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IOM • OIM

COMMUNITY-BASED DISASTER RISK MANAGEMENT:

EXPERIENCES FROM INDONESIA

About the International Organization for Migration (IOM)

Established in 1951, IOM is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners.

With 132 member states, a further 17 states holding observer status and offices in over 100 countries, IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants.

IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people.

About the Java Reconstruction Fund (JRF)

The Java Reconstruction Fund (JRF) is a multi-donor trust funded grant facility that was set up in response to the earthquake in May 2006 which hit the provinces of Central Java and Special Region of Yogyakarta (DIY) and the tsunami in July of 2006 that struck the southern coast of West Java. The trust fund was established as a request from the Government of Indonesia to support the government's efforts and priorities in reconstructing and rehabilitating the affected areas.

The facility, which has the World Bank as the trustee, has seven contributing donors. These donors are the European Union, the Netherlands, the United Kingdom, the Asian Development Bank, Canada, Denmark and Finland. The JRF pools a total of US$94.06 million from these donors. In line with Government priorities, the JRF supports the reconstruction and rehabilitation of community infrastructure and housing, with a focus on disaster risk reduction, and the recovery of livelihood in affected communities. The JRF mandate ends in December 2012.

Foreword

On 8-13 May 2011, a large delegation from the Indonesian Government and more than 2,600 other delegates from around the world came together in Geneva for the Third Session of the Global Platform for Disaster Risk Reduction. This Global Platform identified that significant progress had taken place in the implementation of the Hyogo Framework for Action (HFA) since 2005 and that its principles had been firmly established and endorsed at international and national levels. Countries possess greater knowledge, means and commitments towards making disaster risk reduction a national priority.

Nevertheless, the Global Assessment Report on Disaster Risk Reduction 2011 also concluded that this progress is mixed. While mortality risk from floods and tropical cyclones is trending down due to better preparedness, economic loss risk and damage to homes, schools, health facilities and livelihoods is increasing. Recent catastrophic events in Haiti, New Zealand, Pakistan and Australia show that disasters continue to impact the lives and livelihoods of millions.

In Indonesia, recent flash flooding in the Indonesian West Papua province, a tsunami in the Mentawai Islands off West Sumatra, and an eruption of the Mount Merapi volcano affecting Yogyakarta and Central Java provinces, highlighted persistent vulnerabilities in Indonesia and underscored how disaster risk and poverty are intertwined. At the same time, the earthquake and tsunami in Japan is a reminder that developed countries are also very exposed.

As a member of the International Strategy for Disaster Reduction (ISDR) Network, IOM is committed to the goals of the HFA to work with the Indonesian government and communities to build resilience to natural disasters and promote adaptation capacity to environmental degradation, in a way that will prevent or reduce displacement, forced migration and rural-urban migratory pressures. In Indonesia, IOM has increased its disaster risk reduction programming for local government administrations and communities, making it an integral component of its post-crisis and recovery assistance project portfolio.

Benefiting 25 project villages in Yogyakarta and Central Java provinces affected by the 27 May 2006 Java earthquake, IOM has since 2008 been undertaking a livelihood recovery project that is combined with community-based disaster risk management (CBDRM). Forming part of the project exit strategy, this handbook aims to provide local governments and other interested parties in the target areas a set of practical steps, recommendations and lessons learned that can guide the design and implementation of homegrown community risk reduction initiatives in a way that is simple, tested and low-cost, and that achieves a safer and more conducive environment in which people can conduct their livelihoods.

In the final month of project implementation as this handbook went to press, IOM takes this opportunity to thank the Java Reconstruction Fund and its donors, as well as the World Bank, for its generous funding support and for making disaster risk reduction a priority cross-cutting issue in the implementation of this project.

May 2011, IOM Indonesia Country Office

Community-Based Disaster Risk Management: Experiences from Indonesia

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Abbreviations

AADMER	ASEAN Agreement on Disaster Management and Emergency Response
ADPC	Asian Disaster Preparedness Centre
ASEAN	Association of Southeast Asian Nations
BAPPEDA	Badan Perencanaan dan Pembangunan Daerah (Regional Development Planning Agency)
BAPPENAS	Badan Perencanaan dan Pembangunan Nasional (National Development Planning Agency)
BNPB	Badan Nasional Penanggulangan Bencana (National Disaster Management Agency)
BPBD	Badan Penanggulangan Bencana Daerah (Regional Disaster Management Agency)
CBDRM	Community-Based Disaster Risk Management
CRED	Centre for Research on the Epidemiology of Disasters
CSO	Civil-Society Organization
DM	Disaster Management
DRR	Disaster Risk Reduction
JRF	Java Reconstruction Fund
GoI	Government of Indonesia
HDI	Human Development Index
HFA	Hyogo Framework for Action
IOM	International Organization for Migration
KESBANGLINMAS	National Unity and Protection Office
LPPSP	Lembaga Pengkajian dan Pembangunan Sumberdaya Pembangunan (Institute for Study and Improvement of Development Resources)
MSE	Micro and Small Enterprise
MUSPIKA	Sub-District Security and Community Protection Forum
LAP-DRR	Local Action Plan for Disaster Risk Reduction
NAP-DRR	National Action Plan for Disaster Risk Reduction
NGO	Non-Governmental Organization
NP-DM	National Plan for Disaster Management
RMI	Risk-Mitigating Infrastructure
SOP	Standard Operating Procedures
UNDP	United Nations Development Programme
UNPDF	United Nations Partnership for Development Framework
UNISDR	United Nations International Strategy for Disaster Reduction
VCA	Vulnerability and Capacity Assessment

Definition of Key Terms

Capacity
The combination of all the strengths, attributes and resources available within a community, society or organization that can be used to achieve agreed goals.

Disaster
A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources.

Disaster risk management
The systematic process of using administrative directives, organizations, and operational skills and capacities to implement strategies, policies and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster.

Disaster risk reduction
The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.

Hazard
A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Mitigation
The lessening or limitation of the adverse impacts of hazards and related disasters.

Preparedness
The knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current hazard events or conditions.

Prevention
The outright avoidance of adverse impacts of hazards and related disasters.

Resilience
The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.

Risk
The combination of the probability of an event and its negative consequences.

Vulnerability
The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard.

Source: UNISDR 2009, Terminology on Disaster Risk Reduction, United Nations International Strategy for Disaster Reduction, Geneva, Switzerland

Introduction

This handbook summarizes the experiences and lessons learned from the implementation of a community-based disaster risk management (CBDRM) component in the context of IOM post-disaster recovery and rehabilitation operations in Java, Indonesia. It is meant for practitioners in government and among non-profit organizations who may be interested in tapping into this experience, as well as for those who would like to obtain better insight into IOM's work in the field of disaster risk reduction (DRR).

The approach adopted by IOM is explained step-by-step, with an annex offering a list of documents and tools that proved useful in IOM's work. Furthermore, a series of "distinctive programme features" are introduced, aiming to make this handbook a small contribution to the expanding global pool of knowledge and expertise in the field of CBDRM.

The Indonesian Context

Indonesia is a vast archipelago located in the Pacific Ocean comprising 17,508 islands. The country faces multiple challenges with regard to disaster risk. Firstly, it is exposed to a large number of natural hazards, due to its location in the so-called Pacific "Ring of Fire", an area where four of the earth's tectonic plates come together. Consequently, Indonesia is home to 75 per cent of the world´s active and dormant volcanoes and is highly susceptible to earthquakes and tsunamis. The area also experiences hydro-meteorological disasters such as droughts, floods and landslides, as well as frequent outbreaks of communicable diseases.

The number of disasters is expected to increase in the coming years as Indonesia experiences the negative effects of climate change and environmental degradation. Secondly, while Indonesia is ranked 108 out of 168 on the UN's 2010 Human Development Index (HDI) and recently transitioned to middle-income status, the country is still developing its prevention, preparedness and response capacity to reduce vulnerability of communities and increase resilience. The prevalence of natural hazards and environmental degradation in Indonesia, combined with its high vulnerability and low adaptive capacities, results in high disaster risk.

Figure 1: *Simplified Disaster Risk Graphic for Indonesia*

Figure 2: *Map of Indonesia Depicting IOM-JRF Project Area*

The physical, social, economic and psychosocial impacts of disasters in Indonesia are enormous. According to the Centre for Research on the Epidemiology of Disasters (CRED), in the period between 1989 and 2008, disasters in Indonesia claimed the lives of 186,193 people, injured 407,633 people and rendered 1,573,143 people homeless. The amount of damage incurred within the same timeframe is estimated at over USD 20.7 billion. These figures underscore the need for Indonesia to implement decisive measures that reduce disaster risk in the country.

Indonesia Disaster Risk Profile

Indonesia is affected by earthquakes, tsunamis, volcanic eruptions, floods, landslides and forest fires on a regular basis

Indonesia is ranked 12th highest among countries with high mortality risks from multiple hazards

Approximately 40 % of the population, or 90 million people, is at risk from disasters

75 % of the world's volcanoes are located in Indonesia

Deforestation has reduced resilience to floods and landslides

Greater climatic variability has increased flooding and adversely affected food production and food security

Increased urbanization has led to more people residing in hazardous areas

Disasters caused over USD 20 billion in damages in the period 1989-2008

Source: *World Bank 2005, Natural Disaster Hotspots, A Global Risk Analysis, Washington, DC, Disaster risk Management Series, table 1.2*

Indonesian Disaster Management Policy

In recent years, the Government of Indonesia (GoI) has taken important steps towards making disaster preparedness a priority policy issue. At the international level, the GoI is committed to the Hyogo Framework for Action (HFA) and the ASEAN Agreement on Disaster Management and Emergency Response (AADMER). The milestone Indonesian Disaster Management (DM) Law of 2007 provides a framework that regulates the role of government and relevant stakeholders in all phases of disaster management, covering disaster preparedness, response and recovery. This law also stipulates the establishment of a National Disaster Management Agency (BNPB), as well as regional counterpart agencies (BPBD) in all provinces and districts throughout Indonesia. BNPB is now the lead government agency for disaster management.

To establish a national consensus on a disaster management strategy, the Government charged BNPB and the National Development Planning Agency (BAPPENAS), with devising a National Action Plan for Disaster Risk Reduction (NAP-DRR) with inputs from experts and members of the National DRR Platform. In the framework of the NAP-DRR, each province and district-level BPBD is then tasked to formulate an equivalent Local Action Plan for Disaster Risk Reduction (LAP-DRR), that directly addresses the risks prevalent in that area.

Figure 3: *Frameworks and Initiatives Relevant for CBDRM in Indonesia*

Despite significant recent strides by the Government in the field of DRR, gaps remain between the national strategic planning level and practical DRR measures at the local level. In the framework of HFA and Objective 3 of the UN Partnership for Development Framework (UNPDF) 2011-2015 Indonesia[1], IOM aims to help bridge this gap by mainstreaming DRR into its projects and programmes by bringing in the needed expertise, ideas and funding to accelerate DRR implementation across Indonesia.

[1]Objective 3: Strengthen national and local resilience to climate change, threats, shocks and disasters.

IOM in Indonesia

IOM global experience in helping governments to manage environmentally- and disaster- induced migration, holds it in good stead to increase its DRR programming. IOM has been active in Indonesia since 1979, and has emerged as one of the key partners in the complicated, multi-agency, inter-governmental response to the 26 December 2004 tsunami in Aceh, and the powerful earthquakes in Nias (2005), Yogyakarta/Central Java (2006), Padang/West Sumatra (2009) and West Java (2009). IOM is also a key implementing agency for provision of emergency assistance for victims of the recent Mount Merapi eruption in Yogyakarta/Central Java (2010) and the tsunami in Mentawai (2010).

Through these efforts IOM has built and maintained solid working relationships with its government partner institutions. IOM is supporting government initiatives at every level, and as such is committed to the aims and priorities of the GoI's Disaster Management Law. The IOM Indonesia Country Office has undertaken several standalone as well as integrated DRR initiatives.

IOM's CBDRM Programme in Yogyakarta and Central Java

In May 2006, a 6.3 magnitude earthquake struck Yogyakarta and Central Java provinces, killing 5,782, injuring 36,299, and rendering an estimated 1.5 million people homeless. Following the emergency response phase, IOM launched a livelihood recovery initiative to support affected micro- and small enterprises (MSE). This multi-year recovery initiative, funded by the World Bank-administered Java Reconstruction Fund (JRF), was designed to align with the GoI's 'National Action Plan for Reconstruction and Rehabilitation' and commenced in March 2008.

During the implementation of this project, IOM observed that disaster risk remained prevalent and often unaddressed in the target areas, and that local governments and communities alike were relatively ill-equipped to deal with these risks, despite having just suffered a major catastrophe. As the JRF was specifically mandated by its donor countries to integrate risk reduction considerations into its project portfolio, IOM introduced a CBDRM component targeting those communities which had already benefited from livelihood assistance. The CBDRM component was conceived as a means to build capacity of those communities whose recovery had been progressing at an impressive rate, but that nevertheless remained highly fragile, despite the significant investments made into reconstruction and rehabilitation by the GoI and the international community.

What is 'Community-Based Disaster Risk Management'?

Despite the fact that there is currently no consensus among practitioners regarding the term 'community-based disaster risk management', there are common prevalent themes in existing definitions. In its simplest form, CBDRM can be defined as an approach used by a community to manage disaster risk within their geographical area. The term community refers to a group of people who share a common interest in a local area. The common interest can be of a social or economic nature, and it is usually shared by residents, the private sector, schools, religious entities and civil-society organizations that are often situated at the lowest administrative level. The approach is often supported and initiated by outside organizations that contribute with needed technical expertise. The principle aim of the approach is to manage disaster risk by increasing local capacity and resilience and reducing vulnerability. It offers a tailor-made solution to manage local disaster risk.

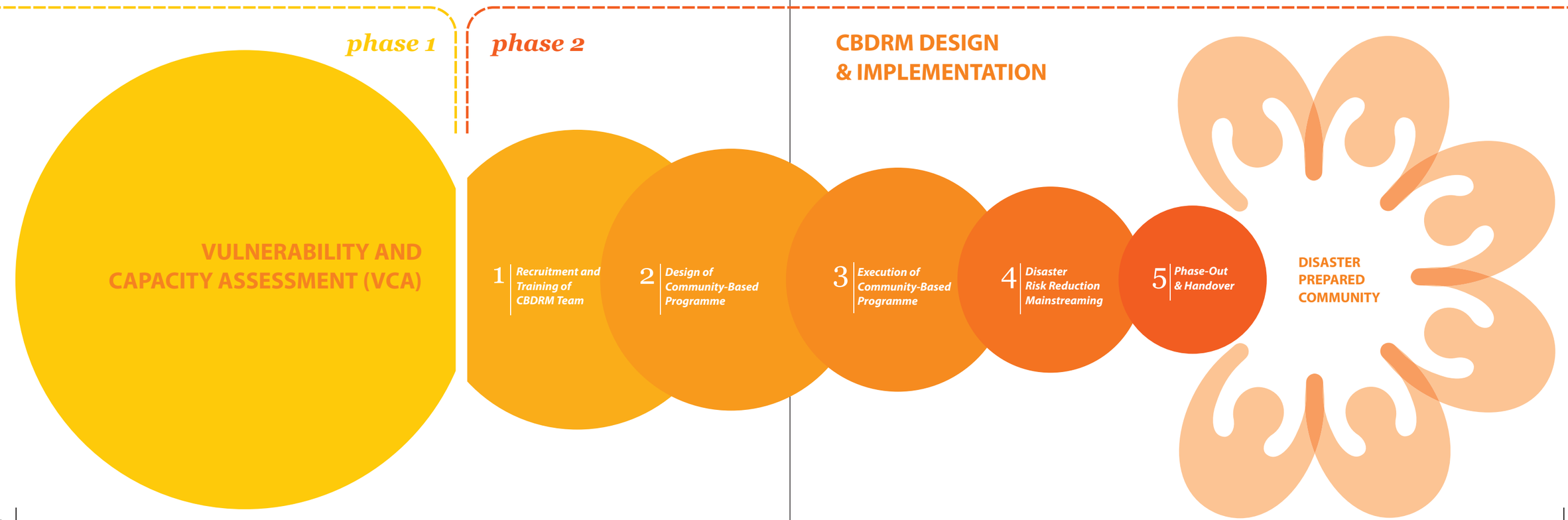
The primary aim of this CBDRM initiative was to create disaster resilient communities capable of protecting and sustaining livelihoods even after the IOM project had been completed. In addition, it aimed at demonstrating viable and low-cost approaches to disaster risk reduction programming in the context of local government capacity-building and decentralization, also in view of the fledgling regional disaster management agencies which were being set up at the time across the region.

The IOM CBDRM programme consisted of DRR awareness-raising, creation of hazard and evacuation maps, community preparedness activities, provision of first aid trainings, establishment of Community DRR Teams, disaster response simulations and construction of small-scale risk-mitigating infrastructure (RMI) facilities. In parallel to direct grass-roots interventions, training workshops and study-trips organized by IOM for government and civil-society partners aimed to increase knowledge transfer and strengthen networking between key DRR stakeholders. The contents of these trainings were designed to support the implementation of the Indonesian Government's overall DRR framework and help provincial governments to formulate their LAP-DRR, as required by the Indonesian DM Law. The subsequent chapters elaborate on these trainings and activities in more detail.

Throughout the implementation, the IOM team maintained close coordination with local government officials, including the National Unity and Protection Office (KESBANGLINMAS), BPBD, BNPB and BAPPENAS, with the goal of ensuring the active involvement and learning of those DRR stakeholders as an additional positive outcome of the programme.

CBDRM Programme Stages

The following section describes the various stages of the CBDRM programme from its inception and planning phases to completion and final handover. The below graphic illustrates the various stages in this particular CBDRM experience:



phase 1

VULNERABILITY AND CAPACITY ASSESSMENT (VCA)

In order to conduct an in-depth pre-intervention needs assessment, IOM partnered with an external consulting body, the Institute for Study and Improvement of Development Resources (LPPSP) based in Semarang, Central Java.

Desk Review

The first step was the collection of secondary data, including the identification of key DRR stakeholders in the earthquake-affected target area. LPPSP also collected information from IOM and its other partners to formulate recommendations for community prioritization and selection. This initial assessment took approximately one week.

Prior to conducting village-level assessments, LPPSP and IOM agreed on possible intervention locations among the active project sites of 25 earthquake-damaged villages, which had already received previous IOM livelihood assistance. The following criteria were applied in the selection process:

- *Level of hazard proneness*
- *Level of existing CBDRM support from local government and civil society groups*
- *Type of hazards encountered*

Given these criteria, a total of ten villages located in seven districts in two provinces were selected for 'on the ground' assessment.

Figure 4: *CBDRM Intervention Stages*

phase 1

VULNERABILITY AND CAPACITY ASSESSMENT (VCA)

Village-Level Socialization

IOM and LPPSP conducted village-level stakeholder meetings in order to socialize the objectives of the assessment . This socialization served as an important coordination and kick-off event for IOM, village governments and district governments.

Village-Level Assessment

LPPSP executed a village-level assessment to map the hazards, vulnerabilities and capacities as perceived by the communities. Respondents consisted of village government officials, local IOM livelihoods project sector groups and other grass-roots organizations, such as Karang Taruna (the Indonesian Youth Organization) and Pemberdayaan Kesejathera Keluarga (the Women's Empowerment and Family Welfare Organization). A vulnerability and capacity assessment (VCA) measured to what extent disaster risk factors had already been considered and integrated into village development planning. The information obtained through this assessment process was verified through data triangulation.

Triangulation of Hazard Data

Each community faces a different set of hazards. It is important to fully understand what types of hazards are present in a community in order to reduce disaster risk. A set of at least three different sources should be used to identify and verify the various types of disaster prevalent within a community.

Useful tools to identify hazards	
Transect walk	*A structured walk through a local area or community to ascertain vulnerabilities, capacities and hazards by means of observation*
Community hazard map	*A map created by community members indicating prevalent hazards in the area*
Focus group discussion	*A discussion involving community members (6 -12) based on a specific topic*
Desk review	*A study of existing data to gain knowledge of risks and vulnerabilities in the region*
Seasonal chart	*A chart created by communities to rank the prevalence of hazards and disasters by month*

On completion of village assessments, LPPSP prepared a draft report, and gave recommendations to IOM on a broad framework for action. The draft version of the report was presented separately in all seven districts in a public forum with local government and CSO present. Following feedback from these stakeholders, the report was finalized and received by IOM.

phase 2

CBDRM DESIGN & IMPLEMENTATION

Using the LPPSP final report as a guide, IOM planned follow-up actions, with DRR awareness-raising and capacity-building emerging as the most urgent priorities for the selected villages.

1 *Recruitment and Training of CBDRM Team*

To ensure adequate and high-quality training provision, IOM recruited a team of experienced trainers with demonstrated technical skills and knowledge in the field of CBDRM. The following skills were requirements for IOM trainers involved in the CBDRM programme:

- Experience and understanding of community development
- Understanding of DRR & CBDRM concepts with extensive experience of DRR activities both at community and government levels
- Experience in delivering participatory trainings in safe construction techniques & CBDRM
- Knowledge of first aid
- Existing networks with DRR stakeholders and DRR Forum, or alternatively good networking capacity

Profile of IOM CBDRM Field Team 2010 - 2011

2 Civil engineers/architects
1 Geologist and first aid specialist
1 Community development expert
1 Facilitator/communication expert
1 Specialist on gender and disability

2 *Design of Community-Based Programme*

IOM designed the below listed activities. These activities were tailor-made for the specific target areas and based on the VCA:

- DRR awareness-raising targeting women's groups and village DRR stakeholders
- Disaster preparedness training for Community DRR Teams
- Construction of small-scale risk-mitigating infrastructure
- Government and civil society capacity-building to increase intervention sustainability

Training Set-up and Logistics

A learning contract was signed by training participants prior to training commencement. In order to facilitate community participation and good knowledge retention, a training day did not exceed five hours. Furthermore, each participant was equipped with a training kit consisting of a bag, notebook, writing materials and CBDRM modules. IOM also provided a refreshment package throughout the day.

The programme established a Monitoring and Evaluation (M&E) team which, in consultation with the trainers, agreed on progress indicators before the commencement of activities. The M&E team also monitored the training activities and provided feedback that enabled quick and remedial action to be taken while the programme was still being delivered.

Indicators and Targets Utilized in the CBDRM Programme

# of intervention villages	*: 10*
# of CBDRM training sessions	*: 40*
# of intervention villages	*: 10*
# of participating government officials	*: 50*
# of CBDRM village documents	*: 10 documents (hazard & evacuation maps and contingency plans)*
# of disaster simulation participants	*: 1000*
# of disaster simulation exercises	*: 10*

3 Execution of Community-Based Programme

In each village, the CBDRM programme delivered five one-day training sessions. As community participation was determined to be a crucial success factor, IOM secured attendance of community leaders, women's groups, youth organizations, disaster response stakeholders, village government officials, and sub-district and district government officials. Such participation was further encouraged through socialization activities, direct coordination, community consultations, regular site visits and monitoring. Involvement of community elders and religious leaders was also important, as their approval encouraged better engagement of the broader community.

Village CBDRM Training Sessions

The CBDRM training programme targeted three main groups: Women's groups, village DRR stakeholders (which also included women) and the Community DRR Team. IOM selected training venues in consultation with local communities, which assessed a suitable location based on its accessibility, space and lighting. In most cases, the village community centre served as the preferred training location.

Sessions 1 & 2 aimed at raising awareness of critical DRR issues relevant for the target group, while sessions 3 & 4 aimed to establish structures and standard operating procedures to be activated in the event of a disaster. The training curriculum culminated in a disaster response simulation which took place during training session 5.

The CBDRM trainers proved capable of using a communicative and participatory approach, which led to overall high attendance rates. Community brainstorming, focus group discussions, peer learning and games were common training methods. 2-3 trainers delivered the trainings and feedback was sought from participants during and after trainings, and also through pre- and post- training tests that measured to what extent knowledge had actually been retained.

The following table provides an overview of the targeted groups and achievement objectives for each training session:

Training Session	Target Groups	Objectives
1	Women's groups in the community	• To raise awareness of the importance of DRR among women's groups • To draft a risk map
2	Representatives of women's groups & important community stakeholders	• To establish a Community DRR Team • To establish disaster preparedness plans • To teach first aid measures and household risk reduction measures
3	Community DRR Team	• To establish a community contingency plan and evacuation routes
4	Community DRR Team	• To agree on standard operating procedures and the role of the Community DRR Team • To prepare for disaster response simulation
5	Community, Community DRR Team, local government officials, local Red Cross, police, military, media	• To simulate a disaster response in the community in order to practice disaster preparedness measures and contingency plans

Table 1: *Overview of Training Sessions*

Training session 1

Part 1: Basic principles of CBDRM, including the definition of disaster, hazard, vulnerability, capacity, risk, early warning, mitigation, prevention, preparedness and mainstreaming gender & disability into DRR activities.

Part 2: Housing and environment from a DRR perspective, including safe construction techniques, domestic risks and preparedness measures.

Training session 2

Part 1: Disaster preparedness in the family, including preparedness efforts, household risks and practical tips to reduce disaster risks.

Part 2: First aid in emergency response, including the definition and objectives of first aid, victim situation assessment, basic first aid response examples and evacuation methods.

Training sessions 3 & 4

The second part of the CBDRM training module covered village and community DRR planning. This included the establishment of Community DRR Teams, village contingency plans, SOP and simulation preparation.

Training session 5: Disaster Response Simulation

At the end of the CBDRM training curriculum, disaster response simulations provided a chance to test the contingency plans and measure the level of preparedness that the community had achieved. The Community DRR Team, which had planned the simulation during session 4 with the assistance of the IOM trainers, socialized plans for the event with the community as well as sub-district and district governments.

On the day of the event, the simulation thus involved a range of local stakeholders, including the newly established Community DRR Team, the local branch of the Indonesian Red Cross (PMI), the Social Department, Sub-District Security and Community Protection Forum (Muspika), the local health centre (Puskesmas), head of village and either the district-level BPBD or KESBANGLINMAS, in cases where the BPBD had yet to be established. The Community DRR Team led the simulation, which included early warning activities, evacuation, administration of first aid, logistics and public kitchen mobilization, security and information management. At the end of the day, a public debriefing session agreed on a set of steps the Community DRR Team should implement for more effective and efficient disaster response.

4 *Disaster Risk Reduction Mainstreaming: Capacity-Building for Local Government and Civil-Society in Yogyakarta and Central Java*

Given the need to also mainstream DRR at the regional government and civil-society level, and thus ultimately achieve wider and more sustainable impact, IOM designed a series of capacity-building workshops and forums benefiting local government officials and concerned civil-society activists represented by the DRR Forums of the two provinces.

The DRR Forums of the two provinces provided an excellent entry-point for such activities, given their existing links with government and increasingly pro-active involvement in the DRR sector. IOM selected 'SATUNAMA', a local organization specializing in capacity-building of government and community institutions, to assist in the facilitation of a capacity-building process given its active role in the provincial DRR Forum.

These workshops and activities included:

Central Java

Topic	Participants
DRR mainstreaming in development	• Central Java DRR Forum
Establishment of local disaster management regulations and strengthening the role of BPBD	• BPBD
Socialization workshop for DRR mainstreaming and the establishment of district/municipal BPBD	• District/municipal-level BPBD
Public campaigns and awareness raising for DRR through mass media	• Local media

Table 2: *DRR Mainstreaming Capacity-Building Topics for Central Java*

Yogyakarta

Topic	Participants
Public consultation of Local Action Plan for Disaster Risk Reduction (LAP-DRR)	• DRR stakeholders such as civil society organizations, government agencies and NGOs
Disaster management workshop (revisiting Merapi eruption response and lessons learned)	• DRR Forum
Socialization and DRR mainstreaming	• Government and DRR Forum members
DRR public outreach and campaign through local radio talkshows and awareness raising events	• Local media and DRR stakeholders

Table 3: *DRR Mainstreaming Capacity-Building Topics for Yogyakarta*

5 *Phase-Out & Handover*

To support phase-out and eventual handover, IOM conducted a final evaluation workshop and handed over key reference documents to beneficiary communities and local government.

Useful tips to enhance sustainability

- *Secure Government involvement throughout the entire project cycle*
- *Link the project to the National & Provincial DRR Forums*
- *Link the Community DRR Teams to village plans and Local Action Plans*
- *Disseminate risk reduction messages through existing community structures*
- *Present documentation to local government / civil society for learning and possible replication*
- *Ensure maintenance of village DRR plans and continuity of activities*

Distinctive Programme Features

Risk-Mitigating Infrastructure

As an additional element within the overall CBDRM programme, IOM identified needs for risk-mitigating infrastructure and constructed several facilities in the beneficiary communities. The RMI aimed to mitigate or reduce risks associated with hazards in the area and also served the benefit of providing a concrete manifestation of the programme and leaving behind a tangible benefit for the community. It also built the capacity of the Community DRR Teams involved in the process of assessing and identifying a project eligible for funding.

IOM assisted the Community DRR Team to submit a comprehensive RMI proposal, which contained the risk analysis, planned mitigation efforts and information on community maintenance plans following programme closure. The process thus required community participation and consensus, and tested knowledge acquired during the CBDRM training sessions.

Gotong Royong

Gotong royong is a Javanese tradition that involves communities working together to achieve common goals. The practice of gotong royong is often intended to achieve mutually beneficial undertakings such as community clean-up activities and small-scale building projects. Javanese communities devastated by the May 2006 earthquake in Yogyakarta and Central Java demonstrated impressive solidarity for their neighbours through gotong royong measures, which proved to be a vital coping and recovery mechanism in the aftermath of this disaster.

On receipt of a full community proposal, IOM carried out technical site visits to verify project feasibility and confirm that relevant permissions to utilize the land had been secured. RMI focus group discussions resulted in a village commitment letter stipulating community contributions, or "gotong royong" inputs. IOM consulted all prospective projects with the district Public Works Department, or in some cases, with BAPPEDA, prior to implementation.

No.	Village	District	Province	Description of RMI
1.	Terong	Bantul	Yogyakarta	Permanent latrine & evacuation signage
2.	Kebon	Klaten	Central Java	Evacuation field filling work
3.	Krikilan	Klaten	Central Java	Reinforcement wall
4.	Selopamioro.	Bantul	Yogyakarta	Drainage & reinforcement wall
5.	Tuksono	Kulon Progo	Yogyakarta	Evacuation route
6.	Giripurwo	Gunung Kidul	Yogyakarta	Water source exploration
7.	Sumberharjo	Sleman	Yogyakarta	Permanent latrine
8.	Tegalsari	Sukoharjo	Central Java	Irrigation water system
9.	Cepokosawit	Boyolali	Central Java	Evacuation route
10.	Nglanggeran	Gunung Kidul	Yogyakarta	Water supply system

Table 4: *Types of RMI Constructed in CBDRM Intervention Villages*

Useful tips for implementing RMI include:

- ***Ensure community participation in all stages of construction:*** Risk analysis, planning, construction, monitoring and maintenance
- ***Due consideration for land ownership issues:*** Ensure that RMI is either constructed on community-owned land or private land with adequate permission from the landowner
- ***Obtain clearance*** for any construction activity from relevant local government department prior to implementation to avoid any duplication

Media and Communication in CBDRM

Both traditional media, in the form of television, radio and newspaper, as well as social networking sites, such as Twitter and Facebook, proved effective tools for disseminating key DRR messages. IOM utilized both national and local media outlets to promote events. In particular, the disaster response simulations attracted significant media attention, which led to awareness of the topic beyond the boundaries of the community.

It proved important that media partners were familiar with DRR issues and objectives so that messages could be disseminated effectively. IOM capitalized a great deal on the perceived urgency by stakeholders, including media, regarding the need for DRR following the Mount Merapi volcano eruptions, which occurred in the early stages of the programme and which again devastated parts of the region.

IOM utilized a variety of communication tools to communicate programme messages, including posters, video campaigns and radio and television talk shows. At the community level, IOM used practical and interactive tools to facilitate better understanding, including a miniature house complete with furniture to demonstrate furniture positioning that would facilitate swift evacuation in the case of an earthquake or fire.

Useful tips for using communication tools in CBDRM include:

- ***Appropriateness of the communication tools:*** People must be able to relate to illustrations, games and techniques used. Gender, religious beliefs and local culture and customs should be taken into consideration
- ***Consistency of key messages:*** Ensure that key messages are adequately coordinated with parallel programmes and initiatives for consistency. These messages can be conveyed in a variety of forms for better absorption and application
- ***Facilitation skills are crucial:*** Trainers should be able to use communication tools effectively
- ***Adapt communication tools to the local context:*** An understanding of how communication is normally conducted within the local community will make dissemination of CBDRM messages more effective, for example, by utilizing head of village or local spiritual leaders, locally referred to as *tokoh masyarakat*

Government Involvement in CBDRM

Government involvement and support proved a crucial factor for continuation of activities after the programme closure. Throughout the CBDRM programme implementation, IOM maintained strong links with relevant government departments at local, district and provincial levels, in line with the DM Law and spirit of the HFA. Local village government contributions to the programme were important, as endorsement by these grass-roots officials increased the willingness of other community members to participate. Indeed, many local government officials went on to take roles in the Community DRR Teams established by the programme.

Useful tips for forging strong government links include:

- ***Importance of government approval:*** Ensure that the programme agenda receives necessary seals of approval from local government prior to commencement of any activities. Ideally, such endorsement is secured in the planning stages of the intervention, where local governments also contribute to assessments. Such measures will increase legitimacy of the intervention in the eyes of communities and media, while the government is more likely to assist in promoting a project that they have been consulted on
- ***Ensure a high level of communication and coordination:*** Carry out coordination during all stages of implementation, also including multiple levels of government, which may have the additional benefit of strengthening vertical integration of a decentralized government structure
- ***Lead by example:*** Demonstrate practical and low-cost CBDRM solutions to government that can be easily replicated in the framework of government programmes

Lessons Learned

1. Linking CBDRM to livelihood security enhances community participation

During programme implementation in these villages, communities identified drought as the most common hazard. Droughts continuously wreak havoc in these predominantly agriculture-dependent communities by negatively affecting production outputs, and hence food intake and income levels. Once the communities understood the impact of disasters on their livelihoods, their desire to engage in mitigation activities increased. Thus, creating more secure livelihoods can be a key positive incentive in promoting DRR awareness.

2. Inter-agency coordination enhances sustainability of existing CBDRM initiatives

In certain villages, CBDRM initiatives had already taken place prior to commencement of IOM's activities. In order to avoid overlap with these previously conducted activities, IOM engaged in direct coordination with the organizations that had been involved to establish a clear scope of work. In some cases, IOM adjusted training schedules to accommodate the specific needs of the community and to deliver a successful training package. IOM also invited the parallel government-implemented Community-Based Reconstruction and Rehabilitation Project (REKOMPAK) as this JRF-funded project focusing on housing and infrastructure rehabilitation also carried a DRR mandate.

3. Active participation of local government increases DRR integration in village development planning

The active involvement and awareness of local governments resulted in increased integration of DRR considerations in pre-existing development plans. Some of these local governments issued directives regarding the establishment and maintenance of Community DRR Teams as a direct result of the IOM training programme. Local governments were also more involved in establishing mitigation and prevention in these villages, which created opportunities to promote village CBDRM activities at higher levels of government, such as the district and provincial levels.

> *We have started to socialize DRR and environmental protection issues to the community during our regular village community meetings. The head of village is planning to issue a village decree in order to formalize the Community DRR Team. Our activities will also need operational support; therefore we plan to submit a proposal to BPBD to gain support."*
>
> *"We aim to hold regular meetings for the Community DRR team and to have a simple and realistic village work plan. I hope this team can continue to build community resilience to disasters.*
>
> ***B.Setyono, Community DRR Team Leader, Krikilan***

4. Participation of women in CBDRM training enhances their involvement in village-level DRR activities

In certain villages, the participation of women in the programme was very high. Given the important role of women in DRR, not least in view of their prominent role at the household level, this resulted in added benefits for the entire community. The increased confidence of women's groups was evident from their participation in the establishment of village hazard maps and contingency plans. The women repeatedly referred to their own family mitigation measures, which led to the establishment of practical village contingency plans.

> *Over half of the members of the Community DRR Team are women. The training and simulation gave people, and especially women, more confidence. We have regular women's groups meetings in the community, and we use these meetings as an opportunity to share our knowledge from the CBDRM training to other women."*
>
> *"During the simulation, women were the most active participants, particularly in logistics, public kitchen, first aid, evacuation and psychosocial activities. The simulation taught us what we should do in the event of a disaster, how to help victims and whom to contact."*
>
> *"I remember when the earthquake struck in 2006. We didn't know what to do or how to react. We were just scared and confused. With the trainings and simulation, we have learned how to manage disasters as well as risks.*
>
> ***S. I. Wiji, Community DRR Team – Socialization & Capacity-Building Team Coordinator, Kebon***

5. Using appropriate training materials reflecting the profile of the target groups

IOM designed an illustrated CBDRM module, using cartoon animations. In contrast to existing village DRR documents, the illustrated CBDRM module conveys concepts in a simple and fun manner. This DRR module covered several aspects of DRR, from the basic concepts of DRR to safe construction, first aid, and contingency planning.

6. Adjusting training sessions can offset time constraints

Given the relatively short time available for implementation of the CBDRM component, IOM adopted flexible strategies in order to maximize the impact of the training sessions. Prior to commencement of activies, discussions with communities identified priority knowledge gaps, which became the focus of the trainings. This resulted in more efficient training sessions, specifically suited to the needs of each community.

7. Thorough socialization results in greater participation

In the early planning stages, IOM estimated that one programme socialization session per target village would suffice. However, following commencement of activities in two villages, one socialization proved insufficient to disseminate all required information, which led to a lower-than-expected level of attendance. IOM concluded that increased socialization would improve participation levels. The effects of increased socialization were particularly evident during the RMI phase, as significant community labour contribution led to completion of infrastructure in a timely manner.

Recommendations

- *Schedule trainings so that as many people as possible can participate. Livelihood patterns and women's household obligations need to be taken into account*
- *Pay attention to the role of children, especially during disaster response simulations. Their participation should be encouraged to the greatest extent possible*
- *Project information should be communicated to relevant stakeholders during the project inception phase. This ensures that community and local government are fully involved from the beginning and also aligns the project with existing and future projects and programmes*
- *Dropping attendance rates need to be addressed immediately, by agreeing on a course of action with training beneficiaries and key community representatives*
- *Ensure that the community receives feedback from monitoring and evaluation activities, highlighting both positive and negative aspects. Positive appraisal creates a sense of achievement for the community and encourages them to continue activities. Negative comments can be framed in a constructive manner in order to give the community goals to aim for in the future*

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Annexes

Annex 1

Annex 1- CBDRM Training Syllabus

Session 1: *DRR training for women*

NO.	TIME	TOPIC	SUB-TOPIC	ACTIVITY	METHOD
1.	09.00 – 09.30	Introduction	a. Opening remarks (Head of CBDRM team and Village Chief) b. Signature of learning contract c. Pre-test		- Ceremony - Interactive discussion
2.	09.30 – 10.30	Knowledge of disaster within the community	a. A brief explanation of threat, risk, vulnerability and capacity b. Mapping threats, risks and vulnerability in the household	1. Participants are asked to mention threats that exist in their area 2. Participants are divided into 3 groups. Group 1 identifies the risks posed due to prevalent threats; Group 2 identifies vulnerability factors; Group 3 identifies capacities	- Experience and opinion sharing - Group discussion - Group presentation
3.	10.30 – 11.30	Household preparedness	a. Spatial planning and environment b. Furniture layout	1. Environmental & spatial games 2. Participants are divided into groups to identify threats associated with structural and spatial layout of furniture	- Group discussion - Energizer
4.	11.30 – 12.30		a. Disaster resilient construction	1. Participants are divided into groups to draw simple house outlines 2. Presentation of structural components of a house 3. Explanation of structural elements, materials and construction of a house 4. Basic requirements for safe house construction	- Group discussion - Energizer - Presentation - Practical exercise
5.	12.30 – 13.30			***BREAK FOR LUNCH AND PRAYERS***	
6.	13.30 – 14.30	Mapping village threats	a. Creation of hazard map	1. Participants create village map incorporating threats and vulnerabilities 2. Safe zones and evacuation routes are marked	- Group discussion
7.	14.30 – 15.30	First aid	a. Respiratory relief b. Dealing with severe bleeding c. Dealing with broken bones	1. Presentation of the most important elements of first aid 2. Participants are divided into 3 groups and asked to administer a number of first aid measures 3. Interactive discussion with participants about practical ways to give assistance	- Energizer - Group discussion - Practical exercise
8.	15.00 – 15.40	CBDRM mainstreaming	a. Strategic role of women	1. Participants are asked to write down the daily activities of their families 2. Brainstorming regarding the vulnerability and the capacity of women	
9.	15.40 – 16.00	Closing and evaluation	a. Post-test b. Evaluation (FGD)		

Annex 1

Session 2 : *DRR training for village stakeholders*

NO.	TIME	TOPIC	SUB-TOPIC	ACTIVITY	METHOD
1.	09.00 – 10.00	Introduction	a. Review of first training session b. Pre-test		
2.	10.00 – 11.00	Village-level disaster preparedness	a. Spatial planning aspects of disaster preparedness b. Mainstreaming disability into DRR activities	1. Explanation and game about preparedness in the spatial planning of villages and infrastructure 2. Brainstorming regarding the vulnerabilities and capacities of persons with disabilities	- Group discussion - Brainstorming
3.	11.00 –12.00	First aid	a. Victim evacuation b. Introduction of evacuation equipment	1. Presentation of the most important elements of first aid 2. Participants are asked to perform evacuation measures for different groups of victims, including disabled, children etc. 3. Interactive discussion with participants about ways to conduct efficient evacuation	- Practical exercise - Energizer
4.	12.30 – 13.30		***BREAK FOR LUNCH AND PRAYERS***		
5.	13.30 – 14.00	Mitigation and prevention	1. Introduction to mitigation and prevention with case	1. Participants are divided into 3 groups and given case studies to discuss 2. Participants present results of discussions 3. Review and explanation with illustrations of DRR concept	- Group discussion - Group presentation - DRR concept illustration
6.	14.00 – 15.00		2. Review of village hazard map and formation of Community DRR Team	1. Participants propose members of the community to establish Community DRR Team 2. Explanation of each position and their respective duties	
7.	15.00 – 15.30	Closing and evaluation	a. Post-test b. Evaluation (FGD)		

Session 3: *Disaster simulation and standard operating procedures (SOP) preparation*

NO.	TIME	TOPIC	SUB-TOPIC	ACTIVITY	METHOD
1.	09.00 – 10.00	Introduction	a. Opening remarks b. Review of second training session		
2.	10.00 – 12.00	Finalization of village hazard map	a. Development of disaster management plan based on village hazard map	1. Analysis of the possibilities to reduce and mitigate local disaster risk with DRR stakeholders 2. Establishment of prevention and mitigation plans based on village hazard map	- Group discussion
3.	12.00 – 12.30			***BREAK FOR LUNCH AND PRAYERS***	
4.	14.30 – 15.00	Strengthening of Community DRR Team	a. Establishment of SOP b. Identification and assignment of emergency response roles	1. Preparation of SOP for each identified hazard 2. Distribution of duties for each position 3. Preparation of emergency response scenarios 4. Preparation of contingency plans and proposals	- Group discussion
5.	14.30 – 15.00	Closing and evaluation	a. Evaluation and feedback session b. Summary of key messages and activities		

Annex 1

Session 4: *Training for Community DRR Team*

NO.	TIME	TOPIC	SUB-TOPIC	ACTIVITY	METHOD
1.	09.00 – 10.00	Introduction	a. Opening remarks b. Simulation rehearsal		
2.	10.00 – 12.00	Awareness raising for disaster risk reduction forums and introduction of facilitation techniques	a. Adult learning techniques b. Worst-case scenario management c. Role-play using facilitation techniques Compilation of findings	1. Review of third training session 2. Incorporation of plans established in third training session 3. Review of learning contract and training outcome indicators 4. Preparing of follow-up agenda and activities	- Group discussion - Energizer - Role-play - Case study
3.	12.00 – 13.00	**BREAK FOR LUNCH AND PRAYERS**			
4.	13.00 – 14.30	Planning for simulation	Importance of simulation as an essential part of preparedness	1. Discussion of the importance of simulations 2. Discussion of village disaster simulation plan	
5.	14.30 – 15.00	Closing and evaluation	a. Post-test b. Evaluation Closing of training		

Annex 2 - Community Contingency Plan

CONTINGENCY PLAN SUKAMAJU VILLAGE			
DISASTER TYPE	**VOLCANIC ERUPTION**		
	EFFECTS OF VOLCANIC ERUPTION	***IMPACT***	
HAZARDS	Heat clouds (pyroclastic)	Destroy environment and homes, cause fatalities and injuries	
	Lava flows	Destroy environment and homes, cause fatalities and injuries	
	Volcanic earthquakes	Damage to buildings, landslides, cause fatalities by falling buildings	
	Volcanic ash	Health problems, environmental damage, roof damage	
	Debris flows	Infrastructure and environmental damage, cause fatalities and injuries	
EARLY WARNING	1. Early Warning Team makes observations on a regular basis 2. Early Warning Team makes more frequent observations in line with rising alert status of volcano 3. Early Warning Team reminds residents to pay attention to early warning systems and evacuation routes as well as personal and family preparedness equipment		
EVACUATION	***SUB-VILLAGE***	***EVACUATION POINT***	***EVACUATION VEHICLES***
	A	Mosque	Mr. Andi's car (8 people) Mr. Joko's truck (30 people)
	B	Office of head of sub-village	Community vehicles
	C	Badminton court	Community vehicles
	D	Mosque	Community vehicles
	E	Local health centre	Community vehicles
	F	Office of head of sub-village	Community vehicles
	G	Office of head of sub-village	Community vehicles
RESCUE	1. Evacuation Team in coordination with the SAR, police and army stabilizes the area 2. Evacuation Team in coordination with the Government's Volcanology and Geological Disaster Mitigation Agency, SAR, police and army decides if further rescue action is required 3. Evacuation Team assesses if early warning system worked well		
FIRST AID	1. Evacuation Team and First Aid Team coordinate with PMI and relevant local hospitals 2. Evacuation Team and First Aid Team ensure residents are protected from the effects of volcanic ash by distributing masks		

BASIC NEEDS	1. Logistics and Public Kitchen Team perform basic analysis 2. Logistics and Public Kitchen Team identify the needs 3. Logistics and Public Kitchen Team prepare logistic forms		
GATHERING POINTS	***LOCATION***	***SUB-VILLAGES***	***DISTANCE FROM VILLAGE***
	Elementary school Village hall Evacuation centre	A , B C , D , E F , G	5 KM 8 KM 6, 5 KM
	Gathering points are prepared prior to arrival of evacuees. When a threat occurs, members of the Logistics and Public Kitchen Team are deployed directly to each site to make relevant preparations.		
DAMAGE ASSESSMENT	1. Rapid damage assessment is conducted based on observations 2. Conduct subsequent damage assessment once situation is stabilized 3. Comparison of current field data with data prior to occurrence of disaster 4. Damage assessment based on the following sectors: Residential, commercial facilities, livelihoods, agriculture, livestock, health, education, disabled, elderly, children, pregnant women		
MEDIA	1. Data and Information Team immediately create an information centre 2. Data and Information Team prepare a press release outlining details of the event		

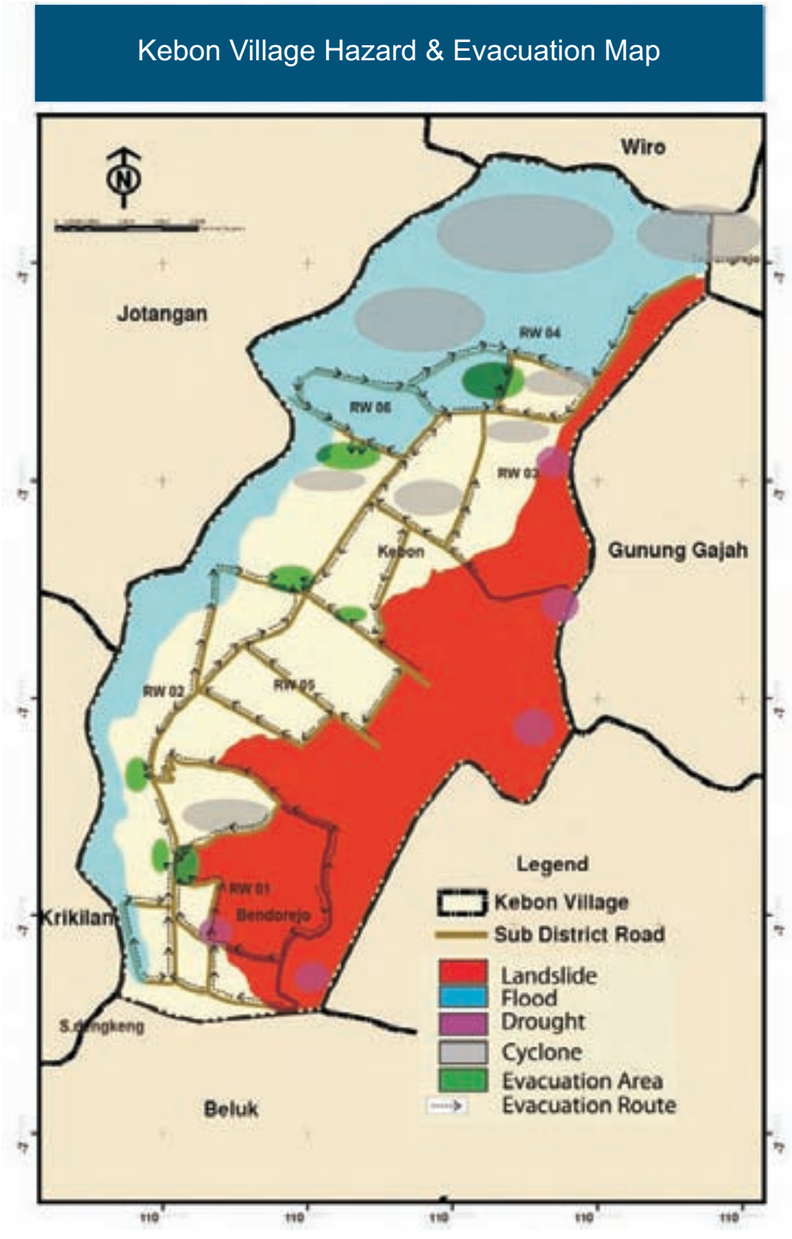
Annex 3 - Community Standard Operating Procedures

UNIT / TEAM	PRE-DISASTER (PREPAREDNESS)	DURING DISASTER (EMERGENCY RESPONSE)	POST-DISASTER (RECOVERY)	COORDINATION PARTNERS
Overall Team Coordinator	Is responsible for all activities of the Community DRR Team at every stage of disaster management. Problem solving skills and good communication is required to meet the needs of the community. Coordinator is also the community spokesperson			
Evacuation and First Aid Team	Be fully trained in first aid, train people to save themselves, provide and maintain first aid equipment, make plans and evacuation routes, prepare the site and means of evacuation (in collaboration with the Logistics Team)	Search, rescue (perform first aid if necessary) and move victims who are still alive	Conduct evaluation and make suggestions for future improvement	SAR, Department of Meteorology and Climatology, PMI, student organisations, government taskforce team, nearby hospitals, Public Works department, police
Logistics and Public Kitchen Team	List the sources of public reserve that could be used during emergency response period, find out assistance that can be obtained, determine where to store the goods, prepare and maintain common kitchen appliances	Provide food and water, as well as basic living needs of refugees and communities affected by disasters, provide special needs for vulnerable groups, manage the available logistics, estimate the needs and make a report, record logistics items received and distributed	Deliver aid, provide food and drink for the needy, make a report	Social Department, Health Department, food suppliers, PMI, army, NGOs
Early Warning Team	Be fully trained to recognize the early signs of disaster, build communication networks, train residents (in collaboration with Socialization & Capacity Building Team)	Monitor the development of the disaster, disaster aftershocks and the impact	Analyze the damage caused by disaster in cooperation with Data & Information Team	Department of Meteorology and Climatology, government taskforce team, police, communication networks, Forestry Department, Environment Department, Information & Communications Department, Regional Infrastructure Department
Socialization & Capacity Building Team	Establish good relationships with stakeholders, conduct capacity building training for community residents	Conduct socialization in areas prone to disasters, data collection and analysis of loss and damage caused by disaster in cooperation with Data and Information Team	Conduct activities including psychosocial activities, engage in economic recovery, social and civic and / or proposed relief activities	Various government departments, mass media outlets, PMI, NGOs
Security Team	Record and seek information that could assist the Village Standby Team, record community assets	Secure routes in disaster areas, contact agency volunteers, mobilize and place a team of volunteers, secure the assets of citizens.	Storage of logistic supplies, maintain regional security	Army, police
Data & Information Team	Perform data collection regarding population, establish good relationships with outside parties, make a list of institutions and media	Contact emergency agencies and the media, ask for relief items, report	Maintain relationships with outside parties, compile a report for donors	Mass media, government taskforce team, Department of Information & Communications, PMI, NGOs

Annex 4

Annex 4 - *Hazard and Evacuation Map, Kebon village (Central Java)*

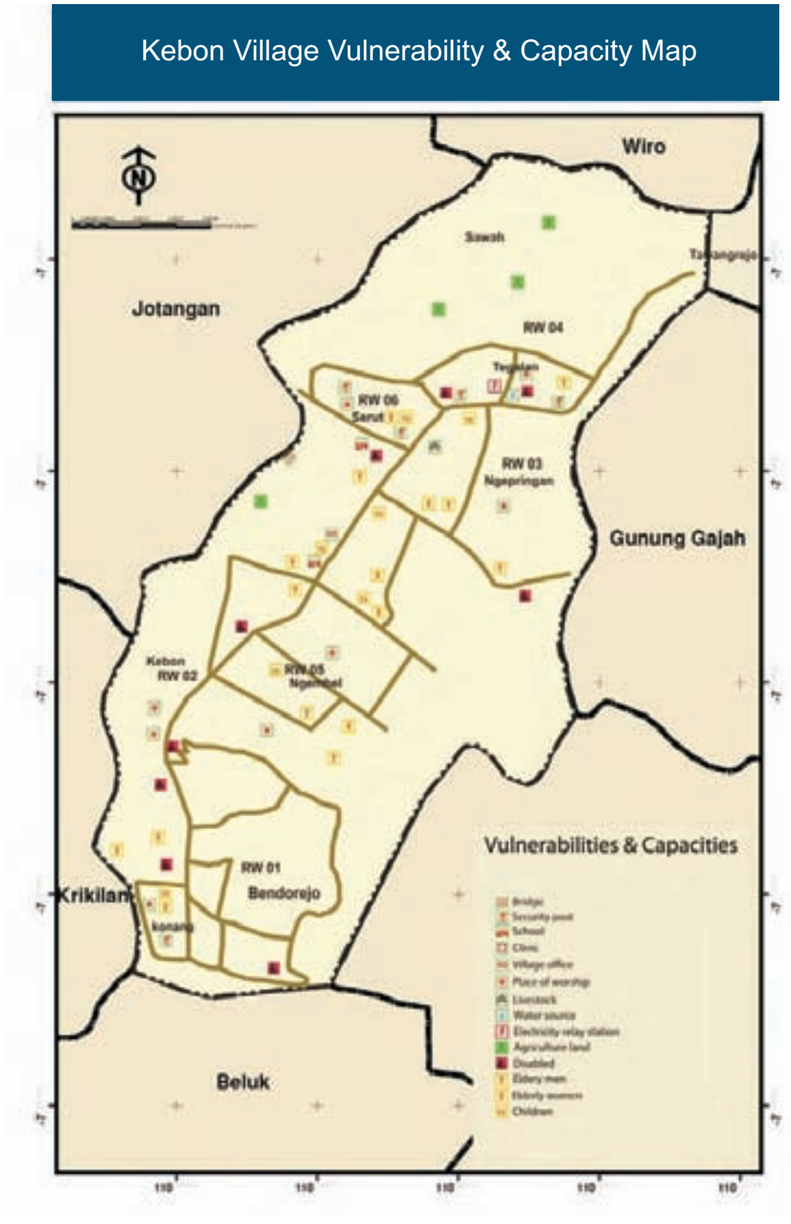
The map is based on a drawing by the Community DRR Team during a training exercise. Potential hazard areas, evacuation routes and areas are marked on the map. The Community DRR Team uses the map as a planning instrument.



Annex 5

Annex 5 - *Vulnerability and Capacity Map, Kebon village (Central Java)*

The map is based on a drawing by the Community DRR Team during a training exercise. It indicates areas and buildings relevant for disaster management such as hospitals and police stations. Areas where vulnerable parts of the community reside are also indicated in order to prioritize emergency response actions.



Notes

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