Chapter 8
Role of Corporate Sector and NGOs

(Analysis of Data)

8.1 Introduction

The recent major disasters have clearly indicated the need for interweaving of disaster risk reduction and management concerns in order to minimize the losses—both human and economic. This underscores the necessity of involvement of all stakeholders, from the Government, at all levels, to the corporate sector and NGOs.

8.2 Role of Corporate Sector and businesses in disaster management

The ever-expanding scale of natural disasters has made it imperative for the corporate sector to initiate and integrate disaster risk prevention and mitigation measures in all facets of their functioning and operations. During the last decade, disaster occurrences in different parts of the country have resulted in a massive economic cost in terms of financial losses, disruption in industrial activities, hindrance to the expansion and growth. The investments and precious resources are required to be directed to rebuilding the same assets and infrastructure to make the operations sustainable. The involvement and association of the corporate sector with national risk reduction and risk management initiatives is necessary for their safe and disaster-free functioning.

The role of corporate sector and businesses can be classified as:-

A) Capacity to reduce/manage disasters in own businesses

The high vulnerability profile of India also enhances the susceptibility of the corporate sector to various disasters. The rising intensity and magnitude of natural disasters and the expanding human and economic infrastructure over the last few decades has led it to a greater exposure. The only way of safeguarding the precious human resource and physical infrastructure is to integrate disaster prevention, mitigation and preparedness measures into the corporate system. While most of the natural disasters cannot be controlled completely, the risks can definitely be reduced.
Most of the companies in the country do not have a recovery plan in place for their vital IT infrastructure during times of both man-made and natural disasters, says a survey conducted among 400 firms by Regus. The survey found that nearly 50 per cent of Indian businesses are not prepared for disasters and even more, the IT systems of 60 per cent of respondent companies are not ready to return operational within 24 hours of a disaster taking place.

The latest IT innovations such as virtualization, cloud computing and mobility not only have an impact on overall business strategy, but they also have an effect on an organization’s preparedness for a disaster that could result in the loss of critical business information. In order to assess to what degree Small and Medium Businesses (SMBs) are adopting these trends, and how their disaster preparedness is affected, Symantec carried out the Disaster Preparedness Survey in 2012. As per the India findings of Semantic 2012 small medium business (SMB) Disaster Preparedness Survey, gathered from 100 Indian SMBs with less than 249 employees, more than 90% of Indian SMBs are not sufficiently prepared for disasters even as they fight with high instances of disasters. The survey also revealed that Indian SMBs are adopting technologies such as virtualization, cloud computing and mobility, often with improved disaster preparedness. The survey reveals that Indian SMBs experienced at least one natural disaster in the last 12 months. Power outage (74%) and industrial accidents (72%) are the top disasters cited. Only 6% of Indian SMBs said that they are "extremely prepared" for disaster; 8% replied that they "have a disaster recovery plan"; and one third of the respondents said that they "have an offsite failover". The reasons for not having a disaster recovery plan range from lack of resources (42%), computer systems not critical to business (37%), budgets (21%) and business priority (16%). Showing complete unawareness for the need of disaster preparedness, a sizeable number of respondents (21%) said that it never occurred to them to have a disaster recovery plan.

(Ref: Ishan Srivastava, The Times of India, Chennai)

B) Initiatives for Capacity building and rehabilitation of the citizens in general

It is increasingly now realized that corporate sector cannot remain insulated from either the effects of increasing natural disasters or the responsibilities of reducing the risks of disasters. Corporate sector depends on community at large for sustenance, not only as a source of labour, capital and material but also as a market for products and services. If the community life itself is destroyed by disaster the lifeline of the corporate gets threatened. Further in a globalized
economy, market in the remotest part is integrated by a long supply chain, which is disrupted by disasters. The corporate sector and the society are complementary to each other. They are heavily dependent upon each other for mutual existence and prosperity.

Recognizing the importance of integrating the corporate sector and their nodal organizations in disaster prevention, mitigation and preparedness agenda, the National Disaster Management Framework drawn up by the Ministry of Home Affairs, Government of India envisages “involvement of corporate sector in awareness generation and disaster preparedness and mitigation planning” through sensitization, training and co-opting of the corporate sector and their nodal bodies in planning process and response mechanisms. Similarly, the GOI- UNDP Disaster Risk Management Programme also entails promotion of partnerships with the private sector in awareness generation and sensitization leading to development of disaster risk management plans.

The Yokohama strategy (1994) called for “integration of the private sector in disaster reduction efforts through promotion of business opportunities”. The Hyogo Framework for action 2005-2015, strongly advocates corporate roles in reducing disaster risks of communities. High Power Committee (1999) formed in India stressed the need for a multi-sectoral approach by way of integrating the participation of all stakeholders into a comprehensive whole. It has also advocated setting up of system where private sector efforts could be integrated with national efforts.

Historically business houses have been spending money on disaster relief and rehabilitation on following grounds:

a) It helps community in distress;
b) It helps community to bounce back as ultimate consumers as also producers and therefore helps to sustain business;
c) It improves the image and public relations of the company;
d) It attracts tax concessions.

In many countries big business house have their own non-profit organizations which run a number of social projects on education, health, community development and entrepreneurship development etc which reduce disasters in the long run. Business houses many a times contribute to projects run by NGOs. Government can create an enabling environment for greater
corporate sector investment in disaster risk reduction activities through innovative partnership. A few examples of such partnerships are:

- **Awareness and Preparation for Emergencies at the Local Level**

  It involves private sector, government and people to raise awareness of communities to prevent technological accidents. This network has been supported in a number of countries by United Nations Environment Programme;

- **Disaster Resource Network**

  This network is run by Construction Federation of India to encourage safe construction practices

- **India Disaster Resource Network**

  This is a web based inventory of human and material resources on disaster response. Corporate sector and various small and big businesses can play a great role in both preparedness/prevention phases as well as at reconstruction rehabilitation phase. This is possible for them due to the availability of monetary and human resources at their disposal. For organizations having large installations in the areas that are prone to natural calamities, disaster management should be taken up as an essential function. To that extent the investment is required to be made in the disaster management initiatives. The organizations need to plan out the disaster management activities especially in view of disasters such as chemical disasters and accidents and their impacts on the society. It is also important to prepare against disasters that may happen as a result of terrorist attacks. The disaster management plans need to incorporate alternative plans for various scenarios. Training plans must encompass different situations where in an emergent situation may require the application of a variety of skills and techniques. These activities should encompass the people and facilities surrounding the company / industry to be more effective. Even though it is true that the disaster management activity need not be staffed with a whole lot of full time personnel, there is a whole lot of updating and planning, failure of which causes financial implications. For this, the disaster situations and disaster management plans having financial implications must be thoroughly discussed by the Board of Directors/concerned higher authorities. The decision to make investments must be necessarily justified in
order to avoid wastages and inefficiencies. The justifications for making investments during the initial phases must take into account the possibilities for larger expenditures during the mitigation and post incident phases. Industries and Companies have disaster management plan as a part of their overall sustainability plan. Generally in the developed countries and in many developing countries, these plans are regularly practiced through workshops and periodic mock drills. The disaster management plan should also incorporate capacity building of customers, suppliers, employees and overall society.

C) **Role of corporate sector in Disaster Preparedness/Prevention**

This will involve mainly the following activities:

1) Capacity building through training and education program encompassing the surrounding locality and facilities

2) Taking proper precautions and following safety rules

3) Periodic mock drills not only for the employees but also for the surrounding locality

4) Working in collaboration with the government and community to develop skills and give effective response to the disasters in both short term and long term.

5) Join hands with government, NGOS, other small and large organizations for response and reconstruction initiatives and have preventive measures in place ahead of time.

6) Using the technical and managerial expertise for warning, monitoring and mapping of disasters.

D) **Role of corporate sector in Rehabilitation/Reconstruction:**

1) Donation of cash, food, medicines and other resources

2) Participation in the recovery activity

3) Using the technical and managerial expertise for coordination, recovery and logistical support in the aftermath of disasters.

4) Participation in the rehabilitation of affected individuals, employees and society as a whole
8.3 Case Study


As mentioned by Mr. Alberto Aldeba Lim, President, Corporate Network for Disaster the Response, Philippines, in the document titled ‘The Role of the Business Sector in Disaster Preparedness and response’ in the international conference on Total Disaster Risk Management 24 December 2003, a 7.2 magnitude earthquake that occurred in Luzon in the Philippines on July 16, 1990 caused 1,666 deaths. About 1,000 persons were missing and more than 3,000 were injured. The rains, which began soon after the tremor, resulted in more casualties, some as the result of reactivation of earthquake induced slides. Nearly 100,000 houses were damaged, 40% of them were completely destroyed.

The business sector mobilized relief and rehabilitation resources such as cash, medicine, blankets and old clothes. Corporate aircraft as well as ten-wheelers and communication facilities were deployed free of cost. Search and rescue groups from among the mining companies were also involved. In order to manage the psychosocial needs, Teams of psychiatrist-trained groups were available. In the subsequent months, after an assessment of the economic and infrastructural damages, the private sector funded rehabilitation activities including resettlement projects and programs to rehabilitate livelihood, schools and other community lifelines.

This experience laid the foundation for the creation of the Corporate Network for Disaster Response (CNDR). CNDR is today a formal voluntary alliance of private corporations, business associations and corporate foundations operating in the Philippines. The business sector’s involvement in mobilization of relief and response resources has been institutionalized due to the creation of CNDR. Disaster response is now regarded as an addition to its corporate philanthropy. The Corporate Network for Disaster Response believes that the business sector should assume a risk management role as an extension of their business strategy, which also includes corporate social responsibility.

The network has evolved into an institution rendering services not only for community disaster response but also for all the phases of disaster risk management activities that include disaster preparedness and rehabilitation. CNDR initiated various community-based disasters
preparedness projects. Among these are: USAID funded project “BAYANIHAN: Building Multi-Sectoral Partnerships for Sustainable Disaster Prevention, Mitigation and Preparedness,” the Community Based Disaster Risk Reduction Project in Dingalan, Aurora, and Phases 1 and 2 of ACCORD which stands for Strengthening Assets and Capacities of Communities and Local Governments for Resilience to Disasters, a community-based disaster risk management project funded by the European Commission’s Humanitarian Aid Department (ECHO) through the Fifth Disaster Preparedness Programme (DIPECHO) Action Plan for Southeast Asia, and CARE Netherlands. Through these community-based disaster preparedness projects, strategies that enhance the capacities of the target communities to respond to disasters and reduce their vulnerabilities were supported. Strengthening the institutional capacity of local government units (LGUs) to engage in Community-based Disaster Risk Management (CBDRM) activities and institutionalizing Disaster Risk Reduction (DRR) through local legislative plans and agenda were undertaken. Some of the projects likewise focused on strengthening the relationship between the corporate and public sectors for CBDRM and emergency preparedness.

Apart from providing services to communities affected by disasters, CNDR’s thrusts also include providing service to the business sector by assisting its members in the development of appropriate disaster response programs for implementation and providing venues to raise business sector awareness on disaster preparedness. CNDR also facilitates private sector support in community-based disaster risk management activities by promoting Public-Private Sector partnership in disaster risk reduction.

Disasters impact not only lives and health, but increasingly the local and international economy on which businesses and the community depend. Even if the corporate community has performed a remarkable job in responding to disasters, the most important task in the medium and long term is to strengthen and broaden programmes that reduce the number and cost of disasters which is the need of an hour today.

8.4 A Review of Indian Corporate Sector Initiatives for Rehabilitation of the Citizens After Disaster:

1) Set up in 1927, FICCI is the largest and oldest apex business organization of Indian business. With a nationwide membership of 500 chambers of commerce and business associations and an expanding membership of enterprises drawn from large, medium, small and tiny segments of
manufacturing, distributive trade and services, FICCI promotes the spirit of enterprise that will make India a globally competitive and socially responsible economy. Besides commercial activities, FICCI supports several humanitarian endeavours, through the Socio-Economic Development Foundation (FICCI-SEDF).

In the aftermath of the devastating earthquake in the Kutch region of Gujarat on 26th January 2001, FICCI-SEDF joined hands with CARE, for rebuilding the homes, community infrastructure and supporting livelihoods of the earthquake-affected people. This largest Economic-Social sector partnership ($20 million) project reconstructed 5000 Houses, 15 Schools, 11 Community Centres, 21 Anganwadi Centres, 12 Panchayats and 5 Sub Health Centres in 23 villages. The project also provided assistance for restoration and up-gradation of livelihood opportunities for the affected communities. The Confederation of Indian Industries (CII) and the Federation of Indian Chambers of Commerce and Industries (FICCI) had offered to adopt clusters of quake-ravaged villages for relief and long-term rehabilitation in Bhuj.

The devastating earthquake that rocked Jammu & Kashmir on the 8th of October 2005 caused severe damage to the lives and belongings of thousands of families on both sides of the Line of Control. The districts of Poonch, Baramulla, Jammu, Udhampur, Ramban Kathua, Srinagar, Budgam, Anantnag, Pulwama and Kupwara were the worst affected. FICCI in consultation with the Ministry of Home Affairs organized relief work and within 24 hours of starting the relief operations, FICCI was ready with blankets, jackets, sweaters, shoes and other relief items. A total of 11 tons of relief material as first consignment for the victims was airlifted through Indian Air Force in coordination with the Ministry of Home Affairs. A collection centre was started at the FICCI auditorium in New Delhi for public contributions.

The response to the collection centre was very positive. Bata India Ltd. provided 1500 pairs of shoes for men, women and children; Johnson & Johnson provided 2000 packets of sanitary products. Several blankets, quilts, mattresses, and jackets were received from individuals; and the monetary contributions were also given to the FICCI-SEDF Relief Fund. The second consignment of around 6 tons consisting of bleaching powder, chlorine tablets, toys for children, blankets, and jackets was sent to J&K the subsequent week. Two villages with more than 600 affected families were identified with the help of J&K Light Infantry Regiment for the distribution of relief supplies. 4 tons of relief materials were distributed.
Several business groups such as Siemens, Larsen & Toubro, TATA Steel, Coca-Cola and ESSAR contribute to the rehabilitation program. Public sector industries also provide huge donations for rehabilitation.

8.5 Disaster Management Initiatives of Corporate Sector for Sustainability of Their Businesses:

In India there is scope for improvement as corporate are in the primitive stage of post disaster rehabilitation and there seems to be ample scope for the corporate for getting involved in preparedness and prevention before disaster. As far as the sustainability initiatives of the corporate sector for reducing/managing disasters in own businesses are concerned, some work has been displayed by some prestigious corporate groups as follows:

1) Hypercity Retail trains its employees to handle emergencies like earthquakes, terrorist strikes, floods and bomb threats.

2) Regular drills are carried out at the Mahindra Group headquarters at Worli in Mumbai. Xerxes P. Adrianwalla, a retired armoured corps brigadier who handles the group's security, says the group tries to mitigate all risks that have a high probability of occurrence as well as a high impact on business. "All our units have their own business continuity plans in place. We also have a host of service providers to whom we can outsource in case of an emergency," he says.

3) Godrej Industries has a business continuity plan in place for its factories. V. Swaminathan, Executive Vice President for Corporate Audit and Assurance, says: "Some of our plants are in a high earthquake zone. So if one of our hair dye plants in either Guwahati or Sikkim were to be affected, the other would act as a back-up. We have identified third-party vendors who can turn around supply within a month and a half." Godrej has included safety escape chutes for the inhabitants of Planet Godrej, a premium realty project in South Mumbai.

4) Mumbai-based HDFC Bank has its disaster recovery centre in Bangalore, which is in a different seismic zone. In case of normal floods, it can switch all its branches over to the centre in 30 minutes. In case of a sudden outage, the DR centre takes control automatically; the main data centre is managed remotely.
5) Neville Dumasia, head of governance, risk and compliance at KPMG, says: "The biggest challenge relates to embedding risk thinking into an organisation's business decisions. Do you think about risk only during a downturn or is it factored in at all times?" Adds Axa's Dr Bery: "Companies are not aware about the kind of services that are available, especially for evacuating people. Also one must be aware that government agencies are often late in reaching a site of a disaster, and companies need to fend for themselves.”

The role of Private sector is very significant and crucial as far as the disaster management initiatives are concerned. This is more important considering the fact that a large part of the country’s assets are owned by them.

The 9/11 commission observed that “Unless a terrorist's target is a military or other secure government facility, the “first” responders will almost certainly be civilians. Homeland security and national preparedness therefore often begins with the private sector. Preparedness in the private sector and public sector for rescue, restart, and recovery of operations should include (1) a plan for evacuation, (2) adequate communication capabilities, and (3) a plan for continuity of operations. As we examined the emergency response to 9/11, witness after witness told us that despite 9/11, the private sector remains largely unprepared for a terrorist attack. We were also advised that the lack of a widely embraced private-sector preparedness standard was a principal contributing factor to this lack of preparedness.” (Page 398; The 9/11 Commission Report)

8.6 Analysis of Respondents’ Opinions in Respect of Contribution of Private Sector Companies:

In India there are no legal/ compulsory requirements as regards the financial contribution of the corporate sector for disaster management at any phase. In this regard, the following questions were asked to sample of 50 respondents to know their opinion:

A) What percentage of revenue should the private sector companies invest in equipments to combat disaster impact?

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<th>1% to 5%</th>
<th>6% to 10%</th>
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Analysis of opinion of respondents about the percentage of revenue the private sector companies should invest in equipments to combat disaster impact

| no. of people ranked | 1  | 12 | 13 | 5  | 9  | 1  | 2  | 7  | 50 |

Table 8.1

Graphical presentation of analysis of opinion of respondents about the percentage of revenue the private sector companies should invest in equipments to combat disaster impact

(Graph drawn by the researcher on the basis of data collected from the respondents)

Modal value of percentage of revenue that the private sector companies should invest in equipments to combat disaster impact is 6% to 10%.

Conclusion:
6% to 10% of the revenue should be invested by the private sector companies in equipments to combat disaster impact since this option has the modal value.

B) What percentage of revenue private sector companies should keep as reserve for relief measures post disasters?
### Analysis of opinion of respondents about the percentage of revenue private sector companies should keep as reserve for relief measures post disasters

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<th>Options</th>
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**Table 8.2**
Graphical presentation of analysis of opinion of respondents about the percentage of revenue private sector companies should keep as reserve for relief measures post disasters

 Modal value of percentage of revenue that private sector companies should keep as reserve for relief measures post disasters is 1% to 5%

Conclusion:
Private sector companies should keep 1% to 5% of their revenue as reserve for relief measures post disasters.

8.7 New Opportunities for Businesses
Sometimes it has been also observed that the disaster affected areas which were economically backward earlier, could attract good businesses and investments with the help of government initiatives. After Centre declared a five-year excise exemption and the state government announced exemptions in sales tax to the quake-hit Kutch district in 2001, companies such as Essar, Adani Group, Suzlon, Sanghi Group, Tata Power, Welspun, Videocon International Ltd, Surya Group, JP Group and Electrotherm spread their business there. Bhuj has now become the focal point of western India's growth, notes Vidhyut Buch, vice-president,
Gandhidham Chamber of Commerce and Industry. "Kutch falls has seen investments worth more than Rs 15,000 crore with 200 companies choosing to set shop here since 2001," he says. He expects Kutch district to become the largest cement-manufacturing hub in the world by the end of 2012 with its daily cement manufacturing capacity touching 60,000 tonnes. Mukesh Ambani-led Reliance Industries has announced a cement plant here with a 5-million-tonne capacity. To boost connectivity between Bhuj and major points of trade and transaction, a 60-km-long six-lane highway is coming up to link it to Kandla, India's largest port. (Ref: Shramana Ganguly Mehta & Parag Dave, ET Bureau Jan 27, 2011)

Increasing emphasis on disaster risk reduction at the global, regional and national levels have created new opportunities for business in the areas such as:

- GIS based risk assessment and mapping by spatial data integration;
- Early warning and disaster communication;
- Retrofitting structures in high seismic zones;
- Recharging deep underground aquifers with surplus flood water for use in peak demand

8.8 Role of NGOs in Disaster Management

NGOs in India are organizations registered under various Indian laws such as the Societies Registration Act, 1860, Section 25(1) of Companies Act, 1956, meant for non-profit companies, or State-specific Public Charitable Trust Acts. NGOs work in a variety of areas like humanitarian assistance, sectoral development interventions and sustainable development.

NGOs play significant role in different phases of the Disaster Management Cycle. Given India’s multi-hazard risk and vulnerability to natural and man-made disasters, NGOs have been playing a significant role in providing humanitarian assistance to disaster-affected people in most of the severe disasters like the Latur earthquake in 1993, Orissa super cyclone in 1999, Bhuj earthquake in 2001, Indian Ocean tsunami in 2004, Kashmir earthquake in 2005, Barmer floods in 2006, Kosi floods in 2008, cyclones Aila and Laila and the cloud burst in Leh in August 2010, apart from participating in providing relief to disaster affected communities in various other localized disasters. Most of these have been isolated experiences of synergetic partnership between civil society organisations with government institutions, facilitated to a large extent by
the senior administrators at the field level. NGOs often come forward to assist the disaster victims in different parts of the country. Many NGOs are involved in preparing the community to face disasters and mitigating the disaster risks. They have the flexibility to respond quickly and efficiently at the local level and are often the first organized group to reach the disaster site.

With professional and innovative interventions NGOs reach the affected people after a disaster promptly, help in the establishment of temporary relief camps, and contribute to building community resilience towards disasters. The involvement of NGOs for disaster preparedness and mitigation at community level are now an increasing trend. In the paradigm shift in disaster management from post-disaster relief to pre-disaster preparedness, mitigation and improved emergency response capacities in the country, NGOs have more competitive advantages and flexibility of operations in fields like awareness generation, community level preparedness and capacity building of communities, while the Government agencies have their core competencies in formulating rules, procedures, and regulations for structural safety, synergising institutional commitments for disaster management and mainstreaming disaster risk reduction into development projects.

The Twelfth Finance Commission (TFC) report addresses the potential of NGOs in disaster mitigation, in its chapter on Disaster Relief, wherein it identifies micro insurance products by micro insurance agents like NGOs, self-help groups (SHGs), micro-finance institutions (MFIs). Further, in the chapter on local bodies, TFC emphasizes the concerns of accountability of the Local bodies to the Citizen’s Charter and the role of NGOs/ NGO participation in this. Besides, it also introduces the District Innovation Fund (DIF) aimed at making cutting edge levels of governance responsive to felt needs and innovations, recommending that at the district level, only 90 per cent of the cost be met from the DIF and the balance 10 per cent from non-governmental contributions – from either the public or NGOs.

Most NGOs operate without any structured allocation of resources from the Government. However, from time to time the Government (both national and state) would engage NGOs to do specific activities in the humanitarian sector. Some of them, especially larger organizations, would have their internal mechanisms of funds allocation criteria for undertaking various Disaster Management functions.
Several NGOs have access to significant resources in the form of money, material, equipment, human resources, knowledge and skills to deal with disaster related situations through various community-centric processes and approaches. Many have very systematic and time-tested arrangements for accessing international humanitarian resource. NGOs not only work on their own but also work in partnership with other national and international organisations, UN agencies, community based organisations, local governments, self-help groups and government bodies. Over the years NGOs have also come together through networks, coalitions and alliances so as to offer value added humanitarian services, notable examples being Voluntary Health Association of India (VHAI), Voluntary Action Network India (VANI), Sphere India, Alliance for Adaptation and Disaster Risk Reduction (AADRR), and Confederation of Voluntary Associations (COVA). NGOs are very significant humanitarian players in the disaster management arena in the country. The Red Cross has country wide presence with national headquarters in Delhi, State headquarters in the state capitals and field offices in most districts of the country. The NGOs, CBOs, corporate sector entities and faith-based organisations who have extended humanitarian relief assistance to disaster-affected communities in some of the most devastating disasters in India in the past have been able to reach the remote settlements and provide their assistance to people who were not reached earlier by routine channels of provision of relief to the disaster affected people. Many of these organizations have demonstrated profound sensitivity to the needs of excluded and marginalised sections, especially the elderly and the differently-able and have advocated for the need to recognize the needs of disadvantaged groups. There is a large scope for improving the engagement of NGOs in disaster management and on efficiently utilising their unique advantages and core competencies by strengthening humanitarian coalitions, alliances and NGO networks. There is also a need to strengthen public awareness, capacity building and knowledge management. Institutional mechanisms for the advocacy and engagement of NGOs with government agencies on disaster management concerns require to be strengthened. Replication and scaling up of community level good practices has to be promoted. Humanitarian advocacy needs to be carried out for public policy/ system reform, awareness on entitlement and grievance redressal. There is need to promote quality, accountability and do no harm principles and standards. Promotion of the principle of collaborative, consultative and unified action to complement and supplement government action.
in DM is of critical importance. The sector also needs to work concertedly for promoting community participation, good governance, accountability and transparency.

Soon after disasters, NGOs mobilize resources either internally by reallocating resources meant for other development purposes or by utilizing the resources allocated specifically for emergency functions. Such reallocation of resources meant for development purposes to undertake emergency tasks would affect their development interventions. NGOs also mobilize funds from donors through specific proposals or through appeals. It is therefore important that NGOs have access to critical information and data that would help them to reflect the exact requirements in the proposals for mobilizing resources. In the above context, any partnership platform or arrangement being established should address the concerns or limitations that NGOs face while trying to intervene in various activities related to Disaster Management.

The proactive approach in the DM Act 2005 to address disaster risk and vulnerability through pre-disaster preparedness and mitigation activities also envisions accountability and multi-stakeholder participation, including coordination of the activities of the NGOs at various levels. A National NGO Task Force on Disaster Management was established by NDMA in 2006 and several meetings of this Task Force were held to discuss strategies for consolidating and clarifying the Role of NGOs in DM. Thereafter, the National Disaster Management Guidelines on the Role of Non-Governmental Organisations (NGOs) in Disaster Management has been formulated by NDMA in consultation with eminent humanitarian assistance practitioners, civil society representatives and senior administrators in the country.

8.9 A Review of Initiatives Taken by Some Indian/Foreign NGOs for Rehabilitation of the Indian Citizens After Disaster:
1) The CII (Confederation of Indian Industry) is a non-government, not-for-profit, industry led and industry managed organisation, playing a proactive role in India's development process. It works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes. CII has sought to involve Indian industry in the implementation of the different schemes under the National Disaster Management Plan. CII also works with various agencies to capacitate different segments of the urban and rural populations to combat and manage major disasters. In line with this, CII conducts training and certification programmes, organizes workshops and conferences, releases publications, resource directories and multimedia kits for mass awareness, and provides relief and rehabilitation support to affected people.

On 6 August 2010, the LEH CLOUDBURST brought about vast devastation. Hundreds of lives were lost, swept away and buried in mud, over 1300 houses destroyed; More than 40 percent farmland rendered infertile putting thousands of survivors in relief camps. CII responded by immediately swinging into action. Obstacles were slashed to permit purchases of emergency supplies and equipment, and mobilisation of other resources with minimum delay. Co-operative arrangements between government and private organisations were made to coordinate the delivery of relief supplies. With its prior experience in relief efforts at various places, CII formulated a 3-pronged strategy to support Leh in the crisis.

2) HOPE worldwide is an international charity that provides non-sectarian assistance to millions of needy people per year in over 80 nations. It is a recognized NGO in special consultative status with the Economic and Social Council of the United Nations, and is a registered private voluntary organization with the United States Agency for International Development (USAID). HOPE foundation is an independent affiliate of HOPE worldwide.

After the devastating earthquake of Bhuj in 2001, Maliya village in Rajkot District was chosen for HOPE foundation's relief work. HOPE workers reached Maliya with relief packets (containing raw dal, rice, biscuit packets, salt, water pouches, candles and matchboxes) and material such as Bamboos, Tarpaulin etc and constructed 2 community halls for the villagers so that they could be provided shelter from the cold wind that prevailed in the night. The HOPE team reached Maliya with professional tent makers and constructed 70 houses with plastic sheets (to accommodate 70 families of 4-6 members each). After the earthquake, HOPE foundation
started a computer school in June 2001. HOPE foundation also started a daycare centre for the children.

After the Tsunami on 26th December 2004, HOPE foundation arrived in coastal Tamil Nadu with relief. Relief was provided to the victims immediately. Medicines, food packets, sleeping mats, bed sheets, rice and other essential items were also distributed. They also helped to bury the dead and comfort the living. Counselors met victims to discuss their fears and concerns following the tsunami, to restore their confidence and security. In collaboration with IMGE, HOPE foundation started a program called ‘Save the Family’. 120 boats, nets and life saving kits were given to the fishermen community in lieu of the destruction of the same by the tsunami. The coast which was filled with debris brought in by the tsunami was cleared up. Long term programs were started in Pudupattinam and Nagapattinam. This is one of the largest initiatives in response to the Tsunami disaster and was launched in collaboration with Manpower Inc., USA. The collaboration has produced the establishment of two Vocational Training Centers at Tharangambadi and Nagapattinam with a focus on local requirements and developing the local economy. The two vocational training centres train young men and women in different professional courses, like computers, masonry, sewing, mobile repairing, electrical fittings and others. The two centres of HOPE together benefit nearly 2000 residents of the fishermen communities, helping them have better lives.

In response to the flood in Bihar, HOPE foundation sent a relief team of 6 members to one of the worst affected districts, Araria in September 2008. The team provided food to the affected people and also helped various women who had delivered in the refugee camps. Most of these women could not even afford clothes for their newborn babies and wrapped them in bits of cloth. The team also started some classes for the children who could not go back to school as their schools were destroyed by the floods. They also gave mosquito nets, nutritious biscuits, towels, and saris to the refugees.

In the month of October 2009, when North Karnataka was inundated with flood waters, HOPE foundation provided victims with medical care, food and clothing. Apart from distributing immediate relief materials to the flood victims, they also distributed solar lamps to around 300 households. HOPE foundation also got involved in the long term rehabilitation of this area as well by building 90 homes and 2 community halls. (Ref: HOPE Foundation)
8.10 Role of NGOs in Various Phases of Disaster Management as Envisioned by the NDMA in its Guidelines:

A) **In preparedness at community, district, state and national level:**

1) Mobilising communities and facilitating formation of task force
2) Establishing coordination mechanisms
3) Participation in contingency planning
4) Analysis of capacity needs and participation in standardized capacity building including training and mock drills.
5) Establish linkages with stakeholders for hazard monitoring and early warning
6) Facilitate, support and establish mechanisms for information dissemination before, during and after disasters.

B) **After disaster at rehabilitation and recovery phase:**

1) Creating greater public awareness on disaster risk and vulnerability, initiating appropriate strategies for strengthening the capacity of stakeholder groups to improve disaster preparedness, mitigation and improving the emergency response capacities of the stakeholders.
2) Mobilising communities and facilitating formation of task force
3) Establishing coordination mechanisms
4) Participation in contingency planning
5) Analysis of capacity needs and participation in standardized capacity building including training and mock drills.
6) Establish linkages with stakeholders for hazard monitoring and early warning
7) Facilitate, support and establish mechanisms for information dissemination before, during and after disasters.
8) Introducing innovative approaches based on the good practices in addressing the emerging concerns of climate change adaptation and mitigation.
9) Bringing in the financial resources from bilateral and multilateral donors for implementing pragmatic and innovative approaches to deal with disaster risk and vulnerability, by effectively integrating and converging the various government programmes, schemes and projects.

10) To identify nutrition related vulnerabilities of affected community and to provide adequate amount of food so that all members of the community are able to sustain themselves to cope with health hazards.

11) To establish health information system and services to ensure reduction of morbidity and mortality

12) Provision of temporary and transitional shelters

13) Provision of safe and adequate drinking water and sanitation facilities

14) To reduce interruption of education and provide protective environment to children against abuse and trafficking

15) Restoration of disaster affected livelihood options and creation of newer and alternative options

16) Provision of basic life support needs, ensuring the security of disaster survivors and provision of psychological and social support

8.11 Conclusion:

1) It is observed that most of the times the funding/ relief has been given by the corporate sector mainly post disaster. The funding/ allocation needs be done by the corporate sector for both pre as well as post disaster phases.
2) The survey results of 50 citizens indicate that:

   a) 6% to 10% of the revenue should be invested by the private sector companies in equipments to combat disaster impact.
   
   b) Private sector companies should keep 1% to 5% of their revenue as reserve for relief measures post disasters.

3) Effective coordination should be done between monetary support of corporate sector and organized efforts of NGOs.

4) Independent disaster management body can coordinate the activities of both corporate and NGOs with appropriate constitutional changes.

5) Government should mainly focus on infrastructure building and give freedom/support to the corporate sector/ NGOs for effective disaster management.

6) It has been observed many a times that the supply of relief material may be of unwanted items or it may get piled up due to non availability of transport and infrastructural facilities. Therefore an effective need assessment and coordination procedure should be in place to avoid wastages and delays.