UNIVERSIDAD DE QUINTANA ROO

División de Ciencias Políticas y Humanidades

English-Spanish translation of the article "Mainstreaming disaster risk reduction: A tool for development organizations" with an analysis of the translation techniques employed

TRABAJO MONOGRAFICO

En la Modalidad de Traducción

Para obtener el grado de:
LICENCIADO EN LENGUA INGLESA

Presenta:
MARVIN RODRÍGUEZ PERUSQUÍA

Asesores:

M.C. Alessio Zanier Visintin
M.C. Magnolia Negrete Cetina
M.C. Sonia Teresita Sansores Valencia

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LICENCIADO EN LENGUA INGLESA

COMITÉ DE TRABAJO MONOGRÁFICO

Asesor:____

M.C. Alessio Zanier Visintin

Asesor:____

M.C. Magnolia Negrete Cetina

Asesor:____

M.C. Sonia Teresita Sansores Valencia

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ABSTRACT

English-Spanish translation of the article "Mainstreaming disaster risk reduction: A tool for development organizations" with an analysis of the translation techniques employed

Key words: Mainstreaming, TEARFUND, risk, disaster, reduction, ONG, translation techniques, foundation, article, geography, indicators, targets, analysis, English-Spanish, environment, organizations, development.

With regard to all the climate changes in our city and also the necessity of having an article in which you can see all the stages to prevent the risk of natural disasters, the article "Mainstreaming risk disaster reduction: a tool for development organizations" will be translated. The main aim of this project is to provide an understandable version of the article in order to give the opportunity to the people who cannot manage another language to have the same message that the author wants to transmit.

An analysis of the techniques, methods, procedures and strategies involved in the translation process will also be included. Each of these is used in order to test the reliability of the work of the translators in order to provide the most approximate translation to the source text.

By doing this project it will be described the process of translation and also some steps and advice that are mentioned by other authors will be taken into consideration. After describing all the techniques and methods, the translation will begin by taking into account those pieces of advice. Then, an analysis will be attached to this project in order to show **when we will have problems and how we will solve them**.

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To God: for giving me the opportunity to be here and a heart filled with joy in order to complete my mission in this world: to be happy. Thank you for giving me the patience and courage to reach firmly every goal I put to myself on my way. Also, for providing me your special breath every time I felt unable to continue my dream. Thank you for made me believe in something beyond that can encourage me to pursue my goals.

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INTRODUCTION

Throughout history men have had the need to communicate with those around them. Man naturally feels the need to be heard and understood in all aspects, but there comes a time when he wants that his message can reach the ears of whom do not speak the same language. This is where the translators appear in order to assist him with their talent, which is to bring these thoughts and works with the same force and intention of the author to the audience that it is addressed.

This beautiful job is called translation and it is the term for turning words from one language into their equivalents in another tongue (Finks 1997). A world without translators would be a dull world without any message, and even worse without communication between races and cultures. This is the time for the curiosity to appear on scene, it impulses that need of knowing beyond what your own language implies you and also it challenges you to go further.

That is the importance of the teaching and learning this wondrous form of expression because, by knowing how and when to use it, we can go through and break down language barriers and can also soak up other cultures with only reading and imagining a world created by someone with a different language than ours. Besides all this cultural enrichment, translation is very helpful to us in a matter of acquiring knowledge and relevant information about what is happening around our world and surprisingly for making us realize that there are more ways of acting and thinking.

JUSTIFICATION

Being in constant motion due to globalization, human beings must look for alternatives to stay up to date and informed of daily events of our planet, even more of those that are providing hazards to our daily life. Nowadays, most of the media and other companies already have their own translators to let the users be informed of what is happening near or far away from them, from a presidential report to a hurricane in certain city. It may already be available to the user, although it is not in their native language or country, thanks to the translation.

That is why the translation has as main objective to deliver a message correctly and also a special contribution in the process of communication between people from different parts of the world; Thus enabling to share the knowledge between them and catch it up with the entire world.

This project addresses the needs of certain researchers, some government agencies and also the community in general to be able to know and understand what some of the methods that the authorities could use to reduce the risk of natural disasters and the instances that can provide it.

There are many institutions, organizations and foundations dedicated to raise awareness in humans around the world about the prevention of natural disaster risk and environmental care. The protagonist of this work is TEARFUND, a foundation with several slopes in the UK and whose work has been in the world since the 60's.

TEARFUND (The Evangelical Alliance Relief Fund) is a Christian foundation in charge of granting aid to the needy and prevent disasters of all types implementing some type of programs. In 2005, they published the article "Mainstreaming disaster risk reduction: a tool for development organizations". They bring to light certain indicators that could be used by government agencies for the prevention of disasters in a given area.

OBJECTIVES

The contribution of the paper, "Mainstreaming disaster risk reduction a tool for development organizations" is based on the methodology used, feasible to be used in planning for disaster-prone cities. This article provides a practical tool to assist the development of the main organizations involved in civil protection.

A well-organized management of disaster risk reduction helps the development planning and programming of resilient cities. One main disadvantage of these tools is that it is written in the English language, making it´s its application and understanding difficult for local authorities and the overall population. It is important to learn new methods and techniques to assess the planning actions to save lives from natural hazards before the population would generate less vulnerable communities.

With the study of these new techniques people will be more aware about whatthey can do to help their community at the time they confront a risk of natural disaster. Also, using the translated material they can share this new knowledge with others and generate a large group of people trained to deal with such events in the future.

In addition to the above, this project is including a detailed analysis of the translated text, using translation techniques aimed to present the information in an appropriate manner and that it can serve to all kinds of audiences as a basis for future works in the same field.

LITERATURE REVIEW

The appropriate translation of this article involves a detailed process in which we have to follow certain procedures in order to have reliable and objective results. It is necessary to apply the techniques of translation, which are known worldwide and that already have some books published, and some of the strategies that a translator has to follow in this fine work. For this reason, it is very important to describe these techniques as well as the evaluation of translation which will be taken into account in the preparation of this project. First of all, it is necessary to establish the concepts of translation and its variants as well as understand and know when it is going to be present in our work.

Reading some of the texts given by my supervisor, I found the following definitions of the terms that we have to be familiarized with. By this we can start knowing a little bit more what this project is about.

Translation is a process in which a natural equivalent of a given message in a source language is produced, taking into account primarily the meaning of the message and then the linguistic style (Nida, 1959).

The process of translation requires certain techniques and some of the most common ones that we are going to find in this article due to its technical characteristics are:

Word-for-word translation that is the one in which you give the first definition of words and keeping the original order of the ones that are from the source text so that the target text remains closely linked to the language employed in the source text (Vinay and Darbelnet, 1958)

Literal translation, which is kind of similar to the previous one already mentioned, it is the direct transfer of a source language text into a grammatically and idiomatically appropriate target language text in which the translator's task is limited to observing the adherence to the linguistic servitudes of the target language.

Free translation is the one that is in charge of the reproduction of the general meaning of the message, with no account of if it does not fit with the form or organization of the original one (Pei and Gaynor, 1954)

Because the text that is going to be translated is a purely technical text, the translation must be done using the bases of the free and the literal translation. These embody the qualities that can be considered in the development of our translation process. It is also intended to have an optimal and understandable text that can be read by all kinds of audiences.

It is time to describe all the techniques and some processes that will be used during the development of our translation project. the most used and common translation techniques proposed by Paul Vinay and Jean Darbelnet will be shown (1958):

1.-Borrowing: It is the simplest of all the translation methods due to it is used to put the same form of a word in a source language into the target one. This technique is also used as a matter of giving style to the translated text by employing the same word in an appropriate way to give the same meaning in the target language.

Example: Compramos tortillas = We bought tortillas

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2.-Calque: it is a special kind of borrowing whereby a language borrows an expression form of another, but then translates literally each of its elements. The result is either

Lexical: Compliments of the season = Compliments de la saison.

Structural: Hot Dog = Perro Caliente.

3.-Literal translation: is the direct transfer of a message into a grammatically and idiomatically appropriate target language. By using this technique, the translator is only capable to observe the adherence to the linguistic servitude of the target language.

Example: That house is mine = Esa casa es mia.

4.-Transposition: it consists on the replacement of one word class with another without changing the meaning of the original message. Transposition also occurs within a language. Translators must choose to carry out a transposition if the obtained translation fits better into the expression, or allows a particular touch of style to be retained. The transposed form is generally more literary in character.

Example: The course is of interest of all of us = El curso nos interesa a todos.

5.-Modulation: it is a variation of the form of the message, obtained by a change in the point of view. This change can be justified when, although a literal, or even transposed, translation results in grammatically correct utterance, it is considered unsuitable, unidiomatic or akward in the target language.

Example: He earns an honest dollar = Se gana la vida honradamente

6.-Equivalence: It consists of the representation of the same situation in two texts – source and target message- using completely different stylistic and structural methods. In most cases equivalences are already fixed and belong to a phraseological collection of idioms, clichés, proverbs, and nominal or adjectival phrases.

Example: Stop splitting hairs = Deja de buscarle tres pies al gato

7.-Adaptation: With this one we reach the extreme limit of translation. It is used in those cases where the type of situation being referred to by the source language message is unknown in the target language culture. In those cases, translators have to create a new situation that can be considered as being equivalent

Example: He kissed his daughter on the mouth (English father) El besó a su hija en la mejilla (Mexican father)

The previous techniques are not the only ones that can serve us during our translation. There are two other techniques which were proposed by Vazquez Ayora (1977) that can increase the level of understanding of our translated text.

8.-Addition: It consists of adding the words that we need into the target language in order to make it clearer. Additions could be made for extralinguistic reasons or because of syntactic restructuration of sentences in the target language to make it more natural.

9.-Omission: It is used when it is necessary to omit certain information or the same appears in more than one time in our source text. It is advisable to omit terms or words that express a meaning that could be inferred from the context.

All these techniques can be used for having a translation as close as possible to the original text. The translator does not have the freedom to choose where to use them as they may appear to riots throughout the whole text. Some of them allow the opportunity to decide and look that specific word, which should be appropriate to use it on the site in which it is required.

The translator also has to pay a special attention to the type of article they are supposed to translate. Most of the time, certain items have a way of being translated correctly and smoothly, the thing here is that we have to identify those characteristics and things would be easier for us. In the case of this article, it has many technical features, so we need to look for the specific techniques.

At the end of the analysis, we will have a wide vision about what are some of the techniques that are present in most of our translation. They will help us to corroborate that our text is about a certain field. That is why it is important to have our analysis of the translated text to disarm our puzzle and get a proper translation.

METHOD

According to one of the distinctions among the three basic functions of language made by Buhler (1934) the characteristics of the article that is going to be translated are informative. Christiane Nord gives us a clear definition that it can be said that the article we have in our hands is merely technical due to its content and the vocabulary employed on it. It is considered a technical article because of all the terms that are included on it and also the specialized vocabulary that the author had to use in order to transmit its message in a specific way.

A long vast of tools will be use during the process of translation. The computer plays an important role and also represents the most useful tool that a translator can have nowadays along with dictionaries. It helps the translator in doing several tasks, such as looking for information on line, consulting as many dictionaries and encyclopedias as possible, providing to ourselves brand new information about the topic of our article and its basic function that is typing. It is not a new God but the positive things that computers give to the man are millions and the way it helps in the development of the process of translation is wondrous.

We do not have to forget about the printed versions of dictionaries and articles that are buried in libraries even though the internet has displaced it. All kinds of dictionaries are still alive and they are useful too. Bilingual dictionaries are often the most used by the majority of translators. Nevertheless, there are certain dictionaries that can give you more support in the moment of translating such as the monolingual, synonyms-antonyms and so on. It is important to note that not only dictionaries will be important in the process of this translation, also glossaries and articles already published.

Glossaries of natural disaster terms were also consider during the translation of this article because they have the word that probably we are fighting to translate it in the target language.

Reading articles of the same field and also of the same foundation were very useful to convey this translation project. It gives us a wide vision of the context of our article, its register and the terms that are required in order to do it more meaningful. Most of the texts and articles related to natural disasters reduction or prevention were highly important and useful, for instance, it helps the translator to get more familiarized with the terminology found during the process of translating the article.

The process of translation of this article will go through different levels in which our project is changing in order to have the final result. Morry Sofer (2003) gives us a chart in which you can see all the important points and steps that a translator must follow and you can answer the questions in order to know if you are in the correct path.

The following are the aspects proposed by Sofer:

1.-Omission	Did you fail to translate any particular word or phrase or even a paragraph?
2.-Format	Does your format follow the original?
3.-Mistranslation	Did you mistranslate any particular word?
4.-Unknown words	Were there words you were not able to translate which you would like to

	explore further?
5.-Meaning	Did you miss the meaning of any phrase or sentence?
6.-Spelling	Did you misspell any word which the spell-check function did not catch?
7.-Grammar	Did you make any grammatical mistake?
8.-Punctuation	Did you mispunctuate or miss any punctuation marks?
9.-Clarity	Did you fail to clearly convey the meaning of any particular part of the text?
10.-Consistency	Did you call something by one name and then by another without any good reason?
11.-“Sound-alike” words	Did you mistranslate a word because it looks or sounds like the word in the target language but it has a different meaning?
12.-Style	Are you satisfied with the way your translation reflects the style of the

	original text?

This is in order to facilitate the development of the translation project and also to be well organized. By organizing your translation you can identify in an easy way most of the translation techniques that you used.

It is also important to mention that you can find as many techniques or methods in a paragraph as your eyes can see. The translator has to have an eagle eye to choose those interesting examples in order to use it on the analysis of the translation. Some of them prefer to omit those examples in which you have more than one technique and they look for another.

It is important to mention from the beginning that the article is purely technical so it will follow the techniques and methods which can fit better in order to have a clear result. Also, the translator has to read a lot about the topic in order to avoid problems of misunderstanding words. By doing this, the translator can go through the process of this project and continue with the analysis.

In this project the analysis part comprises a brief description, explanation and examples of all the different methods that were found during the process of translation. There is also a kind of checking of the translated text in order to see if our work fits appropriately in the target language. Finally, the analysis of the final work represents the most complex part of translation; nevertheless, both the translation and the analysis itself were quite demanding, challenging and really interesting tasks to accomplish

La integración de técnicas para de la reducción del riesgo de desastres

una herramienta para las organizaciones en desarrollo

La integración de técnicas para la reducción del riesgo de desastres:

una herramienta para el desarrollo de las organizaciones

Sarah La Trobe

Profesor Ian Davis

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Tearfund, 100 Church Road, Teddington, Middlesex, TW11 8QE, Reino Unido

Tel.: +44 (0) 20 8977 9144 Fax: +44 (0) 20 8943 3594

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Sarah La Trobe es un Servidor de Políticas Públicas del Medio Ambiente y Desastres, y puede ser contactada por correo electrónico a sarah.latrobe @ tearfun.org

Ian Davis es un experto ampliamente reconocido en el ámbito de la gestión de desastres.

En la actualidad es profesor invitado en la Universidad de Cranfield.

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PRÓLOGO

Enfoque de Tearfund a la Reducción de Riesgos de Desastres Naturales

Tearfund es una organización cristiana de asistencia y desarrollo con sede en Gran Bretaña, trabajando con más de 400 socios en 80 países para hacer frente a las causas y los efectos de la pobreza.

Desde su creación en 1968, Tearfund ha adquirido considerable experiencia en la gestión de desastres. A través de programas ejecutados directamente por su Equipo de Respuesta a Desastres o indirectamente a través de socios nacionales, Tearfund ha respondido en los últimos años a una serie de desastres provocados por el hombre y la naturaleza, entre ellos el huracán Mitch, el ciclón de Orissa, el terremoto de Gujarat, las inundaciones en Bangladesh y Mozambique, las sequías en Afganistán, África meridional y oriental, y más recientemente, al desastre del tsunami en Asia.

Tearfund cree que los riesgos están teniendo un impacto creciente en las sociedades como resultado del aumento de los niveles de vulnerabilidad humana. En este sentido, los desastres no son hechos aislados, sino una manifestación de las deficiencias y debilidades dentro de una sociedad, inducida por ciertas prácticas humanas de desarrollo.

La respuesta de Tearfund ha sido el desarrollo de vínculos más estrechos entre la emergencia y los programas de desarrollo mediante la adopción de un enfoque integrado para la gestión de desastres.

Esto cubre una amplia gama de actividades distintas pero relacionadas entre sí a través de todos los aspectos y etapas del ciclo de los desastres. Las intervenciones de manejo de desastres están centradas en aquellos países donde existe una alta probabilidad de que sobrevenga un desastre. La estrategia principal de la reducción de la vulnerabilidad es aumentar la capacidad de las comunidades y organizaciones locales para prevenir, prepararse y responder al impacto de los desastres. Es una estrategia que combina los cambios a nivel comunitario con los cambios en las políticas prácticas nacionales e internacionales.

Hemos desarrollado los objetivos e indicadores de desempeño para ayudar al desarrollo "Integracional" de las organizaciones de la reducción del riesgo en la planificación del auxilio, el desarrollo y la programación. Las organizaciones son cada vez más conscientes de la necesidad de incorporar, y creemos que la herramienta tal como se establece en este documento, representa una contribución importante para seguir progresando. Invitamos a los usuarios potenciales de la herramienta a hacernos llegar comentarios, a medida que continuamos luchando para integrar la reducción del riesgo de desastres en nuestro propio trabajo.

Tearfund reconoce que la prevención de desastres depende en parte de nuestra capacidad de construir estructuras y procesos políticos y económicos justos y socialmente equitativos, y afirma el deber moral de todas las personas (especialmente de grupos no-marginados) a aceptar y cumplir con sus responsabilidades de defender los derechos y los beneficios de los miembros más necesitados de nuestra sociedad.

Marcus Oxley C

Director de Gestión de Desastres

1 Introducción

Este documento ofrece una herramienta para ayudar a las principales organizaciones de desarrollo de reducción de los riesgos de desastres en su ayuda y la planificación del desarrollo y programación. **Los objetivos de desempeño e indicadores** (paginas 10-15) son presentados para ayudar a las organizaciones a evaluar, medir y monitorear su progreso con la incorporación. Los objetivos e indicadores cubren seis áreas clave de trabajo de las organizaciones. El documento también identifica una serie de factores que influyen en el ritmo de la integración. Esta herramienta es importante porque, mientras que hay un incremento de reconocimiento entre los donadores y otras organizaciones de la necesidad de incorporar la reducción del riesgo, escasos estudios se han llevado a cabo para identificar cómo esto pudo haber sido realizado.

Esta herramienta representa un primer intento, el cual debería ser considerado como "un trabajo en progreso". En este contexto, solicitamos el envío de comentarios de las organizaciones competentes y, sobre todo, la opinión de aquellos que han tratado de usar.

Mucho se ha realizado en los últimos años para elevar el perfil de reducción de daños dentro del proceso de ayuda y desarrollo. Sin embargo, queda mucho por lograrse antes de atraer el nivel de atención y los fondos necesarios para reducir las evitables perdidas de vidas, sustentos, propiedades y para salvaguardar los beneficios del desarrollo. Por otra parte, ya que las presiones tales como la expansión de la población, urbanización y el cambio climático global hacen el mundo cada vez más inseguro, es necesario para ampliar las medidas de reducción del riesgo para evitar o reducir la escala de los desastres futuros. En el 2003, Tearfund, llevó a cabo una parte la extensa/amplia investigación sobre la política y la práctica de los donantes institucionales en la reducción de riesgos de desastres naturales.[1] La investigación reveló que los donantes deben avanzar de manera significativa con la incorporación de la reducción del riesgo en su planificación y programación. Esta cuestión fue discutida por las organizaciones de donantes y las no gubernamentales en una conferencia convocada por Tearfund en el año 2003.[2] Los participantes en la conferencia identificaron y priorizaron los métodos de incorporación de la reducción del riesgo en la práctica institucional.

Ahora Tearfund, en colaboración con el Profesor Ian Davis (Universidad de Cranfield) y en consulta con John Twigg (Centro de investigaciones de desastres de Benfield), ha desarrollado los objetivos e indicadores de desempeño para ayudar a integrar y ampliar las iniciativas de reducción del riesgo de desastres en la gestión de ayuda [3] y, particularmente, en la planificación del desarrollo y programación dentro de las agencias de desarrollo. Las metas e indicadores describen la amplitud y la progresión de una política y estrategia para la integración y los ajustes necesarios para adaptarse a las condiciones específicas que prevalecen dentro de cualquier organización. Los objetivos están destinados a permitir a las organizaciones:

- Reconocer dónde están o en qué etapa se han alcanzado en la integración de las actividades de reducción de riesgos en su ayuda permanente y el trabajo de desarrollo.

- Para identificar los temas prioritarios que deben abordarse y desarrollar una estrategia de integración en un período de tiempo con metas definidas, realistas y mensurables.

1 Tearfund (2003), La Reducción de Riesgos de Desastres Naturales: la política y práctica de algunos donantes institucionales

2. Apoyo a la conferencias de la Reducción de riesgos de Desastres Naturales celebrada en Westiminster, Londres, en noviembre de 2003
3 Incluyendo la reconstrucción y rehabilitación.

Las organizaciones pueden aplicar los objetivos e indicadores a sí mismos (quizás con la participación de facilitadores externos) para medir su progreso con la incorporación de la perspectiva y tomar las riendas de su propio desarrollo. Por otra parte, para aplicar los controles y contrapesos independientes, un órgano externo tal como una ONG, la oficina de auditoría o de una comisión parlamentaria, podría utilizar las metas e indicadores para evaluar y monitorear el progreso de una organización.

2 Uso de las metas e indicadores

2.1 Las áreas clave de la integración

Hay muchas áreas o aspectos diferentes del trabajo de una agencia en desarrollo dentro de las cuales la incorporación se debe abordar. Seis áreas claves, cruciales para el proceso de integración, se presentan en este trabajo: la política, la estrategia, la planificación geográfica, la gestión del ciclo de proyecto, las relaciones exteriores y la capacidad institucional. Estas se basan en los "Indicadores de la institucionalización" identificados dentro de la Red de Prácticas Humanitarias *Revisión de Buenas Prácticas* en la reducción del riesgo de desastres. [4] Los objetivos e indicadores para medir la integración en cada una de estas seis áreas se presentan en las páginas 10-15.

2.2 Definición de los niveles de logro

Nivel 1 'poco o ningún progreso' El nivel 1 representa poco o ningún progreso en la integración. La organización se compromete a la reducción del riesgo de desastres en una forma **"ad hoc"** y tiene poca o ninguna conciencia de la relevancia e importancia de adoptar un enfoque sistemático para la reducción de los riesgos de desastre, en su ayuda y los procesos de desarrollo.

Nivel 2 "conciencia de las necesidades" El nivel 2 se refiere a una etapa temprana de la integración. La organización cuenta con un creciente nivel de conciencia, la comprensión del valor y los requisitos de incorporación, reconociendo la necesidad de actuar. (También puede haber decidido emprender acciones.)

Nivel 3 "Desarrollo de soluciones ' El nivel 3 se refiere a una etapa intermedia en la integración, donde hay acciones identificables para consolidar los logros alcanzados en el nivel 2. La organización está desarrollando planes y herramientas para hacer frente a las necesidades de integración de la reducción del riesgo, en su auxilio y los procesos de desarrollo.

4 Nivel "Integración total" El nivel 4 se refiere a una situación en la que se ha consolidado la reducción del riesgo en los procesos de ayuda y desarrollo. La organización da gran importancia a la reducción de riesgos de desastres en un programa sostenible de la acción en múltiples niveles y en múltiples

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4 Twigg (2004), Examen de Buenas Prácticas no. 9, reducción del riesgo de desastres: La mitigación y preparación de programas de desarrollo y emergencia, Humanitarian Practice Network, ODI

Sectores, y se hace una demostración general de la práctica. Así, en el nivel 4 se describe una situación donde la reducción del riesgo de desastres es "institucionalizado". Sin embargo, esto no quiere decir que el nivel óptimo de logro se ha producido: todavía hay una necesidad de seguir avanzando. El proceso de integración debe ser visto como abierto: mientras que las organizaciones deberían tratar de conseguir el nivel 4, también debe tratar de hacer mejoras continuas en su enfoque.

Dos puntos clave deben tenerse en cuenta con respecto a los niveles de logro:

- Las metas e indicadores proporcionan un modelo para las organizaciones que pueden adaptar a su contexto. Es crucial que los usuarios entiendan el propósito subyacente de la meta dada / indicador y, si es necesario, vuelve a dar forma de relacionarse con la acción individual de la toma de decisiones y la "cultura". Por lo tanto, la colocación de un objetivo de dar / indicador en el nivel 2 o 3 no es rígida, y las organizaciones pueden encontrar que es más apropiado para reubicar a algunos de ellos a diferentes niveles.

- Cuando se intenta determinar si una organización ha alcanzado el nivel 1, 3 2 o 4, se puede descubrir que la organización se encuentra entre los niveles, donde se ha progresado significativamente más allá de una etapa sin alcanzar la siguiente. Esta etapa intermedia debe ser reconocida y registrada como si pudiese representar un progreso significativo. Una organización también puede haber hecho progresos desiguales, donde es fuerte si se compara con algunos de los objetivos / indicadores más débiles y si se compara con los demás.

2.3 Aplicación de las metas e indicadores

El empleo de las metas e indicadores para medir el proceso de organización con la incorporación requiere sensibilidad, criterio, experiencia y habilidad. Estos por lo general son amplios, permitiendo a las organizaciones la flexibilidad en el desarrollo de sus propios criterios para medir la progresión en su contra. Sin embargo, es fundamental que cuando la evaluación de la organización es presentada, también se debe presentar "evidencias" para esta puntuación, incluyendo el tipo y fuente / s de los datos recogidos. Por ejemplo, si se llega a la conclusión de que existe un "creciente compromiso con el desarrollo de una estrategia de reducción de riesgos prevista" dentro de una organización (Zona 2, Nivel 2, página 11), la información debe ser proporcionada en cómo este "creciente compromiso", fue medido para validar la conclusión. En sumario, recopilación, clasificación, análisis y presentación de los datos será crucial para la producción de un "puntaje" significativo.

Para tener una comprensión global de cualquier organización, los datos deben ser recogidos a partir de la revisión de documentos, así como de las opiniones de una amplia gama de individuos y grupos dentro y fuera de la organización. Los facilitadores deben siempre apuntar a respaldar las conclusiones con evidencia que lo corroborase. Los datos de las entrevistas, por ejemplo, podrían ser triangulados con los datos de los informes escritos. Esto es especialmente relevante para las grandes organizaciones dentro de la cual el personal puede tener opiniones diferentes.

Los datos cualitativos y cuantitativos se pueden recoger a través de:

- análisis de los informes anuales y revisiones
- evaluando la medida en que se incluye la reducción del riesgo en los planes de asistencia a los países y las estrategias.

• Evaluando la medida en que la reducción del riesgo se incorpora a las propuestas y/o documentos de los proyectos aprobados.

• Analizando la capacitación del personal y la política de desarrollo

• Recopilando la información de otras evaluaciones organizacionales recientes, revisiones o auditorías.

• Realizando entrevistas one-to-one con el personal del equipo político, regional y humanitario; Personal de recepción del país, asesores especializados, etc (un enfoque de la entrevista semi-estructurada es recomendado)

• Realizando reuniones informales de discusión o entrevistas en grupo

• Cuestionarios

Las organizaciones deben decidir si llevar a cabo una evaluación "rauda y ruin" o una más profunda auditoría a fondo de su enfoque. El beneficio de una auditoría a fondo es que podría ayudar a una organización para obtener una mejor comprensión de lo que sus propios servicios están haciendo sobre el tema. Cualquiera sea el método que se utilice, debe ser evaluada y aplica con frecuencia para que el progreso - o la falta de el - pueden ser monitoreados.

3 Influencias clave en la integración

3.1 Capacidad institucional

La necesidad de "capacidad institucional" (Área 6, página 15) para apoyar el proceso de integración no puede ser sobrestimada. El Área 6 proporciona la base para el logro de los objetivos en las zonas 1-5 (páginas 10-15). La suficiente responsabilización, habilidades, conocimientos y los recursos financieros serán fundamentales para que una organización tenga éxito en la integración.

Parte de la financiación necesaria para apoyar el proceso de integración podría ser planteada por organizaciones asignando un porcentaje de su presupuesto de ayuda humanitaria (y/o el desarrollo del presupuesto) a la reducción del riesgo de desastres, incluyendo el proceso de integración. Algunos patrocinadores ya tienen impuestos sobre sus presupuestos de asistencia humanitaria en el lugar, que van desde un 5 a un 20 por ciento. Por ejemplo, el gobierno suizo tiene como objetivo dedicar el 10 al 20 por ciento de su presupuesto total de ayuda humanitaria para la “prevención de desastres y preparación”.[5]

5 Tearfund (2003), Reducción de Riesgos de Desastres Naturales: la política y la práctica de algunos donantes institucionales

3.2 Bloqueos institucionales

La "responsabilización" del personal de la reducción del riesgo y el proceso de integración en sí es clave para lograr la "integración plena" (es decir: Nivel 4). Como afirma Twigg, las organizaciones están dirigidas por personas... "[7] y por lo tanto, la integración y la reducción de riesgo será totalmente dependiente de un personal entusiasta y bien informados promocionándolo continuamente. Si el personal "apropia" la reducción de riesgos como su responsabilidad, esta tiene una excelente oportunidad de llegar a ser sostenible dentro de la organización.

Lange también señala el papel y la importancia de la propiedad en el logro de la integración. Su declaración se refiere a la incorporación de los conflictos, pero también se puede aplicar a la reducción del riesgo de desastres:

"La integración es... no puramente un proceso de arriba hacia abajo... de hecho, entre organizaciones buy-in, la participación y la responsabilización son pre-requisitos para una cultura empresarial (sensible a los conflictos) para mantener y ampliar... "[8]

Es aconsejable, por tanto, anticipar posibles obstáculos a la responsabilización y estudiar la forma de hacerles frente, con el fin de que la integración puede ser considerada como un elemento activo de la organización en lugar de uno pasivo.

Las barreras a la responsabilización son:

3.2.1 CARGA DE TRABAJO. El personal puede estar preocupado de que un tema transversal adicional que debe incorporarse resulte en una considerable cantidad de trabajo extra para ellos, cuando ya están propensos a estar muy ocupados. Muchas organizaciones ya han presenciado el proceso en el que otras preocupaciones, como la conciencia de género o la sustentabilidad del medio ambiente, se han incorporado en la planificación del desarrollo con una gran presión en el personal operativo de ampliar sus percepciones y cambiar sus modelos de trabajo.

Para solucionar esto, la organización debe reconocer que el proceso de incorporación de la reducción del riesgo en todos los niveles y en todos los sectores requerirá un trabajo adicional considerable y una mayor responsabilidad. Por lo tanto el apoyo presupuestario puede ser necesario para contratar a personal adicional para hacer frente a las crecientes demandas. La organización también debe ser realista a la hora de programar el cambio (véase el punto 3.2.5 más abajo).

Otra forma de evitar el exceso de personal sobrecargado es de aclarar y reforzar los vínculos entre la reducción del riesgo de desastres y otros temas transversales se ha de integrar. Además, las herramientas y metodologías empleadas para la reducción del riesgo de desastres, deben ser directamente pertinentes y, cuando sea posible, integradas con las estructuras existentes, procedimientos y actividades en vez de desarrollarse como procesos separados que imponen una pesada carga para el personal sobrecargado de trabajo. [9]

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6. Informe de investigación de Tearfund acerca de la Reducción de Riesgos de Desastres Naturales: la política y la práctica de algunos donantes institucionales contienen un análisis más detallado de las barreras institucionales para la integración

7 Twigg (2004), Revisión de Buenas Prácticas N º 9. Reducción de desastres: mitigación y preparación en el desarrollo y programación de emergencia, Overseas Development Institute

8 Lange (2004), Fortalecimiento de la capacidad institucional para la Práctica Sensible al Conflicto: el caso de las organizaciones no gubernamentales internacionales, International Alert

9 Tomado de Lange (2004), Fortalecimiento de la capacidad institucional para la Práctica Sensible al Conflicto: el caso de las organizaciones no gubernamentales internacionales, International Alert

3.2.2 LA FALTA DE LIDERAZGO. Un "Campeón" en la reducción del riesgo dentro de una organización es importante para promover la reducción del riesgo de desastres internos. Sin esa persona / s, el tema tendrá que luchar para obtener el perfil en el corto plazo, y en el largo plazo puede ser difícil lograr la coordinación, así como el seguimiento de los avances en la organización y participación en los procesos estratégicos con el fin de incorporar el tema en el negocio habitual.

Igualmente importante es la buena dirección de los Jefes de los departamentos pertinentes que son, en el largo plazo, en la mejor posición para facilitar la participación y la implicación de su personal (Cuán inspirador y facilitador el campeón pueda ser). El buen liderazgo no tiene por qué ser la coerción, pero la falta de liderazgo o el desinterés de los jefes de los departamentos en un tema que ha sido preparado para integrarse, envía una señal clara a su personal que no es necesario que se apliquen, aunque haya una política formal de integración. Por otra parte, para el miembro del personal interesado en incorporar esta cuestión en su trabajo, la falta de interés por su jefe de departamento puede ser un importante factor de disuasión.

Por lo tanto, una combinación importante y eficaz del liderazgo es campeón institucional y los jefes de departamento, que toman posesión y, a continuación, pueden facilitar y fomentar la propiedad de aquellos a quienes tienen a su cargo.

3.2.3 EL CONTROL (frente a la confianza)**.** Un Profundo resentimiento puede surgir cuando los objetivos están incorporados en los planes de trabajo de agencias o descripciones individuales de trabajo, sin plena consulta y aceptación. Este enfoque de arriba hacia abajo hace caso omiso de la oportunidad para las personas en los distintos niveles de una organización para contribuir activamente al diseño de objetivos. Por la plena participación de personal pertinente en todo el proceso de los objetivos de desarrollo existe una verdadera oportunidad para alcanzar y mantener objetivos sostenibles.

También es vital que las organizaciones reconozcan que, cuando se ejerce un control rígido, la importantísima confianza que el gerente tiene en el personal para alcanzar los objetivos puede disminuir como consecuencia directa. Por lo tanto el objetivo debe ser el de informar y educar al personal en los metas de la integración y en última instancia, a confiar en la confianza en lugar de el control para lograr estos objetivos.

3.2.4 FALTA DE HABILIDADES Y CONOCIMIENTOS. La propiedad sólo puede lograrse si el personal de entender la importancia y la pertinencia de la reducción del riesgo en su propio trabajo. La creación de capacidades y conocimientos del personal es crucial para incrementar la comprensión y, en última instancia, la responzabilización. Como afirma Twigg, *"el nivel general de comprensión, capacidad y compromiso para la reducción del riesgo debe ser incrementado en el intercambio de información y formación a todos los niveles de la organización. '*[10]

Lange hace una observación similar: *"La integración ... también, deben mantener canales abiertos de comunicación en y entre todos los niveles de la organización y facilitar el flujo de conocimiento y el aprendizaje ..."* [11]

Las habilidades, los conocimientos y la comprensión pueden ser desarrollados a través de, por ejemplo, sesiones informativas de alto nivel de gestión, materiales de capacitación, cursos regulares para la ayuda y el desarrollo del personal,

10 Twigg (2004), Examen de Buenas Prácticas no. 9, la reducción del riesgo de desastres: mitigación y preparación en el desarrollo y la programación de emergencia, Overseas Development Institute
11 Lange (2004), Fortalecimiento de la capacidad institucional para la Práctica Sensible al Conflicto: el caso de las organizaciones no gubernamentales internacionales, International Alert

y una comunicación regular entre el socorro y el personal de desarrollo incluyendo el viaje conjunto y la participación conjunta en ejercicios de "lecciones aprendidas" a raíz de catástrofes importantes. Una unidad especializada se podría desarrollar para llevar a cabo la investigación, el desarrollo, la difusión de los estudios de casos y que establezca fuertes vínculos entre la sede y el personal de campo.

3.2.5 TIEMPO. Es importante reconocer que la propiedad del personal del edificio de la reducción de riesgos, y, posteriormente, alcanzar la "plena integración", es un proceso que tomará tiempo. Una organización será útil si se entiende cómo se puede lograr y gestionar el cambio de manera más general.

4 Presentación de las metas/indicadores

Las tablas de las páginas siguientes muestran los objetivos e indicadores para medir la incorporación de cada una de las seis áreas:

• La política.

• Estrategia.

• La planificación geográfica.

• Gestión del ciclo del proyecto.

• Las relaciones exteriores.

• La capacidad institucional.

AREA 1 **LA POLÍTICA**

NIVEL 1	**NIVEL 2**	**NIVEL 3**	**NIVEL 4**
*La organización tiene poca o ninguna comprensión de la relevancia e importancia de la reducción del riesgo de desastres para su ayuda, la política de desarrollo y la práctica. [12]	**A** Hay una conciencia general en la organización de la importancia de los desastres para su labor de socorro y desarrollo, incluyendo el alcance de la amenaza que los desastres representan para la organización del desarrollo de metas y objetivos a largo plazo. **B** La organización reconoce la necesidad de ayuda y desarrollo para estar vinculado con un enfoque coordinado para reducir el riesgo de desastres.	**A** La organización cuenta con un marco conceptual para la gestión de desastres [13] que reconoce la vulnerabilidad la cual contribuye al riesgo de los desastres. **B** Una amplia muestra representativa del personal están inmersos en un proceso de consulta ya sea para: *informar sobre el desarrollo de una política que comprometa a la organización a la integración de técnicas de reducción del riesgo de desastres en el auxilio de la organización y las operaciones de desarrollo o *incorporar la reducción del riesgo en la estructura de la organización política existente.	**A** La organización tiene una "política" [14] en la reducción del riesgo de desastres con metas realistas y alcanzables para la integración. Esta es entendida y aceptada en toda la organización. **B** "La política de" reducción de riesgo de la organización se compromete a abordar tres cuestiones fundamentales: *asegurar que los programas y proyectos de desarrollo [15] apoyados por la organización estén protegidos a través de elementos de reducción de desastres *asegurar que las operaciones de socorro y rehabilitación de programas y proyectos se gestionen de una manera en el desarrollo *asegurar que los programas de desarrollo, socorro y rehabilitación, no aumenten la vulnerabilidad de las personas a los desastres. **C** La "política" de la reducción del riesgo está plenamente avalada por la alta dirección. **D** La "política" de la reducción del riesgo se refleja en los documentos internos y externos. [16]

12 Esto se refleja en su política o declaraciones públicas.
13 Esto debe incluir una terminología común, comprendida ampliamente, la reducción del riesgo.
14 Esto podría ser una política independiente o una modificación de otra política.
15. Incluye los programas y proyectos directamente ejecutados por la organización o el apoyo a través de donaciones, préstamos o Mecanismos de apoyo presupuestario directo.
16 Por ejemplo, los documentos que describen la visión de la organización, misión, el enfoque, los valores y prioridades.

AREA 2 **LA ESTRATEGIA**

NIVEL 1	NIVEL 2	NIVEL 3	NIVEL 4
*Donde la organización se compromete a la reducción del riesgo de desastres, que se realiza sobre una base ad hoc y hay poco o ningún reconocimiento de la necesidad de un enfoque estratégico para la reducción de riesgos.	**A** La organización reconoce que la toma de decisiones ad hoc para la reducción del riesgo de desastres es insuficiente. **B** Existe una conciencia generalizada de la necesidad de desarrollar un enfoque estratégico para la reducción de riesgos en toda la organización, en respuesta a las directrices de política.	* Una amplia muestra representativa del personal están comprometidos en un proceso de consulta ya sea a: * desarrollar una estrategia que introducirá la reducción de riesgos en el auxilio de la organización y las operaciones de desarrollo o * garantizar que la reducción de la incorporación del riesgo de desastres es un componente del marco de la estrategia de la organización existente.	**A** La organización tiene una estrategia de incorporación de la perspectiva global basada en el marco conceptual y la política (véase el Área 1: Política). **B** La estrategia está plenamente avalada por la alta dirección. **C** La estrategia se refleja en los documentos internos y externos.

AREA 3 **LA PLANEACIÓN GEOGRÁFICA**[17]

NIVEL 1	NIVEL 2	NIVEL 3	NIVEL 4
*La organización tiene poca o ninguna conciencia de la necesidad de considerar los riesgos de desastres en la planificación geográfica.	**A** Hay una amplia comprensión de la relación del riesgo de desastres, la vulnerabilidad a niveles geográficos pertinentes y del impacto de los desastres en el trabajo de la organización en una zona geográfica determinada. **B** Hay una amplia comprensión de la necesidad de aplicar política de compromiso con la reducción del riesgo dentro de la planificación geográfica (incluyendo mecanismos de apoyo presupuestario directo). **C** La organización está considerando cómo las herramientas de planificación existentes geográficas [18] puede ser (re) diseñada para tener en cuenta los peligros, riesgos y vulnerabilidades.	* La organización está desarrollando un proceso para asegurar que todos los marcos de planificación incluyen la reducción del riesgo de desastres (con el fin de que la planificación se lleva a cabo como se indica en el Nivel 4).	**A** Hay un análisis continuo del medio ambiente de desastre en cualquier lugar (es decir: la evaluación de riesgos, impacto de los desastres, la vulnerabilidad y los riesgos). [19] Este análisis incluye las perspectivas de las comunidades locales, ONG y otras partes interesadas. **B** Estrategias adecuadas de reducción del riesgo se han desarrollado sobre la base de lo anterior y se integran en los nuevos planes geográficos como una cuestión de curso. **C** Donde la organización se centra en el apoyo presupuestario directo, que busca la inclusión de la evaluación del riesgo de desastres y reducción de riesgos en los marcos de planificación nacional de países propensos a desastres (por ejemplo: ENDS y PRSP).

17 Esto será más relevante a nivel de país o regional.
18 Por ejemplo: directrices para la preparación de los documentos estratégicos y planes de asistencia y acuerdos de financiación.
19 Sistemas de Información Geográfica, y los índices de vulnerabilidad y el riesgo puede ser utilizado.

AREA 4 **GESTIÓN DEL CICLO DEL PROYECTO**

NIVEL 1	NIVEL 2	NIVEL 3	NIVEL 4
*La organización tiene poca o ninguna comprensión de la importancia de hacer frente a los peligros, riesgos y vulnerabilidades dentro de la gestión del ciclo del proyecto.	**A** La organización reconoce la necesidad de reducir los riesgos de desastres en todos los aspectos de la gestión del ciclo del proyecto, con el doble propósito de: * la protección de proyectos del impacto de los desastres *asegurar que los nuevos proyectos no aumentan los riesgos de desastres o fomenten la vulnerabilidad. **B** La organización está estudiando la forma de herramientas de gestión del ciclo de proyectos existentes [20] puedan ser (re) diseñadas para tener en cuenta los peligros, riesgos y vulnerabilidades.	* La organización está desarrollando un enfoque para asegurar que los peligros, riesgos y vulnerabilidades sean abordados en la planificación, ejecución y evaluación de acuerdo con el contexto local. [21]	**A** Los ciclos de los proyectos habitualmente incorporan la reducción del riesgo de desastres en la planificación, ejecución y evaluación, [22] con el doble propósito descrito en el Nivel 2. **B** Las recomendaciones que surjan de la vigilancia y **del** informe de la evaluación del proyecto re-diseñado **C** Donde explícitos programas de RRD se establecen, éstos están vinculados a organizaciones de ayuda humanitaria /desarrollo de programas.

20 Por ejemplo: la valoración y directrices de evaluación.
21 Reconociendo que las condiciones locales de riesgo, las normas culturales y las pautas de administración son variables, lo que requiere el análisis y aplicación local.
22 Basado en el análisis de los desastres en el medio ambiente (véase el área 3, nivel 4). Un análisis coste-beneficio puede ser apropiado.

Area 5 **RELACIONES EXTERIORES**

NIVEL 1	NIVEL 2	NIVEL 3	NIVEL 4
*Donde la organización se compromete a la reducción del riesgo de desastres, que funciona de forma independiente y tiene poca o ninguna conciencia de la necesidad de colaborar con los demás.	*La organización reconoce que no puede actuar solo en el campo de la reducción del riesgo de desastres.	**A** Todas las partes interesadas pertinentes, incluidos los asociados en la ejecución y los organismos colaboradores, [23] están siendo identificados a través de un 'análisis de los interesados'. **B** Los vínculos se están realizando con las principales partes interesadas a nivel local, nacional e internacional para dar a conocer la política de la organización y la estrategia de reducción de riesgos, desarrollar el trabajo colaborativo, y para aprender de los enfoques de los demás o de investigación.	**A** La organización apoya, permite e invierte en el desarrollo de capacidades para la reducción de riesgo dentro de sus asociados en la ejecución. **B** La organización colabora con otros actores clave y los órganos de coordinación, o la creación de redes regionales o mundiales, y la información, la experiencia y los recursos se comparten según sea necesario. Las políticas comunes y estrategias compartidas se pueden desarrollar. **C** La "cara pública" de la organización refleja su política de reducción de riesgos de desastres y la estrategia. [24]

23 Esto podría incluir otras agencias, organizaciones no gubernamentales, el sector privado e instituciones académicas.
24 Esto incluye la presentación de trabajo / investigación a los profesionales y el público.

AREA 6 **LA CAPACIDAD INSTITUCIONAL**

NIVEL 1	NIVEL 2	NIVEL 3	NIVEL 4
*La organización tiene poca o ninguna capacidad para incorporar la reducción del riesgo de desastres, y poco o ningún reconocimiento de la necesidad de aumentar / desarrollar sus recursos financieros o humanos para este propósito.	*La organización reconoce que debe desarrollar la capacidad adecuada, los recursos suficientes para apoyar el proceso de integración de la reducción del riesgo.	**A** Se encuentran en gestión planes para desarrollar un entorno institucional propicio para la incorporación de la reducción del riesgo de desastres. **B** Se están desarrollando herramientas para evaluar el progreso de la organización con la integración.	**A** La capacidad institucional es suficiente para apoyar todos los procesos descritos en las zonas 1-5, es decir: *Los recursos financieros. *Las habilidades y conocimientos (por ejemplo: la formación del personal y el desarrollo, los materiales y el apoyo técnico apropiado). *El fuerte compromiso de toda la Organización y la responsabilización de la política de reducción de riesgos y la estrategia en todos los niveles.[25] **B** Existen fuertes vínculos entre la Sede y el personal de campo, que tienen acceso a los servicios y el intercambio de información. **C** Las herramientas se utilizan habitualmente de forma independiente y completa para evaluar el progreso de la organización con la integración.

25 Para ello será necesario la colaboración interna entre los departamentos.

ANEXO **TERMINOLOGÍA**

Este trabajo incluye el uso de una serie de palabras o expresiones que han entrado ahora en casos de desastre / desarrollo de la jerga. Para evitar malos entendidos, nuestra interpretación de estas palabras o expresiones es el siguiente:

REDUCCIÓN DEL RIESGO DE DESASTRES. Las acciones técnicas, económicas o sociales o medidas para reducir las pérdidas directas, desastres indirectos e intangibles. La expresión "Reducción del riesgo de desastres" se utiliza ampliamente como un término que abarca los dos aspectos de una estrategia de reducción de desastres: 'mitigación' y 'preparación'. Tearfund define la mitigación como las medidas que pueden llevarse a cabo para minimizar los efectos destructivos y perjudiciales de los riesgos y por lo tanto disminuir la magnitud de una catástrofe. La asociación también define la preparación como todas las medidas adoptadas para garantizar la disponibilidad y la capacidad de una sociedad para prever y tomar medidas de precaución antes de la amenaza inminente, y responder y hacer frente a los efectos de un desastre mediante la organización y la entrega oportuna y eficaz de rescate, socorro y otra asistencia post-desastre.

INTEGRACIÓN. Esta palabra, obviamente, deriva de la metáfora de un flujo pequeño y aislado de agua está elaborando en la corriente de un río en el que se ampliará a fluir de manera adecuada, sin pérdidas o desviaciones. "Integración de la reducción del riesgo" por lo tanto, describe un proceso para incorporar plenamente la reducción del riesgo de desastres en el socorro y la política de desarrollo y la práctica. Esto significa ampliar y mejorar radicalmente la reducción del riesgo de desastres para que se convierta en una práctica normal, plenamente institucionalizado en el auxilio de una agencia y programa de desarrollo. La integración tiene tres propósitos:

• Para asegurarse de que todos los programas y proyectos de desarrollo que se originan o son financiados por una agencia se han diseñado teniendo en cuenta los riesgos evidentes para un posible desastre y para resistir el impacto de riesgo.

• Para asegurarse de que todos los programas y proyectos de desarrollo que se originan o son financiados por una agencia no inadvertidamente aumentar la vulnerabilidad a los desastres en todos los sectores: el entorno social, físico y económico.

• Para asegurarse de que todas las operaciones de socorro y rehabilitación de los programas y proyectos que se originan o son financiados por una agencia tienen por objeto contribuir a los objetivos de desarrollo y para reducir el riesgo de desastres en el futuro.

VULNERABILIDAD. Las condiciones determinadas por factores físicos, sociales, económicos, políticos y ambientales o procesos, que aumentan la susceptibilidad de una comunidad al impacto de los peligros.

RENDIMIENTO OBJETIVO. Una específica y bien definida de destino al que se intenta en el curso de un programa o proyecto y su implementación.

INDICADOR. Una indicación de progreso que se ha alcanzado en un tema determinado. Dentro de la gestión de desastres y la reducción del riesgo de desastres, puede haber una amplia gama de indicadores sociales, físicos y económicos que identifican las etapas de desarrollo que permitan a los administradores de desastres para reconocer dónde están ahora, definir en qué etapa se han alcanzado o dónde tienen que ir ahora .

Tearfund es una agencia cristiana evangélica de desarrollo que trabaja con socios locales para llevar ayuda y esperanza a comunidades necesitadas en todo el mundo.

100 Church Road, Teddington, Middlesex, TW11 8QE, Reino Unido

Tel.: +44 (0) 20 8977 9144

Sitio Web: www.tearfund.org

N º de registro 265464 Caridad

ANALYSIS

This process consists of the application of the techniques and strategies employed to turn the source text into a text in a different language conserving the same message conveyed by the author.

In the previous pages, the chosen article had already been translated into Spanish keeping in mind that I must reflect the source language ideas and follow the appropriate guidelines of a free translation. The final examination and careful analysis of the target language is due.

As was mentioned in the Theoretical Framework section, all translation procedures or methods are used in increasing the level of difficulty: Borrowing, calque, literal translation, transposition, modulation, equivalence, adaptation. It is good to mention that there are two other methods which were described by Vazquez Ayora (1997) and were also used: addition and omission. Then, in order to reach our main goal, all these methods are applied in different degrees and the three planes of expression lexis, syntactic structure, and message are always the focus of attention of the translator.

In the following charts, there are the same sentences or phrases in both languages. They convey the most representative examples of each one of the techniques described in the previous sections, which were applied in this translation.

BORROWING

It is the simplest of all techniques and is used in order to introduce the essence of the source language culture into the translation. Borrowing addresses the common generalized use of such words in other papers of the same field, is used as a matter of style, and is employed when a word is more suitable or known in the target language. This technique is presented in the following chart.

SourceLanguage	**Target Language**
Tearfund's approach to natural disaster risk reduction	El enfoque de *Tearfund* a la reducción de riesgos de desastres naturales.
The organization undertakes disaster risk reduction in an *ad hoc* manner	La organización se compromete a la reducción del riesgo de desastres en una forma*"ad hoc"*

In the first case it is the name of a foundation non-recognized worldwide so there is no equivalence in the target language and it is necessary to put the same name in order to keep the message of the author.

On the other hand we have the second case. The decision of using borrowing was made because there is no equivalent word for this term in Spanish. Although similar words exist to name this type of class, none of them give an exact meaning of what the concept conveys.

CALQUE

For Vinay and Darbelnet (1958), calque is a special kind of borrowing whereby a language borrows an expression from of another, but then translates literally each one of its elements. The result is either

(a) A lexical calque which respects the syntactic structure of the TL, whilst introducing a new mode of expression; or,

(b) A structural calque ,which introduces a new construction into the language.

SourceLanguage	**Target Language**
Non Governmental Organisations	Organizaciones No Gubernamentales
United Kingdom	Reino Unido

This is a very clear example of the use of the calque technique. Nevertheless, a literal translation of every element was needed, and in order to make the target phrase more understandable, the word order was changed.

LITERAL TRANSLATION

For Vinay and Darbelnet (1958), literal or word for word translation is the direct transfer of a SL text into a grammatically and idiomatically appropriate TL. With this technique, the translator only observes the adherence to the linguistic servitudes of the target language.

In the following chart we can see some examples in which the translation follows very closely the form of the SL.

SourceLanguage	Target Language
We are particularly grateful to John Twigg	Estamos particularmente agradecidos a John Twigg
He is currently a visiting professor at Cranfield University	El es actualmente profesor visitante en la Universidad de Cranfield.

It was used in the translation process because it was not necessary to look for an appropriate word; moreover, the structure of both languages has a precise correspondence in structure and signification.

TRANSPOSITION

For Vinay and Darbelnet (1958), transposition consists of the replacement of one word class with another without changing the meaning of the original message. Transposition also occurs within a language. Translators must choose to carry out a transposition if the obtained translation fits better into the expression, or allows a particular touch of style to be retained. The transposed form is generally more literary in character.

Grammatical changes occurred throughout the text, as we expected. For easier understanding, the examples here are grouped in word categories:

- Changing a gerund noun phrase into an infinitive noun phrase:

SourceLanguage	Target Language
Tearfund has responded in recent years to a variety of man-made and natural disasters ***including*** Hurricane Mitch;	Tearfund ha respondido en los últimos años a una serie de desastres provocados por el hombre y la naturaleza, ***entre ellos*** el huracán Mitch

To respect the word categories would have meant odd or meaningless sentences. Therefore, the transposition technique was used here because it is necessary to emphasize each one of the events in which the foundation had been helping. The gerund *including* was changed for the Spanish preposition *entre* and the personal pronoun *ellos*.

MODULATION

It is a variation of the form of the message which is produced by a change of point of view keeping in mind the original intention and sense of the source text.

In order to avoid misconceptions in the target language, sometimes it is necessary to elucidate concepts or phrases by changing only the form, not the sense, to fit better into the cultural context of the target language.

This change is justified when one translation results unsuitable, unidiomatic or in an awkward utterance even when it is grammatically correct if it fits better with the cultural context. Here you have an example.

Source Language	**Target Language**
Very little work has yet been undertaken to identify how this could be done.	Un trabajo no muy extenso se ha llevado a cabo para identificar cómo esto pudo haber sido realizado.

In this case modulation is needed when the point of view of the message is changed: Changing a positive sentence into a negative one or the other way around, or changing a passive into an active form of the verb.

EQUIVALENCE

It consists of representing the same situation in two texts –source and target message- using completely "…different stylistic and structural methods" (Vinay and Darbelnet, 1958). In most cases equivalences are already fixed and belong to a phraseological collection of idioms, clichés, proverbs, and nominal or adjectival phrases.

SourceLanguage	**Target Language**
Visiting Professor	Profesor Invitado
Disaster Management Director	Director de Gestión de Desastres
Good Practice Review	Revisión de buenas Prácticas

ADAPTATION

It is used, according to Vinay and Darbelnet (1958), in those cases where the type of situation being described by the source language does not exist in the target language culture. Here, the translator's task is to create a new situation that can be considered as being equivalent, keeping in mind that the register and style have to be maintained. Besides, since adaptation is a situational equivalence, according to Fawcett (1997), a complete change of the original expression, as in the following example, has to be made to shift and fit into another cultural environment.

SourceLanguage	Target Language
Mainstreaming disaster risk reduction: a tool for development organizations	La integración de técnicas para la reducción del riesgo de desastres: una herramienta para el desarrollo de las organizaciones

Adaptation was used in the title because of the complexity of the word "Mainstreaming" and to prevent misunderstandings in the future. It was needed to ask the experts what do they think about the final version and also to contrast it with the meanings found in the bibliography.

ADDITION

It consists of adding more words into the target text in order to make it clearer. Additions could be made for extralinguistic reasons or because of syntactic restructuration of sentences in the target language to make them more natural. Vazquez Ayora (1977) explains that it "…consists of adding more words to the target text without changing the meaning." We have these examples:

SourceLanguage	Target Language
For acting as a consultant to this project.	Por **su** participación como un consultor para este proyecto.
For their support **in producing** this paper.	Por su apoyo en **la** elaboración de este documento.

OMISSION

It is used when it is necessary to omit redundancy or repetition. It is advisable to omit terms or words that express a meaning that could be inferred from the context (Vazquez Ayora, 1997).

SourceLanguage	Target Language
The targets and indicators provide a template for organizations which can **adapt them to suit their own** context.	Las metas e indicadores proporcionan un modelo para las organizaciones que pueden **adaptarse a su** contexto.

CONCLUSIONS

Being a translator is not an easy job. One requires extensive and appropriate preparation to develop a very decent job. In this work, you can appreciate the effort I made to accommodate the words in the right place and so approach the message the author was trying to give. Throughout this process I faced different challenges, which with the help of my supervisors and their suggestions, I could confront. Here I describe some of the most important parts during the development of this monograph.

First of all, I had to get familiar with the specific topic of *Mainstreaming Risk Disaster Reduction*, and the different allusions to the geographical area included in the text. Therefore; the pursuit of information was a huge challenge. An extensive research of specific words and terms was carried out to analyze all the available options in the making by using the most suitable ones which will appear in the final version.

It was necessary to consult specialists in the field of Geography to clarify all my doubts about specific terminology that was needed in my translation. Likewise, I have attended a workshop offered by the customer that wanted this translation in order to broaden my perspective and to strengthen my knowledge on what the topic is about.

The techniques applied in this study were seven: borrowing, calque, literal, transposition, modulation, equivalence and adaptation. But the most used were literal translation and modulation since the text was technical and it was not necessary to resort to other techniques that otherwise would be used in a different type of texts.

The load of specialized terminology was problematic for me due to the fact of not being familiar with the topic; hence it was necessary to use reliable dictionaries along with glossaries and articles on the internet.

It was really challenging for me because I am not a professional translator and also I was not into the field of disaster risk reduction as I am nowadays. At the end of the whole process, I reached my personal goal by working with my supervisors in order to get the expected translation.

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APPENDIX

Mainstreaming disaster risk reduction

a tool for development organisations

Mainstreaming disaster risk reduction:
a tool for development organisations

Sarah La Trobe
Professor Ian Davis

January 2005

Tearfund, 100 Church Road, Teddington, Middlesex, TW11 8QE, UK
Tel: +44 (0)20 8977 9144 Fax: +44 (0)20 8943 3594

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Sarah La Trobe is a Tearfund Public Policy Officer for Environment and Disasters, and may be contacted by email at sarah.latrobe@tearfund.org

Ian Davis is a widely acknowledged expert in the field of disaster management. He is currently a visiting professor at Cranfield University.

Mainstreaming disaster risk reduction

a tool for development organisations

Foreword

Tearfund's approach to natural disaster risk reduction

Tearfund is a Christian relief and development organisation based in Britain, working with more than 400 partners in 80 countries to tackle the causes and effects of poverty.

Since its establishment in 1968, Tearfund has gained considerable experience in disaster management. Through programmes implemented directly by its Disaster Response Team or indirectly through national partners, Tearfund has responded in recent years to a variety of man-made and natural disasters including Hurricane Mitch; the Orissa cyclone; the Gujarat earthquake; flooding in Bangladesh and Mozambique; droughts in Afghanistan, Southern and Eastern Africa; and, most recently, to the tsunami disaster in Asia.

Tearfund believes that hazards are having an increasing impact on societies as a result of rising levels of human vulnerability. In this respect disasters are not isolated events, but a manifestation of the deficiencies and weaknesses within a society, induced by human- determined paths of development.

Tearfund's response has been to develop closer links between its emergency and development programming through the adoption of an integrated approach to disaster management. This covers a broad range of distinct yet interrelated activities across all aspects and stages of the disaster cycle. Disaster management interventions are focused on those countries where there is a high probability of a disaster occurring. The primary strategy of vulnerability reduction is to increase the capacity of local communities and organisations to prevent, prepare for and respond to the impact of disasters. It is a strategy that combines changes at community level with changes to national and international policies and practices.

We have now developed performance targets and indicators to assist development organisations 'mainstream' risk reduction into relief and development planning and programming. Organisations are increasingly aware of the need to mainstream, and we believe the tool as set out in this paper represents an important contribution to making further progress. We invite feedback from potential users on the tool, as we continue to strive to integrate disaster risk reduction into our own work.

Tearfund recognises that preventing disasters depends in part upon our ability to build just and equitable social, economic and political structures and processes, and affirms the moral duty of all people (particularly the non-poor) to accept and fulfil their responsibilities to uphold the rights and entitlements of the poorer members of our society.

Marcus C Oxley
Disaster Management Director

1 Introduction

This paper offers a practical tool to help development organisations mainstream disaster risk reduction into their relief and development planning and programming. Performance targets and indicators (pages 10–15) are presented to help organisations assess, measure and monitor their progress with mainstreaming. The targets/indicators cover six key areas of organisations' work. The paper also identifies a series of factors that influence the pace of mainstreaming. This tool is significant because, while there is increasing recognition among donors and other organisations of the need to mainstream risk reduction, very little work has yet been undertaken to identify how this could be done.

The tool represents an initial attempt which should be considered as 'a work in progress'. In this context, we invite comment from relevant organisations and, especially, feedback from those which have tried to use it.

Much has been done in recent years to raise the profile of disaster risk reduction within relief and development processes. However, much remains to be achieved before it attracts the level of attention and funding needed to reduce avoidable loss of life, livelihoods and property, and to safeguard development gains. Furthermore, as pressures such as population expansion, urbanisation and global climate change make the world increasingly unsafe, it is essential to expand risk reduction measures to avert or reduce the scale of future disasters. In 2003, Tearfund undertook an extensive piece of research into the policy and practice of institutional donors on natural disaster risk reduction.[1] The research revealed that donors need to make significant progress with mainstreaming risk reduction into their planning and programming. This issue was further discussed by donor organisations and NGOs at a conference convened by Tearfund in 2003.[2] Participants at the conference identified and prioritised methods of mainstreaming risk reduction into institutional practice.

Now Tearfund, in collaboration with Professor Ian Davis (Cranfield University) and in consultation with John Twigg (Benfield Hazard Research Centre), has developed performance targets and indicators to help integrate and expand disaster risk reduction initiatives into relief management[3] and, particularly, into development planning and programming within development agencies. The targets and indicators outline the broad scope and progression of a policy and strategy to mainstream risk reduction. It is expected that they will be used as 'templates' for measuring mainstreaming and adjusted as necessary to suit the specific conditions that prevail within any organisation. The targets are intended to enable organisations:

- To recognise where they are, or what stage they have reached, in mainstreaming risk reduction activities into their ongoing relief and development work.
- To identify priority issues to be addressed and develop a mainstreaming strategy over a period of time, with definable, realistic and measurable goals.

1 Tearfund (2003), *Natural Disaster Risk Reduction: the policy and practice of selected institutional donors*

2 Supporting Natural Disaster Risk Reduction conference held in Westminster, London, in November 2003

3 Including reconstruction and rehabilitation.

Organisations can apply the targets and indicators to themselves (perhaps with the involvement of an external facilitator/s) to measure their progress with mainstreaming and take charge of their own development. Alternatively, to apply independent checks and balances, an external body such as an NGO, audit office or parliamentary committee could use the targets and indicators to assess and monitor an organisation's progress.

2 Using the targets/indicators

2.1 Key areas of mainstreaming

There are many different areas or aspects of a development agency's work within which mainstreaming should be addressed. Six key areas, crucial to the process of mainstreaming, are presented in this paper: policy, strategy, geographical planning, project cycle management, external relations and institutional capacity. These are based on the 'Indicators of institutionalisation' identified within the Humanitarian Practice Network's *Good Practice Review* on disaster risk reduction.[4] Targets and indicators for measuring mainstreaming in each of these six areas are presented on pages 10–15.

2.2 Defining levels of attainment

Level 1 **'Little or no progress'** Level 1 represents little or no progress with mainstreaming. The organisation undertakes disaster risk reduction in an ad hoc manner and has little or no awareness of the relevance and importance of adopting a systematic approach to reducing disaster risks within its relief and development processes.

Level 2 **'Awareness of needs'** Level 2 refers to an early stage of mainstreaming. The organisation has a growing level of awareness and understanding of the value and requirements of mainstreaming, and recognises the need for action. (It may also have decided to take action.)

Level 3 **'Development of solutions'** Level 3 refers to a intermediate stage in mainstreaming, where there are identifiable actions to consolidate the gains made in Level 2. The organisation is developing plans and tools to address the requirements of integrating risk reduction into its relief and development processes.

Level 4 **'Full integration'** Level 4 refers to a situation where risk reduction is fully absorbed into relief and development processes. The organisation places high importance on reducing disaster risks in a sustainable programme of action at multiple levels and within multiple

4 Twigg (2004), Good Practice Review no. 9, *Disaster risk reduction: Mitigation and preparedness in development and emergency programming*, Humanitarian Practice Network, ODI

sectors, and there is a comprehensive demonstration of practice. Thus Level 4 describes a situation where disaster risk reduction is 'institutionalised'. However, this is not to suggest that an optimum level of attainment has occurred: there is still a need for further progress. The process of mainstreaming should be viewed as open-ended: while organisations should aim to achieve Level 4, they should also aim to make continuous improvements to their approach.

Two key points should be noted with regard to levels of attainment:

- The targets and indicators provide a template for organisations which can adapt them to suit their own context. It is crucial that users understand the underlying purpose of a given target/indicator and, if necessary, re-shape it to relate to individual agency decision-making processes and 'culture'. Therefore, the placing of a given target/indicator in Level 2 or 3 is not rigid, and organisations may find it more appropriate to relocate some of them to different levels.

- When attempting to determine whether an organisation has reached Level 1, 2, 3 or 4, it may be discovered that the organisation is between levels, where it has progressed significantly beyond one stage without achieving the next. This mid-stage should be recognised and recorded as it may represent significant progress. An organisation may also have made uneven progress, where it is strong when measured against some targets/indicators and weaker when measured against others.

2.3 Applying the targets/indicators

Using the targets and indicators to measure organisational progress with mainstreaming requires sensitivity, judgement, experience and skill. They are generally broad, allowing organisations flexibility in developing their own criteria for measuring progress against them. However, it is crucial that when an organisation's 'score' is presented, 'evidence' for this score must also be presented, including the type and source/s of data collected. For example, if the conclusion is reached that there is 'growing commitment to the development of a planned risk reduction strategy' within an organisation (Area 2, Level 2, page 11), information must be provided on how this 'growing commitment' was measured to validate the conclusion. In summary, collection, collation, analysis and presentation of data will be crucial to producing a meaningful 'score'.

To gain a comprehensive understanding of any organisation, data should be collected from document review as well as from the opinions of a wide range of individuals and groups within and outside the organisation. Facilitator/s should always aim to back up conclusions with corroborating evidence. Data from interviews, for example, could be triangulated with data from written reports. This is especially relevant for large organisations within which staff may hold different views.

Qualitative and quantitative data can be collected through:

- analysing annual reports and reviews
- assessing the extent to which risk reduction is included in country assistance plans and strategies

- assessing the extent to which risk reduction is incorporated into project proposals / approved project documents
- analysing staff training and development policy
- gathering information from other recent organisational evaluations, reviews or audits
- holding one-to-one interviews with policy, regional and humanitarian team staff; country desk staff; specialist advisors, etc (a semi-structured interview approach is recommended)
- holding informal group (or team) discussion meetings / interviews
- questionnaires.

Organisations should decide whether to undertake a 'quick and dirty' assessment or a more in-depth thorough audit of their approach. The benefit of a thorough audit is that it could help an organisation to gain a better understanding of what its own departments are doing on the issue. Whichever method is used, it should be routinely and frequently applied so that progress – or the lack of it – can be monitored.

3 Key influences on mainstreaming

3.1 Institutional capacity

The need for 'institutional capacity' (Area 6, page 15) to support the mainstreaming process cannot be overestimated. Area 6 provides the foundation for achieving the targets in Areas 1–5 (pages 10–15). Sufficient ownership, skills and knowledge and financial resources will be crucial if an organisation is to be successful in mainstreaming.

Some of the finance required to support the mainstreaming process could be raised by organisations allocating a percentage of their humanitarian assistance budget (and/or development budget) to disaster risk reduction including the process of mainstreaming. Some donor organisations already have levies on their humanitarian assistance budgets in place, ranging from 5 to 20 per cent. For example, the Swiss government aims to spend 10 to 20 per cent of its overall humanitarian aid budget on 'disaster prevention and preparedness'.[5]

5 Tearfund (2003), *Natural Disaster Risk Reduction: the policy and practice of selected institutional donors*

3.2 Institutional blockages [6]

Staff ‘ownership’ of both risk reduction and the process of mainstreaming itself is key to attaining ‘full integration’ (ie: Level 4). As Twigg states, *‘Organisations are run by people…’* [7] and hence mainstreaming risk reduction will be totally dependent on enthusiastic and well- informed staff continually promoting it. If staff ‘own’ risk reduction as their responsibility,
it has an excellent chance of becoming sustainable within the organisation.

Lange also observes the role and importance of ownership in achieving mainstreaming. Her statement refers to mainstreaming conflict, but can equally be applied to disaster risk reduction:

‘Mainstreaming is … not purely a top-down process … indeed, cross-organisational buy-in, participation and ownership are pre-requisites for a (conflict-sensitive) organisational culture to take hold and expand …’ [8]

It is wise therefore to anticipate potential barriers to ownership and consider how to address them, in order that mainstreaming may be regarded as an organisational asset rather than a liability.

Barriers to ownership include:

3.2.1 **WORKLOAD** Staff may be concerned that an additional crosscutting issue to be mainstreamed is likely to result in a considerable amount of extra work for them, when they are already likely to be very busy. Many organisations have already witnessed the process where other concerns, such as gender awareness or environmental sustainability, have been incorporated into development planning with significant pressure on the operating staff to expand their perceptions and change their working patterns.

To address this, the organisation should recognise that the process of incorporating risk reduction at all levels and in all sectors will require considerable additional work and wider responsibility. Therefore budget support may be needed to employ additional staff to cope with the increased demands. The organisation should also be realistic when scheduling change (see point 3.2.5 below).

Another way to avoid over-burdening staff is to clarify and strengthen the links between disaster risk reduction and other crosscutting issues to be mainstreamed. Also, disaster risk reduction tools and methodologies should be made directly relevant to and, where possible, integrated with existing structures, procedures and activities rather than developed as separate processes that place a heavy burden on overworked staff. [9]

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6 Tearfund’s research report *Natural Disaster Risk Reduction: the policy and practice of selected institutional donors* contains further analysis of institutional barriers to mainstreaming

7 Twigg (2004), Good Practice Review no.9, *Disaster risk reduction: Mitigation and Preparedness in development and emergency programming*, Overseas Development Institute

8 Lange (2004), *Building Institutional Capacity for Conflict-Sensitive Practice: The Case of International NGOs*, International Alert

9 Taken from Lange (2004), *Building Institutional Capacity for Conflict-Sensitive Practice: The Case of International NGOs*, International Alert

3.2.2 LACK OF LEADERSHIP A risk reduction 'champion' within an organisation is important to promote disaster risk reduction internally. Without such a person/s, the issue will struggle to gain profile in the short term, and in the long term it may be difficult to achieve coordination, monitoring of progress across the organisation and engagement in strategic processes in order to mainstream the issue into normal business.

Equally important is the good leadership of line managers of relevant departments who are, in the long run, in the best position to facilitate the engagement and ownership of their
staff (however inspiring and facilitative the champion may be). Good leadership does not need to be coercion; but lack of leadership or the disinterest of line managers in a subject that is meant to be mainstreamed sends a clear signal to their staff that they do not need to apply themselves, even if there is a formal policy of mainstreaming. Moreover, for the staff member keen to mainstream the issue into their work, lack of interest by their line manager can be a major disincentive.

Therefore, an important and effective combination of leadership is an institutional champion and line managers who take ownership and can then facilitate and encourage ownership in those whom they manage.

3.2.3 CONTROL (versus trust) Deep resentment can arise when targets are built into agency work plans or individual job descriptions without full consultation and acceptance. Such a top-down approach ignores the opportunity for individuals at various levels in an organisation to actively contribute to the design of targets. By fully involving relevant staff in the entire process of developing targets there is a genuine opportunity for sustainable targets to be reached and maintained.

Also, it is vital for organisations to recognise that where rigid control is exercised, managers' all-important trust in staff to reach targets can decrease as a direct consequence. Therefore the aim must be to inform and educate staff in the objectives of mainstreaming and ultimately to rely on trust rather than control to achieve these goals.

3.2.4 LACK OF SKILLS AND KNOWLEDGE Ownership can only be achieved if staff understand the importance and relevance of risk reduction to/for their own work. Building staff skills and knowledge is crucial to increasing understanding and, ultimately, ownership. As Twigg states, *'the general level of understanding, capacity and commitment to risk reduction needs to be increased by information sharing and training at all levels of the organisation.'* [10]

Lange makes a similar observation: *'Mainstreaming … also necessitates maintaining open communication channels on and between all levels of the organisation and facilitating the flow of knowledge and learning …'* [11]

Skills, knowledge and understanding can be developed through, for example, senior management briefings, training materials, regular courses for relief and development staff,

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10 Twigg (2004), Good Practice Review no. 9, *Disaster risk reduction: Mitigation and Preparedness in development and emergency programming*, Overseas Development Institute

11 Lange (2004), *Building Institutional Capacity for Conflict-Sensitive Practice: The Case of International NGOs*, International Alert

and regular communication between relief and development staff including joint travel and joint participation in 'lessons learnt' exercises following major disasters. A specialist unit could be developed, to undertake research, develop and disseminate case studies, and ensure strong links between headquarters and field staff.

3.2.5 **TIME** It is important to recognise that building staff ownership of risk reduction, and subsequently achieving 'full integration', is a process, and will take time. It will be helpful if an organisation understands more generally how change can be achieved, and how to manage change.

4 Presentation of the targets/indicators

The tables on the following pages show targets and indicators for measuring mainstreaming in each of the six areas:

- policy
- strategy
- geographical planning
- project cycle management
- external relations
- institutional capacity.

AREA 1 **Policy**

Level 1	Level 2	Level 3	Level 4
● The organisation has little or no understanding of the relevance and importance of disaster risk reduction for its relief and development policy and practice.[12]	A There is general awareness within the organisation of the significance of disasters for its relief and develop- ment work, including the extent of the threat that disasters pose to the organisation's long-term development goals and objectives. B The organisation recognises the need for relief and development to be linked in a coordinated approach to reducing disaster risks.	A The organisation has a conceptual framework for disaster management[13] which recognises vulnera- bility as contributing to the risk of disasters. B A wide cross-section of staff are engaged in a consultative process to EITHER: • inform the development of a policy which commits the organisation to mainstreaming disaster risk reduction within the organisation's relief and development operations OR • incorporate risk reduction mainstreaming into the organisation's existing policy structure.	A The organisation has a 'policy'[14] on disaster risk reduction with realistic, achievable goals for mainstreaming. This is understood and accepted across the organisation. B The organisation's risk reduction 'policy' commits it to addressing three critical issues: • ensuring that develop- ment programmes/ projects[15] supported by the organisation are protected through disaster risk reduction elements • ensuring that disaster relief and rehabilitation programmes/ projects are managed in a developmental manner • ensuring that develop- ment, relief and rehab- ilitation programmes/ projects do not increase people's vulnerability to disasters. C The risk reduction 'policy' is fully endorsed by senior management. D The risk reduction 'policy' is reflected in internal and external documents.[16]

12 This is reflected in its policy or public statements.

13 This should include common, widely understood risk reduction terminology.

14 This could be a stand-alone policy or a modification of another policy.

15 Including programmes/projects directly implemented by the organisation OR supported through grants, loans or Direct Budgetary Support mechanisms.

16 For example, documents outlining the organisation's vision, mission, approach, values and priorities.

AREA 2 Strategy

Level 1	Level 2	Level 3	Level 4
● Where the organisation undertakes disaster risk reduction, it is done on an ad hoc basis and there is little or no recognition of the need for a strategic approach to reducing risks.	A The organisation recognises that ad hoc decision-making for disaster risk reduction is inadequate. B There is widespread awareness of the need to develop a strategic approach to risk reduction across the organisation, in response to policy directives.	● A wide cross-section of staff are engaged in a consultative process to EITHER: • develop a strategy which mainstreams risk reduction within the organisation's relief and development operations OR • ensure that mainstreaming disaster risk reduction is a component of the organisation's existing strategy framework.	A The organisation has a comprehensive mainstreaming strategy based on the conceptual framework and policy (see Area 1: Policy). B The strategy is fully endorsed by senior management. C The strategy is reflected in internal and external documents.

AREA 3 Geographical planning[17]

Level 1	Level 2	Level 3	Level 4
● The organisation has little or no awareness of the need to consider disaster risks within geographical planning.	A There is widespread understanding of the disaster-risk-vulnerability relationship at relevant geographical levels, and of the impact of disasters on the organisation's work in a given geographical area. B There is widespread understanding of the need to apply policy commitment to risk reduction within geographical planning (including Direct Budgetary Support mechanisms). C The organisation is considering how existing geographical planning tools[18] can be (re)designed to take account of hazards, risks and vulnerabilities.	● The organisation is developing a process to ensure that all planning frameworks include disaster risk reduction (in order that planning is undertaken as outlined in Level 4).	A There is ongoing analysis of the disaster environment in any given location (ie: assessment of hazards, disaster impact, vulnerabilities and risks).[19] This analysis involves the perspectives of local communities, NGOs and other stakeholders. B Appropriate risk reduction strategies are developed on the basis of the above and integrated into new geographical plans as a matter of course. C Where the organisation focuses on Direct Budgetary Support, it seeks the inclusion of disaster risk assessment and risk reduction in the national planning frameworks of disaster-prone countries (eg: NSSDs and PRSPs).

17 This will be most relevant at country or regional levels.

18 Eg: guidelines for preparing country strategy papers/assistance plans and funding agreements.

19 Geographical Information Systems, and vulnerability and risk indices may be used.

AREA 4 **Project cycle management**

Level 1	Level 2	Level 3	Level 4
● The organisation has little or no understanding of the importance of addressing hazards, risks and vulnerabilities within project cycle management.	A The organisation recognises a need for reducing disaster risks within every aspect of project cycle management, for the dual purpose of: • protecting projects from disaster impact • ensuring that new projects do not increase disaster risks or enhance vulnerability. B The organisation is considering how existing project cycle management tools[20] can be (re)designed to take account of hazards, risks and vulnerabilities.	● The organisation is developing an approach to ensure hazards, risks and vulnerabilities are address- ed within project planning, implementation and evaluation according to the local context.[21]	A Project cycles routinely incorporate disaster risk reduction in planning, implementation and evaluation,[22] for the dual purpose outlined in Level 2. B Recommendations arising from monitoring and evaluation inform project (re)design. C Where explicit disaster risk reduction programmes are established, these are linked to the organisation's humanitarian/development programmes.

20 Eg: appraisal and evaluation guidelines.

21 Recognising that local hazard conditions, cultural norms and administration patterns are variable, requiring local analysis and application.

22 Based on analysis of the disaster environment (see Area 3, level 4). Cost-benefit analysis may be appropriate.

AREA 5 External relations

Level 1	Level 2	Level 3	Level 4
● Where the organisation undertakes disaster risk reduction, it works inde- pendently and has little or no awareness of the need to collaborate with others.	● The organisation recognises that it cannot act alone in the field of disaster risk reduction.	A All relevant stake-holders, including implementing partners and collaborating bodies,[23] are being identified through a 'stakeholder analysis'. B Linkages are being made with key stake-holders at local, national and international levels to raise awareness of the organisation's risk reduction policy and strategy; to develop collaborative work; and to learn from others' approaches/research.	A The organisation supports, enables and invests in capacity development for risk reduction within its implementing partners. B The organisation collaborates with other key players and relevant regional or global coordinating or networking bodies, and information, expertise and resources are shared as required. Common policies and shared strategies may be developed. C The 'public face' of the organisation reflects its disaster risk reduction policy and strategy.[24]

23 These could include other agencies, NGOs, the private sector and academic bodies.

24 This includes presentation of work/research to professionals and the public.

AREA 6 Institutional capacity

Level 1	Level 2	Level 3	Level 4
● The organisation has little or no capacity to mainstream disaster risk reduction, and little or no recognition of the need to increase/develop its financial or human resources for this purpose.	● The organisation recognises that it must develop appropriate capacity including sufficient resources to support the process of mainstreaming risk reduction.	A Plans are being made to develop a supportive institutional environment for mainstreaming disaster risk reduction. B Tools are being developed to assess the organisation's progress with mainstreaming.	A Institutional capacity is sufficient to support all the processes outlined in Areas 1–5, ie: • Financial resources. • Skills and knowledge (eg: staff training and development, materials and appropriate technical support). • Strong cross-organisational commitment and ownership of risk reduction policy and strategy at all levels.[25] B There are strong links between HQ and field staff, who have access to services and exchange of information. C Tools are routinely used independently and comprehensively to assess the organisation's progress with mainstreaming.

25 This will require internal collaboration between departments.

APPENDIX Terminology

This paper includes the use of a number of words or expressions which have now entered disaster/development jargon. To avoid misunderstandings, our interpretation of these words/expressions is as follows:

DISASTER RISK REDUCTION Technical, social or economic actions or measures used to reduce direct, indirect and intangible disaster losses. The expression 'disaster risk reduction' is now widely used as a term that encompasses the two aspects of a disaster reduction strategy: 'mitigation' and 'preparedness'. Tearfund defines mitigation as the measures that can be undertaken to minimise the destructive and disruptive effects of hazards and thus
lessen the magnitude of a disaster. Tearfund defines preparedness as all measures undertaken to ensure the readiness and ability of a society to forecast and take precautionary measures
in advance of imminent threat, and respond and cope with the effects of a disaster by organising and delivering timely and effective rescue, relief and other post-disaster assistance.

MAINSTREAMING This word obviously derives from the metaphor of a small, isolated flow of water being drawn into the mainstream of a river where it will expand to flow smoothly without loss or diversion. Therefore 'mainstreaming risk reduction' describes a process to fully incorporate disaster risk reduction into relief and development policy and practice. It means radically expanding and enhancing disaster risk reduction so that it becomes normal practice, fully institutionalised within an agency's relief and development agenda. Mainstreaming has three purposes:

- To make certain that all the development programmes and projects that originate from or are funded by an agency are designed with evident consideration for potential disaster risks and to resist hazard impact.
- To make certain that all the development programmes and projects that originate from or are funded by an agency do not inadvertently increase vulnerability to disaster in all sectors: social, physical, economic and environment.
- To make certain that all the disaster relief and rehabilitation programmes and projects that originate from or are funded by an agency are designed to contribute to developmental aims and to reduce future disaster risk.

VULNERABILITY The conditions determined by physical, social, economic, political and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards.

PERFORMANCE TARGET A specific, well-defined target to be aimed for in the course of a programme or project and its implementation.

INDICATOR An indication of progress that has been reached in any given topic. Within disaster management and disaster risk reduction, there may be a wide range of social, physical and economic indicators identifying stages in development which will enable disaster managers to recognise where they now stand, defining what stage they have reached or where they need to go next.

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a tool for development organisations

Sarah La Trobe
Professor Ian Davis

Tearfund is an evangelical Christian relief and development agency working with local partners to bring help and hope to communities in need around the world.

TEARFUND
CHRISTIAN ACTION WITH THE WORLD'S POOR

100 Church Road, Teddington, Middlesex, TW11 8QE, UK
Tel: +44 (0)20 8977 9144
Website: www.tearfund.org
Registered Charity No. 265464