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Organising ourselves

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Some of the material in this section is drawn from Tearfund's *Umoja Facilitator's Guide*.

Introduction

This chapter looks at the issues a church would normally need to consider in order to successfully prepare for, respond to and reduce the impact of any kind of disaster. In other chapters we will look at specific hazards in more detail.

Some of the material may be more relevant to a large church with many people and resources. If you are a small church, please select those things which are possible for you, given your more limited capacity. Do not feel guilty because you cannot do all the things described here! A smaller church may need to look especially at the section below on working with others: this can be a way of finding the additional people, skills and other resources needed to do the work.

Sometimes, church leaders try to do everything themselves: this is not the biblical pattern! In the Old Testament, we see that Moses had to learn to delegate tasks to others (Exodus 18:5-26). In the New Testament, the leaders of the early church had to choose responsible people to look after the practical work of feeding needy church members (Acts 6:1-7). By doing this, the leaders were able to concentrate on preaching and on teaching the growing church. The first section in this chapter follows this principle, and describes how to set up a disaster management committee – people with the gifts and skills to look after this part of church and community life.

One of the strengths of a church is its ability to mobilise volunteers from among church members. This is an important aspect of any disaster response. This chapter gives ideas on how to recruit, select and train volunteers. Volunteers are most effective if they are well supported and encouraged by church leaders.

A disaster may create the need to begin a small project – for example, to rebuild a school or repair a river embankment. This chapter gives some ideas on how to plan, implement and monitor such a project, if the church has the capacity to do this.



In the case of a larger-scale disaster, it may be advisable for a church to work with Christians of other denominations, with other faith groups, with potential donors and with local authorities. Sometimes, working together can mean active cooperation, sharing resources and learning from each other. At other times, it may only need low-level cooperation – simply to know where others are working and what they are doing. This helps to ensure that we don't compete with each other or duplicate each other's work, and that no needy groups go without assistance.

Disasters nearly always cause stress and often create casualties. This chapter also contains material on ways of minimising stress and some basic First Aid tips for helping people who are injured. Please select the topics which are of greatest relevance to your context.

The disaster management committee

In times of crisis, members of a church may look to their leader for help and guidance. However, leaders (or pastors) are not trained in disaster response and cannot do everything by themselves. This book recommends the setting up of a disaster management committee, which can prepare for disasters and respond to them. This committee should have both male and female members. The pastor will usually find people in the church with a variety of skills and gifts which are relevant for disaster situations. (See also the Bible study on page 67.)

Functions

The main functions of the disaster management committee are to:

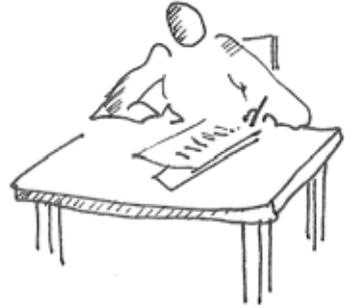
- coordinate needs assessment after a sudden disaster
- ensure that basic needs for water, food, shelter, toilets and medical care are met for everyone in the community, especially the most vulnerable groups
- coordinate risk assessment (before a disaster)
- coordinate and support teams of volunteers
- act as a central decision-making body
- establish and maintain co-ordination between different groups responding to the disaster
- review progress of a response and seek additional resources when needed
- develop disaster preparedness plans and an action plan for mitigation.

Jobs and responsibilities

Some members of the disaster management committee should be given specific jobs and responsibilities:

Coordinator

- to oversee activities preparing for and mitigating the impact of disasters
- to coordinate an effective response in the event of a disaster
- to chair meetings and/or keep notes of meetings (although someone else could do these jobs).



NOTE: It is better if the coordinator is not the pastor, but the coordinator should communicate regularly with the pastor.

Treasurer

- to oversee the use of the church's funds and also funds donated by other agencies to help with a disaster response
- to ensure there is good stewardship of the church's resources and money that funding partners have given
- to produce simple reports which can be used to demonstrate how the funds are being used and to update the coordinator.



Logistics person

- to oversee provision of food, clothes, water and shelter for those affected by a disaster
- to hire local transport for moving provisions. (This responsibility may require two or three people.)



Communications person

- to coordinate communications with external agencies and other churches
- to communicate with local authorities and government officials.

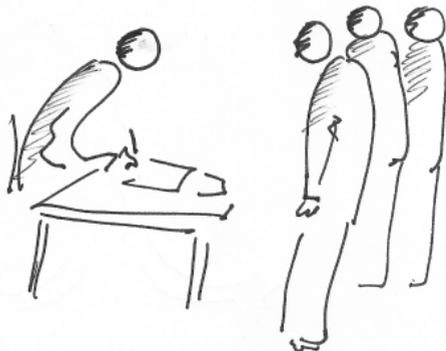


Using volunteers

Recruiting volunteers

Your disaster response work will need volunteers who are willing and reliable. Here are some key principles that will help you recruit volunteers:

- Make a list of the essential characteristics your volunteers must have – for example, they should be people who are well known, reliable, fit and healthy, hardworking and trustworthy.
- Make sure that the roles of your volunteers are clearly defined and written down. This basic job description should include the name of the person who will supervise the volunteer. This will help to motivate the volunteer, ensure he or she gets proper support, and prevent confusion about their role.
- If possible, when you are preparing for a disaster, make a list of names of volunteers and match them to the specific roles that you have described.
- When you are recruiting volunteers, remember that their ability to get on well with others and work in a team is as important as their skills and experience.
- If you need a large number of volunteers, look for those who can undertake specific tasks and choose some who can become supervisors or team leaders.
- When talking with volunteers, take time to make sure they have clearly understood their roles and have had an opportunity to express any fears or concerns, which can then be addressed.
- In some specific cultural situations you may need female volunteers to work with women who have been affected by the disaster.



Volunteer roles

There are a number of different roles for volunteers in preparing for and responding to a disaster – these are listed below. You may need to adapt some of these tasks according to the particular disaster you are facing.

Team leader

Each of the teams below will require a leader to guide and encourage team members. The team leader will receive instructions from a designated member of the disaster management committee. He/she should have some experience relevant to the team's function and be a good leader.



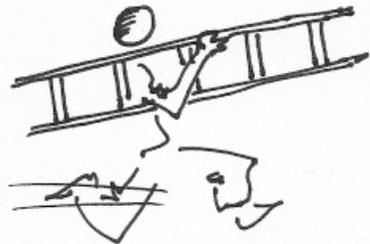
Awareness-raising and warning team

This team is committed to raising awareness in the community about the risks of disaster and about what the community can do before and after the event. The team should also run a local warning system which is appropriate to the type of disaster. These volunteers may also be responsible for warning specific vulnerable groups, especially those who are elderly or have a disability or long-term illness.



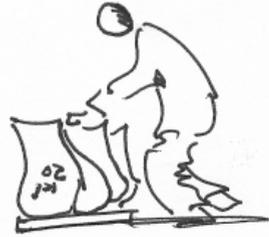
Rescue teams

Team members are responsible for rescuing people who have been trapped or injured by a disaster. They should have physical strength for moving debris and materials, carrying bodies, using rescue equipment (for example, ropes, ladders, digging tools), or using boats or canoes. They should also have some training in First Aid, as they will be the first people to have direct contact with injured casualties. (See pages 63–66.)



Logistics team

These volunteers are responsible for collecting essential items for people who have been made homeless. This includes such items as food, materials for shelter, water supply and basic medicine. They should also arrange any transport needed.



Food distribution team

After a disaster, food stocks may be lost and markets may not open. Food has to be brought from outside the area. You will need volunteers to handle this food and to organise distribution of daily food rations. They should also be able to record basic information, such as family details, and to manage food stocks. This team may also have to cook food and distribute it to people who are ill or who cannot come to a feeding centre.



Shelter and toilets team

These volunteers are responsible for helping people to construct temporary shelter. They will also find out how many toilets are needed and help to build them.

They should monitor the shelters to make sure they are effective in bad weather and make changes accordingly. They should ensure there is a system for people to wash their hands after using the toilet, to prevent further risk of disease. This team may also be involved in digging graves and in burials.



Counselling and prayer team

These volunteers provide emotional and spiritual support through listening, praying and counselling. In some situations it may be appropriate to lead a small service to help those who are suffering from bereavement.



Motivating and supporting volunteers

Perhaps the most profound way of motivating volunteers is to help them see that their actions are an expression of their Christian faith – they are doing what Christ would do. Also, the way in which we support, value and encourage volunteers will determine their motivation and commitment to the task.

Here are a few other ways to show people they are valued:

- Encourage them at the start of the day.
- Take the opportunity to thank them for the things they do, however small.
- Ask for their opinions.
- Show interest in them as people.
- Celebrate with them when a major task has been completed.
- Check they are OK emotionally.
- Ensure that they take proper time to rest between shifts.

Volunteers involved in long-term preparedness projects should receive refresher training and be given opportunities to practise their skills. This can be done by creating simulation exercises, where volunteers have to carry out specific tasks. Refresher courses in First Aid skills are essential.

Volunteers' expenses for food and transport should be paid in full. Sometimes it may be appropriate to reward a volunteer's service with a payment of money, particularly if they have stopped doing their usual income-generating work in order to volunteer.



Training volunteers

All volunteers need some orientation: you will need to explain what is expected of them and to introduce them to their fellow team members and team leaders. A good orientation for new volunteers should include the following:

- an explanation of the overall purpose of their team and how it contributes to the church and community project for disaster preparedness and response
- a description of the main tasks the volunteers will be required to do
- the name of the person they should go to if they need help with their task
- the names of the people they will be working alongside, and how their roles fit together
- awareness of the symptoms of stress and how to manage them
- guidance on how to treat disaster sufferers with dignity and respect
- clear instruction on acceptable and unacceptable behaviour, particularly in relating to children. (Child abuse is quite common after major disasters – volunteers must protect children, not ill-treat them.)
- specialist training for sub-groups who will do more specialised tasks (see list below).

Specialised training needs

It is important to equip volunteers with the skills they need. Sometimes church members could lead some training topics – for example, if you have a doctor or a nurse in your church they could help with First Aid training. Other training needs might include:

- risk mapping (see Chapter 3)
- use of early warning systems for slow-onset and fast-onset disasters
- simple project planning skills (see page 54)
- coordination and management skills for emergencies
- emergency feeding and food security
- rescue and First Aid skills
- water and sanitation good practice
- counselling for bereaved people
- peace-building and reconciliation.

Managing meetings

Meetings to plan and coordinate activities are necessary. Invite people who have particular skills, knowledge or influence in the community. Open discussion helps to avoid misunderstanding or duplication of effort.

Because disaster situations change rapidly, regular meetings are needed to review progress and reassess needs. Sometimes you might need to have several meetings in one day. If government or NGOs call a meeting for coordination purposes, try to send a representative to attend.

It is important to run meetings efficiently. The following tips are given to help make your meetings effective.



Before the meeting

- Make sure everyone knows why they are meeting.
- Make sure everyone knows the day, time and place of the meeting.
- There should be a simple and clear agenda.
- Sufficient notice should be given to those who need to prepare papers or a speech.
- Provide food and drink if appropriate, and plan breaks.

During the meeting

- Start and finish on time.
- Make sure visitors and new members are welcomed and introduced.
- Make sure everyone has a chance to contribute, to speak and to listen.
- Make sure the agenda is followed.
- Before making a decision, ensure that all the key points are summarised and everyone has understood.



- Make sure a record is kept of the decisions made. Actions should be assigned to specific people, with completion dates.

After the meeting

- If possible, people who come to the meeting should receive a record of decisions made and actions planned.
- Everyone should be made aware of when the next meeting will be held.
- If appropriate, make sure everyone has a list of contact details which can be used if there is a need to call an emergency meeting.



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A simple guide for making decisions

One of the challenges of running a disaster management committee is making good decisions. There should be good preparation beforehand and people should be given plenty of information on which to base their decisions. The following questions are designed to help the coordinator facilitate good decision making.

- *What are we trying to decide? Be sure this is clear to everyone.*
- *What are the different possibilities? Consider as many as possible. Write them on a board or flip chart.*
- *How may each possibility work? Consider the positives and negatives.*
- *What suggestion, or combination of suggestions, do we choose?*
- *What do we need to do to carry out the decision?*
- *Who will do what, when, where and how?*



Working with others

When working in disaster response we find many suffering people with very many needs. This presents a great challenge, and resources are often scarce. A way of solving this problem is to work in cooperation with other groups. This sounds easy and straightforward but, in reality, it needs lots of wisdom, maturity and patience.

Some common reasons for Christian groups to work with other groups are:

- The task is large and you do not have all the required resources to meet the need.
- You do not have enough disaster experience.
- You do not have enough skilled staff and managers.
- There is pressure from the government to join them and other groups.
- You receive a request to help others with your experience and resources.

If there is a good reason for cooperating with one or more other groups, consider the following points before joining them:

- Would there be any negative impact on your other activities if you worked with this particular group in disaster management?
- Do you know enough about the other people involved?
- Do they have any hidden objectives or different values which could hinder your approach?
- Will other organisations have any difficulty working with you as a church?

Work with another group should focus on implementing a specific project. There should be clearly stated basic principles of cooperation – a written agreement sometimes called a Memorandum of Understanding, or MoU. Each party should



consider their own limitations and strengths, and respect the limitations and strengths of others. The following principles are suggested:

- Be willing to sign a Memorandum of Understanding to define responsibilities.
- Be willing to share each other's information about needs and resources in formal and non-formal ways.
- Develop a mechanism or process for handling any areas of disagreement.
- Be willing to persevere in working together through difficult periods.
- Respect each other's organisational goals and objectives.

Learning to work with other groups

Cooperation with other groups brings benefits, but there will also be challenges. The benefits usually include shared resources, and access to the skills and experience of others. Cooperation also helps to remove duplication or competition in a relief project, and ensures that some needy group is not missed out. There may be long-term benefits too, as different groups in the community understand each other better and learn to live and work together more closely.



However, other groups may work very differently from churches, and there may be some prejudice towards the church, or lack of trust in its capacity to respond appropriately to the disaster. Sometimes the church may be suspicious of other groups and their motives. The church must be clear about what it can and cannot do. It should recognise that it has both strengths and weaknesses. The roles of the different parties should be agreed together. For example, a church may be willing to offer the use of its compound, to make lists of needy people and to recruit a team of volunteers. Another group may be able to buy food and arrange the logistics for delivering it to that compound.

Learning to work with the government

Benefits

Here are some of the potential benefits of working with the government:

- Government departments often have an overview of the wider disaster area which can be important when planning a local response.
- Government authorities often have expertise and equipment for rescue and rehabilitation.
- Government authorities may later be able to implement long-term mitigation projects, such as building embankments, improving water supply or establishing irrigation systems.
- Cooperation may open up opportunities to lobby local authorities on a particular issue which is creating vulnerability, such as lack of land for building safe houses, excessive water use for irrigation, or deforestation by private contractors.



Challenges

There can also be challenges in working with the government. These can include the following:

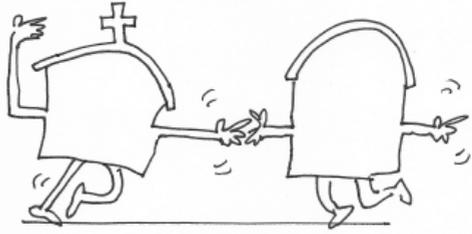
- The government often has a limited understanding of Christian organisations.
- It may believe that you can get any amount of resources from overseas.
- It may fear that you will try to convert people whenever you have the opportunity.
- It may not want to recognise your skills in management, because this could reveal its own inefficiency.

Learning to work with secular groups

Like the church, secular groups may have some very committed and well-motivated workers. There are both benefits and challenges in working with secular groups, including the following:

Benefits

- Secular groups often have particular specialist skills. For example, Oxfam specialises in sanitation and water supply, and the Red Cross and Red Crescent specialise in tracing separated families.
- They bring experience of responding to previous disasters, and the insights they have gained.
- Church capacity to respond to a disaster can be built up, both for the immediate situation and future events.
- Secular groups often have better relations with the local government than the churches; they may be able to obtain resources from government.



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Challenges

- Secular groups may not be very enthusiastic about working with churches, because they have no experience of co-operating with faith-based groups.
- The culture of secular groups may be quite different from the culture and behaviour of church members. This may apply, for example, to the use of language and views on issues such as alcohol and smoking.

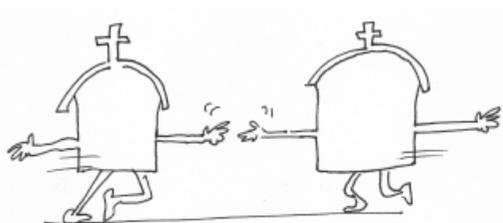
Learning to work with other churches

In many situations there are other churches doing disaster-related activities. While there may be differences in theology or style of worship, the churches still have much in common which can provide a basis for working together.

Benefits

The benefits of working with other churches include the following:

- Other churches may have additional resources, in terms of skills, potential volunteers and buildings which can be used in a crisis situation.
- Through a relief project, good relationships can be built



between churches, which reflects the unity of the wider body of believers and provides a basis for cooperation in other areas.

- Working with a diverse range of churches brings additional insights and also added strength to your efforts if you are lobbying local authorities on key issues.

Challenges

Here are some of the challenges in working with other churches:

- On the surface, churches do things differently and may not think they have much in common with other churches.
- Where traditional rivalry exists, it can be a challenge to decide which church should take the leading role in coordinating and running the response.

Learning to work with funding partners

Usually, a local church has limited resources to help people after a disaster. Partnership with a donor or an NGO can help to bring in those resources.

Benefits

Working with funding partners can have a number of benefits:

- A funding partner may provide cash grants or physical inputs, such as food, plastic sheets for shelter or utensils for cooking. Additional funds may come later to help rebuild houses or to restore livelihoods.
- The church can ensure that the help reaches the people who are most in need, and can help the outside group to connect with the 'grass-roots' community.
- Donors may have money or food to support 'food for work' projects. These projects provide short-term paid work, but can be used to address a long-term problem – for example, digging an irrigation ditch, repairing a dyke or making low, water-retaining embankments ('bunds') around fields.
- Church members may be able to gain new skills and possibly employment.

Challenges

Working with funding partners can also present a number of challenges:



- An external donor or NGO will require a record of how the money has been spent. This may be challenging for some churches if they do not have a skilled accountant and are not used to this sort of paperwork: they may need some assistance.
- Some funding partners may not understand how churches work and their priorities. Churches have strong beliefs and values, which might be different from those of the donor.
- It takes time to build relationships, to establish trust and develop documents; in an emergency, time can be limited.

Some tips for working with funding partners

- Don't rush into a funding relationship with a donor or NGO; take some time to discuss values and priorities, as well as the pressing needs of the community.
- Try to develop a simple Memorandum of Understanding document, which sets out the responsibilities of both parties and the decision-making processes.
- Agree on a work plan and a time-frame for getting things done. Funding partners may want to move quickly, whereas the church usually moves at a slower pace.
- Make sure you fully understand the reporting requirements of your donor, and the level of financial accounts they will require; ask them to help you with bookkeeping.
- Be willing to say 'no' if problems come up in the above areas and prove too difficult to solve.

Conclusion

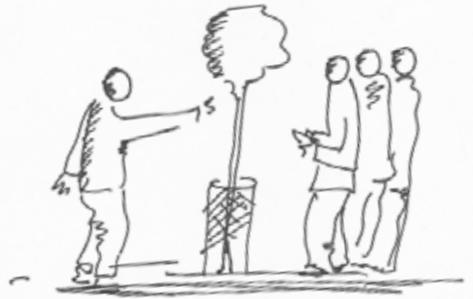
One local church may not have the capacity to respond effectively to all aspects of a disaster. If so, it will either have to be satisfied with a limited response or increase its capacity by seeking an acceptable partner. In choosing a partner, a Christian group should consider its own strengths and weaknesses, and examine carefully the values, motives and priorities of a potential partner, especially if that partner is coming from the secular world.

'Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. Each of you should look not only to your own interests, but also to the interests of others.' (Philippians 2:3-4)

Securing additional help

There are some situations in which the church may not feel it has all the expertise to prepare for and respond to a disaster. At such times the church may need to seek external technical advice. The specific areas of advice might include the following:

- making a full assessment of needs and future risks
- setting up an early warning system
- preparing emergency response plans
- methods for constructing temporary houses, toilets or water supply
- planning some mitigation projects
- monitoring progress and evaluating success.



Sources of help

There are several potential sources of help:

- members of the church who have the specific skills you need
- neighbouring churches and faith groups which have people with relevant skills
- local NGOs which specialise in areas such as water and sanitation, agriculture and health
- relief and development departments of churches, NGOs and government
- local publications on disasters and preparedness
- Tearfund publications such as *Footsteps*, *Pillars* guides and *Roots*.

Footsteps, *Pillars* and *Roots* are available from Tearfund: enquiries@tearfund.org
 Tearfund, 100 Church Road, Teddington, TW11 8QE, UK
 If you have internet access, also look at <http://tilz.tearfund.org>

Basic planning and monitoring skills

Church leaders know the importance of preparation and planning. Services for worship, special one-day programmes or children's Bible classes all require careful thought and attention to detail.

The same applies when we are planning a response to a disaster or preparing to face an approaching hazard. In the Bible studies, we have looked at Joseph and Nehemiah:

both of them planned carefully. Joseph prevented a disaster, while Nehemiah helped his people through a period of reconstruction.

This section gives some guidance on how to plan well and how to monitor the progress of a project. It is relevant for disaster preparedness, for disaster response and for longer projects aimed at reducing disaster impact.

The following exercise is a simple tool that will help a disaster management committee to plan its work. It includes some ways of addressing the problems which could arise and hinder the progress of the project.

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The minibus exercise

If possible, ask someone to draw a minibus similar to the picture below and display it somewhere where everyone can see it. Then discuss the questions that surround it. The answers to the questions then become your project plan.

What are we going to do?

What could get in our way?

How are we going to do it?

What resources do we have?

Who do we need on board?



1 What are we going to do?

This is about deciding what is the main objective of the project. In a flood situation, an objective might be:

'To feed 200 displaced people with two cooked meals per day for ten days.'

2 How are we going to do it?

This is about identifying the tasks that people involved in the project will have to do to make sure it fulfils its objective. For example, in the feeding project, tasks could include constructing a temporary kitchen, borrowing cooking pots, collecting firewood (or other fuel) and buying rice, lentils (pulses) and vegetables.

3 What resources do we have?

Consider all the different resources that you already have and that you can use for this project. This could include people's labour, time, experience or skills, as well as natural resources, relationships with other organisations, money and prayer. In the example above – a flood – a church member may be skilled in building, another may hire out large pots for wedding feasts, another may have bamboo poles on his land and another may have a boat to reach the local market (if it is still open).

4 Who do we need on board?

Think about the various people who should be involved in designing and operating the project. This should include the beneficiaries, as well as church leaders, volunteers and a representative of the local authorities. The skilled people listed above will need to be 'on board' for the project, plus others – for example, some to collect fuel, others to cook and serve the food.

5 What could hold us back?

The purpose of discussing this question is to identify the things that could possibly prevent your activities from happening. This might be opposition from other members of the community, lack of funding, or lack of skills and experience. In the example above, there may be a shortage of dry fuel, or the market may not be open because of the flood.

6 What could get in our way?

This is about all the things that could disrupt the project after it has started. These could be local conflicts, bad weather, sickness among workers in the project, or uncooperative local officials.

7 How much will it cost?

When you have identified all the different activities, you will need to work out how much these activities might cost, and prepare a simple budget. It may not be easy to

find money for the project. Church members may be able to contribute something, but other sources may be needed (see 'Working with others' on page 48).

Use the following table to convert the information from the minibus exercise into a plan which can be used by the local church.

Name of project: Feeding people displaced by flood The situation: A flood has destroyed the food stocks, houses and fuel of approximately 200 people. The flood water remains one metre deep.																	
1 What are we are going to do?	Provide 2 cooked meals per day for 200 people for 10 days																
2 How are we going to do it?	<ol style="list-style-type: none"> 1. Make a temporary kitchen. 2. Borrow large cooking pots. 3. Arrange fuel for cooking. 4. Purchase or collect gifts of food. 5. Prepare lists of needy people to include in project. 6. Collect clean water. 7. Prepare and cook the food. 8. Serve food twice a day. 																
3 What resources do we have available?	Building skills, bamboo poles, cooking pots, cooking skills, firewood, donations from church members, bore-well																
4 Who do we need on board?	<table border="0"> <tr> <td>[Name 1]</td> <td>builder to make temporary kitchen</td> </tr> <tr> <td>[Name 2]</td> <td>villager with bamboo poles</td> </tr> <tr> <td>[Name 3]</td> <td>business person who hires out cooking pots</td> </tr> <tr> <td>[Names 4,5,6]</td> <td>members of Mothers' Union to cook</td> </tr> <tr> <td>[Name 7]</td> <td>church elder to coordinate the team</td> </tr> <tr> <td>[Names 8,9]</td> <td>fishermen with boat to visit market</td> </tr> <tr> <td>[Name 10]</td> <td>schoolteacher to prepare list of beneficiaries</td> </tr> <tr> <td>[Name 11]</td> <td>church treasurer to handle the funds</td> </tr> </table>	[Name 1]	builder to make temporary kitchen	[Name 2]	villager with bamboo poles	[Name 3]	business person who hires out cooking pots	[Names 4,5,6]	members of Mothers' Union to cook	[Name 7]	church elder to coordinate the team	[Names 8,9]	fishermen with boat to visit market	[Name 10]	schoolteacher to prepare list of beneficiaries	[Name 11]	church treasurer to handle the funds
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[Names 8,9]	fishermen with boat to visit market																
[Name 10]	schoolteacher to prepare list of beneficiaries																
[Name 11]	church treasurer to handle the funds																
5 What could hold us back?	<ul style="list-style-type: none"> • Market could be closed. (Identify an alternative food source.) • Dry fuel may not be available. (Seek dry food alternatives.) 																
6 What could get in our way?	<ul style="list-style-type: none"> • People not included in the project might complain, so establish a system for handling complaints. • Possibility of bad weather. 																

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<p>7 How much will it cost?</p>	<p>Following items needed:</p> <ul style="list-style-type: none"> • plastic sheet • bamboo or timber • tying rope • rice • salt • lentils • vegetables • fire wood <p>Total funds needed:</p> <p>Gifts from church members:</p> <p>Gift from a city church with no flooding:</p> <p>Expected grant from a local NGO:</p> <p>Money still needed:</p>
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When you have completed this plan, you may find it helpful to spread the tasks over a number of days using the table described below.

Task planning table

This table is useful for helping a small team to plan the different tasks that the project requires. If you do this on large sheets of paper, it can be used in planning meetings and to review how things are going.

Day →	1	2	3	4	5	6	7	8	9	10
Team meeting		✓		✓		✓		✓	✓	
Task 1	start		end							
Task 2	start		end							
Task 3			start		end					
Task 4					start		end			
Task 5							start		end	
Task 6							start		end	
Task 7								start		end

Worked example

Here is an example of how the table might look when the tasks for the situation described above (a flood) have been planned:

Day →	1	2	3	4	5	6	7	8	9	10
Team meeting	✓	✓		✓		✓		✓		✓
Check no one is missing after flood	start	end								
Arrange temporary kitchen with bamboo and plastic	start		end							
Borrow large cooking pots	✓									end
Buy or collect fuel for cooking	start	✓	✓	✓	✓	✓	✓	✓	end	
Go to market to buy food	✓			✓			✓			
Collect clean water	start	✓	✓	✓	✓	✓	✓	✓	✓	end
Cook and serve two meals per day		start	✓	✓	✓	✓	✓	✓	✓	end
Evaluate success of project – decide if it should be extended										✓

Monitoring and evaluation

An important part of running a project is being able to measure progress (how are things going?) and also to assess the impact of the project on people's lives (what have we achieved?). Measuring progress is called *monitoring*, and assessing impact is usually called *evaluation*.

MONITORING involves collecting information regularly from people who are running the project and from beneficiaries. It should assess whether or not numerical targets are being met, and it should also find out if the work is of good quality.

EVALUATION is usually done at the end of the project by getting feedback from the community, but the community should also have the opportunity to give feedback while the project is in progress. In this way, any complaints can be quickly dealt with, and problems can be solved.

Monitoring a feeding programme

If you wanted to monitor the programme described above (feeding 200 people for ten days), the following questions would be useful:

- Is each individual (out of the 200 affected by the flood) getting two meals of nutritious food every day?
- Is the food prepared hygienically and cooked well?
- Is the food culturally appropriate and of acceptable quality?
- Is anybody being missed out in the distribution?
- Are the volunteers being well supported and used effectively?
- How is our spending going compared with our budget?

The project can also be evaluated at the end, to celebrate success and to find out anything which could be done differently next time. The project might need to be extended if flooding persists and funds are available. However, you should avoid creating dependency: food-for-work options should be considered.



Health and safety

Managing stress

People involved with disaster situations have to cope with high levels of stress, because the scale of suffering and damage can be overwhelming. There is sometimes little opportunity for rest, and there may not be enough people and resources to meet the needs. In addition, volunteers can be affected by seeing dead, injured and emotionally upset people. Church leaders



themselves may also experience stress, not only because of the suffering around them, but also because of the increased demands and pressure of work on them. It is essential to understand what stress is, and how we can manage it well.

Sometimes, the person who has helped disaster victims may him/herself require professional help, in order to recover from the stress. Common symptoms include painful memories of the event, nightmares, over-activity, inability to sleep, tiredness, anger and guilt. Friends and loved ones are needed to give ongoing support.

A strategy for dealing with stress

In a disaster situation, it may not be possible to remove the causes of the stress, so it is important to develop coping patterns to help deal with it. For example:

- Make the best use of your energy, and pay proper attention to your health; try to maintain a balanced diet and allow enough time for sleep.
- Balance work with recreation and take regular exercise; set aside a daily time for reflection and a day per week for rest.
- Review your values – make sure you are not putting yourself under unnecessary pressure by confusing your priorities.

- 2
- Express your feelings – discuss things with close friends, share burdens and find prayer partners. Do not be afraid to cry or to laugh – these can help to relieve stress.
 - Check your management skills – do not set yourself unrealistic deadlines; order your priorities, delegate effectively and approach tasks methodically.
 - When you feel under stress, be open to receiving support and encouragement from others; be willing to receive help from friends, family, fellow church members and colleagues. Seek professional help if you experience the symptoms listed above.
 - Keep open channels of communication; deal quickly with any misunderstandings or potential conflicts among team members. Relationship problems tend to increase stress.
 - Seek extra resources from God, who has promised to equip us for every situation. Prayer is the most powerful resource we have available to us. Guilt is a common feeling when under stress; bring this to God and ask him to remove it.



'Come to me, all you who are weary and burdened, and I will give you rest. Take my yoke upon you and learn from me, for I am gentle and humble in heart, and you will find rest for your souls.' (Matthew 11:28-29)

Dealing with casualties

One of the tasks of volunteers is to assist people who have been injured in a disaster. High winds make trees fall and roof sheets fly off. Earthquakes cause crush injuries. In floods, people drown or are injured by moving debris. Volunteers should be able to save lives and prevent further injury, especially if no doctors or nurses are available to treat the casualties.

The ability to give medical help in a way which saves life and reduces suffering is called First Aid. If possible, find someone in the community with medical knowledge who can teach First Aid skills. There may be a doctor, a nurse or health worker among

your church members or in the wider community. Encourage members of women's, men's and youth groups to attend this training. Training should include opportunities to practise the ABC of First Aid (see below) before any disaster happens.

First Aid

Before helping an injured person, take care of your own safety:

- Check for danger to yourself and to the injured person; remove that danger if possible.
- Protect yourself from contact with the blood of an injured person, especially if you have a wound yourself. Diseases like HIV and hepatitis are passed on from blood to blood. Try to equip volunteers and trained First Aid people with plastic gloves.

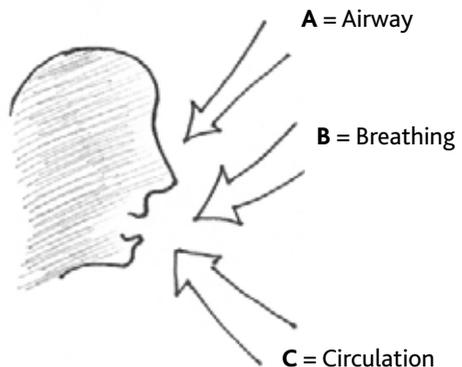
For the **conscious** casualty, deal with breathing problems, bleeding or broken bones as described below.

For the **unconscious** casualty who is breathing normally, place him/her in the *recovery position* (shown below) after treating any serious wounds and broken bones (see below).

The unconscious casualty who is not breathing normally should be your highest priority. Follow the ABC of First Aid as follows:

The ABC of First Aid

AIRWAY The airway is the pipe at the back of the throat leading down to the lungs. If this becomes narrow or blocked, an unconscious patient cannot breathe and will die. Always check that there is nothing in the mouth or throat blocking the airway; if possible, remove anything which is causing the obstruction. If the patient is lying on his/her back, the tongue can easily drop back and block the airway. To open the airway, lift the chin by placing two fingers under the chin, and then with the other hand on the forehead, tilt the head back.



BREATHING Take 10–15 seconds to check if the patient is breathing normally or has other signs of life. If there is no breathing or heartbeat, then begin to give *chest compressions* and *rescue breaths*. *Chest compressions* involve pushing vertically down on the centre of the chest, an action which squeezes the blood out of the heart and into the body tissues. When pressure is released the heart sucks other blood in again. Chest compressions can be given at up to 100 per minute.

Rescue breaths means blowing into the patient's mouth to put air into his/her lungs. Pinch the patient's nostrils together, take a deep breath and blow into the mouth, firmly sealing your lips around the mouth so that air is not lost. Do this twice and then check for breathing. Usually, chest compressions have to be combined with rescue breaths. Give 30 chest compressions and then two breaths. Continue with this treatment until breathing and heartbeat are restored.

If breathing and heartbeat restart, put the patient in the recovery position until he/she regains consciousness.

The recovery position

- The chin is lifted forward to keep the airway clear and open, and the head is lower than the body so that fluids will drain out of the mouth and are less likely to be inhaled.
- One hand supports and protects the head.
- One arm and leg are bent to make the position stable and stop the body rolling forward.
- The chest is not flat on the ground, so breathing is easier.



CIRCULATION is the flow of blood around the body, pumped by the heart. If the heart has stopped, the chest compressions above may get it going again. Large or deep wounds cause blood loss and this too will threaten life. Give immediate attention to heavy bleeding as described below.

Dealing with injuries – especially bleeding, and broken bones

HEAVY BLEEDING Push clean pads of gauze or clean cloth onto the wound and hold them firmly in place – by hand or using a bandage.



If the injury is to an arm or leg and there is no broken bone, raise the arm or leg slightly. This will also help to reduce bleeding.



BROKEN BONES Simple splints may help prevent further damage to broken limbs. Tie the damaged limb gently to a smooth piece of wood, using padding if necessary. Never try to push bones back into place. Broken legs can be tied together, or you can place a smooth piece of wood between the legs as a simple splint. Use simple slings for arms. If a bone is sticking out of a wound, cover lightly with a clean dressing to reduce the danger of infection. People with neck or back injuries should be secured onto doors before they are moved to safety.

If no medical help is available immediately, keep serious injuries covered with clean dressings and prepare a place where casualties can rest until medical help arrives.

BURNS Treat burns by soaking them in clean, cool water (or any other clean fluid). Cover them with a clean cloth. Never try to pull off loose pieces of skin or clothing.

Potassium permanganate solution may help prevent infection of wounds and is easily kept in emergency stores. The mixture is made by dissolving a (400mg) tablet in 4 litres of water. If the mixture is too strong, it can be dangerous. The correct strength is 0.01% or 1 in 10,000. Cover exposed wounds with clean cloths to keep off flies and dirt.

Basic First Aid kit

Absorbent compress dressings 12.5cm x 22.5cm	To cover and protect large open wounds
Adhesive dressings ('plasters') – assorted sizes	To cover and protect small open wounds
Adhesive tape (cloth) 2.5cm	To secure bandages or splints
Antibiotic ointment or permanganate (400mg tablets or 0.01% solution)	To clean wounds and prevent infection
Gloves (large) disposable, non-latex	To prevent body fluid contact
Scissors	To cut tape, cloth or bandages
Roller bandages: 5cm, 7.5cm and 10cm	To secure wound dressing in place
Sterile gauze pads or dressings: 5cm x 5cm, 7.5cm x 10cm and 10cm x 12cm	To cover wounds and control external bleeding
Triangular bandage(s)	To make a sling, control bleeding, retain a dressing or hold a splint in place
First Aid instruction booklet	For reference purposes

Discussion

- *Are there people in the community with skills in dealing with minor injuries? Could they share those skills with others? In some cultures, you may even find people who have acquired the specialised skill of setting broken bones.*
- *Sterile dressings for serious burns and wounds should always be included in emergency stores. Discuss how you would make bandages and slings from*



clothing, if there are not enough available in the clinic or store. Consider how you would produce clean dressings for burns and wounds in a disaster.

- *Have you used potassium permanganate? Are there supplies available in the local clinic and in the emergency store? Just a very small amount is needed to make a large amount of liquid that will help prevent infection. Learn how to measure and use this useful chemical.*
- *What would you do if you arrived at a disaster scene where three people were unconscious and ten people were injured and screaming for help? Who would you help first?*

BIBLE STUDY

Delegation of leadership Acts 6:1–7

Background

In the early church there were vulnerable people from different ethnic groups who needed to be looked after with compassion and fairness. Complaints arose because one group felt that they were not receiving their fair share of the food. The church selected individuals to take responsibility for meeting the needs of these vulnerable people. Selection was based on their character and integrity.



You may find it helpful to act out the events of the story so that people are able to visualise what is going on.

Key points

- A pastor's main responsibility is to teach, preach and care pastorally for his/her church members. There are probably other people in the church who have the gifts and skills needed for leadership in work related to disasters.
- Such people should be selected on the basis of their spiritual qualities as well as their education and skills.
- People chosen for such responsibility need the support and the prayers of others in the church.

Questions

- 1 *What is happening in this story?*
- 2 *What is the problem that has arisen? Do you think such a problem could arise in your community? In the event of a disaster, which groups of people might be overlooked, and what can be done about it?*
- 3 *What do the 12 apostles decide to do? Do you think this is a good decision? Why, or why not?*
- 4 *Who chooses the seven people responsible for looking after the widows? What advice do the apostles give about the type of person who should be chosen?*
- 5 *What does this story tell us about how to organise your church and community to prepare for and respond to a disaster? What responsibilities could be delegated to selected members of the church?*
- 6 *Who should select suitable people to carry out these delegated tasks? What important qualities should be found in these people?*

Review of this chapter

- *What are some of the things volunteers can do to raise awareness of disaster risk in the community and to respond when an emergency happens?*
- *What are the best ways of motivating volunteers and supporting them during an emergency?*
- *Why is it important to have women well represented on the disaster management committee and in the volunteer teams?*
- *List some of the essential questions that help a church and community to plan a simple project.*
- *What are some of the resources that most churches possess for use in an emergency?*
- *List some of the benefits and challenges of working with different groups outside the church.*
- *Describe the key functions of the disaster management committee and the roles of its members.*
- *What are some of the signs of stress, and what can be done to minimise it?*