaster period and ensures timely dissemination of warnings at the grass root levels through CPP (in case of cyclones), District Collectors, UN agency, and electronic and news media. For eventual evacuation, EOC plays a vital role in maintaining links with all the actors involved in the operation.

However, for effective operations EOCs need to be adequately staffed and supplied, have management and communication systems, and have clearly delineated functions. HPC has recommended setting up of EOCs in national and state capitals and headquarters of disaster prone or vulnerable districts. These have been proposed to function as nerve centers of an integrated command and control structure and be the convergence points for all inter-agency coordination with state of the art communications network at their disposal. The following components would characterize the Centres –

(i) *EOC Operation Room* – to plan, manage and execute operations.

(ii) *EOC Analysis Room* – to analyse the information, received from operations room, by GIS experts, statisticians and data analysts.

(iii) *Emergency Information Centre* – to collect and disseminate disaster related information to the media and general public.

(iv)   *EOC Communications* – equipped with state of the art systems

(v)   *EOC Reference Library* – to make available research material to support staff and personnel at the EOC

(vi)   *Function Area Works Cells* – to connect EOC with various centres of distribution for relief materials such as back up transports systems, food and other materials, shelter, medical aid etc.

The Centres of distribution for relief material mentioned above can organize themselves on the pattern of Supply and Management System (SUMA).

2.8.4   Supply and Management System (SUMA)

Flooding of unsolicited and inappropriate donations, though well intentioned, creates a big problem. Moreover, the relief authorities are most often unaware of the nature and content of the donations. To tackle these incongruencies in the supply and management of donations, World Health Organization (WHO) created an analytical tool- Supply and Management System, which is now more popularly known as SUMA. It is WHO's standardized tool to manage large amounts of humanitarian supplies. The information gathered by the SUMA System belongs to the recipient country. SUMA system performs the following functions:

(i)   *Registering*- Every shipment arriving to the affected country is registered at the entry point, which enables tracking down the supplies and shipments at any point of time.

(ii)   *Classifying*- The system classifies the incoming supplies regardless of ownership as per the pre-established categories.

(iii) *Sorting*- Under SUMA, the incoming supplies are sorted out according to priority. The supplies are put in the following three categories according to their demand and usage in the affected area-

(a) items urgently needed;

(b) items of potential usefulness; and

(c) items of no use.

(iv) *Inventorying*- Inventorying of the items is done in accordance with:

(a) technical features;

(b) presentation (syrup, tablets etc.)

(c) packing unity (bottles, boxes etc.); and

(d) total quantities.

As the greatest challenge of inventorying lies in the medical sector, the custom officials and health workers need to coordinate effectively.

(v) *Warehouse Management*- The SUMA system also provides a module for warehouse stock control. Though, it does not track an item over time, it can give details of the flow of supplies at several stages.

The SUMA system is not a computer programme but a management and training system and can be visualized as a technical cooperation project. It is a powerful indicator and tool for transparency and accountability, and contributes significantly in building the national capacity and offering a productive environment for international solidarity. The HPC supports a set up on the lines of SUMA model in order to improve the administration of supplies in the aftermath of a disaster situation.

2.9 CONCLUSION

Emergency response is oriented towards minimizing losses, and rescue and relief. Unexpected nature of disasters makes it imperative to have an organizational mode which is flexible enough to enable participating actors communicate effectively and respond promptly. Central and state agencies should provide cooperative leadership and support needed to bring local networks into existence and to ensure they are successful. Financial and technical assistance could both enhance local commitment and increase its capacity. Communication technologies and successful participatory approaches can move response mechanisms immediately through activation of emergency plans.

2.10   KEY CONCEPTS

Tsunami: An ocean wave produced by an event at sea, like an earthquake, landslide, or volcanic eruption. Thee waves may reach enormous size and have been known to travel across entire oceans.

Hazard Mapping: The process of establishing geographically where and to what extent particular phenomena are likely to pose a threat to people, property, infrastructure, and economic activities.

Mitigation: Mitigation refers to measures, which can be taken to minimize the destructive and disruptive effects of hazards and thus lessen the magnitude of a disaster.

Preparedness: Measures to ensure the readiness and ability of a society to forecast and take precautionary measures in advance of an imminent threat, and to respond to and cope with the effects of a disaster by organizing and facilitating timely and effective rescue, relief and appropriate post-disaster assistance.

Post Disaster Assessment: Also called damage and needs assessment, it is the process of determining the impact of a disaster or events on a society, the needs for immediate, emergency measures to save and sustain the lives of survivors, and the possibilities for expediting recovery and development.

2.11 REFERENCES AND FURTHER READING

Department of Agriculture and Cooperation, 2001, *Report of the High Power Committee on Disaster Management*, Indian Institute of Public Administration, New Delhi

The Sphere Project, 2000, *Humanitarian Charter and Minimum Standards in Disaster Response*, Oxfam Publishing, Oxford.

UNDP / IAPSO, 1999, *Emergency Relief Items, Compendium of Basic Specifications*, UNDP, New York.

W.H.O., 1999, *Recommended Surveillance Standards*, W.H.O., Geneva.

2.12 ACTIVITIES

1.   Discuss the problems in effective communication.

2.   Highlight the role of stakeholders in the effective implementation of response plans.

3.   What do you understand by Standard Operating Procedures (SOPs).