

Corporate Social Responsibility and Natural Disaster Reduction: Local Overview of Gujarat

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Acronyms

| | |
|-------|--|
| AMC | Ahmedabad Municipal Corporation |
| CBO | community-based organisation |
| CEO | Chief Executive Officer |
| CII | Confederation of Indian Industry |
| CO | corporate organisation |
| CSR | Corporate Social Responsibility |
| DFID | Department for International Development |
| DMI | Disaster Mitigation Institute |
| FPI | Foundation for Public Interest |
| GCCI | Gujarat Chamber of Commerce and Industry |
| GIDC | Gujarat Industrial Development Corporation |
| GIIC | Gujarat Industrial Investment Corporation Ltd. |
| GO | government organisation |
| GoG | Government of Gujarat |
| GoI | Government of India |
| HUDCO | Housing and Urban Development Corporation |
| IFC | International Finance Corporation |
| INGO | international non-governmental organisation |
| NCDM | National Centre for Disaster Management |
| NGO | non-governmental organisation |
| PTSD | post-traumatic stress disorder |
| SEEDS | Sustainable Environment & Ecological Development Society |
| SEWA | Self Employed Women's Association |
| UN | United Nations |

Corporate Social Responsibility and Natural Disaster Reduction: Local Overview of Gujarat

Section 1: Introduction

1.1. Background of the study

In the context of India, the corporate sector of Gujarat is perceived to be one of the most active players in the social development of the state. Its work has received visibility, across progressive high-profile natural disasters in the state. In addition to the government and the voluntary sector, this commercial sector holds a special position in the list of stakeholders active in disaster response. However, barring accounts in the media, their participation during the different phases of the disaster cycle have found little to no documentation.

On the other hand, management of recent natural and human-made disasters in Gujarat is indicative of the need for more stakeholders to be better prepared and coordinated to efficiently handle and mitigate such calamities. The view that through practice of Corporate Social Responsibility (CSR), this sector can potentially act as a responsible partner that works towards evolving a capable and efficient disaster risk management system in the state is gaining currency. However this too necessitates serious documented studies on the strengths, weaknesses, opportunities and threats that the sector is posed with as well as bring along while working in the field of disaster management.

To that end the Disaster Mitigation Institute (DMI), utilizing the opportunity provided by the global and national study on Corporate Social Responsibility and Natural Disaster Reduction proposed by John Twigg and supported by DFID, initiated this study. The study attempts to gain insights into the practice of ‘corporate social responsibility’ by the corporate sector during progressive disasters in the state of Gujarat. It is hoped that the findings of the study will help in strategising future action plans to obtain maximum benefits of corporate initiatives and support in relation to disaster risk management.

1.1.1 State of Gujarat

Covering a geographical area of 196,024 sq km (1991), Gujarat is the western most and seventh largest state in India. It has 25 districts in total with Gandhinagar as its state capital. It is bound by the Arabian Sea in the West which is often visited by devastating cyclones, Pakistan in the North thus opening it to the threat of war and most recently terrorism (attacks on the Akshardham temple in Gandhinagar in September 2002), the desert state of Rajasthan in the northeast that is reeling under a prolonged drought; Madhya Pradesh in the Southeast causing floods in river Narmada and Tapi in monsoon and Maharashtra in the South.

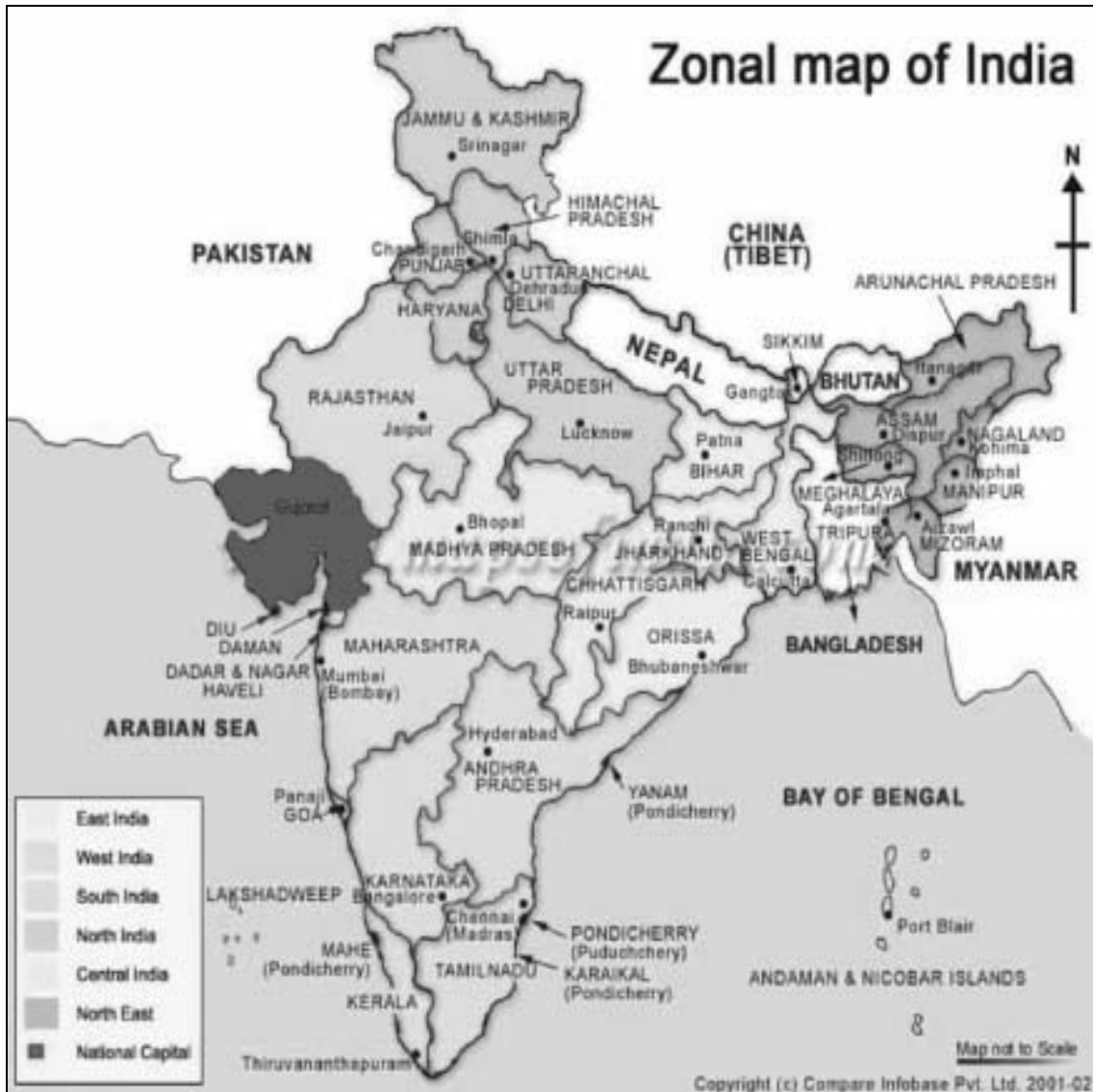


Figure 1: The state of Gujarat in India
 Source: <http://www.mapsofindia.org>

With a coastline of 1600 km and 41 ports, abundant mineral wealth, skilled human power, and a multi-product free trade zone at Kandla, Gujarat today ranks second not only among the industrialized and urbanized states of India, but also with respect to inflow of investments. The principal industries in the state are textiles, chemicals and petrochemicals, pharmaceuticals, dyes, fertilizers, cement, sugar and engineering. The tenth most populous state in the country, Gujarat has a population of 41.31 million with 34.49% of its people residing in urban areas (1991).

1.1.2 Hazards and disasters in Gujarat

Gujarat is a state facing multiple disaster threats. A long history of droughts, along with recent experiences of cyclones and earthquakes has increased vulnerability of both the rural and urban populace to natural disasters. The following table presents a short list of disasters that the state has faced during the last decade:

Flood: Floods in 1996 destroyed 54,575 dwellings and killed 117 people. Gujarat is dry, drought-prone and with scanty rainfall. Nevertheless, floods in the Sabarmati and Narmada rivers do repeated damage almost each monsoon.

Cyclone: On June 9, 1998 a severe cyclone hit the west coast of Gujarat, causing widespread damage. The cyclone killed 3,500 people; 20,000 families were affected; 200,000 houses damaged.

Drought: Gujarat is chronically dry and prone to drought. Drought is the result of a combination of natural factors, principally the scarcity of rain, and man-made factors such as deforestation and overgrazing, the absence of traditional rainwater harvesting systems, indiscriminate sinking of tube-wells and the promotion through government subsidies of water-intensive cash crops in arid areas. In 1999, as many as 98 out of a total of 225 blocks in the state received less than 50% of the season's expected rainfall. In 1999, Gujarat faced the worst drought of the past 100 years. Some 7,500 villages spread over 145 blocks in 15 districts were severely affected.

Earthquake: Gujarat, particularly Kutch, Rajkot and Bhavnagar, has been rocked by numerous earthquakes. From the year 1842 to 2000 there have been at least 25 earthquakes. The area falls under seismic Zone V and IV i.e. it is classified as highly earthquake-prone. On January 26, 2001 around 8.45 am a quake of great intensity hit the state. Measuring 6.9 on the Richter scale, the epicentre was located 20 kilometres north-east of Bhuj. The earthquake caused enormous loss of life and property, affecting around 20 million people and 250 villages. It killed 16, 487 people and left 146, 743 injured.

Human-made disasters too pose a considerable threat to life and property with the recent communal disturbances following the 2002 Godhara incident confirming these threats. At another level, in addition to the above-mentioned threats looms the potential of an industrial disaster in the many chemical and petrochemical factories in the Baroda-to-Valsad industrial belt of the state. Growing urbanisation and population concentration in cities have substantially altered the land use pattern. Rapidly increasing urbanization has unleashed critical issues of economic growth, environmental concerns, urban governance and management. Despite the efforts of the state government to disperse industrial development, industries have concentrated within the 'Corridor Region,' which has benefited directly from industrial development and thus attracted population concentration. The political-builder nexus has promoted construction of 'unsafe' buildings covering both regular and irregular lands. The rise of shanties and low adherence levels to safety norms in the residential and commercial pockets too raises vulnerability in Gujarat.

1.1.3 Implications of CSR for disaster and development

There is a growing consensus that companies and organizations have a social obligation to operate in ethically, socially, and environmentally responsible ways. It is also believed

that in addition to doing 'no harm' to their societies they have a responsibility to contribute to its 'well being.' Traditionally, the corporate sector has been active in philanthropy and recently has been devoting separate departments or units towards this cause. Business leaders are recognizing that issues of development, which were previously considered extraneous, can have serious financial consequences for their enterprise. This could also be linked to the relationship between worker output and social welfare.

In disaster response however, CSR activities appear to be more 'humanitarian' in nature than 'professional' in execution. Nonetheless the belief that the private sector, equipped with essential resources like human, financial and technical expertise, can serve the interest of disaster mitigation cannot be overlooked. Therefore its potential ought to be gauged and efforts made to effectively incorporate it in collective disaster management.

1.2 The study

1.2.1 Contents

This local overview of CSR in Gujarat has six main sections:

- (1) An introduction, which sets out the study's purpose and methodology, and defines the key terms and concepts employed.
- (2) A survey of relevant background issues, principally the opportunities and challenges to CSR activities in Gujarat's development and disaster reduction areas.
- (3) A presentation and discussion of the evidence related to the practice of CSR for natural disaster reduction in Gujarat.
- (4) The main conclusions and recommendations arising from the research.
- (5) A list of documents cited in the main report.
- (6) An appendix containing case studies of CSR and disaster reduction, supporting or adding the presentation and discussion.

1.2.2 Purpose of the study

A global study on 'Corporate Social Responsibility and Natural Disaster Reduction,' is being conducted by Dr. John Twigg (Twigg 2001). In addition, case studies are being conducted in Nepal, Bangladesh, Pakistan, Sri Lanka and India, reviewing their respective national picture. In India, Sustainable Environment & Ecological Development Society (SEEDS) conducted the national case study. However, it was felt that, in a big country like India, an additional study of one of the states would provide deeper insights into local reality. The state of Gujarat was selected, for the following reasons:

- (a) it is a leading business state in India;
- (b) it has faced several natural disasters in the recent past, including the January 26, 2001 earthquake that attracted one of the most noticeable responses from both the local and global corporate sector in recent history; and

- (c) The Disaster Mitigation Institute (DMI) in Ahmedabad has been doing some small yet strategic work in the state on linking disaster mitigation to the corporate sector.

The study was carried out by a team of researchers under the guidance of Mihir R. Bhatt, DMI. This report presents the output of a research project on CSR and natural disaster reduction in Gujarat. The project aims to the extent and nature of CSR in Gujarat, focusing on the process of private sector engagement and its results. Its objective is to assess the potential role of the corporate sector in furthering the cause of disaster management in Gujarat. This is an initial survey of a subject that has not been researched before and for which little evidence is available. The conclusion will therefore be relatively tentative. The project is seen as a foundation for further research and initiatives. It is also hoped that the study will act as a foundation document on which the DMI–AMA Joint Centre on Disaster Risk Management, established by DMI on February 23, 2002 (see Annex 6), will develop its future programmes.

A national report has been prepared by SEEDS to cover broader approaches and strategies by apex groups and organisations such as confederations of industries or chambers of commerce. This Gujarat overview report, the global overview and the other case studies of countries in South Asia, are available on-line (www.bghrc.com). Further similar work has been initiated by Prof. Sunita Singh Sengupta, Indian Institute of Management, Calcutta, on Business-NGO Partnerships for Sustainable Development. She is reviewing the areas and the reasons for private sector-NGO partnerships in the field of sustainable development, and also if it is working to the satisfaction of both: (sunita@iimcal.ac.in).

1.2.3 Terms and definitions

Key terms are defined here to avoid different interpretations and meanings. These definitions are taken from the said Global Study (Twigg 2001).

Private Sector

The term “private sector” is taken to mean any business that produces goods and provides services for profit. This includes businesses of all sizes—from local enterprises such as a *paan* shop, to transnational establishment such as Mac Donalds. While the term does include informal-sector enterprises along with registered and regulated business—for the reason that in the Gujarat, the informal sector is extensive and significant in terms of its economic role and employment that it generates—the scope of the study did not permit this.

Corporate Social Responsibility (CSR)

CSR is a broad concept that is open to interpretations. According to the United Nations (UN) the social responsibility of the private sector goes beyond the sector’s day-to-day operations of producing a certain range of products and services in the most efficient and economic manner. The social responsibility of the private sector (also referred to as corporate social responsibility) concerns the relationships of a company not just with its

clients but also with other groups, and with the needs, values and goals of the society in which it operates. All these groups can be regarded as stakeholders in the company. Stakeholders can be identified as those individuals or groups of individuals that have an interest or take an interest, in the behaviour of the company both within and outside its normal mode of operations. They therefore establish what the social responsibility of the company entails or at least, how they perceive it to be.

CSR can be seen as a continuum, with three broad stages: compliance, risk minimisation and value creation. These stages include the following components:

- (a) Compliance – companies should at least comply with national regulations and multi-national companies in particular should benchmark their local practices against internationally agreed laws, conventions and standards.
- (b) Risk minimisation—beyond basic compliance, companies should be aware of their real and potential socio-economic, political and environmental impact. Building on this awareness, they should develop and implement policies and procedures to minimise any damage that might result from their own operations or those of their business partners.
- (c) Value creation—beyond compliance and doing minimal harm, companies can create “positive social value” by engaging in, for example, innovative social investment, stakeholder consultation, policy dialogue and building civic institutions, alone and with other companies.

There is no neat dividing line between the different elements of CSR or between it and commercial work, and no clear start and finish (Twigg 2001).

As stated in the global paper, there is no standard typology for the different kinds of private sector involvement in CSR, or for its engagement with other actors (such as NGOs), which is the form taken by much CSR work. Relationships between the private sector and other organisations are often categorised according to their degree of confrontation or collaboration. Within the area of co-operation, which is of most interest to this overview, relationships can be categorised in different ways, according to their purpose, the scope and content of private sector activity, and the degree of participation in such activity. However they are configured, these typologies attempt to cover the whole spectrum of very diverse CSR issues, which include social and environmental impact, business ethics, ‘fair trade’, labour standards and human rights (Twigg 2001).

The typology developed for this overview did not have to address such a wide range of issues: it focused on business involvement in natural disaster reduction initiatives within philanthropic and CSR programmes. The overview assumed that much of this would involve partnerships with organisations outside the business community such as the public sector, NGOs and community organisations.

The typology is set out below in Table 1.1. It sets out five main types of CSR involvement and their characteristics. This model is not rigid or static: a relationship/form of involvement can comprise more than one of these types, or change from one type to

another during the course of a particular initiative. This typology is explained and illustrated in the global overview paper (Twigg 2001).

Table 1.1 Types and characteristics of CSR involvement/relationship with other actors in disaster reduction

| <i>Type of involvement</i> | <i>Examples (general)</i> | <i>Characteristics</i> |
|---------------------------------|---|--|
| <i>Philanthropic/charitable</i> | Donations and grants, in cash or in kind (goods, services, facilities) to other organisations and groups working in disaster reduction, or directly to beneficiaries. | <ul style="list-style-type: none"> ➤ Altruistic (although business may derive other benefits, e.g. good publicity, this is secondary). ➤ Business controls the agenda: it decides what to do, whom to assist, and how to assist. ➤ Typically one-to-one relationships between (business) giver and (non-profit/community) receiver; other stakeholders not involved. ➤ May be formal (i.e. based on grant agreement) or informal. ➤ Typically short-term and one-off interventions, but may be long-term. |
| <i>Contractual</i> | Contracting other organisations or groups to carry out work for public benefit. | <ul style="list-style-type: none"> ➤ Business controls the agenda and manages the resources. ➤ Altruistic. ➤ Based on formal, legal contract for work. ➤ Typically short-term or one-off initiatives. ➤ Typically one-to-one relationships; other stakeholders not involved. |
| | Sponsorship of other organisations or groups | <ul style="list-style-type: none"> ➤ Business controls agenda and manages resources. ➤ Self-interested: business gains through publicity, provision of goods and services that meet its needs (any public benefits arising from the work are secondary). ➤ Based on formal, legal agreement. ➤ Typically one-to-one relationships. |
| <i>Collaborative</i> | Working partnerships with other organisations and groups for public benefit. | <ul style="list-style-type: none"> ➤ Greater emphasis on dialogue, shared aims, mutual respect (the extent to which this happens in practice varies). ➤ More likely to involve a range of stakeholders. ➤ Ideas can originate from any of the stakeholders. ➤ Diversity of partnership arrangements (formal and informal). ➤ All stakeholders should benefit from partnership ('win-win' scenario) but may not benefit equally. ➤ Control of resources can give some partners greater control over the partnership. ➤ Better opportunities for longer-term interventions. |
| <i>Adversarial</i> | Business response to lobbying about human and environmental impact of business activities. | <ul style="list-style-type: none"> ➤ Responsive: agenda driven by other organisations and groups. ➤ Public relations more important than public benefits. |
| <i>Unilateral</i> | Business undertakes its own non-commercial actions independently of other actors. | <ul style="list-style-type: none"> ➤ More likely to be short-term, one-off initiatives driven by urgent need and compassion (e.g. emergency relief). |

Disasters, disaster reduction and vulnerability

This study uses the same definitions and understanding of disaster related concepts as described and defined by Dr. John Twigg (Twigg 2001) in the global overview paper. These include:

- (a) *Hazard*: a potential threat to humans and their welfare. Hazards can be natural (e.g. earthquakes, droughts) or induced by human processes (e.g. industrial accidents).
- (b) *Risk*: the likelihood of a specific hazard occurring and its consequences for people and property.
- (c) *Vulnerability*: the extent to which a person, group or socio-economic structure is likely to be affected by a hazard (related to their capacity to anticipate it, cope with it, resist it and recover from its impact).
- (d) *Disaster*: what occurs when the impact of a hazard on a group of people (causing death, injury, loss of property, economic losses, etc.) overwhelms that group's ability to cope.
- (e) *Disaster mitigation*: any action taken to minimise the extent of a disaster or potential disaster. Mitigation can take place before, during or after a disaster. Mitigation measures are both physical or structural (such as flood defences or strengthening buildings) and non-structural (such as training in disaster management, regulating land use and public education). In this report, the less technically precise expression *disaster reduction* is also often used instead of disaster mitigation.
- (f) *Disaster preparedness*: specific measures taken before disasters strike, usually to forecast or warn against them, take precautions when they threaten and arrange for the appropriate response (e.g. organising evacuation and stockpiling food supplies). Preparedness falls within the broader field of mitigation.

The phrase 'natural disaster', which is widely used by specialists and generalists alike, often causes confusion and has been the subject of debate. Strictly speaking, there is no such thing as a natural *disaster*, but there are natural *hazards*, such as cyclones and earthquakes. The difference between a hazard and a disaster is an important one. A disaster takes place when a community is affected by a hazard (as we have seen, it is usually defined as an event that overwhelms that community's capacity to cope). In other words, the impact of the disaster is determined by the extent of a community's *vulnerability* to the hazard. This vulnerability is not natural. It is the human dimension of disasters, the result of the whole range of economic, social, cultural, institutional, political and even psychological factors that shape people's lives and create the environment that they live in. Vulnerability also has different dimensions and influences. For example one should not look at the mere fact that people live in flimsy houses in hazardous locations, but why they live there—which could be the product of poverty (itself the result of local, national and even global economic forces), demographic processes such as population growth or migration to towns and cities, legal-political issues such as land rights, and other political features such as the weakness of government and civil society institutions in protecting citizens.

1.2.4 Methodology

The overview is a mapping exercise to ascertain the characteristics of CSR practice in the field of disaster management in the state of Gujarat. It is based on the premise that despite much hype associated with CSR in response to disaster intervention, a clear picture of its features that are crucial for organised and coordinated approach within and across the commercial sector is largely absent.

The global overview paper and the briefing note provided by Dr. John Twigg guided the study from its start to finish. The overview paper presented a fuller background to the subject, including terms, the nature of CSR, forms of involvement, motivation and arguments for CSR in disaster reduction and the global picture. It, along with the nationwide survey informed the methodology of Gujarat paper and gave an insight into the range of issues that plague the area. The briefing note provided the research team with preliminary information to start the research and initiate a dialogue between the case study writers on research methods and evidence and the global picture.

A mix of quantitative and qualitative approaches to data collection was adopted, which comprised:

(a) An initial discussion with key informants:

Gujarat-wide contacts were made and discussions held with informants in the private and disaster management sectors respectively. This covered those who worked in the private sector, development and disaster agencies, academic institutions and as individual consultants (See Annex – 1). This helped collect evidence and obtain information about other sources, projects and key informants, along with data on key aspects of CSR in Gujarat.

(b) A desk study of printed and on-line publications:

This entailed collection and analysis of documents related to the practice of CSR in the development and disaster arena. These were accessed from libraries, NGOs, companies, government departments, websites and key informants. Studies conducted by DMI in the past were also accessed to sieve out relevant information related to corporate sector involvement and perceptions of disaster response by various stakeholders.

(c) Initial survey of corporate sector organisations:

Semi-structured interviews were conducted with key informants involved in CSR work or knowledgeable about it (see Annex – 2). A survey of the relevant background issues, principally the opportunities and challenges to corporate social responsibility (CSR) activities in Gujarat's development and disaster reduction areas, was generated as a consequence.

(d) A detailed survey of organisations:

Structured interviews were conducted with representatives of 47 corporate organisations in Gujarat (See Annex -3) generating both qualitative and quantitative data. Pointers and

issues emerging from the previous research exercises were placed for assessment by the corporate sector.

(e) Case studies

In addition to the survey a case study approach was used to highlight the experiences of the private sector with NGOs and other stakeholders. This was done with the objective of drawing evidence and lessons for the benefit of any future CSR work and to gauge the potential of working partnerships between the corporate, voluntary and public sectors in Gujarat. CII, the Times Foundation and GIVE Foundation were taken up as cases for this purpose.

1.2.5 Lessons on research methods for the corporate sector:

The overview process revealed that corporate philanthropy is not well documented. Most documentation is related to money spent, photos of outcomes, and public relations links established with business leaders or administrators. Why businesses go beyond making money, who takes these decisions and how they select their area or issue of work is not well documented even in Gujarat where there is long tradition of thoughtful and well-accounted charity.

It is not easy to obtain information from the private sector because: (a) for it, providing information for other than business purposes is uncommon; (b) non-financial information is not well stored; (c) financial information beyond annual reports is well guarded; and (d) providing inputs to public policy research is uncommon. Thus, those private sector individuals who did provide information for this overview are a very special lot. The individuals interviewed warmly received the initial contact by the researchers. Letters requesting information mostly remained filed, unless the letter asked for a very specific piece of information. Those who did respond to the survey and interviews were from the top to middle-top level, mainly in executive positions or in human resources development divisions. The private sector professionals—chartered accountants, public relations firms, business media individuals, and business-government liaison officials— were found to be useful in getting timely, generalised and useful information on trends, groupings, etc. Individual contacts, one-to-one interviews, and informal links are the best source of information. Proposing a case study on the interviewee's work appeared to be a good incentive to get him or her to find time and get going.

It must be mentioned that during the overview period Gujarat faced drought, earthquake and riots. The earthquake and riots attracted unusually high national and global attention. The repeated disasters delayed the schedule of this study, with the author and his team getting involved with response, and the corporate sector caught up in mobilising resources. Also, while answering the question, the interviewees continued to be influenced by recent riots and earthquake relief, relegating slow-onset disasters like droughts to the background.

1.2.6 Limitations of the study

It should be emphasised that this overview is a *preliminary investigation*, not a comprehensive evaluation of CSR in natural disaster, which would be premature given the poor state of knowledge about this subject. Also while the researcher recognizes that the informal and unorganised sector is an important part of the commercial sector in Gujarat, nonetheless the scope of the study did not permit detailed inclusion of the same. Therefore, the findings of the study should be recognized as pointers for further research rather than conclusive evidence and trends.

Moreover, while the study intended to focus on all natural disasters in Gujarat, however, as the 2001 earthquake was fresh in the memories of the corporate sector and in fact drew an unprecedented response from respondents, it has loomed as the focus of the overview work.

Section 2: Corporate Social Responsibility initiatives in Gujarat: Development and Natural Disasters

2.1 Characteristics of the private sector and CSR in Gujarat:

Secondary data analysis suggests that Gujarat is the most industrialised state in India, boasting the strongest economy. Its corporate sector and the primary owners of big business houses have considerable political and financial clout in the state, nationally and internationally. This sector also upholds a tradition of philanthropy, with corporate social responsibility CSR finding expression in setting up NGOs, community based development projects and civil society organisation.

CSR is seen in many different ways in the state. One of the popular perspectives is that which upholds Gandhiji's concept of Trusteeship. According to this viewpoint, we all are trustees, not owners, of our wealth, labour, knowledge and skills and obliged to use it for social good. Thus while the owner of a business is a trustee of the wealth that the business produces, the workers of the business are trustees of their labour. Both are expected to use the fruits of their capital and skill for (a) their own basic needs; (b) needs of their business or enterprise; and (c) the social good. Any surplus must be spread across all three uses. Other common practices in Gujarat include business houses sponsoring village rehabilitation after a disaster, supporting fodder distribution during a drought, opening '*sadavrat*' or 'food for all, always' centers during famines, and one-to-one charity or dole for the poor as "dan".

Gujarat's long tradition of thoughtful and better managed charity finds presence in the activities of its industrial chambers and federations. The FICCI (Federation of Indian Chambers of Commerce and Industry) was established in 1927, by Mahatma Gandhi, to provide free India with its own federation of industry, which in addition to making profits would work towards building a new India. Thus social responsibility was at the foundation of its establishment. Its coverage is huge: 500 members including trade associations, industrial bodies and members of chambers of commerce representing 250,000 small, medium and large businesses directly involving an estimated 20 million people.

Although FICCI's main focus is on enhancing business opportunities for its members, it has set up a South Asia Regional Forum, which takes up issues of climate change and business opportunities, and supports small industry development. Beyond profit, FICCI has set up the FICCI-HUDCO knowledge platform on Human Settlements, which has worked on alternative technologies for economic and safer housing. The federation also organizes a series of high profile events related to development and disaster concerns. Those most visibly related to disaster mitigation are the six international conferences on insurance organised annually. However, their focus is mainly on the development of the insurance sector, with attention to natural disasters and exposure to disaster risks being low on their agenda as are discussions on disaster mitigation.

The Gujarat Chamber of Commerce and Industry (GCCI) was founded in 1949 to play a vital role in “protecting and promoting the interests of trade and industry with propelling sustainable growth of Gujarat”. At present 260 chambers, associations and federations across Gujarat are members of GCCI, making it the biggest regional chamber of commerce in FICCI. Interestingly, its mission is to “promote trade, industry and profession so as to achieve sustainable all round economic growth of Gujarat.” It provides services to its 7194 members that include information about economic policies and procedures, clarification on taxation laws, and addressing complaints and grievances. In terms of global connections, GCCI has been actively linked with businesses in Singapore, Brazil, China and Kazakhstan in recent years. Trade missions from UK and USA are also a regular feature. Recent emphasis of GCCI activities is on globalisation and as a result it has adapted a new theme, “Global Gujarat - Resurgent Gujarat” to meet global business challenges and benefit from global funding, technology and professional services.

It takes an active interest in local economic development. Some of the key concerns of GCCI for Gujarat include investments in infrastructure of industrial estates, power tariff, resisting VAT (Value Added Tax), removal of municipal octroi, nationalisation of professional service charges and developing ambitious long-term direct investments in Gujarat. From time-to-time GCCI takes up social issues such as rising fees for education, price hikes in petroleum and relief to victims of natural disasters

For the past few years GCCI has conferred the annual Gujarat Businessman Award, with one of its core objectives being recognition to those members who invest in areas of social work. Contribution to the society,” is one of its six criteria for selection for this recognition.

2.2 Corporate-NGO Relationship: Development Scenario in Gujarat

The relationships between the private sector and other sectors of society in Gujarat are strong and multiple. Business interest in educational, health, charitable and other areas of social development is common and accepted.

The work of various leading business families in the state reflects the above mentioned observation. In the field of education the names of the Lalbhais, who established the Ahmedabad Education Society, the Sakarlal family that was instrumental in establishing the Gujarat University, and Ranchodlal Chotalal, the founder of textile mills in Gujarat who set up the first technical school, are noteworthy. In addition, most of the colleges in Gujarat are run by trusts set up and managed by local business interests. Similarly, leading hospitals, such as Shardabai Hospital and Vadilal Hospital were set up by leading business families for social purpose. In Surat, South Gujarat, the Marfatia family, once leaders in trade and financing, supported numerous public causes in the city. More recently, after independence, the Sarabhai family in Ahmedabad set up India’s leading national school of design, a physical research laboratory, the Indian Space Research Organisation, an institute for mental health and a Montessori school. Most recently the Reliance group of Industries, which is listed in the Forbes global 500 list, has set up an

information technology institute in Gandhinagar called the Dhirubhai Ambani Institute of Information and Communication Technology (DA-IICT). Moreover, industrialists like the Vadilals, Lalbhais and Mehtas have worked in influencing both industry and public policy makers to take up work related to social responsibility.

Investing resources towards setting up public institutions is also common among the labour sector of Gujarat. The Textile Labour Association, a trade union of textile mill workers, founded by Ms. Anasuya Sarabhai, the sister of a leading textile mill owner, has set up its own cooperative bank, hospital, libraries, training institutes, and *khadi* shops across Gujarat.

2.3 Corporate Sector relationship with Voluntary and Public Sector: Disaster scenario of Gujarat

For the past 50 years the government has been seen as the major actor after a disaster. The state government of Gujarat has set up drought relief camps to provide work to the needy, given relief to victims of fire or cyclone and paid compensation to disaster victims. In fact, the Government of Gujarat gained a name in the 1960s and 1970s for not only managing its own disasters efficiently, but also reaching out to other states of the country suffering from disasters. Effective relief administration was considered the pride of Gujarat. Over the past twenty years, however, NGOs have become more active in disaster relief and response. The Sankat Nivarn Samiti, Gujarat Rahat Samiti, and many more have played an active and effective role in reaching out to the victims of natural disasters. This has been done both independently and on selected occasions in coordination with the government machinery.

Nonetheless, the role of the private sector has been seen as central in disaster relief, since the 1890s. Business houses set up transition camps for flood victims; donated to build *Dharamshalas* to house destitutes; paid for *panjrapoles* and *gaushalas* to feed cattle; and opened *sadavrat*, food camps, to feed the hungry. A DMI survey has listed up to 300 animal feeding centres across Gujarat established and run by local small town business communities. Although a few new centers are being constructed, the old ones, due to laxity in maintenance, lie dilapidated, thus turning into ruins.

Perhaps one of the first modern non-governmental—business collaborations was when the GCCI in 1969, on the initiative of the Lalbhais, set up the Sankat Nivaran Samiti, a disaster mitigation committee, to give out relief within Gujarat, and in 1971 to a major portion of one million refugees from the then East Pakistan. Subsequently industries in cooperation with voluntary sector organisations have also supported various preparedness measures in the drought-hit state of Gujarat. The Mafatlal industries support a voluntary organisation, Sadguru Foundation, to build check dams, percolation tanks and water harvesting structures in tribal areas, mostly in Dahod district to mitigate drought. It has been seen that such interventions create timely, cost-effective and well-built structures that ensure more water for longer periods in the local streams and wells, thus making a difference in the villages. Similarly, Kantisen Shroff, founder of Excell Industries, spent considerable resources and time to promote the development concerns of Gujarat in

general and Kutch in particular. For example, after the 1998 cyclone around Kandla Port he supported reconstruction of horticulture and shelter in Kutch with notable effectiveness. Further, near the protected areas of Gir, the lion sanctuary, the Ambuja Cement industry has set up water harvesting work to protect *maldharis* (shepherds) and the wild animal population from drought and floods. In water-starved north Gujarat areas the traders of *jeera* (cumin seeds) and *isubgol* (a digestive chaff), have supported the building of thousands of local on-field and common check dams to slow down run-off of rainwater, thus raising the depleted water table.

Some recent examples of CSR involvement in natural disaster reduction in the State of Gujarat are presented in the following table:

**Table 2.1: Examples of CSR involvement in natural disaster reduction
(Various stages, Gujarat specific)**

| <i>Name of initiative</i> | <i>Location</i> | <i>Dates</i> | <i>Company(ies) involved</i> | <i>Type of business company</i> | <i>Category of business involvement</i> | <i>Description</i> |
|--------------------------------|-------------------------|---------------|---|---------------------------------------|---|--|
| Kutch Rehabilitation | Kutch villages | February 2001 | Gujarat Contractors Association | Building Construction and Repairs. | Unilateral | Cleaning rubble, cleaning roads and building safe homes for 500 families. |
| Rehab Loan for Kutch. | All affected areas | March 2001 | Reserve Bank of India and National Housing Bank | Financing Housing and Intermediaries. | Contractual | Financial assistance, including 1000 crore soft loan, to rebuild homes in rural and urban areas. |
| Food/Milk Provision to Victims | Milk Producing villages | February 2002 | Dairy Development Board and Rajkot Dairy | Milk Cooperative Federation | Charitable | 100 tons of milk powder given to affected villages. |
| Safer Housing Kit | Victim villages | February 2002 | Toyota Kriloskar | Auto Industry | Charitable | Temporary safe shelter and housing kit. |
| Donation for Housing | Kutch | February 2002 | Bank of Baroda | Financial and Housing Intermediaries | Charitable | Provision of shelter and services worth Rs.3 crores. |
| Soft Land for Housing | Gujarat | February 2002 | Urban Cooperative Banks | Urban Finance | Charitable/ Contractual | Soft loan and grant for safer housing worth Rs.5 crores. |

| | | | | | | |
|---|------------------------------------|---------------|-----------------------------|-----------------------|------------------------------|---|
| Medical Aid | Victim villages | February 2001 | Cadila Pharmaceuticals | Pharmacy | Charitable | Provision of medicine, doctors and health facilities. |
| Relief Centre | Ahmedabad city | February 2001 | Ambuja Cement Foundation | Cement Company | Charitable and Collaborative | Set up relief and rehabilitation centre with rescue machines and mobility facilities. |
| Medical Aid | Ahmedabad city | February 2001 | Zaidus Cadila | Pharmacy | Charitable | Medical aid and treatment worth Rs.1 crore. |
| Relief Kit | Kutch | February 2001 | Ganesh Housing Cooperation | Building Construction | Charitable | Provision of 5000 relief kits. |
| Medical Treatment | Banaskantha, Mehsana and Ahmedabad | February 2001 | Ind Swift Medicals | Medical Company | Collaborative | Provision of Medical Services of Government Hospital. |
| Information Provision | Ahmedabad | February 2001 | Indu Health Care Foundation | Medical Foundation | Collaborative | Provision of PTSD information. |
| Drought Relief | Jamnagar District | May 2000 | Reliance Petrochemical Ltd. | Petrochemical | Contractual | Provision of 16 gallons of water to citizens, 10 kg fodder per head to cattle and other relief. |
| Technical Inputs for Mitigation Drought | Gujarat | May 2000 | Tata Consultancy | Consulting work | Contractual | Prepared drought relief memorandum from Government of Gujarat to submit to Government of India. |
| Drought Cattle Care | Banaskantha | May 2000 | Banas Cooperative Dairy | Milk Dairy | Collaborative | Provision of 47000 kg subsidised cattle feed and related items to cattle owners. |

| | | | | | | |
|------------------------------|----------------------------|----------|----------------------|---------------------------------------|-------------|---|
| Soft Loan for Drought Relief | Gujarat villages | May 2002 | Banking sector | Banks and Insurance Companies | Contractual | Provision of soft loans to 9000 villages affected by drought. |
| Drought Relief | Villages in Kheda District | May 2002 | Junior Chamber | Federation of Commerce and Industries | Charitable | Provision of food and water. |
| Food for Drought Relief | Saurashtra | May 2002 | State Bank Employees | Union of Financial Workers | Charitable | Food to 800 families. |

Source: DMI Survey 2002

GCCI's active role in promoting issues related to water conservation and management can also be linked to disaster mitigation. The most recent example is a two-day workshop, "Environmental Solutions—Infrastructural Planning and Total Water Waste Management," February 20–21, 2002. The USA–Asia Environmental Partnership was invited to help GCCCI find ways to reduce water pollution and increase water conservation.

In the public arena Gujarat Chamber of Commerce Industry (GCCCI) plays an active role after every disaster event, by holding a customary meeting with the Government of Gujarat to chalk out a plan of action. GCCCI's effectiveness and timely response to the issues of economic losses caused by disasters, was evident during the recent February 2002 riots. After the riots it called a meeting of its members, to assess the situation and jointly with the government draw up a relief distribution plan. The riots started on February 27, 2002 and on March 3, 2002, the GCCCI met the finance ministry to settle insurance issues and the city Police Commissioner to permit workers to continue work. The GCCCI also holds meetings to pay homage to the victims of disasters, like the February 2002 meeting for riot victims in Gujarat. Such meetings are well attended and followed up with suitable resolutions. However, the reasons or root causes of such emergencies or hazards are hardly discussed.

Social responsibility is also expressed in terms of inviting various religious leaders to GCCCI meetings: the most popular invitations were extended to saints from the *Swaminarayan Sampraday*, a sect of Vaishnav Sampraday who have far reaching appeal amongst the small and large farmers, trading class and first generation professionals in Gujarat.

Two case studies highlighting the initiatives of the Times Foundation and CII in response to the 2001 Gujarat Earthquake are attached as Case Study 1 and 2, to highlight the coordinated activities and approach of the corporate sector in disaster response. The cases suggest that federations of corporate sector members can play an effective and innovative role in disaster response. Beyond money they can bring in systems and market links (e.g. CII). Further, they offer leadership for direct social change and play a vital role in programme design and operations. Moreover their capacity to effectively coordinate, both with different corporate sector players and across stakeholders to include the government,

NGOs and the beneficiaries appears to be crucial for an overall positive response and effective results.

Nevertheless, the fact that NGOs and COs not only work jointly but also in parallel, on natural disaster reduction issues remains. Table 2.2 below, based on an initial survey conducted by DMI, maps the NGO–CO relationship over past five disasters in Gujarat.

Interviews with 11 key informants, including experts and analysts familiar with small, medium and large corporate sector activities were organized as a part of this survey. They included the additional chief secretary of Government of Gujarat; a leading auditor specialising in foreign-Indian joint ventures; a leading auditor and financial advisor to family and social trusts of local medium and large business; a leading facilitator of national and international businesses ventures in Gujarat; a political and social liaison executive for leading business houses in Gujarat; a top executive of industrial banking in Gujarat; a chief officer of a commercial cooperative bank; a media and business advisor to the current Chief Minister of Gujarat; a pro-poor and anti-businesses activist working with landless and industrial workers in Gujarat; and the Chief Executive Officer (CEO) of an overseas bank in Gujarat.

Table 2.2: Corporate–NGO Relationship in Gujarat

| No. | NGO–CO Relationship | Type of Disasters | | | | |
|-----|---------------------|---|----------------------------------|---|---|--------------|
| | | 1998 Cyclone | 2000 Drought | 2001 Earthquake | 2002 Riots | 2002 Drought |
| 1. | Adversarial | Issue of contract labour and salt industry. | Payment of minimum labour wages. | Issue of land, new towns and low income families. | Business interest vs humanitarian acts. | |
| 2. | Cooperative | Provision of food and tents | Provision of safe water | Provision of money, food, people | Provision of food | Not engaged. |

Source: DMI Survey, 2002

2.4 Private Sector role in Disaster response: Gujarat

The 2002 survey conducted by DMI also mapped the levels of corporate sector involvement in the different phases of the CSR continuum in Gujarat. The individuals interviewed had closely watched and analysed the Gujarat scenario in relation to compliance laws, risk minimisation rules, and value creation incentives emerging from CSR activities. The results of the interviews revealed that micro and small enterprises are low on compliance and high on CSR value creation while large corporate bodies are low on CSR value creation but put in more efforts and resources in compliance and risk minimisation in Gujarat.

Table 2.3: CSR Continuum and Corporate Gujarat

| No. | Details | <i>Business Size</i> | | |
|-----|-------------------|----------------------|--------|--------|
| | | Small and Micro | Medium | Large |
| 1. | Compliance | Low | Low | Medium |
| 2. | Risk minimisation | Low | Medium | Medium |
| 3. | Value creation | High | Medium | Low |

Source: DMI survey, 2002.

Viewed through the lens of the CSR continuum, the CSR situation in Gujarat reveals the following patterns. In the area of compliance, it appears that while there are a large number of compliance laws in Gujarat, with many more being formulated, their monitoring is uneven. For example, there is a progressive pollution control law but the number of erring industries punished for flouting the law is very small. Similarly, there is a progressive migrant labour act requiring industry to recognise, register and provide minimum services to migrant labourers; however there is hardly any industry or business ever booked for violating this law. This can be seen in the light of the fact that the number of migrant labourers registered in Gujarat is estimated to be only one-tenth of the real number as unions of tribals, construction labour, and women repeatedly point out.

Further, most labour laws, occupational safety laws and environment and pollution control laws in Gujarat include an element of risk minimisation. The legal regime covers environment related hazards in the Water Act, Public Liability Insurance Act, the Hazardous Waste Management Rules, and the Manufacture Storage and Import of Hazardous Chemicals Rules. Further, although the Gujarat Pollution Control Board has Global Environmental Monitoring System; Monitoring of Indian National Aquatic Resources System; Ambient Air Quality Monitoring Programme; and Zoning Atlas, that support public interest projects, the role of the corporate sector in upholding these is regarded as very limited. While punitive actions under Action against Defaulters of Pollution Control Acts and Public Hearings remain the main route for the public to hold the private/corporate sector accountable, maintaining the quality of the environment as social responsibility is not an accepted idea put into practice by the corporate sector.

Neither company law, nor industrial location policy nor the labour laws require commercial establishments to maintain a disaster management plan covering their safe location and operation. In addition, there are no natural disaster specific laws or rules for the corporate sector and thus companies are not expected to develop, maintain and practice disaster management plans, which are crucial for their own safety and that of the community at large.

Finally, value creation in Gujarat has included investment in economically backward areas: employing women or handicapped persons and adopting a village or a community after a disaster to provide relief and rehabilitation. Several corporations and businesses have been running their own Trusts or NGOs to support fields ranging from rural development to community research. One of the oldest is, perhaps, the Magandas Karamchand's family trusts initiated in 1908, and the most recent and notable initiative is

the ICICI banks ‘GIVE Foundation,’ that came up to channel the heavy flow of relief funds flowing for rebuilding of Gujarat after the January 2001 earthquake. This foundation with an approach towards disaster of development-sensitive intervention, has emerged as a model for bridging the gap between resource mobilization and collaborating and assisting NGOs and grassroots organisations towards effective management of the disaster and development situation (Case Study 3).

Another observation that relates to CSR in Gujarat is that in the recent past, with the prosperity of small and medium business in Gujarat, the business sector has been more active in promoting political parties and ideologies, as well as religious groups and interests. The reasons for this are said to be: (1) that the commercial sector is in search of political connections for profitable opportunities; (2) that social roles often find easy answers in religious and charitable acts, thus culminating in various politico-religious initiatives.

The same set of individuals surveyed by DMI, when asked to rate the level of business presence in disaster reduction related commercial and technical services, goods and product supply and financial and transport intermediation, suggested that overall, their contribution was medium to low, with medium size corporations doing well.

Table 2.4: Private Sector contribution towards Disaster Response

| Details | Micro | Medium | Large |
|--|--------|--------|--------|
| Technical services (Engineers, consultants) | Medium | Medium | Medium |
| Good and Products (Cement, food, kits) | Low | Medium | Medium |
| Intermediation (Financial, transport, etc.) | Low | Medium | Low |

Source: DMI Survey, 2002.

The private sector is heavily involved in disaster reduction “commercially”. Engineers, consultants, software designers, insurers, transporters and suppliers of goods and services of many kinds are among those for whom risks and disasters are business opportunities. The increase in such commercial involvement in emergency management within Gujarat was attributed to two main reasons. The first was repeated disasters in Gujarat, which saw the replacement of the old command-and-control style relief operation with more integrated, collaborative, mitigation and preparedness approaches involving a range of organisations. The other was the rising scale of humanitarian response following the January 26, 2001 earthquake and February 27, 2002 riots.

DMI has observed that small and medium businesses have played a crucial role in responding to the immediate needs of the victims of a disaster in the early response period. The Disasters Emergency Committee (DEC) evaluation of response to the January 2001 earthquake revealed that of the 50 communities interviewed, 22 communities cited such a role having being played by the local business leaders. Extracts

from documents compiled by DMI as part of its research for the DEC report back this observation:

“Small business do come forward and respond after a disaster to provide relief. Jayanti Ravji Thakkar, owner of two grocery shops in village Patanka in Santalpur block is cited as an example of small business with social responsibility during the Independent Evaluation of DEC Response to the Earthquake in Gujarat survey in the communities. Though his two shops were under rubble, he extracted items of daily necessity, including six sacs of rice and three sacs of pulses and distributed it to the 25 most poor among the victims’ families in his village.

Similarly a small time local farmer and grain trader Revabhai, Bakutra village, Radhanpur taluka, provided barley and millet to 40 families of the poor among the victims for a week after the earthquake. Later NGOs and others came with relief material and took over from him. He also used his pick-up tractor to transport the injured to the nearest public health camp on the same day.”

While DMI is working on mapping the involvement of the corporate sector in other sectors, nonetheless, it can be broadly argued that such relief is top-down, seen as charity, and does not involve victims in any decision-making process

2.5 Experiences of business involvement in disaster response: 2001 Gujarat Earthquake

Following the initial survey cited above, a detailed one was carried out focusing on the role and opinion of corporate Gujarat on its existing and potential work in disaster response. This survey focused on corporate sector activities in response to the 2001 Gujarat Earthquake, as this event was both fresh in their memory, and one that attracted a lot of visible investment by the sector. The organisations selected for the case study included both small and big commercial enterprises so that a variety of opinions were gained. A questionnaire with both closed and open-ended questions was used to collect data from respondents representing 46 business establishments (Annex – 3). The data gathered during the survey is presented here, with a preliminary analysis. Constraints of space have led to inclusion of only a few tables in the main text, under the four broad headings of corporate sector intervention:

1. Vision,
2. Decision-making,
3. Implementation and
4. Impact

As the focus has been on analysis and future implications of the findings, additional tables are attached in Annex-4. Further, it needs to be noted at the outset that these findings reflect the corporate sector’s opinion of itself and its activities, and this could be different from the perspective of ‘outsiders’ including NGOs and the government, as well as the view of beneficiaries.

2.5.1 Vision:

The broad research questions under this area revealed that the vision of the corporate sector in disaster response was rooted in their moral obligation towards the society thus leading them to respond to public needs and expectations.

What was the vision behind business involvement in disaster reduction activities?

| Vision | Numbers | Percentage |
|---|----------------|-------------------|
| To meet public needs and expectations | 33 | 71.7 |
| To meet moral obligation | 37 | 80.4 |
| Because society has limited resources | 11 | 23.9 |
| To achieve long-term profits | 2 | 4.3 |
| To discourage Government Regulations | 3 | 6.5 |
| Because disaster contributed to business problems | 6 | 13.0 |
| To create a better public image | 7 | 15.2 |
| Others | 3 | 6.5 |

This they hoped could create a better social environment in general and improve the quality of life of the effected people. Therefore their orientation was more charitable than development oriented with disaster situations being just one visible factor that impairs the lifestyles of people, also indicative of the broader business attitude towards social responsibility.

It is imperative to note that they were prompted to participate in disaster reduction activities with the motive going good and not self-gain. While this appears to be a positive confession, its practice is grossly challenged by other data. Moreover, few companies could draw a link between their work and the company's own business expertise and commercial implications in the future. This point needs to be stressed as it reinforces the view that companies are providers and underscores the indirect implications of the social effects of disasters and recovery on the financial economy.

This philanthropic view could be a challenge for long-term disaster mitigation, especially when the commercial sector fails to view itself as a potential contributor to hazard creation and reduction. This is especially crucial for industries related to building and infrastructure construction on one hand and those that deal with hazardous material like chemicals.

Whose vision was this?

| Level in company | Numbers | Percentage |
|-------------------------|----------------|-------------------|
| Board of directors | 15 | 32.6 |
| Top management | 34 | 73.9 |
| Middle management | 0 | 0 |
| Below middle management | 0 | 0 |
| Others | 0 | 0 |

In a majority of cases (73.9%), it was the top management vision's to involve their company in disaster reduction activities with boards of directors being the only others who were seen to be involved in promoting this vision. This suggests that initial targeting CSR ought to be focused on this group, with focus gradually shifting towards the middle management level that have extensive decision-making powers in operational matters.

Did non-business partners in disaster reduction initiatives share this vision?

| | Frequency | Percent |
|-------|------------------|----------------|
| Yes | 31 | 67.4 |
| No | 13 | 28.3 |
| Other | 2 | 4.3 |
| Total | 46 | 100.0 |

Although a majority of respondents expressed an affirmative reply to the research question, nevertheless 28% felt that non-business partners such as NGOs and community groups did not share their vision. This was attributed to the differential concept of volunteerism understood by the two sectors. Thus, consideration of this issue is essential in any proposal for NGO-CO partnership.

2.5.2 Decision-making

How was the problem identified by the business?

| Method of Identification | Numbers | Percentage |
|---------------------------------|----------------|-------------------|
| Through survey | 3 | 6.5 |
| Secondary sources | 44 | 95.7 |
| Others | 0 | 0 |

It is clear from the above table that the problem was identified through secondary sources such as media, reports and government data with just a handful of those surveyed conducting dedicated survey exercises to identify trends and problems. This again highlights the low level of interest exhibited by the business sector in planning devoted activities to direct their disaster related intervention. Such a scenario prompts the voluntary sector to encourage and undertake production and disseminate baseline and assessment data along with suggestions to guide intervention by sectors like the corporate. This it is hoped would lead to appropriate response at the end of eager and resourceful interventionists. Here again the stress should be laid on educating the top levels of the commercial organisations as they are in charge of taking decisions on corporate social responsibility, with little involvement of the middle and low-level executives.

Personal meeting with other stakeholders was recognized as the main link and basis of cooperation with companies. Advertisements in the newspaper and outsourcing were

minimally identified as the basis for initiating partnerships. With hindsight, companies expressed that most of their decisions related to choice of partners and professional relationship development thereon was based on the funding that they received and other resources, to include skills, expertise, infrastructure and network, which they possessed. This is an important piece of information for organisations in other sectors that see themselves as potential partners with the corporate sector. It also brings to light the fact that the corporate sector expects its potential allies in disaster response to be ‘partners’ in a relatively clear sense and does not view itself as a provider to these organisations.

What were the key influences in partner selection and development of relationship?

| Key influences | Numbers | Percentage |
|----------------------------|---------|------------|
| Skill and Expertise | 26 | 56.5 |
| Infrastructure and network | 17 | 37.0 |
| Funding | 29 | 63.0 |
| Others | 0 | 0 |

Despite endless concerns in secondary data on the role of differential practice across sectors the survey revealed that for the majority there were no differences of opinion regarding views of their partners on problem solution and partnership formulation. It suggests that the disaster event can become a crucial factor for cooperation specially when corporate sector organisations are motivated to do good for the society. This opportunity rarely emerges in the field of development that entails a relatively slow process of partnership formulation, as response time is perceived to be long. Further, a majority of the partners expressed to have enjoyed full trust and confidence and they claimed to have owned the initiatives taken by the company. Very few expressed a clash in viewpoints, reserving their opinion on the reasons for this difference. This reservation is reflective of inhibitions on their end, thus indicative of a defensive behaviour. Reasons for this could be explored as a re vital for any long-term partnership between these sectors.

Did other stakeholders have a different opinion about the way problems and partnerships were developed?

| | Frequency | Percent |
|-------|-----------|---------|
| Yes | 6 | 13.0 |
| No | 39 | 84.8 |
| Other | 1 | 2.2 |
| Total | 46 | 100.0 |

2.5.3 Implementation

It appeared that despite diverse and elaborate plans to intervene in a number of areas of disaster response only a few crucial immediate basic survival-related areas finally found their way to the implementation desk. The hub of most interventions was provision of health services (58.7%) followed by education (41.3%). Focusing on the 2001 earthquake

a large number of companies were involved in construction of houses in the affected areas, with a few companies providing temporary shelters to the affected population and helping in restoration of power supply.

What type of intervention was this?

| Type of intervention | Numbers | Percentage |
|-----------------------------------|---------|------------|
| Health | 27 | 58.7 |
| Education | 19 | 41.3 |
| Women's empowerment | 3 | 6.5 |
| Construction | 14 | 30.4 |
| Others (Power supply and shelter) | 2 | 4.3 |

Nonetheless, a link between their own business expertise and the resources needed in the field was consciously made. Statistics reveal that a majority of companies responding provided material resources as part of their disaster initiative. It is uplifting to note that 45.7% of companies provided a range of financial, material and human resources to address the multiple needs of the situation. Since there were fewer requirements of technical inputs at the time of the Gujarat earthquake, this was restricted to 23.9% only.

What resources went into the initiatives?

| Resources | Numbers | Percentage |
|-----------|---------|------------|
| Human | 21 | 45.7 |
| Material | 24 | 52.2 |
| Technical | 11 | 23.9 |
| Financial | 23 | 50.0 |
| All | 21 | 45.7 |

A sweeping majority of companies utilised their own resources in response to the disaster with very few outsourcing material or taking help from partners. This can be interpreted to reflect the minimum effort that business houses put in to address needs thrown up by disaster situations. This finding is reflective of the potential areas of interest of the corporate sector and could be useful in strategizing appeals and identifying potentially workable areas of cooperation between the two.

What human resources did they bring?

| Human Resources | Numbers | Percentage |
|-----------------|---------|------------|
| Skilled workers | 25 | 54.3 |
| Civil engineers | 16 | 34.8 |
| Social workers | 14 | 30.4 |

| | | |
|----------------------|----|------|
| Managerial personnel | 24 | 52.2 |
| Marketing personnel | 0 | 0 |

Companies essentially provided skilled manpower and managerial personnel as human resources, with some offering use of their engineers and social workers. The survey revealed that the human resources available in the companies were utilised to bring relief to the affected areas and support the rehabilitation process.

Who provided these?

| Source | Numbers | Percentage |
|----------------------------|---------|------------|
| Out of company's resources | 44 | 95.7 |
| Outsourced | 12 | 26.1 |
| By partners | 3 | 6.5 |
| Others | 0 | 0 |

Furtheron, in majority of the cases, the intervention was launched at the district level (80.4%). However, a considerable number (41.3%) of commercial establishments restricted to *taluka* (block) level only. This could be interpreted to be reflective of their scale of intervention and also of their choice of intervention, which ensured both reasonable management with the support of the government administrative machinery and outreach to the affected community. This again highlights the point of their wish to establish partnership with the organization and not a provider and executing relationship. It is also reflective of their desire to reach the people directly, something greatly valued by the philanthropists. All these findings give a peep into the commercial sector perspective of disaster response.

Also, while most interventions lasted from one month to six months very few companies claimed participation beyond this duration, with just 8.7% working for a year. Although, companies claimed an open-ended commitment to targeting the disaster situation, with some companies initiating two programmes, one short time and the other long term, there was a visible interest in limiting response to the visible period and areas of intervention.

How long was the intervention?

| Duration | Numbers | Percentage |
|------------|---------|------------|
| One month | 18 | 39.1 |
| Six months | 17 | 37.0 |
| One year | 4 | 8.7 |
| Five years | 0 | 0 |
| Open ended | 14 | 30.4 |

| | | |
|--------|---|---|
| Others | 0 | 0 |
|--------|---|---|

This could be linked to the importance attributed to tangibles in the commercial sector, which comprised mostly of building and construction material, shelter, clothes, food and medicines. Relatively few companies provided water facilities to the affected population. The above data suggests that companies were more involved in short-term immediate relief provision than in rehabilitation of the affected population. In the majority of the cases where companies provided financial help, this was in the form of cash. However one of the companies claimed to have circulated bonds as well. The help thus offered was utilised to purchase medicines, clothes, construction material and food. 38 out of the 46 companies surveyed provided financial help. The others companies preferred to provide managerial or material help only.

What materials did they bring?

| Material | Numbers | Percentage |
|------------------------------------|----------------|-------------------|
| Building & construction material s | 20 | 43.5 |
| Clothing | 26 | 56.5 |
| Food | 26 | 41.3 |
| Shelter | 19 | 41.3 |
| Water | 12 | 26.1 |
| Medicines | 24 | 52.2 |

Most of the companies' initiatives claimed to have placed a 50-75% emphasis on structural or material support. Only four companies claimed to have placed a focus as high as 75 to 100%. This data suggests the strength of commercial sector focus on satisfying the material needs of the disaster victims. This also presents them as potential sources for gratification of material requirements amongst the other activities that disaster response warrants. Further, in the majority of cases the initiatives taken by the companies addressed principally or exclusively short-term preparedness (54.3%) followed by rehabilitation (41.3%). Long-term mitigation was addressed by only 26.1% and reconstruction by only 19.9 % of the companies. Data thus suggests that the emphasis of most corporate initiatives was on short-term preparedness and rehabilitation, with long-term mitigation being relatively ignored. Again an important piece of information, both for establishing purposeful arrangements with this sector and advocating for a broad approach to response at their end to fulfill the objectives of mitigation.

What points in the disaster cycle did the initiatives address?

| Cycle | Numbers | Percentage |
|-------------------------|----------------|-------------------|
| Long term mitigation | 12 | 26.1 |
| Short term preparedness | 25 | 54.3 |
| Temporary relief | 15 | 28.3 |

| | | |
|----------------|----|------|
| Reconstruction | 9 | 19.9 |
| Rehabilitation | 19 | 41.3 |
| Others | 2 | 4.3 |

NGOs and the government were identified as the main partners in the relief efforts. Business and other social organisations like schools, religious organisations and colleges, followed with a percentage of 19.6 % and 30.4% respectively. It is interesting to note that companies avoided any collaborative arrangement with the victimized community represented by the CBOs and the direct beneficiaries. Manageability could be a reason attributed to this, as could be their perception of the victim's capacity to respond to the difficulties after a disaster.

Who were the main partners or stakeholders?

| Partners/Stakeholders | Numbers | Percentage |
|------------------------------|----------------|-------------------|
| Business | 9 | 19.6 |
| Government | 15 | 32.6 |
| NGO | 18 | 39.1 |
| CBO | 0 | 0 |
| Other Social Organisation | 14 | 30.4 |
| Beneficiaries | 0 | 0 |
| Others | 1 | 2.2 |

Despite the expression that there was no difference of opinion among stakeholders and across levels in the majority of the cases (69.6%), some although hesitantly did believe that such situations emerged. These were mainly in areas related to issue of logistics like, transporting goods and services to affected areas, distribution of material, maintenance of machinery management and allocation of funds to partners. The differences were said to have been solved by discussion between the various stakeholders in majority of the cases, with some being resolved by force or third party intervention.

Nearly all of the initiatives (89.1%) were targeted at the most vulnerable section of society. The main beneficiaries of all the interventions were said to be disadvantaged sections of society (89.1%) with 39.1% focusing on villagers alone. However there was a suggestion that there were no targeted interventions by companies, despite data displaying that some companies claimed to contribute for the benefit of children (15.2%) women (8.7%) and employees (6.5%). The one company that stated it did not aim at the most vulnerable was engaged in power supply and targeted its intervention at the whole community irrespective of economic and social background.

It is interesting to note that the implementation of corporate initiatives faced challenges beyond the visible partnership arrangements that they chose on their discretion. It is reflective of how disaster management is a field that is marked with unformalised

partnerships. Problems due to influential groups or politicians who otherwise should have been facilitating the process of disaster response were visible. It is also surprising to note that the beneficiaries themselves created problems in the implementation of the initiatives according to 23.9% of respondents. However, as expected, in majority of the cases, it was geographical conditions (the extent of territory, desert terrain and restrictive weather conditions during different seasons) that led to difficulties in the implementation of their initiatives.

What were the main challenges met in implementing initiatives?

| Challenges | Number | Percentage |
|--|---------------|-------------------|
| Resistance by influential groups/politicians | 14 | 30.4 |
| Lack of cooperation from the beneficiaries | 11 | 23.9 |
| Geographical conditions | 26 | 56.5 |
| Any other | 0 | 0 |

In 88.6% of cases the initiatives were said to be participatory with active involvement of the beneficiary community. In the other cases, however, it was not required since the intervention was targeted at infrastructure development. It seems that the initiatives were participatory in nature since the majority of the respondents stated that the community's participation was solicited at every stage. However in 13.0% of the organisations, participation could only be seen in design, with only 8.7% urging beneficiaries to get involved in operations and 4.3 % deciding to involve people towards the end of their intervention in evaluation. This element would need to be given due recognition in any partnership across sectors as the voluntary sector views peoples participation as a major tenant of the disaster response, thus again raising the issue of differential approach to response.

Which area of participation did it focus on?

| Area of Participation | Numbers | Percentage |
|------------------------------|----------------|-------------------|
| Design | 6 | 13.0 |
| Operation | 4 | 8.7 |
| Evaluation | 2 | 4.3 |
| All stages | 32 | 69.6 |
| Others | 0 | 0 |

It is interesting to note that 56.5% of the commercial establishments confessed a change in the nature of the partnership during the implementation phase. This is suggestive of low levels of understanding and coordination between partners at the outset and also of the dynamic disaster situation that demands constant adjustments, thus requiring strong channels of cooperation across time. On the other hand respondents who expressed no change in partnership during implementation of initiatives attributed it to a host of

reasons including mutual understanding and sacrifice, the will to work, better understanding and common objective, charismatic leadership, effective communication, giving power and authority to NGOs, clear authorization procedures, high degree of enthusiasm, effective utilization of resources and employee motivation.

Equally, aspects, which were emerged to be key for successful partnerships, were identified as will to help, mutual dependence, a positive approach for contribution to a cause, motivation and initiative and the aim of individuals within the corporate sector to rebuild affected areas and information related to successful implementation of projects.

2.5.4 Impact

According to the majority of the respondents, the interventions created a better social environment (86%) besides improving quality of life of the affected people. It is imperative to note here that the impact of the intervention was more on the social environment than improving quality of life since most of the interventions were relief oriented. However, it was stated that while dependency on government programmes had reduced as a consequence of corporate sector intervention, government was expected to take a greater responsibility for improving infrastructure and providing direct benefit to the people. Thus again the commercial sector was keen on clarifying its role as a partner not seeking to replace the other players in the field.

What was the impact of the intervention on beneficiaries?

| Impact on beneficiaries | Numbers | Percentage |
|---|----------------|-------------------|
| Created better social environment | 40 | 87.0 |
| Improved quality of life of the affected people | 31 | 67.4 |
| Reduced dependency on government programmes | 26 | 56.5 |

The interventions contributed to improving the quality of labor (60%) in nearly two thirds of cases, besides improving the public image of the companies in more than 43% of cases. Representatives of three companies claimed that the interventions improved their profitability in the long run. One company felt that it resulted in improved coordination with NGOs. The intervention and participation in disaster reduction activities were successful in bringing benefits in terms of improved image, skill sharing and staff morale to a majority of companies interviewed. Their intervention was seen as an essential contributory factor in enhancement of the company's image as a socially responsible company. According to the management and business partners the interventions have been very effective (65.2%) in fulfilling their objective of participating in disaster reduction activities. However executives of nine companies thought that interventions helped in achieving this objective to some extent only. By and large companies are content with the benefits derived from the implementation of initiatives and the image building exercise as part of corporate social responsibility. The overriding view was that although intended to be a process of helping the victims the intervention emerged to be a mutually gainful process.

While a majority of the companies (69.6%) claimed to have planned follow up activities, 21% have not done so. A collated list of follow-up activities, that they did indulge in are related to assessments and continuous monitoring, help to meet additional emerging requirements, creating awareness at the national level, contribution to government relief funds and referring other companies that could potentially play a role in addressing needs thrown up by partners. This revealed an understanding among the respondents that disaster support should be not just be a one-time charity during the relief phase but a process of mitigation beyond it.

Finally, company executives along with the stakeholders expressed to have learnt the following lessons about working in partnership with other sectors and overall implementation of initiatives.

1. Selection of partner is most vital
2. Mutual understanding/ trust/ helpfulness for social cause essential to attain the desired social objective
3. To achieve results with limited sources needs partners like NGO to reach the ultimate beneficiary
4. Partnership gives a better understanding of the problem and helps target the problem better
5. Partnership requires better understanding and participation in social causes
6. Partnership demands a cooperative structure
7. Mutual trust and proper implementation reaps good results and benefits the beneficiary targeted
8. It is better to have dependable partners to share your efforts and achieve results
9. Government machinery will always be present to extend help during disasters
10. High level of enthusiasm and will to help the needy is the motto of different organizations, a society can manage any calamity
11. Effective utilisation of each other's skills can build a nation after a disaster.

An overall analysis of data reveals that most interventions in response to the 2001 earthquake were based on an over reaching assumption that corporate sector involvement in disaster management is limited to disaster response alone. Within this, activities of the relief phase had an unconscious priority over those related to rehabilitation. Partnerships with the government and the voluntary sector were preferred to be short-term and sporadic rather than long-term and planned. Most importantly they saw themselves as partners who did not have any intentions to supplant the work of others but rather to supplement it, clarifying that the government was the main responder. Their motivation was strongly linked to doing good, however their 'heart' was balanced with the call of the 'head' that chose partners who has basic infrastructure to manage the resources that the corporate sector had to offer. These findings can be best described as a cursory assessment of the commercial sector and its relationship with other disaster response organizations glance through its own eyes and in that can provide potential partners a glance into a different perspective of organizational relationships of cooperation and collaboration.

2.6 Report card on 2001 Gujarat Earthquake: Rating of corporate sector on government performance

DMI has conducted various performance rating exercises, to review the work of different organisations in response to disasters. Following a report card on the 1998 Kandla cyclone, a decision to conduct similar exercises 18 months after the January 26, 2001 earthquake response under the present overview of CSR in Gujarat was taken. The objective of this exercise was to get the corporate sector's rating of government performance before and after the January 26, 2001 earthquake and find out levels of satisfaction among them. It was also asked to rate the performance of leading political leaders and name some of the most active NGOs or civil society organisations in disaster response and rehabilitation.

A wide range of corporate and private sector businesses were covered in this exercise. They included a handicraft emporium that conducts business in Kutch and Banaskantha, a medium-sized legal firm, a readymade garment maker, a printing and publishing house, a chemical manufacturing company, a pharmaceutical company, a housing finance company, an information technology firm, an international courier service, a real estate business, a cooperative bank, cement makers, a large nationalised bank, a small grocery store owner, and a building construction material supplier. For the complete list, refer to Annex- 5.

In total 100 corporate sector officials were interviewed. While all interviewees were based in Ahmedabad, their business and corporate bodies had worked outside in various earthquake-affected and non-affected areas within and outside Gujarat. This exercise was completed in June 2002.

The findings of the study revealed that, in the opinion of 81% of the respondents, the government had failed to warn vulnerable groups about the danger of poorly constructed houses in the event of a damaging earthquake. The remainder felt that it was the responsibility of the builders and contractors and architects to inform their clients if a building will not stand test of earthquake.

Further, 66% of respondents felt that the government had failed to take affected individuals to suitable camps or hospitals or transit sites in time. They found the onus of finding a safe place for shelter after the 2001 quake lay on the individuals, who found their way to such sites. The post-earthquake evacuation and rescue by government were slower and often delayed. 44% of respondents felt that the government did find sites and camps to shift affected individuals. Many of these respondents were themselves directly—briefly or for a longer period—involved in the relief camp operations. Perhaps the government needs to better inform not only those that it is helping by shifting to safer sites but also many others.

A large number of corporate professionals, 78%, felt that the government was not prepared to save life and property before the earthquake. The government had no plan for earthquake response. As someone suggested, repeated droughts had made the

government start thinking of disasters in terms of slowly unfolding events, giving it enough time to catch up and improvise. Those who did feel that the government was prepared to save life and property felt this was because either the government had resources or because the government had the facilities to do so.

How did the government perform after the earthquake? 64% of those who were interviewed thought that the government had all taken possible steps to save life and property, and 73% thought that the steps taken by the government were suitable steps. This means that the government was not prepared, but once it started responding, it was, mostly, doing its work effectively.

Is government prepared to face similar disasters in the near future? 53% of interviewees said yes, while the 47% who said no found that the individuals who had done good and effective work in the government are currently not in a position to contribute to possible effective response.

After the earthquake, now, the readiness of the government is a medium level of preparedness (51%), low level of preparedness (26%) and not prepared at all (21%). Those interviewees who believe that the government is now adequately prepared come from large Ahmedabad-based, national or transnational corporate sector officials. This means that either the government is prepared and has been able to communicate it to at least the large, city based, national or transnational corporations, and now only needs to reach out to the others in the corporate sector. Or, this means that the existing preparedness of the government is in favour of the large, Ahmedabad, national organisations.

89% of the interviewed officials find that the government is not ready to provide early warning for an earthquake or any other disasters; but if ready, government can save life and property according to 36%. However, 64% of the officials believe that even if the government has the system to predict earthquakes, it is not capable of protecting life and property. When discussed in detail with some interviewees the reasons for the government not being capable of protecting life and property included (a) delayed decision making; (b) multiple authorities; and (c) hardly any rating of performance after each response.

Nonetheless, 88% of the corporate sector officials' thought that it is the Government's responsibility to be prepared and to prepare the public against disasters. They also expressed that it was the government's responsibility to protect the individuals and property. 12% did not see the government as the agency responsible for being prepared and preparing others, suggesting that government was the main but one of many agencies responsible for preparedness.

Several reasons were given by the interviewees for the government being the only or main responsible authority. The reasons included: the government has all the needed equipments; has personnel ready and on the ground; has the capacity to ensure that construction is earthquake-resistant; can protect property and people (both well); can

reduce damage and delay destruction; and most importantly, after the individual himself or herself, it is the government that is responsible for saving life. Thus, the corporate sector surveyed does not see itself as responsible for mitigating disasters and in fact, has a well-reasoned argument for the continued and central role of the government in disaster mitigation. In disaster preparedness, the corporate sector sees greater and better role of the government and is not demanding privatisation.

The suggestion that preparedness was an individual household or business responsibility was negligible. Also there was no suggestion pointing towards a shared responsibility of the private or corporate sector and the government in the field of disaster management. Such a finding makes one wonder where the idea of more active role of corporate sector in disaster response or mitigation is coming from. Is it the government that wishes to pass on its responsibility? Is it the international agencies that wish to better involve the corporate and business bodies in local disaster response? Or is it the research and policy communities that think that the corporate sector must be involved?

The interviewees were asked who was the most effective government official. The respondents named the Chief Minister and the government liaison minister as the two most active politicians. They also rated the district collector of Ahmedabad and city authority of Bhuj as the two most active administrations. Further, when asked which were the most active and prominent business organisations, the respondents named Excell Industry, Times of India Foundation, and Mumbai Samachar Trust as effective business initiatives.

Interestingly, none of them have been a part of the public-private partnership for rebuilding Gujarat villages. Also there are no surveys or studies to suggest that the corporate sector wishes to be involved in disaster response and mitigation in any systematic manner. Is sporadic interest and disaster relief response, such as seen in Gujarat after the January 2001 earthquake, good enough to start making long-term programmes for the corporate sector's role in disaster mitigation? In short, the study suggests that idea of public-private partnership in disaster mitigation needs a second look at its origin, and its sustainability.

2.7 Confrontation: Voluntary sector perceptions of Corporate sector involvement in disaster mitigation

“Certainly it is possible to conduct acts of social or public interest and also of private or business interest, but the line between the two must be clear, visible to all and available for public scrutiny,” Nimish Shah, Chartered Accountant, a member of DEC Independent Evaluation Team.

Below is a rapid mapping of CSR issues common in Gujarat. These emerged during the past five major disasters in the state: the 1998 Kandla Cyclone, drought in 2000 and the ongoing drought, the 2001 earthquake and the 2002 riots.

- (1) **Social Impact:** After the 1998 Kandla Cyclone certain corporate sector bodies promoted rehabilitation of horticulture in affected areas. A group of NGOs working with landless and nomadic people argued that horticulture-centered rehabilitation efforts excluded the community of nomads and shepherd who do not own land.
- (2) **Environment Impact:** During the drought of 2000, a large number of water harvesting structures were built by CO–NGO and CO–GO collaboration. There was a concern that these structures changed, altered and damaged natural percolation and surface flows and underground water streams.
- (3) **Business Ethics:** During the 2002 riots certain business houses were vocal and critical of the role played by the government and the ruling party. Later it was found that certain communities owned a strategic share of equity in these said business.
- (4) **Fair Trade:** After the January 2002 earthquake, the price of cement and building construction material went up drastically, far beyond supply and demand gaps.
- (5) **Labour Standards:** During an independent evaluation of twelve INGOs’ relief and rehabilitation work in Gujarat after the 2001 earthquake, DMI found that most building contractors were flouting minimum wages, child labour, inter state migrant, and worker safety laws on the rebuilding sites.
- (6) **Human Rights:** After the January 2001 earthquake the Government of Gujarat launched Public–Private Partnership schemes to adopt damaged villages. In several such villages minorities including *Dalits* were either left out of the shelter process or their needs were inadequately addressed.

Largely, many progressive social leaders in the state of Gujarat do, not see the private sector involvement in disaster response, kindly. One of the most active organisers of social audits in drought relief camps during the year 2000 commented on CSR “charming, often funny and almost always unmemorable.” Several organizations that work with tribals, *dalits* and unorganised labour call this CSR “testimony of a turncoat,” suggesting that businesses’ activities and approach often contradict their expressed intention.

The role of the private sector in emergency management has raised a range of issues. After the January 26, 2001 earthquake the Government of Gujarat came up with the Public-Private Partnership model of village adoption, where the private sector and the government were expected to pool their resources into a partnership in rebuilding a complete village. The concept of this partnership was a big leap forward, in terms of similar attempts made after the after the 1993 Latur earthquake. However, even in Gujarat, not many villages got built through this partnership.

Smaller NGOs opine that business houses only work till they get publicity and move out immediately thereafter. Their involvement is also claimed to undermine community processes and participation, which is key for local vulnerability reduction. The overall observation is that business interests are known to be strong enough to sustain across charity and sophisticated enough not to be noticed easily.

It is acceptable that commercial involvement can overlap with CSR work. However, the concern is that commercial interests, direct or indirect, continue to “shape and shadow”

CSR as said by Hasmukh Adhia, Managing Director, Gujarat Industrial Investment Corporation Limited (GIIC), Government of Gujarat and who managed the NGO–Corporate coordination after the January 26, 2002 earthquake. There is always (either before, during or after) some business gain from every CSR activity in Gujarat. It is believed that although many private sector corporations, small and large, come to help out and provide relief, the motives are not always clear and when clear, soon start getting coloured. For example, the timely, highly visible, and effective rubble clearing work of Reliance Industries was often accused of being an act of political relations to gain access to the contract to privatise Mundra Port in Kutch. Similarly, the active support of Tata Telecom in developing community-level information systems was viewed by some as an act of (a) creating a market for telecommunications; and (b) fostering a favorable environment for consultancy work with the newly formed Gujarat State Disaster Management Authority (GSDMA). The decision to replan and rebuild four new towns in Kutch after the earthquake is, again, accused of being an outcome of the influence exerted by the construction lobby to sway expert opinion and political decisions.

The biggest complaint against the private sector taking up disaster reduction work is that it occupies social space and with its power of resources, contacts and administrative efficiency, often displaces smaller, full-time, long-standing organisations. Further, the fact that the private sector in disaster response fails to move from charity, top-down, and one-off giving to building local capacity of the victims is seen to be creating a dependency syndrome. The third most common grievance against the involvement of the private sector in disaster reduction is its insensitivity to social issues of gender, caste, rights of victims and participation. These issues have repeatedly been raised against private sector involvement in disaster reduction.

In addition, from time-to-time private sector involvement is accused of being selective, that is, reaching out to those areas or communities where the people are of the caste-group of the owner of the business line. In other words, *Jain* business houses generally reach out to the Jain community and the Swaminarayan sect business establishments to its devotees. This on the one hand reflects the nature of social protection and security continuing from the past and on the other is indicative of the un-democratic and un-equal treatment to victims or vulnerable communities.

Although not frequently, the private sector has been accused of furthering the government's agenda over local needs and demands. The latest example of this is the "village adoption" scheme promoted by the Government of Gujarat to rebuild villages. While it was well known that village adoption had failed in Latur after the 1993 earthquake, many business houses went along with the government, causing considerable confusion and delay in the rebuilding work.

The private sector value for time prompts it to ignore process-oriented initiatives by either bypassing or caricaturing them while responding to disaster mitigation issues. Similarly, involvement of victims or vulnerable communities in the process is low or uneven and as a result local capacity is not built, nor does local "ownership" of the projects or mitigation measures take place. Moreover the entry of the private sector into

the humanitarian sector is seen to hike up wages and costs in the local market for professionals, facilities and goods. It attracts senior and key staff from NGOs and local government at a crucial time, thus robbing smaller organisations of their intellectual capital.

The private sector is found to be good in account keeping and upward financial accountability about disaster response activities. However, transparency and downward accountability is uncommon. Although the government and local population were appreciative of the work of Reliance Industries and Sahara Group, they were concerned about the amount and purpose of money used.

The last set of criticisms against the private sector is that it depicts the victims as “helpless and hopeless” and uses that to promote companies’ own name, brand or logo. Large steel boards declaring corporate names outside rebuilt villages were pointed out in evidence.

Some are pessimistic of the corporate sector to the extent that they doubt the motives of every social act that it gets involved in. This is evident in the words of Achyut Yagnik, Director, SETU (Ahmedabad) and an eminent social activist of long standing, who says, “blunt, even confrontational, approach with the corporate sector will not bring social development results, as the corporate sector never stops at searching additional benefits from their social spending on public causes”.

2.8 Voluntary sector efforts towards understanding the private sector’s role in disaster response:

Despite mutual criticism, organisations from across the private and public sector are involving themselves in serious reflection on the potential role of CSR in disaster mitigation. They have also initiated focused activities to evolve a working relationship with this sector.

DMI, which has worked on various disasters in the State of Gujarat and involved itself in both reflecting upon and evaluating the performances of various stakeholders in response, has been conscious of the role that the private sector can play in disaster mitigation. This realization has led to the inclusion of a member of the private sector on its board. Its experience with the private sector has grown further while capitalising its Livelihood Relief Fund. A survey of flood, drought, earthquake and riot related involvement of the private sector was conducted by DMI and so was a Report Card exercise to find out how the private sector views government performance. Most recently it has set up a Disaster Risk Management Centre to consolidate its activities (Annex-6). It has also developed a safer schools community capacity-building cycle module that approaches school safety from multi-stakeholder perspectives and has tested the module with 64 schools in Ahmedabad and 16 schools in Bhuj and Anjar. It is currently negotiating with a commercial school management firm for wider application of this module in schools in Mumbai.

UNDP on the other hand is developing a special programme for enhancing the role of the corporate sector in disaster preparedness in terms of (a) greater involvement in relief and response; (b) better standards for industrial and plant operation safety to avoid Bhopal gas tragedy type disasters; and (c) developing professional manufacturing and supplies for the disaster sector. Several local NGOs, such as Abhiyan, have linked up with business houses, such as Tata Telecom to develop a community-based early warning system. Similarly, SEWA is working with the IFC to globalise its Trade Facilitation Centre which markets items produced by the victims of earthquake, drought and riots.

The role of insurance and other financial mechanism is also becoming popular. For example, the Self Employed Women's Association (SEWA) runs a Social Security Scheme for 60,000 out of its 300,000 working women members, which covers life, health, child care, maternal mortality and natural disaster risks. The Government of Gujarat, since the January 26, 2002 earthquake, has run group insurance schemes that cover newly 're-built seismic-safe' shelters for low income families. CARE (India) and Abhiyan are also in the process of developing 'after-earthquake' insurance schemes.

At another level, the private sector is also working towards discovering its potential role in the field of disaster. This is evident in the growing number of discussions that it has facilitated and organized in the past. This includes the October 2001 Global Gujarat: Resurgent Gujarat Convention of the GCCCI, FCCI and Government of India attracting heavy participation from global suppliers of hardware for disaster response and rescue.

Section 3: Corporate Social Responsibility for Natural Disaster Reduction in Gujarat: Selected Analysis

3.1 Disasters and sustainable development

Successive disasters in the State of Gujarat have unleashed a strange relationship between droughts, earthquakes, cyclones and the process of development. The nature of development has significantly increased the risk of disasters. The collapse of and damage to unsafe and illegal constructions in the 2001 Gujarat earthquake bear testimony to this fact. Further, environmental degradation finds evidence in the process of desertification in Kutch and Banaskantha districts, salinisation of land and water around the Rann of Kutch, ecological degradation around the Gulf of Khambhat, and mining sites in Panandhro (lignite), Ambaji (multi metal mines), Kadipani (fluorspar mines). The coastal reefs of the Gulf of Kutch have also been under the threat of degradation as is biodiversity on land.

On the other hand disasters have had consequences beyond the loss of life and property of individuals to substantial loss of social infrastructure: from schools and village health clinics, to water supply systems, communications and power (World Bank and Asian Development Bank, 2001). Economic losses find manifestation in the disruption of livelihoods of people across the organized and unorganized sectors. Social consequences of disasters include deep insecurity among those who have lost assets, including property, increasing their vulnerability to poverty.

Studies show that natural disasters can bring deep and sudden collapses in national output—and a sharp increase in poverty. Poor people are particularly affected by macroeconomic crises and natural disasters. Lack of access to insurance mechanisms compels low-income families to adjust to an income downturn by drawing on scarce savings, selling assets, lowering consumption, and reducing their demands on essential services like health and education. Such coping strategies may have an irreversible impact on the asset base and productive capacity of households. The corrosion of the permanent income of the most vulnerable generates a vicious circle, where crises lead to greater poverty and greater poverty engenders more vulnerability to prospective crises. All these have had an indelible impact on the life of families and development of the region. However, due recognition should be given to the fact that the interdependence of ‘disaster’ and ‘development,’ can have not just negative but positive repercussions as well. In fact the right approach to development can work towards mitigating disasters and disasters can often act as opportunities for pushing such an approach.

3.2 Corporate social responsibility and local development

Evidence suggests that social responsibility is not new to the business and corporate sector in Gujarat, as in the cases of individual business houses like the Lalbhais who set up the Ahmedabad Education Society, and the Sarabhais who have set up a network of scientific, management, education, mental health and design organisations. Direct local development initiatives have also found practice in the various societies and networks of

companies like Reliance that supply water and health facilities to areas in the proximity of their industries in the state. Their long association with the development sector has led to a reasonable absorption of the basic principles of development.

On the other hand critics of the organized commercial sector in Gujarat call for more social responsibility and social investments. It is often accused of working in the development sector with the motive of gaining profit through either promotion of its own goods and services or of creating social capital.

The very nature of corporate sector development with concentration in certain belts of the state, compromising concerns of safety in their operations and compromising environmental health of the area, has raised issues of responsibility. This is often accompanied with the suggestion that in addition to responding to disaster events the sector should focus on disaster mitigation and preparedness to nip hazards before they interact with vulnerabilities to become disasters. This issue concerns both the service and product industries, especially the construction industry after the 2001 earthquake.

3.3 Corporate social responsibility and disaster reduction

In comparison to the development sector, where commercial establishments have consciously developed norms and institutional frameworks of action, the specialized field of disaster response is not as well understood and thought about. Nonetheless, successive disasters in the state have sensitized federations and foundations set up by these organisations to disaster-related terminology. They have acknowledged the need to address different phases of the disaster cycle to mitigate their adverse effects, however have not taken the initiative to take the responsibility on their shoulders.

In fast-onset disasters, the corporate sector focus on disaster response appears to be largely fixed on relief. The GCCI prides itself for timely, effective and just-about-enough relief provision to victims of floods, riots, droughts and other natural or social calamities. However, their political and commercial implications result in little deliberation and action on resolving the root causes of the disaster.

On the other hand the response of the corporate sector to slow-onset disasters like existing and potential drought in Gujarat and environmental hazards like water pollution has been targeted at mitigation. The role of GCCI in promoting issues related to water at the local, national and international level is a case in point. These initiatives of GCCI suggest concrete efforts towards institutionalizing a collective CSR in Gujarat.

Further, over the past two decades, there is a trend among the industry to take up drought proofing or water harvesting works in rural Gujarat. Their neglect can also be attributed to an increased interest in direct, local, visible and on-time giving, over indirect, general, distant and sporadic giving for natural disasters in Gujarat. Nonetheless, their approach towards and activities with an eye on addressing development concerns can be interpreted to be attempts at disaster mitigation.

The sector, expressed interest in providing that material and those services for disaster response that exist in its kitty already, not eager to provide anything that urges it to go 'out of its way.' Businesses are prepared to collaborate as secondary partners with government, recognising the latter as the primary stakeholder. They also view themselves in the position of sieving out 'genuine' NGOs and providing them technical support for managing relief dispensation and rehabilitation execution. They are packaged with advantages including human, technical and financial resources and political as well as societal clout to influence activity execution and policy decisions.

Further, it appears that many times the critical eye of the development sector over the intentions of the commercial sector tends to alienate it more than reforming it. This approach, which goes beyond a healthy criticism, could come in the way of any collaborative efforts in the field. Nevertheless, both the voluntary sector and commercial sector organisations, networks and foundations are working on understanding the limitations and strengths of the different sectors and attempting to bridge gaps between them for the benefit of efficient and effective disaster response. This could form a strong base for a public-private-voluntary sector partnership across different phases of a disaster.

Nonetheless, avoidance of questions related to potential disasters that their commercial activities might cause and efforts to mitigate them remain issues of concern. Thus their concern is more visible as humanitarian in nature rather than mitigative in approach.

So far CSR in disaster reduction is related to drought and industrial safety. Not far beyond that. Most thinking on disasters is coloured by the recent earthquake and the subsequent relief activities. Focus on other hazards and other stages of disaster response cycle is right now very weak.

3.4 The business case for corporate social responsibility in disaster mitigation

The frequency of disasters and its implications for the socio-economic and political fabric of Gujarati society necessitate long-term efforts towards disaster mitigation in the state. This warrants an increased investment of commitment and resources from all sectors including the commercial sector, as it is both affected and is capable of influencing the disaster management scenario.

Gujarat has been in the forefront of economic development in the country. It is an entrepreneurial state with recognised strengths in textiles, pharmaceuticals, chemicals, engineering and tool making, and recently infrastructure and petrochemicals. Several of the large Indian corporations like Nirma, Reliance, Torrent, Cadila are owned by Gujaratis and many of them living within and outside of the state own small corporations across India as well. Gujarati business families including the Sarabhais, Lalbhais Ambanis and Bhagawatis, are well known in the country. Gujaratis frequently hold key positions in the central labour and industry ministries and as heads of chambers of commerce and industry associations and business federations. Moreover, the cooperative sector in Gujarat is strong and leads the national trends in cooperation. Amul has organised one of the largest federations of milk cooperatives leading the White

Revolution, that is making India self sufficient in milk production. The banking and housing sectors are dominated by cooperatives in Gujarat. These characteristics suggest the co-operative sector as a potential resource to counter the state's disaster vulnerability.

On the front of the commercial sectors vulnerability to the adverse effects of disasters, in March 28, 2002, the CII Annual Meeting in Ahmedabad recognised that repeated calamities have also reduced tax buoyancy, reducing revenues and damaging revenue sources. It was discussed that something should be done for mitigation.

Further, unlike most Indian states, industrial growth in Gujarat is rather decentralised. Gujarat Industrial Development Corporation (GIDC) Townships are spread across the state, exposing industrial production to a range of natural hazards. Also, starting from the last decade, Gujarat has been considered one of the two most attractive foreign direct investment destinations in India, which means that the threat of disasters could emerge as a threat to investment as well.

The link between development and disaster vulnerability reduction also prompts the attention of the corporate sector. Indira Hirway, a long-time faculty at the Gandhi Labour Institute, Ahmedabad, has been recently arguing that accelerated industrial growth in the state will not be sustained by investment in industry alone. Huge investments in environment, education and other social sectors are long overdue not only from the government but also from the corporate sector.

Section 4: Conclusions and Recommendations

The study concludes that secondary data, in the form of existing documentation related to CSR activity, in the geographical context of Gujarat is grossly inadequate. This finding is suggestive of the depth of interest from both the commercial and non-commercial sectors in the area of CSR. The voluntary sector vociferously presents its stand that, while the profits of a company may be its private concern, however, its contribution to preparedness against causing and withstanding natural disasters is a matter of public concern. The concern is built on the premise that the commercial sector has a dual responsibility of not just responding to needs thrown up by natural disasters, but to avoid giving birth to hazards in its own backyard and to move beyond disaster response to mitigation.

To ensure that the resources of the corporate sector be integrated with the efforts of other stakeholders in disaster management the following recommendations are proposed:

1. The lack of any existing recorded evidence related to the nature and extent of CSR practice by the commercial sector in Gujarat, points towards the need to document such trends through ongoing research studies. It is suggested that the commercial sector offer its resources and collaborate with research and educational institutes, across disciplines and sectors towards such documentation efforts.
2. Specific research on the existing and potential role of small and medium locally rooted, indigenous and owner-manager run businesses should be conducted. The two reasons for that are (1) in DMI's experience, this section of the corporate/business world is large in number, spread, and active in relation to disaster response and mitigation, but not visible due to lack of documentation and recording; (2) these small and medium local businesses are key to local economic development. Mapping of the existing and potential role of small and medium businesses in disaster response and mitigation, should be jointly conducted by the Government of Gujarat and business or commercial bodies.
3. Despite the increased stress on CSR in relation to natural disasters in Gujarat owing to the recent frequency of these disasters, the corporate sector should give serious consideration to managing its own backyards as potential areas of disaster hazards. Industrial disasters and CSR is an area unexplored. Time bound, sector specific, independent audit of selected industrial units and locations must be carried out.
4. There is also a need to distinguish between the three motivations for CSR, that being: (1) a solely profit (or commercial interest) motive; (2) part profit and part public interest motive; and (3) primarily a public interest motive. Commercial enterprises ought to, in recognition of business and social ethics, clarify their motives to themselves and outside stakeholders. Such clarification can benefit a lot from several, inclusive, process oriented NGO-CO-GO consultations.
5. In addition to providing human resources and products the commercial sector should also consider extending financial grants to support the much-neglected management of disaster mitigation activities. That is, instead of each corporate

- body doing its own mitigation and other disaster response work, find ways to invest in joint, sector wide, and comprehensive activities that will build the foundation on which the individual organisational initiatives in future can grow.
6. The corporate sector enjoys high leverage in political decision-making. It should be consciously used to promote and advocate for disaster mitigation sensitive and development oriented activities through the different phases of the disaster cycle, to include preparedness, relief response and rehabilitation. Bodies such as CII and GCCI cannot do this as a response and instead must invest time and planning efforts to be prepared to promote mitigation measures.
 7. Taking a leaf from the activities of organisations like the Centre for Science and Environment (CSE) in India, the voluntary sector could maintain a “mitigation rating” of companies whose commercial and non-commercial activities have implications for disaster mitigation. CSE rates Indian companies on the basis of how environmentally friendly they are, and informs and create an image in the public mind about environment concerns of companies.
 8. Voluntary sector organisations should in addition to their advocacy role, work towards informing and educating the commercial sector with principles, concepts and creative ideas related to disaster mitigation. Ongoing lecture series, capturing field experience, and site visits to model initiatives can promote this activity.
 9. Further, caution should be exerted by the voluntary sector to not go overboard while critically commenting on the involvement of commercial organisations in disaster response. Rather than isolating them, efforts should be made to offer constructive suggestions and establish collaborative arrangements with them in the area of disaster management. This does not mean that poor or bad work should not be criticised. Such work should be contained in the specific location or organisation, and not taken all over the commercial sector as to continue corporate sectors involvement and interest in disaster mitigation.
 10. NGOs should also be prepared to manage such collaborative arrangements with the voluntary sector, for both efficient outputs and to maintain the autonomy and objectivity of smaller voluntary organisations. Ways must be found for different types of NGOs to work with different types of corporate sector organisations in disaster mitigation.
 11. Lastly but most importantly the voluntary, public and commercial sectors should appreciate the strengths possessed and constraints faced by each other, in order to establish a working relationship that moves beyond attempts of competing and replacing each other to creating an environment for greater cooperation. Initiatives to involve corporate or commercial sector in disaster mitigation should come out of local and existing reality and not from imported agenda.

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- <http://spirituality.indiatimes.com>
- <http://www.mapsofindia.org>

CII Rehabilitation Initiative: 2001 Earthquake response

CII is India's leading federation of industry and related private sector interests. It is a non-government, not-for-profit, industry led and industry-managed organisation, playing a proactive role in India's development process. Founded over 100 years ago, it is India's premier business association, with a direct membership of over 4150 companies from the private as well as public sectors, including Multi-National Corporations, and indirect membership of over 50,000 companies from 200 national and regional sectoral associations.

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, at the national level, has a Social Development and Community Affairs (SDCA) Council with the primary objective of sensitising the industry and involving it in the relevant social sectors of the country. The Council has been facilitating meetings and organising workshops / seminars with industry, NGOs and Government to address crucial issues of social development that call for dialogue and redressal. The SDCA focuses on population, health, community development, primary education and literacy. It has regional units: CII Western Region, Gujarat has been involved in networking of corporates with NGOs and Government, promoting literacy projects in companies, initiating AIDS awareness programmes, and helping NGOs build up partnerships with corporates.

After the initial relief work in response to the January 26, 2001 earthquake, CII decided to work in Bhachau taluka, Kutch district, Gujarat in the areas of basic and essential needs, social and physical reconstruction and livelihood. Provision of infrastructure included educational and health facilities, dispensaries, water storage and distribution systems and running cattle camps (*gaushalas*).

Close coordination with the Government of Gujarat, including the chief relief coordinator, and with the media TV and Press, was considered as an important element of CII's rehabilitation strategy. Similarly, coordination with the ruling political party in Gujarat was maintained throughout the process.

CII decided to take up collaborative and contractual work with other agencies. Larsen & Tubro Limited, a leading private construction company, was invited to construct physical structures in 23 villages in three phases. Another leading Indian company, Godrej and Boyce Manufacturing Company was invited to ensure quality through supervision, project cycle management and certification. This emphasis on quality and systems is noteworthy. Associated Cement Company, India's leading manufacturer of cement, joined in site supervision. The educational institution, Centre for Environment and Planning Technology (CEPT), was hired to provide architectural and structural drawings, including layouts and construction details. Abhiyan, a network of 14 local NGOs in Kutch, was invited to act as an interface between CII and the local population.

Leadership support and the personal interest of top functionaries were cited as a major advantage in the sector's partnership and approach. Mr. Sunil Parekh, CII Director in Gujarat, played an active role in building CO-NGO links over the past four years. Mr. Kalyan Banerjee, Chair of CII and CEO of United Phosphorous, has longstanding interest in Tribal and Youth Development as well as the social role of Industry. Mrs. Anu Aga, Chairperson CII Western Region, runs a large industry and is especially interested in participatory approaches to social development processes. The team of these three provided the leadership to make the CII programme innovative. This suggests that individuals were crucial in generating collective commitment.

CII went beyond physical infrastructure rehabilitation and took up socio-economic development initiatives for developing sustainable income in 23 victim villages. This initiative included holding a Rural Enterprise Summit to find market links for affected artisans and sponsoring SEWA to join a "Made in India" show in South Africa to sell artisan made and other products. Further, masons were trained in safer construction. Thus, CII went beyond physical rebuilding to local socio-economic capacity building.

Its flexibility to adapt to changing needs in the field led CII to fully fund and reconstruct infrastructure facilities (social and physical infrastructure) and also focus on economic rehabilitation of Kutch. Due to the continuous changes and uncertainties concerning understanding of the rehabilitation packages, mode of implementation, decisions about village relocation, establishing of working relationships, issues regarding package understanding and awareness at the village level and various other reasons, CII has decided to focus on reconstructing infrastructure and economic rehabilitation

In many areas of Kutch, villagers have preferred cash for building houses to support in kind. The villagers felt that it would be better to get money instead of a house, since it offers them more flexibility. Following this, CII proposed to the Government that the Government should fund private housing and that CII will fund and build infrastructure (both physical and social) facilities and additionally economic rehabilitation in all the allocated 25 villages in Bhachau taluka, which is not being planned by any other major organisation. This led to the conceptualisation of a new form of partnership between Government of Gujarat and CII wherein the Government is funding the cost of private housing in each of the villages, and the CII is funding fund and reconstruct infrastructure facilities (both physical and social) and public amenities, and look at economic rehabilitation. Its role of advocacy is further explained in asking the Government to give special attention to industrial development in Kutch, to induce economic rehabilitation.

CII has not applied its resources to move beyond relief and rehabilitation to mitigation or preparedness. CII has also not reviewed its own work around disaster response over years to find space for mitigation, though it is, at national level, approaching mitigation issues.

Source: <http://www.cii-west.org>

Times Foundation: 2001 Earthquake response

Instituted by the Times of India Group, one of the oldest and leading national daily newspapers in India, the Times Foundation was set up with the aim of “*raising collective consciousness to galvanize social change.*” It serves as a platform for the Government, NGOs, industry and the public at large to converge on national issues to induce policy level changes through advocacy. It offers consultancy services to NGOs to turn them into professional enterprises. It raises funds to donate to credible NGOs working for root causes. It is already working in areas such as disaster management, education and professional training, spirituality, women’s empowerment and the environment among others.

The Times of India Relief Fund has been working in the area of disaster relief management for over 100 years handling floods, earthquakes, droughts and other disasters. It has with public support raised Rs 17 crores for restoring and rebuilding human faith and dignity post-disaster.

Its Gujarat Sustainable Development Plan, a Rs. 4 crore project, was launched in response to the 2001 earthquake. The plan’s focus, was not just providing shelter for the homeless, but empowering them on the road to recovery. Thus according to them, “what started off as an experiment became a full-fledged community development welfare model.” It involved stakeholders ranging from the affected people to like minded organisations and individuals to partner with them. These organisations included NGOs: (a) Bharat Sevashram Sangh, an organisation devoted to providing relief during natural calamities; (b) AWAG (Ahmedabad Women’s Action Group); (c) SEWA (Self Employed Women Association) who have been working towards the emancipation of poor women; and (d) VRTI (Vivekananda Research & Training Institute) a philanthropic organisation that promotes water harvesting and related technologies with community participation.

| NGO | District | No. of Villages | No. of Houses | Work |
|-------------------------|-----------------------------|-----------------|---------------|---|
| Bharat Sevashram Sangha | Kutch | 1 | 240 | Houses and Community centre |
| VRTI | Kutch | 13 | 649 | Reconstruction of Houses and Amenities buildings |
| AWAG | Patan | 5 | 464 | Reconstruction of Houses |
| SEWA | Surendranagar Kutch & Patan | 6 | 225 | Reconstruction of Houses and Community centres etc. |

It also worked with architects and civil engineers with social concern, who drew up plans after consulting the villagers. The villagers were provided with material and encouraged

to build their own houses. Local masons were trained to help them in the elemental structuring. The foundation believes that this approach worked well in that it enabled cooperation of villagers and also helped them get gainful livelihood. Employment of local labour helped cut the cost of construction enabling construction of more houses, promoted quick reconstruction and set into motion a cycle that it is believed set the victims on the path of self-reliance.

The foundation argues that disasters were opportunities for development, as demonstrated in the following statement: *“In some measure the quake redeemed itself from its destruction by helping the villages with a promise of better living.”*

Public amenities like water lines, and sewage disposal systems otherwise languishing, were streamlined. Community welfare development was given an impetus. Houses apart from being made structurally quake-proof also accommodated room for future expansion. Where possible, playgrounds and recreational centers were included in the rehabilitation blueprint. Enhancement and expansion of institutions such as health centers, hospitals, hostels, and colleges and strengthening of weak structures through retrofitting was being done. Capacity building of local masons and contractors was undertaken to promote cost-effective measures to mitigate quake risks.

| Infrastructural activity undertaken by the Times Foundation through its Relief fund. | | | | |
|--|----------------|-----------------|--------------------------|--|
| NGO | District | No. of Villages | No. of Houses | Work |
| Bhagwan Mahavir Gujarat Sahayog Samiti | Kutch | 1 | 104 | Houses |
| Bachau Hospital | Bachau | | | General Hospital, Gynaecology & Paediatric Hospital |
| Art of living Foundation | Rajkot | 1 | 200 | Community Healthcare Centres, Roads, Water, Drainage |
| Tolani Gandhidham Collegiate Board | Kutch | - | - | Reconstruction of Pharmacy College & Hostels, Gandhidham |
| Saraswatam | Kutch | - | - | Six Secondary Schools & Two Vocational Training Centres |
| Shree Navchetan Blind Mens' Assoc. Bachau | Kutch | - | - | Vocational Training Centres & School |
| Rajsaubhag Satsangh Mandal | Surendra nagar | 1 | 400 partnership with GoG | Reconstruction of Houses and Amenities buildings |
| CII | Kutch | - | | Reconstruction of Amenities buildings |

Source: The Times Foundation, *‘Utopist: The Times Foundation Quarterly,’* Vol.1, Issue 1, June 2002.

With its resources, and influence the foundation can play for greater and pivotal role in (a) coordinating relief efforts; and (b) promoting mitigation between two disasters. Thinking or planning in this direction is not available for review.

For more information on the Times Foundation, call (022) 2354398 or log on to <http://spirituality.indiatimes.com>

GIVE Foundation: Response to 2001 Earthquake

Give Foundation is a not-for-profit financial services organisation dedicated to “professionalisation” of the ‘third sector’. Its mission is to promote the act of giving, by helping good NGOs raise funds, and promoting greater transparency and accountability in the third sector.

It works in the areas of donor-related financial and accounting systems, small grants programmes, and end-to-end grant management systems and sees itself as a trusted gateway for worldwide donations to Indian NGOs. It has worked in responding to both situations of development and disasters with cause ranging from disability and destitution to women’s issues, livelihood and poverty alleviation, education and health.

Its clients include its own projects (under GIVE Online and ICCIcommunities.org), numerous corporate clients and voluntary sector networks like Kutch Nav Nirman, Abhiyan, Unnati and SAATH in Gujarat. It has also evolved a rating system of organisations based on the criteria of transparency, accountability, professionalism and governance and responsiveness to donors.

The organisation claims to have grappled with making NGOs track usage of the systems set up by GIVE and to write feedback on the same. In fact its annual report raises this issue adequately by observing that “there were moments of frustration and doubt: are we imposing reporting standards that made no sense to field workers,” and also requesting them to take pictures of beneficiaries. They acknowledged that a heartless tracking of numbers of people assisted, on a spreadsheet, got a fresh breath of air when they saw picture of beneficiaries who were empowered. This suggests the differential needs and perceptions of different organisations across sectors. These experiences have in their opinion helped them learn about the voluntary sector and appreciate the concerns and constraints, thus making them sensitive to their differential needs. Formal training has also been promoted to sensitise their personnel to the multidisciplinary style of work and response.

Their learnings during disaster intervention have made them to work on donor education to sensitise donors to the needs and problems at the grassroots and the nature of investment—not tangible but intangible—warranted by different situations. The key challenge that they claim to face with donors is to replace the approach of ‘immediate visible benefit’ to long-term impact of their support. Their eagerness to collaborate with the NGO sector is visible throughout their documentation.

Source: <http://www.givefoundation.org> and GIVE Annual report 2001-2002

Key Informants for initial discussion

1. Shri L. Mansingh, Secretary, Government of Gujarat
2. Shri Hasmukh Adhia, Commissioner, Government of Gujarat
3. Shri Pravin Singh Pardeshi, United Nations Development Programme (UNDP), Gujarat
4. Shri Arun Mudgarikar, United Nations Children' s Fund (UNICEF), Gujarat
5. Shri V.K. Sharma, National Centre for Disaster Management (NCDM), Indian Institute of Public Administration (IIPA).
6. Shri V. Pasrija, Ministry of Agriculture, Government of India
7. Mr. Sunil Parekh, Confederation of Indian Industry (CII), Gujarat
8. Mr. Kalyan Shah, GCCCI
9. Shri Manish Mehta, Chitralkha Publications
10. Mr. Khalyani, NGO—Coordinator, Government of India
11. Shri Achyut Yagnik, SETU, Ahmedabad
12. Shri Sushma Iyengar, Kutch Mahila Vikas Sangh, Bhuj
13. Shri Anand Aithal, CARE, Bhuj
14. Ms. Smriti Acharya, CARE, Mumbai
15. Mr. Nimish Shah, Chartered Accountants
16. Shri Kalyan Banerjee, United Phosphorous

List of Interviewees for the initial survey

1. Mr. A.W.P. David
Ex-Additional Chief Secretary, Government of Gujarat and
Executive Director of Emergency Food Security Network
2. Mr. Nimish Shah
Chartered Accountants
Shah & Shah Associates
3. Mr. Bipin Shah
Chartered Accountants
4. Mr. Nitin Vyas
Advantage India
5. Mr. Himanshu Vyas
Action India Movement
6. Mr. Bandish Parghi
Industrial Development Bank of India
7. Mr. Shailesh Kadakia
Kalapur Commercial Bank
8. Mr. Yamal Vyas
Corporate Consultant
9. Mr. Sanjay Joshi
United Nations Development Programme
10. Mr. Achyut Yagnik
SETU
11. Mr. Harprasad
Indian Overseas Bank

List of companies for the second survey

| Sr. No. | Name / Address of Corporate | Area of Activity | Name & Designation of person interviewed |
|---------|--|----------------------------|--|
| 1. | Name: Keystone India Private Limited Address: Ivory Terrace, R C Dutt Road, Alkapuri, Vadodara | Engineering | Name: Mr. I S Malhotra Designation: Managing Director |
| 2. | Name: Adani Wilmar Limited Address: Shikhar, Nr. Mithakhali Circle, Ahmedabad | Edible Oil | Name: Mr. N R Nayak Designation: General Manager (Finance) |
| 3. | Name: Hindustan Oil Exploration Company Limited Address: HOEC House, Tandaljia Road, Vadodara | Oil & Natural Gas | Name: Mr. Jatin Dholakia Designation: HRD Name: Mr. A Kapadia Designation: Managing Director |
| 4. | Name: Indian Petrochemicals Corporation Limited Address: PO Petrochemicals, Vadodara | Petrochemicals | Name: Mr. A P Singh Designation: General Manager – HRD |
| 5. | Name: FAG Bearings India Limited Address: GIDC Industrial Estate, Makarpura, Vadodara | Engineering | Name: Mr. Nitish B Acharya Designation: General Manager |
| 6. | Name: Hi-Rel Electronics Limited Address: Shanti Chambers, Near Dinesh Hall, Ashram Road, Ahmedabad | Electronics | Name: Mr. Laxman Designation: General Manager (Finance) |
| 7. | Name: Gujarat Heavy Chemicals Limited Address: GHCL, Near Punjabi Hall, Navrangpura, Ahmedabad | Heavy Chemicals Machinery | Name: Mr. Kailash Rathi Designation: Senior General Manager Name: Mr. Raju Thakore Designation: Public Relation Officer |
| 8. | Name: Nayan Parikh & Consultants Address: B-1 Shanak Building, B/h Kamdhenu Complex, Ambawadi, Ahmedabad | Consultants Infrastructure | Name: Mr. Nayan C Parikh Designation: Chief Executive Officer Name: Mr. Sachin Parikh Designation: Chief Consultant |
| 9. | Name: Sandvik Steel Asia Private Limited Address: Village – Raipur, Taluka – Kadi, District – Mehsana | Steel Pipes | Name: Mr. Krishapriya Devardhavi Designation: General Manager Name: Mr. Deven Patel Designation: HRD |

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|------|---|----------------------------|--|
| 10. | Name: Atmaram Maneklal Industries Limited Address: Shanti Chambers, Ashram Road, Ahmedabad | Engineering | Name: Mr. Manish Shah Designation: Director |
| 11.. | Name: Chiripal Group of Industries Address: “Chiripal House”, Sattelite Road, Ahmedabad | Engineering | Mr. Sanjay Bhat Designation: Chief Executive |
| 12. | Name: Icenet Limited Address: 905, Silicon Towers, Off CG Road, Ahmedabad | Internet Server | Name: Mr. Nipam Shah Designation: Director |
| 13. | Name: Tudor India Limited Address: 1 st Floor, Suman Towers, Gandhinagar | Auto Batteries | Name: Mr. Joy A Baxi Designation: General Manager (Accounts) |
| 14. | Name: Tata Telecom Limited Address: E 1/1, GIDC Electronic Estate, Gandhinagar | Telecommunication | Name: Mr. Mukesh Vayada Designation: Director – Supply Chain Management Name: Mr. A K Munjal Designation: Divisional Manager – P.E. |
| 15. | Name: Smart Chip Limited Address: Plot 533/01, Sector 8 Gandhinagar | Computer Software | Name: Mr. Parimal Dalal Designation: Chief Operating Officer |
| 16. | Name: Gujarat State Petroleum Corporation Address: Udyog Bhavan, Sector II, Gandhinagar | Petroleum | Name: Mr. Vinay Kumar Designation: Area General Manager – Human Resource |
| 17. | Name: Lloyds Finance Limited Address: 2 nd Floor, Sanidhya, Opp. Sanyas Ashram, Ashram Road, Ahmedabad | Finance | Name: Mr. Rajendra Shah Designation: Executive Vice President |
| 18. | Name: Creative Infocity Limited Address: Infocity Complex, Airport Road, Near Indroda Circle, Gandhinagar | Software Park | Name: Mr. Anupam Saxena Designation: General Manager (Marketing) |
| 19 | Name: Mangalya Softech Limited Address: 302, Samrudhi, Near Income Tax, Ashram Road, Ahmedabad | Software | Name: Mr. Mansukh Shah Designation: Managing Director |
| 20. | Name: Contech Software Limited Address: E 3/1,2,3, GIDC Electronic Estate, Gandhinagar | Software | Name: Mr. Hayavadan Panchmukhi Designation: CTO Name: Mr. Rajan Vasa Designation: CMD |
| 21. | Name: Kalpataru Power Transmission Limited Address: GIDC – Plot 101 – Part III, Sector 28 | Power Transmission | Name: Mr. D B Patel Designation: Vice President – Production Name: Mr. Bharat Modi Designation: HR – Administration |
| 22 | Name: Diamond Infrastructure Private Limited Address: Anjali House, Opp. Lal Bungalow, CG Road, Ahmedabad | Gem & Jewellery | Name: Mr. Hasmukh Designation: Director |
| 23 | Name: Multimedia Frontiers Limited Address: C-6, GIDC Electronic Estate, Gandhinagar | Compact Disc Manufacturers | Name: Mr. Dilip Sodha Designation: General Manager Name: Mr. Manish Leuva Designation: Head of Department – |

| | | | |
|-----|---|-------------------------------|---|
| | | | Human Resource |
| 24. | Name: Gujarat Voyages Private Limited Address: K-8, First Floor, Shri Krishna Centre, Nr. Mithakhali Six Roads, Ahmedabad | Transport | Name: Mr. Pankaj N Dave Designation: Managing Director |
| 25. | Name: Gujarat State Coop. Cotton Marketing Federation Limited Address: Silver Arc, Ellisgridge, Ahmedabad | Cooperative Sector In Cotton | Name: Mr. N M Sharma Designation: Managing Director |
| 26. | Name: Navneet Book Publications Limited Address: "Navneet House" Opp. Gurukul, Ahmedabad | Printing & Publications | Name: Mr. Vinubhai Shah Designation: Director |
| 27. | Name: Kinarivala Spinners Limited Address: "Kinarivala House" Near Gulbai Tekra, Navrangpura, Ahmedabad | Spinning | Name: Mr. P J Kinarivala Designation: Director |
| 28. | Name: The Vijay Co-operative Bank Limited Address: Nobels, Near Nehru Bridge, Ashram Road, Ahmedabad | Co-operative sector – finance | Name: Mr. P J Kadakia Designation: General Manager |
| 29. | Name: Kalupur Commercial Co-operative Bank Limited Address: Near Income Tax Circle, Ashram Road, Ahmedabad | Co-operative Sector – Finance | Mr. M R Patel Designation: General Manager |
| 30. | Name: Gujarat State Fertilizer Chemical Limited Address: Post Fertilizernagar, Vadodara | Chemicals & Fertilizers | Mr. Gautam Sen Designation: Executive Director (Finance) |
| 31. | Name: Omnisoft Address: 2 nd Floor, 'The Emperor' Fatehganj, Vadodara | Software | Name: Mr. V K Karia Designation: Chairman |
| 32. | Name: ABS – Bayers Limited Address: ABS Tower, Old Padra Road, Vadodara | Pharmaceuticals | Name: Mr. S M Vaishnav Designation: CS & General Manager – Legal |
| 33. | Name: Medtronic International Address: 919/2, GIDC Industrial Estate, Vadodara | Electronics | Name: Mr. Bharat Mehta Designation: Head – HRD |
| 34. | Name: Express Hotels Limited Address: Alkapuri, Vadodara | Hospitality Sector – Hotel | Name: Mr. Ashwin Gandhi Designation: Chief Executive Officer |
| 35. | Name: Paramount Limited Address: Paramount Complex, Gorti Road, Race Course, Vadodara | Polution Control | Name: Mr. K G Puli Designation: Managind Director Name: Mr. Rajgopal Designation: Financial Advisor |
| 36. | Name: Sterling Bio Tech Address: Sterling House, Atladra, Vadodara | Bio Technology | Name: Mr. Chetan Sandesara Designation: Director Name: Mr. Gheewala Designation: General Manager - Finance |
| 37. | Name: Dinesh Mills Limited Address: On way to Holiday Inn, Near Station, Vadodara | Textile | Name: Mr. Upendrabhai Patel Designation: Chairman |
| 38. | Name: Gujarat Electricity Borad | Electricity | Name: Mr. K M Shringarpur |

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| | Address: Alkapuri, Vadodara | Production & Supply | Designation: COF (Cash) |
| 39 | Name: Ashwin Vanaspati Address: Primer Chamber, II Floor, R C Dutt Road, Vadodara | Edible Oil | Name: Mr. Manohar Chawla Designation: Director |
| 40. | Name: Apollo Tyres Address: Apollo Tyres, Padra Road, Vadodara | Rubber Tyres | Name: Mr. Balkrishnan N Designation: General Manager |
| 41. | Name: Torrent Cables Limited Address: 7 th Floor, 'Chanakya', Off Ashram Road, Ahmedabad | Cables | Name: Mr. R N Shah Designation: General Manager - Finance |
| 42. | Name: Gujarat Ambuja Cement Limited Address: Ambuja House, Ishwarbhawan Road, Navrangpura, Ahmedabad | Cement manufacturers | Name: Mr. J P Desai Designation: Senior Vice President – Technical Services |
| 43. | Name: Amtrex Hitachi Limited Address: 9 th Floor, 'Abhijeet' Mithakhali, Ahmedabad | Home Appliances Manufacturers | Name: Mr. Sanjay Kumar Designation: Head – Human Resources – West |
| 44. | Name: Symphony Comfort Systems Limited Address: 'Sanskrut', High Court Road, Ahmedabad | Home Appliances Manufacturers | Name: Mr. Achal Bakeri Designation: Chairman |
| 45. | Name: Alembic Limited Address: Alembic Road, Vadodara | Pharmaceuticals | Name: Mr. U J Amin Designation: Assistant Director Name: Mr. Babubhai Parikh Designation: Labour Welfare Officer |
| 46. | Name: Saurashtra Chemicals Limited Address: 2nd Floor, 'Sanidhya' Opp. Sanyas Ashram, Ellisbridge, Ahmedabad | Chemicals – Cement | Name: Mr. Ravindra Agrawal Designation: Executive Director & Secretary |

Corporate Gujarat and Disasters: A Survey



Disaster Mitigation Institute

411, Sakar Five, Near Natraj Cinema
Ashram Road, Ahmedabad – 380 009, India
Tel: 0091-79-6586234, Fax: 0091-79-6582962, E-mail: dmi@icenet.net

Basic Data

Date: _____ **Time:** _____

Interviewer: _____

Interviewee: Name _____ Design: _____

Company: _____

Address: _____

Tel: _____ Fax: _____ E-mail: _____

Method: _____

Related documents name: _____

| Heading | Broad research questions | Specific research questions |
|----------------|--|--|
| Vision | <ol style="list-style-type: none"> 1. Motivation for private sector involvement in general (related to its broader attitude towards social responsibility and its long-term vision in this area). 2. Motivation for individual interventions and their implications for the nature and extent of the support provided. | <ol style="list-style-type: none"> 1. What was the vision behind business involvement in disaster reduction activities? What benefits/impact (internal and external) did it hope to achieve through such activities? 2. Whose vision was this? Was it owned throughout the business or only by some sections (e.g. senior managers)? Was it clearly expressed and understood? 3. How does this vision relate to the business's broader attitude towards social responsibility? 4. Was this vision shared by non-business partners (e.g. NGOs, community groups/beneficiaries) in disaster reduction initiatives? If not, how did their vision differ from that of the business partners? |

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| <p>Decision-making</p> | <p>3. Motivation for individual interventions and their implications for the nature and extent of the support provided.</p> <p>4. Factors affecting the choice of partners and the development of partnerships.</p> | <p>5. How was the problem identified by business? Who identified it?</p> <p>6. Who made the main decisions about involvement (where to get involved, what to do, how to do it, etc.)?</p> <p>7. What link (if any) was there between the initiative and the company's own business or expertise?</p> <p>8. How were links made with other partners and stakeholders? What (and who) were the key influences in partner selection and development of relationships?</p> <p>9. Did other stakeholders have a different opinion about the way problems and partnerships were developed?</p> <p>10. Among the other stakeholders, how widespread was 'ownership' of the partnership with business? How much confidence and trust was there?</p> |
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| <p>Implementation</p> | <p>5. The nature and extent of the intervention in practice (to give a framework in which to view the process of business involvement).</p> | <p>11. What type of intervention was this (ref. Table 2)?</p> <p>12. What was the scale of the intervention? Was it at national or local level? How many people benefited?</p> <p>13. What resources went into the initiative? Who provided these?</p> <p>14. How long was the intervention? Was it fixed-term or open-ended?</p> <p>15. Who were the <i>main</i> partners or stakeholders (business, national or local GO, NGO, CBO, other civil society organisations, beneficiaries)?</p> <p>16. What were the roles of the different partners? What human, material or financial resources did they bring?</p> <p>17. Who were the beneficiaries (e.g. tribals, salt workers, single mothers)? Did the initiative aim at the most vulnerable?</p> <p>18. What level of vulnerability did the work address: (i) unsafe conditions, (ii) dynamic pressures, (iii) root causes?</p> |
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| | | <p>19. Was the initiative participatory or top-down? If participatory, how participatory was it (i.e. how much influence did beneficiaries have on planning and decision making)?</p> <p>20. What points in the disaster cycle did the initiative address (long-term mitigation, short-term preparedness, relief, reconstruction and rehabilitation)?</p> <p>21. How much emphasis was placed on structural or material support and how much on building human/social capital?</p> |
| | <p>6. Operational issues encountered and how these were viewed and dealt with.</p> | <p>22. What were the main challenges met in implementing initiatives?</p> <p>23. Did different stakeholders have different opinions about this?</p> <p>24. How were they overcome?</p> <p>25. How well did partnerships work (e.g. in terms of efficiency of implementation, relationship-building between partners)?</p> <p>26. Did the nature of the partnership change during the work (e.g. levels of mutual understanding and trust, leadership roles)?</p> |

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| | | 27. What aspects of the partnership were key factors in the success/failure of the initiative? |
| Impact | <p>7. The outcomes and effectiveness of the intervention, and how (or if) this can be demonstrated.</p> <p>8. Perceived value and impact of the intervention (by private sector and its partners).</p> <p>9. Lessons learned by those involved, and their likely implications for future involvement.</p> | <p>28. What was the impact of the interventions on beneficiaries (vulnerable people, victims of disasters)? What evidence (qualitative and quantitative) is there?</p> <p>29. What impact did the work and the partnership have on the partners themselves? Did it bring benefits to business and other stakeholders (e.g. in terms of skill-sharing, staff morale or publicity)?</p> <p>30. How effective does business (and its partners) believe the interventions were in fulfilling their objectives?</p> <p>31. What follow-up work is planned?</p> <p>32. What lessons have all stakeholders learned about the process of partnerships? What will be different about the approach they take in future?</p> |

List of Corporate Sector Surveyed for Report Card on 2001 Earthquake

| S.N. | Name | Organisation |
|-------------|--------------------------|--|
| 1 | Bhavnaben P Rawal | Kapasi Handicraft Emporium. |
| 2 | Nitaben Shah | Business Law Firm. |
| 3 | Rajubhai C Darji | Bhagyodaya Men's Readymade Garments |
| 4 | Ashwin J Vora | Print Vision Pvt Ltd |
| 5 | Sasidharan | FAB Chem |
| 6 | Hareeshbhai V Thakkar | Cosmic Pharma |
| 7 | Manish Gandhi | Gruh Finance |
| 8 | Sanjaybhai Yagnik | C G Infotech |
| 9 | Maheshbhai M Shah | Sakar International Courier |
| 10 | Harit H Bhatt | Ganesh Agro Industries |
| 11 | Maheshbhai R Patel | Gujarat State Co-Operative Bank |
| 12 | Ketan K Bhatt | Binnani Cement |
| 13 | Jayesh N Barot | Punjab National Bank |
| 14 | Vinu Thakkar | Malik Provision Store |
| 15 | Vijay Bhimshankar Rajgor | Pan Parlor and Cigarette Shop |
| 16 | Jayendra R Trivedi | C C Dalal Business House |
| 17 | Jignesh Vyas | Commercial Tuition Class |
| 18 | Hemal Pandya | Nidhi Fibre Glass Business |
| 19 | Anil S Bhatt | Datron Plastic Pvt Ltd. |
| 20 | Sarvaga V Nandi | Raikva Financial Services |
| 21 | Ramesh Chandra Parikh | Taxation Advocate |
| 22 | Arvind Dhosalkar | Ahtatva has Shravya Nirman Vibhag |
| 23 | Kulin N Saraiya | Car Traders |
| 24 | Maganbhai Bhavjibhai | State Bank of India |
| 25 | Vikram Shah | Gujarat Sulphar Ltd |
| 26 | Dr.Anil Patel | Medical Dispensary |
| 27 | Mahesh Shah | Gopal Grain House |
| 28 | Durgesh Gharekhan | Life Insurance Corporation of India |
| 29 | Rohit C Koshti | Pan and Cigarette Shop |
| 30 | Jawahar C Modi | Corporate Advocate |
| 31 | Rajiv Sharma | Gujarat Sulphar Ltd |
| 32 | Ramesh C Shah | Share and Stock Broker |
| 33 | Yogesh Desai | Prima Automation |
| 34 | B P Prajapati | Gujarat Glass Bottle Trading Co |
| 35 | Amrish Thakkar | RTO and Vehicle Agent |
| 36 | Vimal R Panchal | TVS Ltd. |
| 37 | Kaushal Patel | General Manufacturing & Marketing Co. Ltd. |
| 38 | Jayanti Panchal | Prompt Machinery Ltd. |
| 39 | Vikas Patel | Net Vision Ltd. |
| 40 | Archana Mehta | Mudra Communication Ltd. |
| 41 | Jaydeep Parikh | Parag Printary Ltd. |
| 42 | Sanjay Chakraborty | Eton Ltd. |
| 43 | Mahendra Jaydeep | Computer Classes |
| 44 | Jevrani Harish | STD Communication Booth |

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| 45 | Rajendra T | Bhagalaxmi Construction Fabrication |
| 46 | Gohil Navinchandra N | Cloth Merchant |
| 47 | Nirav B Kharidia | Himson Tech. Service |
| 48 | Samirbhai C Shah | Himsen Tech. Service |
| 49 | Manjunath I Pai | Bajaj Auto Pvt. Ltd. |
| 50 | Amrish N Solanki | CMS Security Ltd. |
| 51 | V K Gupta | Cimcom Software Ltd. |
| 52 | Vikrant Bhala | Cipla Pharmaceutical Ltd. |
| 53 | Ravi Neva | Kinetic Auto Finance Ltd. |
| 54 | Dipak Shukla | City Gold Credit Service |
| 55 | Bharat B Panchal | Maheshwari Industries |
| 56 | Mukesh Panchal | Bhagwa Das Company |
| 57 | Kamal T Malhan | Maruti Mrkt. Service |
| 58 | Dr. Bhargav Patel | Jaganath Mandir Trust |
| 59 | Pankaj Bhavsar | Rasna Cold Drink Ltd. |
| 60 | Tejas Chavda | Copran Ltd. |
| 61 | Mukesh M Sharma | M H Co. |
| 62 | Mukesh Sharma | Shiv Traders |
| 63 | Alphonsa | Cama Hotels |
| 64 | Amul Patel | Ply Wood & Colour Centre |
| 65 | Patel Kaushik | Viral Xerox Copier |
| 66 | Chirag R Shah | Pravinchandra Co. |
| 67 | Satish Sharma | Mony Hotels |
| 68 | Kishor Davda | HCL Infosys |
| 69 | M F Chisti | BATA Footware |
| 70 | Paresh Dinesh Shukla | Shiv Ganga Traders |
| 71 | Gaurav Dobariya | BAMS Ltd. |
| 72 | Akhilesh Bhatt | Alpha Eco India |
| 73 | Patel Uren | Vraj Infomedia |
| 74 | Nirav Gohel | HCL Infosys |
| 75 | Rajesh | Silvar Transport Corporation |
| 76 | Kamlesh Sharma | K M Transport Ltd. |
| 77 | Ramesh Prajapati | Electronic Corporation |
| 78 | Dharmesh B Modi | K . Pravin Co. |
| 79 | Sachin Patel | Sayona Computer |
| 80 | Snehal Patel | Idea Cellulars |
| 81 | Anil Chandra | Corporate Lawyer |
| 82 | Kamlesh M | Dell Market |
| 83 | Nikunj S Shah | Liberty Shoes |
| 84 | Vilit S Rana | Multimedia Computer |
| 85 | Chandrakant Shah | Atul Plastic Ltd. |
| 86 | Haresh Patel | Parth Jewellers |
| 87 | Dipak Pandya | Jagdip Agency |
| 88 | Rohit Shah | A One Industries. |
| 89 | Dharmesh R Patel | United India Insurance |
| 90 | Vinod Dave | Co-operative Bank |
| 91 | Rajiv Patel | Jemson & Co. |
| 92 | Rudradatt Pandya | Mahindra Finance |
| 93 | Kaushik Shah | Park Avenue |

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| 94 | Manubhai Patel | Patel Travels |
| 95 | Ajay Nair | Jemes Machines |
| 96 | Bijal Gandhi | Niraj Marketing |
| 97 | Ashok B Dargi | Provision Stores |
| 98 | Dr.Vishal | Doctor |
| 99 | Ramnivash Sharma | Yogesh Traders |
| 100 | Dineshbhai Agrawal | Usha Fabrics |

DMI–AMA Centre for Disaster Risk Management

Disaster Mitigation Institute (DMI) established the DMI–AMA Centre for Disaster Risk Management centre on February 22, 2002, through an endowment to the Ahmedabad Management Association (AMA). DMI is a community based action research and action advocacy organisation that tries to bridge the gap between policy, practice and research. In this DMI finds the role of corporate sector crucial. AMA on the other hand was set up 45 years ago to promote professionals management through organizing programmes and projects in enhancements of individual level managerial skills and improvement in organisational systems and culture. It is a leading management association of India.

The DMI–AMI centre aims at:

- (a) Building capacity for management of relief and rescue;
- (b) Raising awareness about emergencies;
- (c) Conducting policy research on disaster preparedness and management; and
- (d) Taking up project management for disaster prevention and mitigation.

The centre will take up the following activities:

- (a) conduct local and national course;
- (b) organise thematic workshops and seminars;
- (c) sponsor annual forums and awards;
- (d) publishing IEC material;
- (e) promote exhibition and display;
- (f) render advisory and counseling services to various sectors of society, including government and business; and
- (g) take up policy research and project management.

The Steering Committee of the center is currently involved in working out concrete programmes that the center could take up in the recent future.