



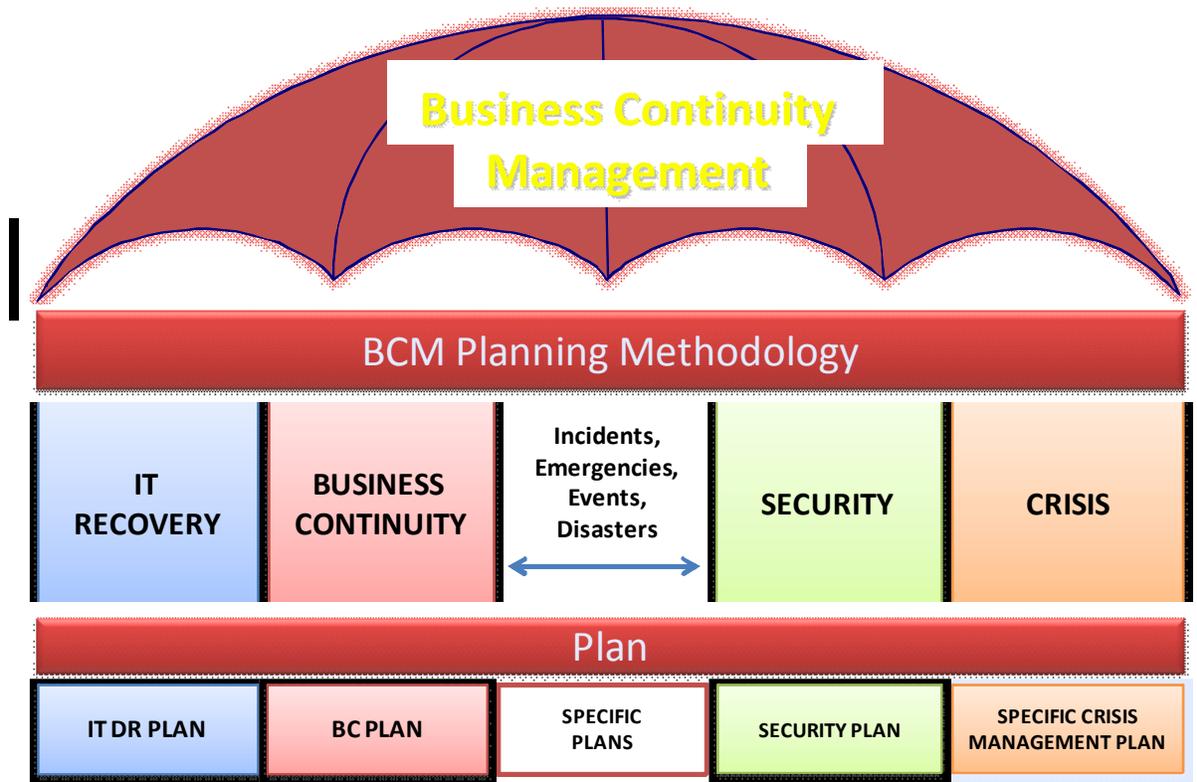
An advisory note on Emergency Preparedness for the



5th July 2010

This note has been prepared at the request of the Organising Committee of the games. BCMI India has consultants with rich global experience in the field of Business Continuity Management (BCM), Disaster Recovery, and Emergency Planning – and have used their expertise in developing this note. However, it is admitted that the note was prepared at a very short notice and we do not hesitate in accepting opportunity of improvement given sufficient time.

The following diagram helps in setting the context right.



As requested by the Organising Committee, the document focuses towards Emergency Planning/ Preparedness.

We propose the emergency preparedness to cover the following main categories:

1. **Transport**
2. **Electricity**
3. **Water**
4. **Administration**
5. **Press office, Crisis Communication, Command and Control Center**
6. **Climate Change**
7. **Safety and Security**
8. **Political Opportunists**
9. **Technology**

1. Transport

Delhi Metro: While this has been an excellent achievement, a lot of work is currently pending – may be ready just in time.

Bus: There have been many announcements about bringing end to the ‘blue line buses’ – but these have continued to ply on Delhi roads. There have been announcements about more low-floor buses (ordinary and air-conditioned) being introduced in the city but the day has not seen the light yet. Just introducing the new buses will not be enough; the commuters are in the habit of jumping off the bus at a traffic signal or boarding anywhere. The drivers need to be trained that the doors will not be opened at anyplace other than the official bus stop (the new buses have this facility, but the drivers are not using it yet – they are commuter friendly!). Where are the parking places for so many buses?

Autorikshaw: All other metro cities have better arrangements – the autorikshaw will go by meter (even for Rs. 10 distance in Mumbai!) – this just doesn’t happen in Delhi.

Taxi: Metering challenge remains with taxies too. There have been improvements with the introduction of Radio Taxies, but these are not enough yet, enough may create a challenge of too many. Parking place may be a challenge with taxies too.

The new buses and taxies (thousands and thousands in number) – all need to be running on CNG – do we have enough supply? We have started seeing the long queues of vehicles at all gas filling stations in the past few months. What are the arrangements is not clear.

2. Electricity

The city has been observing bad to worse condition, while the distribution companies keep claiming availability of ‘enough power’ in the city. On the contrary, the CWG Organising Committee has the intentions of being power surplus by the time of the games. It admits the Government’s intention to undertake a large power-production initiative and construction of new power plants (who, how, when – is not assured).

3. Water

The situation with respect to water is similar to the electricity i.e. going from bad to worse; the CWG Organising Committee talking of plans to augment water availability and solid waste management capability – how much of that has been achieved (with just three months to go) is not clear. The neighbouring states that the city depends upon for its water supply – keep blackmailing this city.

4. Administration

Adequacy and availability of the staff needs to be ensured. Have the involved (thousands from many departments) been kept under 'mandatory services' – what is the assurance that they would behave that way (the fuel was kept under mandatory services, but the oil companies still continued with their strike last year!). Have the staff been trained appropriately? There have been news about some establishments (e.g. schools and colleges) being closed for the duration of the games to reduce the load on the city roads. We see some challenges in this approach:

- Which establishments are going to be closed for sure – is not clear. There is not enough official communication – the CWG Organising Committee's website doesn't talk about this.
- The school buses' load on the roads will surely be reduced, but the people will not necessarily stay at home – they will be out in the malls/ stadiums, so the reduction will not be proportionate.
- A great percentage of such buses are not school owned, and they will sure look for alternates to compensate their earnings or to double their earnings for a fortnight – so they will not be off the road.

We recommend augmentation of the following (but are not in a position to comment immediately in absence of complete information at this moment):

- Police force
- Para-military/ military force
- Fire brigade
- Ambulance services

5. Press office, Crisis Communication, Command and Control Center

We understand that the Press Operations have been set up and are operational for quite some time. Some of the activities have been seen for the first time in country (e.g. involving citizens in campaigns raising pride in kind of 'My Delhi- My Games').

Plans about Crisis Communication are not clear. We also recommend setting up of a Command and Control Center (call center) with adequate technological and human resources. This center should be capable of handling thousands and thousands of call per hour, coming from different cities of India and from different countries too. The call takers should be able to understand different Indian accents as well as some foreign languages too.

Which number should people dial – 100, 101, and 102 have been commonly known. The Delhi Police has been publicising few other numbers (e.g. 1090 for terrorism) in the recent times. This is confusing for the citizens.

We strongly recommend a thorough Crisis Communication Plan and a high-tech Command and Control Center which should be exercised/ rehearsed before the games.

6. Climate Change

We are sure the dates of the games were selected strategically, when the city will neither be too hot nor too cold nor too wet. But, the reality has been different. The monsoon predictions for the city have changed every week (if not every two days). July well underway, the monsoons have not struck Delhi yet. If the city does not get enough rains the water crisis may deepen. The delayed rains will impact the whole construction work (which we believe already has been delayed enough). And, if the climate change is worse, the city may see rains during the games! What are the arrangements?

We do not recommend, duplicate arrangements (city-for-city, stadium-for-stadium), but a well thought approach. E.g. we do not have control over rains, but what about our drainage system? A new drainage system cannot be built in three months – but the existing system can surely be made to work. Just like any previous year, the first drizzles in the city have seen water logging at most of the places.

7. Safety and Security

We believe that the press organisation has done very good job to publicise the games as being the first/ most Green Games. Its little late, but it will be good to communicate these being the safest/ most secured games too. But, that will need a lot of coordination within various departments – police, intelligence, international bodies etc.

With thousands of people coming in from all states and countries, high security checks will be required on identification. We understand that the existing hotels cannot accommodate all influx, and a number of guest houses/ paying guest houses are being licensed – the security/ identification/ recording and reporting mechanisms at these installations need to be reviewed/ strengthened.

The North and the East of the country currently are struggling with the law-and-order situation – this must be brought under control immediately.

Not only the anti-social elements (or terrorists), but the drug paddlers should also be the focus of control. We have seen in the media, the plans for distributing condoms, but not enough around terrorism or drug paddling.

8. Political Opportunists

The country in the recent past has seen many civil protests (around various issues). The games provide a very good opportunity to any group – local, national or even international. Any country deciding to boycott the games at the last moment, for political gains, may impact the games adversely.

9. Technology

We understand that a mega event of this size needs huge IT infrastructural support. In absence of details available to us, we are sharing good practices (which might have already been taken care of):

- Main datacenter (with adequate power/ water backup arrangements)
- Alternate datacenter (in alternate city – with adequate power/ water backup arrangements)

These arrangements are vital for the IT required for the overall execution of the program as well as for the games (e.g. historical records, current data capturing, analysis and dissemination) – for the games portion, the arrangements need to be real time with high precision.

Truly speaking, all other areas (points 1 to 8 above) are highly dependent on technology. The latter's failure can lead to the failure of the others.

In all, failure of any one of the above, can put extra pressure on the rest and can create a big challenge for the city/ country.

Recommendation: BCMI India suggests that a detailed planning/ exercising program is undertaken based on the principles of BS 25999 (standard for Business Continuity Management). The following diagram shows various steps involved in this approach:



BCM Lifecycle: source BS 25999-2:2007

The overall arrangements must link the Organising Committee and key suppliers, partners, and vendors.

BCMI India will be happy to offer its expertise in conducting this detailed study, planning and exercise.