

National Cadet Corps (NCC) as a Force Multiplier during Disaster Management:
A Case Study of NCC Corona Warriors during COVID-19 Pandemic in Delhi

A Dissertation submitted to Panjab University, Chandigarh for award of
Master of Philosophy in Social Sciences, in partial fulfillment of the requirement for the
Advanced Professional Programme in Public Administration (APPPA)

By

CAPTAIN (IN) ANIL KUMAR
Roll No: 4820

Under the Guidance of

Dr. VINOD KUMAR SHARMA



48th Advanced Professional Programme in Public Administration (APPPA)

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI

2022-23

(ii)

CERTIFICATE

I have the pleasure to certify that Captain Anil Kumar of the Indian Navy has pursued his research work and prepared the present Dissertation titled “**National Cadet Corps (NCC) as a Force Multiplier during Disaster Management: A Case Study of NCC Corona Warriors during COVID-19 Pandemic in Delhi**” under my guidance and supervision. The dissertation is the result of his research and to the best of my knowledge, no part of it has earlier comprised any other monograph, dissertation or book. This is being submitted to the Panjab University, Chandigarh, for the purpose of Master of Philosophy in Social Sciences in Partial Fulfillment of the requirement for the Advanced Professional Programme in Public Administration of the Indian Institute of Public Administration (IIPA), New Delhi.

I recommend that the dissertation of Captain (IN) Anil Kumar is worthy of consideration for the award of M.Phil Degree of Panjab University, Chandigarh

Place: New Delhi

Date: March 2023

(Vinod Kumar Sharma)

Indian Institute of Public Administration

I.P. Estate, Ring Road,

New Delhi 110002

(iii)

DECLARATION

I, the undersigned, hereby declare that the dissertation titled “**National Cadet Corps (NCC) as a Force Multiplier during Disaster Management: A Case Study of NCC Corona Warriors during COVID-19 Pandemic in Delhi**” is my own work and that all the sources I have accessed or quoted have been indicated or acknowledged by means of completed references and bibliography. The dissertation has not been submitted for any other degree of this university or elsewhere.

New Delhi
March 2023

Captain (IN) Anil Kumar
Roll No - 4820

LIST OF CONTENTS

<u>Sl No</u>	<u>Contents</u>	<u>Page No</u>
1.	Acknowledgements	(v)
2.	List of Abbreviations	(vi) – (viii)
3.	List of Tables	(ix)
4.	List of Figures	(x) – (xi)
5.	Chapterisation Scheme	(xii) – (xiii)
6.	Abstract and Executive Summary	(xiv) – (xxi)
7.	Chapters	1 – 116
8.	Bibliography/ References	117 – 120
9.	Annexure	121 – 122

ACKNOWLEDGEMENTS

My most profound gratitude goes to *Shri Surendra Nath Tripathi, IAS (Retd.), Director General, Indian Institute of Public Administration (IIPA)*, for giving me the opportunity to research a truly engaging and relevant subject.

The completion of this thesis would not have been possible without the guidance and support of my advisor, *Dr Vinod Kumar Sharma, Senior Professor, IIPA*. I am thankful for their time, effort, and understanding in helping me succeed in my studies. Their expansive wisdom and wealth of experience have inspired me throughout my studies. I would also like to thank Dr Roma Mitra Debnath, Associate Professor, IIPA for giving me the needed insights into research methodology for writing this thesis.

I would like to extend my appreciation to *Professor V.N. Alok, Program Director, 48th APPPA and Dr Kusum Lata, Additional Program Director, 48th APPPA*, for their continuous encouragement and logistical and administrative support. I would like to sincerely thank Shri H.C. Yadav, Librarian, IIPA Library and their staff for their valuable assistance in providing me with the research material throughout my study.

I would like to thank all the Officers posted with NCC Directorate Delhi, ANOs and NCC cadets for their active participation and response. A special thanks to Maj General RK Mathur, VSM (Retd), Ex-ADG, NCC Directorate Delhi for taking out the time to share his valuable inputs and experiences.

I want to thank my elder daughter, Suhani, for her invaluable support in designing the research questionnaires and for being there for me at every step of the way. Furthermore, I value the love and encouragement of my family – without them, this thesis would not have been possible.

(Anil Kumar)
Captain (IN)

LIST OF ABBREVIATIONS

ADG	Additional Director General
ANO	Associate NCC Officers
Bn	Battalion
CAC	Central Advisory Committee
CBRN	Chemical, Biological, Radiological and Nuclear
CDS	Chief of Defence Staff
CMG	Crisis Management Group
CO	Commanding Officer
DDG	Deputy Director General
DDMA	Delhi Disaster Management Authority
DDRF	District Disaster Relief Fund
DGNCC	Director General National Cadet Corps
DM	Disaster Management/ District Magistrate
DRR	Disaster Risk Reduction
Dte	Directorate
EOC	Emergency Operational Centre
ESF	Emergency Support Functions
ETF	Engineer Task Force
GCI	Girl Cadet Instructor
GIS	Geographical Information System
Gp HQ	Group Headquarter
HADR	Human Assistance to Disaster Relief
HAN	Ham Radio
HF	High Frequency
HPC	High Powered Committee

HQ	Headquarter
JD/JW	Junior Division/ Junior Wing
MoD	Ministry of Defence
MHA	Ministry of Home Affairs
NCC	National Cadet Corps
NCCF	National Calamity Contingency Fund
NCDM	National Centre for Disaster Management
NCCM	National Crisis Management Committee
NCT	National Capital Territory
NDMA	National Disaster Management Authority
NDMP	National Disaster Management Plan
NDR	National Disaster Relief
NDRP	National Disaster Response Plan
NGOs	Non- Governmental Organisation
NIDM	National Institute of Disaster Management
NSS	National Service Scheme
NYK	Nehru Yuvak Kendra
PI	Permanent Instructor
PM	Prime Minister
PRIs	Panchayati Raj Institutions
PSUs	Public Sector Undertaking
SAC	State Advisory Committee
SEC	State Executive Committee
SD/SW	Senior Division/ Senior Wing
SDMA	State Disaster Management Authority
SDRF	State Disaster Response Force

SOPs	Standard Operating Procedures
SSCD	Social Service and Community Development
SWOT	Strengths, Weaknesses, Opportunities and Threats
TRG	Training
UHF	Ultra High Frequency
VHF	Very High Frequency
WHO	World Health Organisation
WTLO	Whole Time Lady Officer

LIST OF TABLES

Table 1.1	Vulnerability Matrix of Delhi
Table 3.1	Institutional Mechanisms and Functions for Disaster Management
Table 3.2	Common types of Disasters in India as identified by the High Power Committee on Disaster Management
Table 3.3	Vulnerability Matrix of Delhi to Disasters
Table 3.4	SWOT Analysis for Risk and Vulnerability Assessment in Delhi
Table 3.5	Composition of DDMA
Table 3.6	Composition of the District Disaster Management Authority
Table 5.1	Authorised Strength of NCC Cadets Delhi Directorate
Table 5.2	Authorised Strength of SD/SW NCC Cadets Delhi Directorate
Table 5.3	Breakdown of Periods allotted for Institutional Training
Table 6.1	Summary of Activities undertaken during Corona Pandemic

LIST OF FIGURES

Fig 1.1	India's Disaster Vulnerability Map
Fig 1.2	National Disaster Management Institutional Mechanism
Fig 3.1	Types of Disasters
Fig 3.2	Organisational Structure of the NDMA
Fig 3.3	National Framework of Disaster Management
Fig 3.4	India Map depicting Earthquake and Wind/ Cyclone Hazard Zones
Fig 3.5	Delhi Map depicting Earthquake and Flood Hazard Zones
Fig 3.6	Institutional arrangements for Disaster Management in Delhi
Fig 3.7	Disaster Management Structure at District Level – Delhi
Fig 4.1	PM Jawaharlal Nehru reviewing the Guard of Honour
Fig 4.2	PM Jawaharlal Nehru presenting Republic Day banner
Fig 4.3	Outline Organisation and structure of NCC with all Stakeholders
Fig 4.4	Attendance in First Central Advisory Committee
Fig 4.5	Smt Indira Gandhi, then Defence Minister addressing the Central Advisory Committee
Fig 4.6	First State Advisory Committee chaired by Hon'ble Dy CM
Fig 5.1	Brief History of NCC Directorate Delhi
Fig 5.2	Organisation of Delhi Directorate
Fig 5.3	Location of Delhi Directorate, Group HQs and Battalions
Fig 5.4	Location of Educational Institutes under Group 'B'
Fig 5.5	NCC during War and Emergency
Fig 5.6	NCC during Disasters/ Calamities
Fig 6.1	Detailed Deployment Matrix: EX NCC YOGDAN
Fig 6.2	DMs of South Delhi and North West Delhi briefing Cadets
Fig 6.3	Requisition letter from District Magistrate, SW District, Delhi
Fig 6.4	Manning of Control Centres & Data Compilation
Fig 6.5	Meal Distribution
Fig 6.6	Ration Distribution
Fig 6.7	Crowd Management and Social Distancing
Fig 6.8	Stitching of Masks by NCC Cadets
Fig 6.9	Distribution of Clothes
Fig 6.10	Distribution of Relief Material, Rations, Masks and Food Packets

Fig 6.11	Initiative by NCC Cadets during Corona Second Wave
Fig 6.12	Media Clips showing Impact of Exercise NCC Yogdan
Fig 6.13 - 6.19	Response received from Corona Warriors Cadets on Exercise NCC Yogdan
Fig 7.1 - 7.18	Response received from NCC Officers/ANOs, SD/SW Cadets and Corona Warriors
Fig 8.1	Details of Corona Warriors depicted on a wall at NCC Directorate Delhi

CHAPTERISATION SCHEME

	<u>Executive Summary</u>
Chapter I	<u>Introduction</u>
	Disaster Management in India – An Overview
	Origin and Growth of NCC
	COVID-19 Pandemic – New Challenge for Disaster Management Authorities
	Exercise NCC Yogdan by NCC Headquarters
	Statement of the Problem and Purpose or Objectives
Chapter II	<u>Research Design and Review of Literature</u>
	Research Strategy and Research Design
	Rationale or Justification
	Research Questions
	Scope/Limitations/Delimitations
	Literature Review
	Research Gaps
	Research Methods and Data Sources
Chapter III	<u>Disaster Management – Vulnerabilities and Organisation</u>
	Brief Overview
	Organisational Structure of the NDMA
	India’s Disaster Profile
	Delhi’s Disaster Risk and Vulnerability Profile
	State Institutional Mechanism for Disaster Management
	Role of Youth Organisations in Disaster Management
Chapter IV	<u>Origin, Organisation and Purpose of National Cadet Corps</u>
	Historical Background and Birth of the National Cadet Corps
	Aim and Motto of NCC
	Adventure and NCC
	Organisation of the NCC
	Advisory Committees for NCC
	Recent Initiatives by Headquarters, DGNCC

	<u>NCC Directorate Delhi: Organisation and Functions</u>
Chapter V	Brief History and Organisation of NCC Directorate Delhi
	Delhi State Administration: Role and Organisation
	Educational Institutes and Strength of NCC in Delhi
	Resources with NCC Delhi
	Training Methodology adopted by NCC Directorate
	Capabilities and Core Values of NCC Cadets
	Role of NCC Cadets during War, Emergency, Disasters and Calamities
	<u>COVID-19 Pandemic and Role of NCC Cadets in Delhi – A Case Study</u>
Chapter VI	Brief Overview
	Launch of Exercise NCC Yogdan
	Guidelines for Employment of NCC Cadets in EX NCC Yogdan
	Methodology Adopted for Deployment of Cadets by NCC Directorate Delhi
	Tasks undertaken by NCC Cadets during first Wave of Covid-19
	Second Wave of Corona Pandemic hits Delhi (Mar – Jun 2021)
	Challenges faced by NCC Directorate Delhi during Ex NCC Yogdan
	Impact made by NCC Cadets' during Exercise NCC Yogdan
	Responses by Corona Warriors on Survey Conducted on Ex NCC Yogdan
Chapter VII	<u>Outcome and Analysis of Survey Undertaken</u>
Chapter VIII	<u>Findings and Observations</u>
Chapter IX	<u>Recommendations and Conclusion</u>
	<u>Bibliography/References</u>
	<u>Annexure</u>

ABSTRACT

This research aims to determine the role the National Cadet Corps, the world's largest uniformed youth organisation, can play in assisting civil administration during disasters, specifically in Delhi.

The National Cadet Corps is the youth wing of the Indian Armed Forces with its headquarters in New Delhi - they are a disciplined, socially proactive, and committed group of individuals that enjoy a high level of community trust and have a history of assisting during times of crisis. Each year, the government invests significant resources in the NCC's training. Despite this expenditure, the author has found (via quantitative questionnaires, personal interviews and literature reviews) that states generally do not formally engage with NCC cadets or utilise them in areas with limited resources and workforce, such as disaster management.

This thesis's central role is to identify the strengths of NCC in Delhi vis-à-vis their capability to assist in disaster management and the missing links in NCC's incorporation in formalised disaster management set-ups. It views them through the lens of the stakeholders' experiences (especially during Exercise NCC Yogdan) and suggests mechanisms for the better integration of NCC with the state and district civil administration as far as disaster management is concerned. This thesis also sets the stage and drives home the need for a body of research – especially one driven by state authorities with a pan-India scope – on what the lakhs of NCC cadets are capable of and how exactly the government can enhance their role in disaster management.

EXECUTIVE SUMMARY

1. India has a unique geophysical setting that accompanies its varied socio-economic conditions, making it highly vulnerable to disasters. An overarching analysis of the layers of statistical vulnerability reveals that out of 36 States and Union Territories in the country, 27 of them are disaster-prone. Delhi is further exposed to various risks due to its soil, which is predisposed to liquefaction, an extremely high density of population, sub-standard habitats, disproportionate occupancy rate, poor design and construction qualities, as well as lack of preparedness and adequate response on behalf of communities.

2. This research focuses on *the role the National Cadet Corps, the world's largest uniformed youth organisation, can play in assisting civil administration during disasters*. The aim of this research is twofold - first, it will critically analyse NCC's involvement through the DDMA in their disaster response plans, and second, it will recommend ways in which district-level authorities can maximise NCC's potential as a tool to assist in times of crises and disasters.

3. Currently, the nation follows the National Disaster Management Plan (NDMP) 2019 as it provides a framework covering all aspects of the disaster management cycle. As mandated by the National Disaster Management Guidelines for Preparation of State Disaster Management Plans, 2007, the potential of youth-based organisations (NCC, NSS, NSYK) is to be optimised to support all community-based initiatives, and the state should incorporate disaster management training in their programmes. These guidelines were the first to formally include NCC in the national disaster management set-up. As part of their training, NCC cadets receive basic knowledge on disaster management and they have been actively involved in Social Service and Community Development (SSCD) Activities. NCC wings also have a pan-India presence that is commanded by uniformed personnel.

4. The Aapda Mitra scheme was launched on 28 Mar 2019 by National Disaster Management Authority (NDMA) in partnership with various organizations and government

bodies to implement the program, including the National Cadet Corps (NCC), National Service Scheme (NSS), and Bharat Scouts and Guides. The aim of the scheme is to create a network of trained volunteers who can assist the government and other agencies in responding to disasters in a timely and effective manner. NCC cadets with basic knowledge and skills on first aid, search and rescue, communication and fire fighting can become the first choice for Aapda Mitra scheme in various states.

5. NCC Directorate Delhi has a total strength of 43,595 cadets, of whom 11,494 are Senior Wing and Senior Division cadets. The Directorate has two Group HQs with nineteen units under its command. Senior Wing/Division of NCC covers a total of 57 universities and colleges in Delhi. NCC's organisational capability, the strength and quality of its cadres and its training regimen result in a disciplined, socially proactive, and committed group of individuals whose potential is highly underutilised.

6. **Rationale for Research.** In the status quo, NCC cadets assist DDMA on an on-demand basis instead of being integrated into the state's response to disasters. However, Senior Division and Senior Wing cadets could be critical to helping during disasters in low-risk and periphery areas. They enjoy a high level of community trust, people are more likely to follow their lead due to their uniformed status, and they have a history of assisting during times of crisis. Additionally, the local administration is the first responder to any disaster and is primarily responsible for risk mitigation and hazard reduction. However, most local bodies do not have the funds or resources to help citizens effectively. Organisations like NCC could augment the potential of local bodies to deal with disasters if deployed effectively. In such a context, a proper body of research that analyses the role of youth organisations like NCC in disaster management becomes necessary.

7. **Research Objectives.** This study would be an effort to understand the role of the NCC in support of the District Administration during disasters in Delhi after analysing the

NCC's participation in the fight against the COVID-19 Pandemic in Delhi. Thus, the objectives of the research are as follows:-

- (a) To assess the effectiveness of deployment of NCC cadets during the COVID-19 Pandemic in Delhi.
- (b) To analyse the level of integration and coordination between the NCC Organisation and Delhi Administration for mitigation and management of disasters.
- (c) To recommend specific guidelines for both Delhi NCC Directorate and State Administration towards effective engagement of NCC cadets in mitigating and responding to any disaster in Delhi.

8. **Research Methodology.** The Research Strategy to achieve the objectives was a Quantitative Strategy. Descriptive and Exploratory Research Designs were incorporated to critically analyse NCC's involvement through the DDMA during the COVID-19 pandemic and recommend ways district-level authorities can maximise NCC's potential as a tool to assist in times of disaster.

9. **Limitations.** The research is limited to assessing the effectiveness of Senior Division (Boys) and Senior Wing (Girls) NCC cadets of the Delhi Directorate during the COVID-19 Pandemic in Delhi. Similarly, the recommendations will also focus on training and deploying Senior Cadets in Disaster Risk Reduction and Disaster Management Plans.

10. **Survey/ Feedback.** Four Google questionnaires on the "Role of National Cadet Corps during Disaster Management" were circulated for this thesis. Respondents were informed about the role NCC Cadets can play in disaster management and were given access to a document containing a brief introduction to the thesis and the aim of the research. There was an enthusiastic response from three of the four target groups surveyed - NCC Senior Wing/Senior Division Cadets, NCC Officers and ANOs, and Corona Warrior/Exercise Yogdan NCC Cadets. Questionnaires were also sent to representatives of the Delhi District Administration, but the response was dismal. The surveyor details are given below: -

(a) **Questionnaire for NCC Officers and ANOs** 48 officers and 120 ANOs are posted in Delhi Directorate, out of whom 65 have completed the survey form. Of the total surveyors in this category, 35 were ANOs, 17 were Commanding Officers/Administrative Officers, 09 were posted at Directorate/Group Headquarters, and 04 were Whole Time Lady Officers.

(b) **Questionnaire for Senior Division/Senior Wing Cadets.** A total of 663 SD/SW cadets responded, out of whom 180 have been in NCC for 2-3 years, 289 have been in NCC for 1-2 years, and 194 have been in NCC for less than a year.

(c) **Questionnaire for Corona Warrior Cadets.** 255 cadets participated in Exercise Yogdan in Delhi in the first wave of the COVID-19 pandemic. About 100 cadets also volunteered on an informal level during the second wave. Out of these, 192 cadets have filled the survey form and given their valuable feedback.

(d) **Questionnaire for District and Sub-District Magistrates (Delhi).** Out of 11 District Magistrates in Delhi, only two responded; and of 33 Sub-District Magistrates, only one responded.

(e) Additionally, the author arranged personal interactions with the ADG, Delhi NCC Directorate, Commanding Officers and ANOs of NCC battalions in Delhi to better understand the subject matter.

11. Participants were surveyed on a few broad aspects of disaster management vis-a-vis NCC, including qualitative assessment of training provided for disaster management, perception of NCC's interaction with DDMA, impact of Exercise Yogdan and scope for organisational and functional change in the current structure.

12. In addition to questionnaires, the author of this paper reviewed literature from three distinct categories for research purposes - Disaster Management at the National and State Level, NCC Organisation and the Role of NCC Cadets in Disaster Management.

13. **Outcome/ Result of Survey.** The key takeaways from the responses received were analysed under five categories i.e. quality of training provided for disaster management, level of engagement with the DDMA, perceived capability of NCC to handle disasters, need for reform and NCC as a Force Multiplier. Most respondents felt that the quality of training for disaster management should be better, and officers were more likely to give lower ratings to the training as compared to cadets. Officers were split on the level of interaction with DDMA, but most agreed that NCC needs to be treated as a valuable stakeholder in disaster planning. Both officers and cadets (more so the cadets, though) felt they were capable of handling disaster management, with many officers placing their answer contingent on the type of training provided. Cadets also responded enthusiastically when asked if they would assist during a disaster, even without a formal obligation or request from NCC. Almost all stakeholders felt that the states should make structural reforms to integrate NCC into the disaster response of the administration. Regardless, a large majority felt that NCC could be a force multiplier during disaster management.

14. **Findings and Observations.** A dedicated effort was made to include all stakeholders (such as the cadets – especially Corona Warrior cadets, officers and district administration) and study the existing data on NCC and disaster management. Upon extensive examination of the viewpoints of multiple stakeholders, research into relevant case studies, and analysis of questionnaires, the following findings and observations have been chalked out.

(a) **NCC Directorate Delhi Organisation, Structure and Training Aspects.**

NCC has an effective chain of command, basic resources available for training, and NCC battalions cover almost the entire country. However, only 13 periods are allotted for training on Disaster Management over the three-year curriculum of SD/SW cadets, which needs to be revised for such an important and critical subject.

(b) **Exercise NCC Yogdan - Case of Covid-19 Pandemic.** The cadets undertook all the assigned tasks with complete dedication, sincerity and commitment. The civil administration and local communities appreciated the efforts of NCC cadets. However, they were not deployed formally for the second wave of the pandemic.

(c) **Delhi Disaster Management Organisation and District Administration.** No formal engagement of the NCC's departments in the planning processes either at the state or district level. Resources in terms of infrastructure, equipment and specialised staff available with NCC Directorate, Group HQs and Battalions are also not known to State/ District authorities.

15. **Key Recommendations.** Upon extensive examination of the viewpoints of multiple stakeholders, research into relevant case studies, and analysis of questionnaires, the recommendations have been chalked out to make *NCC a Force Multiplier in a supporting role to District Administration*. Considering the research objectives and research questions, the recommendations are made under three broad categories: -

(a) **Structural and Organisational Recommendations.** NCC should be a part of State/District Executive Committees on Disaster Management, there should be bilateral sharing of information on resources, better integration and interaction between NCC and District Administration, state-sponsored SSCD (Social Service and Community Development) activities, preference should be given to NCC Cadets in Aapda Mitra Scheme and civil defence, and effective involvement of NCC Alumni Associations (NCCAA).

(b) **Functional and Operational Recommendations.** NCC should be involved in mock exercises, the number of training periods for disaster management should be increased and insurance and parental consent dealt with at enrolment. The formalisation of guidelines and assigning specific tasks to NCC should be undertaken

along with the exercise of powers under Section 65 of the DM Act, 2005. Information databases should be built via NCC Cadets.

(c) **Recommended Tasks for NCC Cadets.** Tasks have been envisaged during various phases of Disaster Management keeping in mind the cadets' young age, training, level of maturity and experience.

16. Delhi lies in a high seismic zone and is also vulnerable to cold and hot waves, floods, and high levels of air pollution. As a state, it relies heavily on its neighbours for aid and preventative measures, given the geographical interdependence and proximity in the northern belt. In this context, it becomes imperative that the Delhi Disaster Management Authority (DDMA) is efficient and uses all possible resources at its disposal to quickly and effectively help its citizens.

17. The sanctioned strength of more than 14 lakhs in the NCC only benefits a minuscule proportion of the eligible/target population, but they can be used as a catalyst to increase the impact of NCC and state initiatives. Therefore, the National Cadet Corps is a treasure trove of underutilised potential for the DDMA.

18. Thus, this thesis is the first step in identifying the strengths of NCC in Delhi vis-à-vis their capability to assist in disaster management, and the missing links in NCC's incorporation in formalised disaster management set-ups. It views them through the lens of the stakeholders' experiences (especially during Exercise NCC Yogdan) and suggests mechanisms for the better integration of NCC with the state and district civil administration as far as disaster management is concerned.

CHAPTER – I

INTRODUCTION

1. India has a unique geophysical setting that accompanies its varied socio-economic conditions, making it highly vulnerable to disasters. Multiple factors, both natural and human-induced, make it prone to disasters – such as adverse geo-climatic conditions, topographic features, environmental degradation, population growth, urbanisation, industrialisation, and flawed development practices.

2. A region-by-region analysis shows that different areas of India are vulnerable to different types of disasters – the Himalayan region is susceptible to disasters such as earthquakes and landslides, while the Northern plains are struck by floods almost every year, the deserts face droughts, while the coastal zone is at constant risk of cyclones and storms. An overarching analysis of the layers of statistical vulnerability reveals that out of 36 States and Union Territories in the country, 27 of them are disaster-prone.

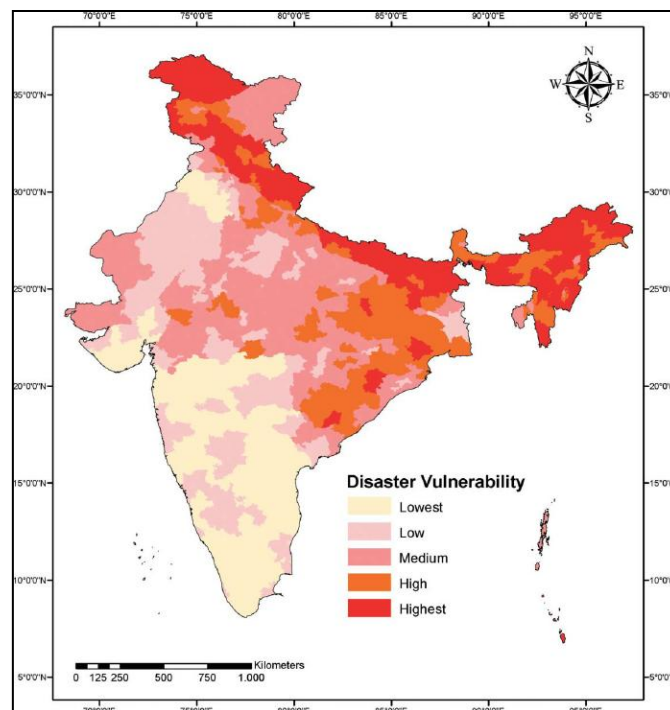


Fig 1.1 - India's Disaster Vulnerability Map (Source: NDMP 2019)

3. A risk profile such as this demands a thorough and all-encompassing disaster management plan. Currently, the nation follows the National Disaster Management Plan (NDMP), with the latest version dating to 2019. The NDMP 2019 provides a framework that covers all the aspects of the disaster management cycle.

4. The NDMP also formally recognises the need to minimise, if not eliminate, any ambiguity in the responsibility framework. It takes great care to specify which organisation is responsible for what kind of action at the different stages of managing disasters. The NDMP is implemented in a scalable manner over all phases of disaster management: -

- (a) Mitigation (Prevention and Risk Reduction)
- (b) Preparedness
- (c) Response
- (d) Recovery (immediate restoration to long-term building back better)

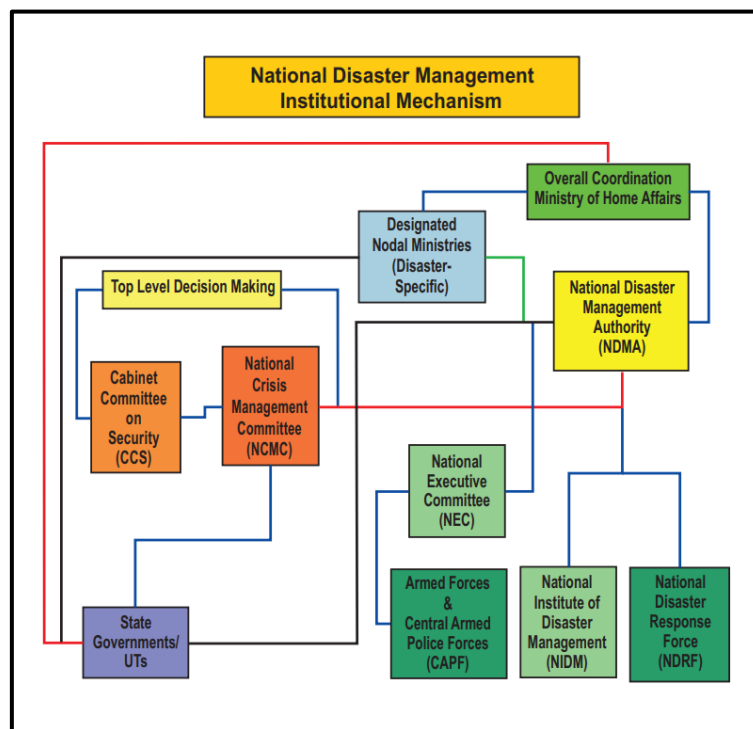


Fig 1.2 National Disaster Management Inclusion Mechanism

(Source: National Disaster Management Plan, 2019)

5. Given the nation's proclivity towards disaster, questions of its national capital – Delhi – and its vulnerability to disaster are sure to arise. The table below explains (based on hazard analysis) the district-wise degree of risk and vulnerability involved in Delhi.

Table 1.1 - Vulnerability Matrix of Delhi

Districts	N	NW	C	W	SW	ND	S	SE	NE	SH	E
Earthquake	High	High	High	High	High	High	High	High	High	High	High
Flood	Moderate	Low	Moderate	Low	Low	Low	Low	High	High	Low	High
Fire	High	High	High	High	High	High	High	High	High	High	High
Building Collapse	High	High	High	High	High	High	High	High	High	High	High
Epidemics	Moderate	Moderate	Moderate	Moderate	Moderate	Low	Moderate	Moderate	Moderate	Moderate	Moderate
Urban Flood	Moderate	Moderate	High	Low	High	Moderate	Moderate	Moderate	High	High	High
Industrial Hazard	Low	High	High	Moderate	Moderate	High	High	High	High	High	High
Terrorist Attack	Low	Moderate	Moderate	High	Moderate	High	High	High	Moderate	Moderate	Low

INDEX

Districts:
N: North, NW: North West, C: Central, W: West, SW: South West, ND: New Delhi, S: South, SE: South East, NE: North East, SH: Shahdara, E: East

Vulnerability:
 High
 Moderate
 Low
 Nil

(Source: Delhi Disaster Management Plan 2016-17)

6. Delhi is further exposed to various risks due to its soil, which is predisposed to liquefaction, an extremely high density of population, sub-standard habitats, disproportionate occupancy rate, poor design and construction qualities, as well as lack of preparedness and adequate response on behalf of communities. Ideally, it would be best to incorporate these risk elements into the plan for development.

7. Another organisation involved in disaster management is the National Cadet Corps. The National Cadet Corps (NCC) is the youth wing of the Indian Armed Forces, and is headquartered in New Delhi, India. It is open to school and college students, and functions on a voluntary basis as a Tri-Services Organisation, comprising the Army, the Navy and the Air Force. It is engaged in developing the country's youth into patriotic and disciplined citizens. With over fourteen lakh cadets nationwide and still expanding, *NCC is the largest uniformed youth organisation in the world*. NCC's organisational capability, the strength and quality of

its cadres and training regimen result in *a disciplined, socially proactive, and committed group of individuals whose potential is extremely underutilised.*

8. As mandated by the National Disaster Management Guidelines for Preparation of State Disaster Management Plans, 2007, the potential of youth-based organisations (NCC, NSS, NSYK) is to be optimised to support all community-based initiatives, and disaster management training ought to be included in their programmes. These guidelines were the first to formally include NCC in the national disaster management set-up; previously, NCC cadets had assisted at the request of the local administration. As part of their training, NCC cadets have been actively involved in Social Service and Community Development Activities. NCC wings also have a pan-India presence that is commanded by uniformed personnel.

9. The focus of this research shall be on NCC Delhi Directorate. The NCC Directorate Delhi was raised in Jan 1940 and was located at Delhi Cantonment. It was named HQ 7 Circle Cadet Corps and comprised the States of Rajasthan, J & K, HP and UT of Delhi. The Directorate was renamed NCC Directorate Delhi in 1962. Initially, there were Four Group Headquarters (HQs) and 26 NCC units under the command of this Directorate. In Jul 1963, NCC Directorate Punjab took over the command of one Group HQ and six units of the state of Himachal Pradesh. In 1977, Group HQ 'A' of this Directorate was disbanded.

10. The Directorate now has two Group HQs with nineteen units under its command -

(a) **NCC Group HQ Delhi 'B'**. NCC Group HQ Delhi 'B' was raised by Lt Col SN Banerjee on 01 March 1965 at Patel Nagar. It shifted to its present location, i.e., Old Rajdhani College, Kirti Nagar, in 1976. It has nine units under its command.

(b) **NCC Group HQ Delhi 'C'**. NCC Group HQ Delhi 'C' was originally raised in 1965 and designated as NCC Group HQ Delhi 'D'. On the re-organisation of the NCC in Delhi in 1968, it was re-designated as NCC Group HQ Delhi 'C'. It is located in a school building allotted by the Directorate of Education, namely B-6

Safdarjung Enclave. It has 10 Units under its command. Four units are co-located with Group HQ, and six units are located at different locations.

11. NCC Delhi Directorate has a total of 43,595 cadets, of whom 11,494 are Senior Wing (Girls) and Senior Division (Boys) cadets. NCC covers a total of 57 universities and colleges in Delhi.

12. In early 2020, a new disaster in the form of the Corona Virus 19 (COVID-19) pandemic hit the country which led to a complete lockdown in the month of March 2020. To supplement the efforts of civil administration in their fight against the COVID-19 pandemic, Government of India, at the highest level, considered the inherent strength of NCC organisation and decided to engage them formally. The Ministry of Defence issued directives to the NCC Headquarters at New Delhi. NCC then undertook Exercise NCC Yogdan, a pan-India effort, during the COVID-19 Pandemic. In Delhi, approximately 1,500 cadets volunteered and undertook many noble tasks to assist the District Administration. ***Only four districts out of eleven districts requested support from NCC Battalions from 09 April to 30 May 2020 during the first phase of Exercise NCC Yogdan.*** Many other cadets prepared motivational material and spread awareness amongst the public about the threat of COVID-19 and various government-mandated safety precautions.

13. Keeping in mind the cadets' young age, level of maturity and experience, they were employed under the supervision of either an Associate NCC Officer (ANO) or Instructor Staff, or both. The cadets were mainly employed on the following tasks: -

- (a) Manning of Helpline/ Call Centres.
- (b) Logistics and Supply Chain Management to include: -
 - (i) Distribution of relief material, medicines, food, and essential commodities.
 - (ii) Help in cooking and packing of food.
- (c) Data management.

(d) Queue and traffic management.

(e) Social distancing.

14. As COVID-19 cases began to spike again in March of 2021, experts warned that a second and more deadly wave was about to hit. Soon enough, cases spiralled, there were reduced supplies of essential treatments, and increased cases of infection and death among the youth.

15. Learning from the first wave of the pandemic, the Delhi Directorate formed district-wise teams consisting of volunteer NCC cadets, NCC officers and staff. *However, despite an overwhelmingly positive response to NCC's involvement in the first wave of the COVID-19 pandemic, they were not formally requisitioned by the administration to assist during the second wave.* Cadets still took an initiative at their own level and set up groups to help people navigate the chaos of the pandemic by providing leads, information and manning helpline numbers. *Their informal yet dedicated efforts were even lauded by the Prime Minister in an episode of 'Mann ki Baat'.*

Statement of the Problem

16. Delhi lies in a high seismic zone and is also vulnerable to cold and hot waves, floods, and high levels of air pollution. In this context, it becomes imperative that the Delhi Disaster Management Authority (DDMA) is efficient and uses all possible resources at its disposal in order to quickly and effectively help its citizens.

17. In the status quo, NCC cadets assist DDMA on an on-demand basis instead of being integrated into the state's response to disasters. However, Senior Division and Senior Wing cadets could be critical to helping during disasters in low-risk and periphery areas. They enjoy a high level of community trust, people are more likely to follow their lead due to their uniformed status, and they have a history of assisting during times of crisis. Even after NCC cadets' proactive involvement in the first wave, district administration chose not to take up

NCC on their offer of assistance during the second wave, despite being in critical need of help.

18. The primary roadblock to increasing their involvement is an organisational gap and the absence of standard operating procedures; it leads to a lack of formal training specifically for disaster management and a disconnect between NCC and the administrative branch. Furthermore, the district administration lacks a clear understanding of NCC's capabilities in terms of training and equipment available. Young energy, technical knowledge, and a sense of empathy for fellow countrymen along with the disciplined institutional training of NCC can be a positive game changer in disaster management if NCC cadets are engaged by civil administration in organised pre-planned tasks as part of capacity building.

Purpose or Objectives of Research

19. This study would be an effort to understand the role of NCC in support of the District Administration during disasters in Delhi after analysing NCC's participation in the fight against the COVID-19 Pandemic. Thus, the objectives of the research are as follows: -

- (a) To analyse the participation and effectiveness of NCC cadets in support of District Administration during the COVID-19 Pandemic in Delhi.
- (b) To assess the degree of coordination & integration between NCC Organisation & Delhi Administration towards achieving the aims of Exercise NCC Yogdan.
- (c) To suggest the functional, structural & organisational changes required so as to enhance the role of NCC Cadets in Disaster Risk Mitigation and Disaster Management in Delhi.

20. This research focuses on *the role the National Cadet Corps, the world's largest uniformed youth organisation, can play in assisting civil administration during disasters*. The aim of this research is twofold - first, it will critically analyse NCC's involvement through the DDMA in their disaster response plans, and second, it will recommend ways in

which district-level authorities can maximise NCC's potential as a tool to assist in times of crises and disasters.

21. NCC Directorate Delhi has a total strength of 43,595 cadets, of whom 11,494 are Senior Wing and Senior Division cadets. NCC's organisational capability, the strength and quality of its cadres and its training regimen result in a disciplined, socially proactive, and committed group of individuals whose potential is highly underutilised. NCC cadets receive training in disaster management, including first aid, search and rescue, and communication. This training can be leveraged during disasters to provide assistance to affected communities. In addition, NCC has the infrastructure to provide logistical support during disasters. Cadets can assist in the transportation of relief material, setting up relief camps, and distributing essential items. NCC cadets can play a vital role in coordinating with local authorities and other relief agencies during disasters. NCC can contribute significantly to mitigating the impact of disasters, thereby reducing the toll on communities and their assets. In summary, NCC's trained cadets, infrastructure, and extensive network can be a force multiplier in disaster management, but only if optimum utilisation of these resources is done by civil administration with effective coordination with NCC Department.

CHAPTER - II

RESEARCH DESIGN AND REVIEW OF LITERATURE

Research Strategy and Research Design

1. The Research Strategy to achieve the laid down objectives will be a Quantitative Strategy. Descriptive and Exploratory Research Designs will be incorporated to critically analyse NCC's involvement through the DDMA during the COVID-19 Pandemic and to recommend ways in which district-level authorities can maximise NCC's potential as a tool to assist in times of disaster.

Rationale or Justification

2. India is susceptible to a wide range of natural and man-made calamities to varied degrees. The vulnerability to NBC disasters (nuclear, biological, chemical) and terrorism has also grown. Rising vulnerabilities in India further exacerbate disaster risks. They include environmental deterioration, climate change, massive income disparities, fast urbanisation, rising industrialization, development in high-risk areas, and population growth. Disasters will likely pose a severe threat to India's population, national security, economy, and sustainable development in the future, according to current patterns.

3. Additionally, the local administration is the first responder to any disaster and is primarily responsible for risk mitigation and hazard reduction. However, most local bodies do not have the funds or resources to help citizens effectively. Organisations like NCC could augment the potential of local bodies to deal with disasters if deployed effectively. Exercise Yogdan is one such instance of NCC being used as a 'force multiplier' to assist during disasters. However, there is not enough data on this collaboration between NCC and the district administration; neither has an in-depth research been carried out to explore why NCC was not requisitioned during the second wave of the COVID-19 pandemic.

4. In such a context, a proper body of research that analyses the role of youth organisations like NCC in disaster management becomes necessary.

Research Questions

5. The research questions are as follows: -

- (a) How effective was participation of NCC cadets in supporting District Administration in fight against the COVID-19 Pandemic?
- (b) What are the lessons learnt and key takeaways from Exercise NCC Yogdan Phase I & Phase II for NCC Directorate and District Administration of Delhi?
- (c) What are the capabilities & resources available with NCC to make it a Force Multiplier for District Administration in times of Disasters?
- (d) What are the functional, structural and organisational changes required to enhance the role of NCC Cadets in Disaster Risk Mitigation and Disaster Management?

Scope/Limitations/Delimitations

6. The scope and limitations of the research are as follows: -

- (a) The scope of the research is limited to assessing the participation and effectiveness of Delhi NCC Directorate cadets during the COVID-19 Pandemic in a supporting role to District Administration.
- (b) Only the Senior Division (Boys) and Senior Wing (Girls) cadets above the age of 18 years took part in various activities undertaken by NCC as part of Exercise Yogdan.
- (c) Therefore, the research is limited to assessing the effectiveness of Senior Division (Boys) and Senior Wing (Girls) NCC cadets of the Delhi Directorate during the COVID-19 Pandemic in Delhi. Similarly, the recommendations will also focus on training and deploying Senior Cadets in Disaster Risk Reduction and Disaster Management Plans.

Literature Review

7. The literature reviewed by the author of this paper is divided into three distinct categories, i.e. Disaster Management at National and State Level, NCC Organisation and Role of NCC Cadets in Disaster Management.

8. **Disaster Management at National and State Level.** The Disaster Management Act mandates the National Disaster Management Authority (NDMA) to lay down policies and guidelines for the statutory authorities to draw their plans. In essence, the NDMA concentrates on prevention, mitigation, preparedness, rehabilitation and reconstruction, formulating appropriate policies and guidelines for effective and synergised national disaster response and relief. The policy documents mentioned below clearly define the mechanisms and infrastructure required for Disaster Risk Reduction and Disaster management. These lay out the responsibilities of various stakeholders at all levels (National, State and District) and cater for all types of disasters the country can face.

- (a) Disaster Management Act, 2005 (India).
- (b) National Disaster Management Plan 2019.
- (c) UN Sendai Framework for Disaster Risk Reduction.
- (d) National Policy on Disaster Management (NPDM).
- (e) Model Framework for District Disaster Management Plan (DDMP).
- (f) National Disaster Management Guidelines Preparation of State Disaster Management Plans.
- (g) National Disaster Management Authority, Government of India, Annual Report 2020-2021.
- (h) Delhi Disaster Management Plan (2016-2017).
- (j) District Disaster Management Plan (New Delhi), 2020 – 21.
- (k) Off-Site Emergency Plan New Delhi District.
- (l) Disaster Management in India, Min of Home Affairs, Govt. Of India.

9. **Organisation of NCC.** The NCC came into existence on 16 July 1948 under the NCC Act XXXVI of 1948 under the Ministry of Defence (MoD). NCC has an excellent track record of serving the nation and society as a whole when asked for by civil administration during cyclones, floods, drought, epidemics and strikes by government employees, for maintaining law and order, providing relief material, search and rescue operations, manning of control centres, crowd management and traffic control. The following documents were reviewed for a better understanding of NCC Organisational structures, training of Cadets and participation of NCC cadets in various Social Service and Community Development activities.

- (a) National Cadet Corps Act, 1948 (XXXI of 1948) (India).
- (b) Min of Defence, Govt of India. Report of the NCC Evaluation Committee, 1974.
- (c) NCC Directorate General, National Cadet Corps, Ministry of Defence. Special National Cadet Corps Order (SNCCO) 2020.
- (d) Grooming Tomorrow's Leaders – NCC.
- (e) <https://indiancc.nic.in/> (Accessed multiple times to take information on NCC Organisation and training activities).

10. **NCC Cadets and their Strengths.**

- (a) Garg, V. & Sam, A. (2020) through their research paper – titled Engagement of National Cadet Corps (NCC) Cadets in Disaster Risk Mitigation under Pandemic COVID-19: A Case Study of Tamil Nadu, Puducherry and Andaman & Nicobar Islands – clearly bring out the efficacy and adequacy of newly formed guidelines, effectiveness and impact of engagement of trained volunteer NCC cadets for risk mitigation tasks during COVID-19 as observed by the administration. One of the findings of the research was that NCC cadets engaged in disaster risk mitigation duties during COVID-19 felt that effectiveness in their assigned tasks completion was

88% due to their high quality institutional training curriculum. Public acceptance of request/advice/orders from NCC cadets in uniform was also very high. All stake holders found these new guidelines highly acceptable. Therefore, **these new proved guidelines must now be incorporated formally in our national and state disaster management policy and disaster management plans.**

(b) Bhowmik, M. & Maity, N. (2018), in their research work, A Comparative Study on Social Maturity of Adolescent Students Undergoing NCC Training and Without NCC Training, finds that the adolescent students who got NCC training achieved more social maturity than the students without NCC training. There is a significant difference in social maturity between adolescent students undergoing NCC training and those without NCC training. *NCC training, therefore, helps adolescent students develop character, courage, comradeship, leadership, spirit and the ideals of self-service.*

(c) Krishnan, L.R.K. (2021) in Promising Youth Support Structure: A Case of National Cadet Corps, India captures various contributions of the NCC cadets and their service to society and nation building, *a true reflection of the character of the Indian youth.*

(d) Mehta, S. (2020), in his study report on NCC Cadets as Corona Warriors, highlighted that NCC cadets were deployed as corona warriors in 550 districts and more than 47,000 NCC cadets enrolled as a warrior in our country. NCC cadets, being secular and disciplined citizens of the nation, chose to help the public and administration wherever required. The NCC, in many ways, is a *silent revolution committed to the empowerment of youth and is making invaluable contributions toward nation-building and security* in substantial measure.

(e) Vashisht, V. (2019), in his paper titled Youth Development through National Cadet Corps, highlights the scope for linking NCC youth to careers beyond the Armed Forces; therein, the NCC can play a crucial role in nation-building with some modifications to its curriculum. The need for touching young, motivated and dynamic minds in larger numbers is undisputed.

11. Research Gaps observed after reviewing the literature on Disaster Management, and NCC are as follows:-

(a) National and State Policies on Disaster Management envisage a more significant role for National Cadet Corps (NCC), National Service Scheme (NSS) and Nehru Yuva Kendra Sangathan (NYKS). These youth-based organisations' potential is to be optimised to support all community-based initiatives. However, there is a *gap in integrating these youth organisations with the disaster management authorities at both the State and District level*. Our national disaster management *policy and plan still do not have detailed guidelines for engagement of NCC cadets/youth organisations in situations of disaster*.

(b) There are *gaps in responsibilities versus resources* at the District Administration level. Therefore, it compromises the effectiveness of disaster risk reduction, mitigation and management efforts.

(c) State and District plans *lack inclusion of local government and communities*, and they will be the first responders to any kind of disaster. Spreading awareness, providing them with equipment and imparting training among local government and communities is the key to achieving higher efficiency during disaster management.

(d) Additional Director General (ADG), an officer of Major General rank, is the Head of the NCC Department, GNCT of Delhi, nominated by the State Government. He is *not part of any state committee dealing with disaster management*. Similarly, Group Commanders and Commanding Officers of NCC Battalions in Delhi are not

involved in the planning or implementation process. Therefore, there is an *organisational gap in giving responsibilities to the NCC hierarchy and making them accountable.*

(e) Lack of clear understanding towards capabilities of NCC Organisation both in terms of training and equipment available with Directorate, Group Headquarters and Battalions.

(f) Minimal deployment of NCC cadets and resources during the conduct of mock drills.

(g) As per SNCCO 2020, only 13 periods are allotted for training on Disaster Management for senior cadets over three years of NCC training. These periods are *considered inadequate for enhancing the capabilities of NCC cadets in dealing with disasters.*

(h) No formal *SOPs or guidelines are available with District Administration and NCC Battalions* as realised during deployment of NCC cadets.

(j) No incentive is given to NCC cadets by Delhi Govt for their participation in SSCD activities.

(k) As per NDMA, Delhi Govt has not recruited Aapda Mitra under Central Govt Aapda Mitra scheme.

Research Methods to be applied and Data Sources

12. Methodology would include a combination of the study of Acts governing Disaster Management and NCC, Plans, Policy guidelines, Training Directives, SOPs and interactions with the concerned persons involved in planning and execution of Exercise Yogdan. Primary data will be in the form of Expert Group Interviews/ Meetings and Questionnaires.

13. Primary Sources will include:-

(a) Officers and staff from NCC Directorate, Group Headquarters and NCC Battalions/ Units.

- (b) State Representatives from Education Departments.
- (c) NCC Cadets of Delhi Directorate.
- (d) Associate NCC Officers (ANOs) from Institutes of Higher Education.
- (e) Representatives of District Administration.
- (f) Local Community.
- (e) Expert Interviews, Questionnaires and Surveys.
- (f) Disaster Management Act, 2005 and National Cadet Corps Act, 1948
- (g) National Policy on Disaster Management (NPDM), National Disaster Management Plan, 2019, Model Framework for District Disaster Management Plan (DDMP) and Annual Report of NDMA 2020-2021.
- (h) Delhi Disaster Management Authority (DDMA) Government of NCT of Delhi, Revenue Department and District Disaster Management Plan 2020–21.
- (j) Special National Cadet Corps Order 2020, Training Directives 2022-23, Red Book and other policy directives issued by NCC Headquarters.
- (k) Sendai Framework for Disaster Risk Reduction.

14. Secondary Sources will include:-

- (a) Articles, Books & Journals.
- (b) Additionally, publications, policies, data available in open source and previous research on the subject will be utilised.

CHAPTER – III

DISASTER MANAGEMENT – VULNERABILITIES AND ORGANISATION

1. A disaster is a sudden, catastrophic event that causes significant harm, loss, destruction, and devastation to people and property. Unquantifiable harm is done by disasters, affecting the region's socio-economic, political, and cultural conditions. Disasters cause extensive damage, devastation, and suffering for people. Disasters are frequently divided into “natural” and “man-made” disasters. Disasters like floods, cyclones, droughts, tsunamis, and earthquakes are generally categorised as “natural disasters”, whereas “man-made” disasters are those brought on by industrial, chemical, or biological accidents, environmental pollution, transportation accidents, or political or labour unrest (i.e. those attributed to human action).

2. Section 2(d) of The Disaster Management Act 2005 defines a disaster as - “...a catastrophe, mishap, calamity or grave occurrence in any area, arising from natural or man-made causes, or be accident or negligence, which results in substantial loss of life or human suffering or damage to, and destruction of property, or damage to, or degradation of, environment, and is of such a nature or magnitude as to be beyond the coping capacity of the community of the affected area”.

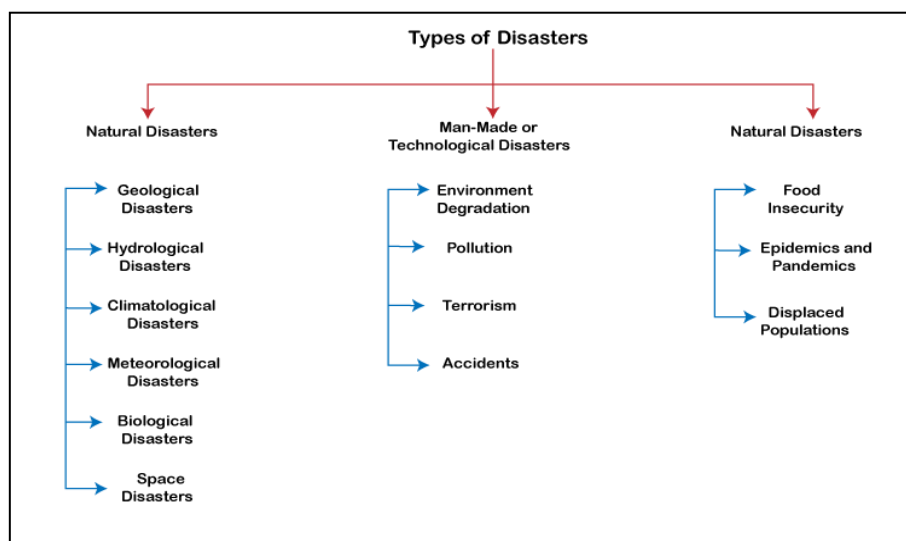


Fig 3.1 Types of Disasters (Source: NDMA website)

3. Section 5(e) of the DM Act 2005 defines “Disaster Management” as “a continuous and integrated process of planning, organising, coordinating and implementing measures which are necessary or expedient for: -

- (a) Prevention of danger or threat of any disaster.
- (b) Mitigation or reduction of risk of any disaster or its severity or consequences.
- (c) Capacity building, including research and knowledge management.
- (d) Preparedness to deal with any disaster.
- (e) Prompt response to any threatening disaster situation or disaster.
- (f) Assessing the severity or magnitude of effects of any disaster.
- (g) Evacuation, rescue and relief.
- (h) Rehabilitation and reconstruction.”

4. **National Disaster Management Authority (NDMA)**. The National Disaster Management Authority (NDMA), an organisation under the Ministry of Home Affairs, was established to build the nation’s capacity for disaster preparedness and crisis response as well as to coordinate the response to natural and man-made disasters. The Disaster Management Act enacted by the Government of India in December 2005 led to the establishment of the NDMA. The ex-officio chairperson of NDMA is the Prime Minister. The agency is in charge of formulating policies, establishing standards and best practises, and working with the management of the State Disaster Management Authorities (SDMAs).

5. The National Disaster Management Plans and Central Ministries/Departments' DM plans are also approved by the NDMA. It also takes other actions as considered essential for disaster mitigation, disaster prevention, or improving preparedness and capability for dealing with a disaster or disaster threat. To help the NDMA carry out its mission, Central Ministries/Departments and State Governments must offer the support and collaboration it needs.

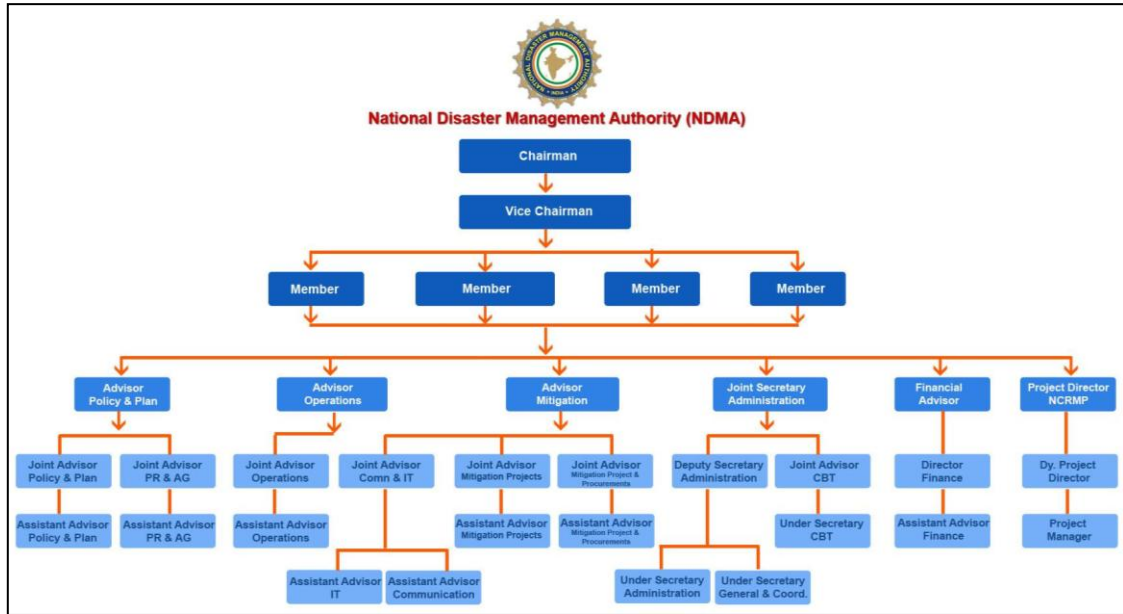


Fig 3.2 Organisational Structure of the NDMA (Source: NDMP 2019)

6. The NDMA handles the provision and application of funds for mitigation and preparedness measures. According to NPDM 2009, the primary responsibility of disaster management lies with the State Governments, i.e., they are responsible for undertaking rescue, relief, and rehabilitation. The Union Government supplements their endeavours through logistical and financial aid. The table below depicts the Institutions/ Nodal Departments and their functions at various levels.

Table 3.1 - Institutional Mechanisms and Functions for Disaster Management
(Source: NDMP 2019)

DM Mechanism	Institutions/ Nodal Department	Functions
National Level Mechanism	National Disaster Management Authority (NDMA)	For better coordination of disaster management at national level, National Disaster Management Authority (NDMA) is constituted. This is a multi disciplinary body with nodal officers from all concerned departments/ministries/organizations. Apart from these developments, the government of India has its National Contingency Action Plan prepared by the nodal ministry of disaster management. Also a National Emergency Operation Centre (NEOC) has been started functioning in the Ministry of Home Affairs with all sophisticated equipments and most modern technologies for disaster management.
State Level Mechanism	Delhi Disaster Management Authority (DDMA)	Delhi Disaster Management Authority (DDMA) is constituted under the chairmanship of Lt. Governor of Delhi and the Chief Minister and Ministers of relevant Departments as members. For Delhi, the Department of Revenue has been identified as nodal department to tackle disasters, being the Divisional Commissioner as its Nodal Officer and convener of the DDMA.
District Level Mechanism	District Disaster Management Authority, District New Delhi (DDMA-ND)	District Disaster Management Authority (DDMA) is constituted under the Chairmanship of District Magistrate of District New Delhi and ADM (ND) as CEO, DDMA (ND), Delhi Police, PWD, MCD and DHS as members.

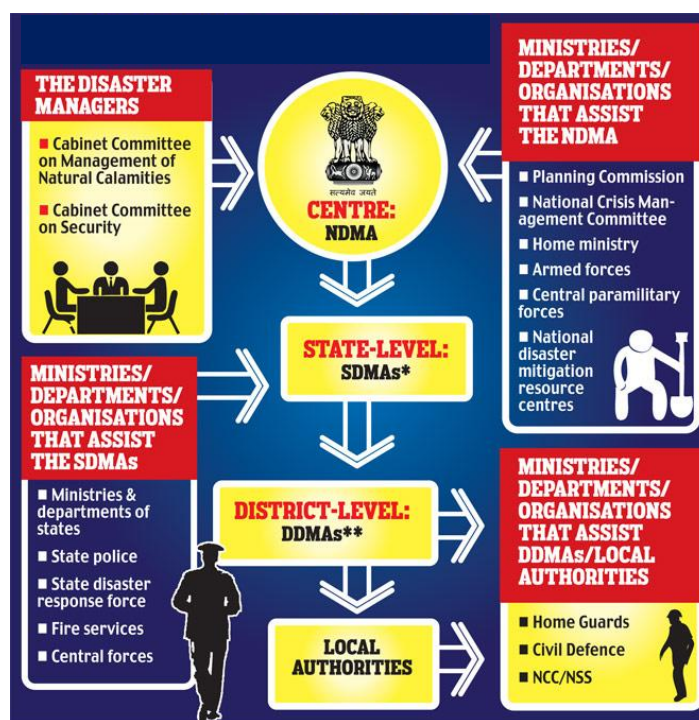


Fig 3.3 - National Framework of Disaster Management (Source: India Today, Jun 2013)

India's Disaster Profile

7. India has a unique geophysical setting that accompanies its varied socio-economic conditions, making it highly vulnerable to disasters. Multiple factors, both natural and human-induced, make it prone to disasters - such as adverse geo-climatic conditions, topographic features, environmental degradation, population growth, urbanisation, industrialisation, and flawed development practices.

Table 3.2 - Common types of Disasters in India as identified by the High Power Committee on Disaster Management

Water and Climate related disasters	a) Floods and drainage management b) Cyclones c) Tornadoes and Hurricanes d) Hailstorms e) Cloud burst f) Heat wave and Cold wave g) Snow avalanches h) Droughts i) Sea erosion j) Thunder and lighting k) Tsunami
--	--

Geological related disasters	a) Landslides and mudflows b) Earthquakes c) Dam failure/Dam bursts d) Mine disasters
Chemical, industrial and nuclear related disasters	a) Chemical and industrial disasters b) Nuclear disasters
Accident related disasters	a) Forest fires b) Urban fires c) Mine flooding d) Oil spills e) Major building collapse f) Serial bomb blasts g) Festival related disasters h) Electrical disasters and fires i) Air, road and rail accidents j) Boat Capsizing k) Village fire
Biological related disasters	a) Biological disasters and epidemics b) Pest attacks c) Cattle epidemics d) Food poisoning

8. A region-by-region analysis shows that different areas of India are vulnerable to different types of disasters — the Himalayan region is susceptible to disasters such as earthquakes and landslides, while the Northern plains are struck by floods almost every year, the deserts face droughts, while the coastal zone is susceptible to cyclones and storms. An overarching analysis of the layers of statistical vulnerability reveals that out of 36 States and Union Territories in the country, 27 of them are disaster-prone.

9. India is susceptible to a wide range of natural and man-made calamities, to varying degrees. 58.6% of India's landmass is vulnerable to earthquakes of moderate to very high intensity. On the 7,516 km long coastline, about 5,700 km is vulnerable to cyclones and tsunamis, and over 40 million hectares of land (12% of the land) is at risk of flooding and river erosion. Drought could threaten 68% of the cultivable land, and landslides and avalanches could happen in hilly areas. Expanding populations, urbanisation, industrialization, growth in high-risk areas, environmental degradation, and climate change

all lead to greater vulnerability to disaster risks. India is also susceptible to crises and disasters with a CBRN (chemical, biological, radiological, and nuclear) origin.

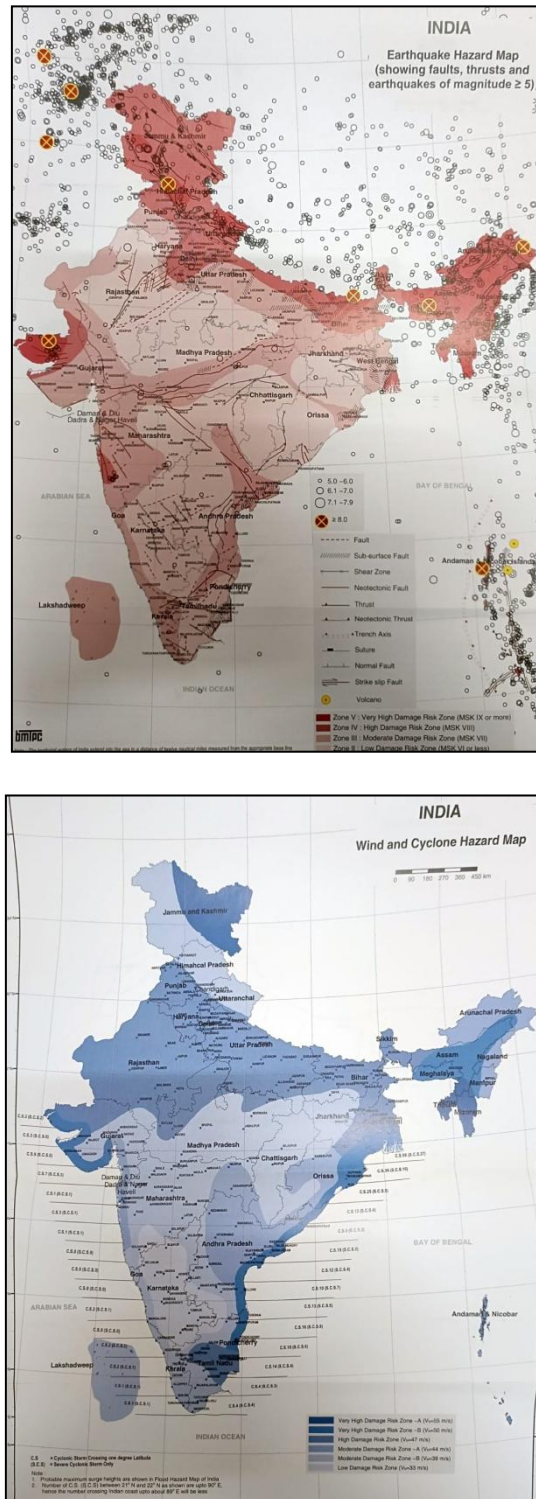


Fig 3.4 – India Maps depicting Earthquake and Wind/ Cyclone Hazard Zones

(Source: Vulnerability Atlas of India, BMPTC. Min of Housing and Urban Poverty Alleviation)

Delhi's Disaster Risk and Vulnerability Profile

10. Given the nation's propensity towards disaster, the question of its national capital - Delhi - and its vulnerability to disaster will undoubtedly arise. The table below explains (based on hazard analysis) the district-wise degree of risk and exposure involved in Delhi.

Table 3.3 - Vulnerability Matrix of Delhi to Disasters (Source : DDMP)

Districts	N	NW	C	W	SW	ND	S	SE	NE	SH	E
Earthquake	High	High	High	High	High	High	High	High	High	High	High
Flood	Moderate	Low	Moderate	Low	Low	Low	Moderate	High	High	Low	High
Fire	High	High	High	High	High	High	High	High	High	High	High
Building Collapse	High	High	High	High	High	High	High	High	High	High	High
Epidemics	Moderate	Moderate	Moderate	Moderate	Moderate	Low	Moderate	Moderate	Moderate	Moderate	Moderate
Urban Flood	Moderate	Moderate	High	Low	High	Moderate	Moderate	Moderate	High	High	High
Industrial Hazard	Low	High	High	Moderate	Moderate	High	High	High	High	High	High
Terrorist Attack	Low	Moderate	Moderate	High	Moderate	High	High	High	Moderate	Moderate	Low

INDEX

Districts: N: North, NW: North West, C: Central, W: West, SW: South West, ND: New Delhi, S: South, SE: South East, NE: North East, SH: Shahdara, E: East
Vulnerability: High Moderate Low Nil

11. Delhi is further exposed to various risks due to its soil, which is predisposed to liquefaction, an extremely high density of population, sub-standard habitats, disproportionate occupancy rate, poor design and construction qualities, as well as lack of preparedness and adequate response on behalf of communities. Ideally, it would be best to incorporate these risk elements into the plan for development. Furthermore, the risk of disasters grows daily in Delhi, and the primary reasons for the same are mentioned below.

(a) In Delhi, there has been a substantial increase in population and industrialisation since Independence. Well over 1,50,000 small-scale industrial units in identified industrial pockets (in addition to industries running illegally), over 1,200 JJ Clusters providing shelter to nearly one-third of the population, and over 3.5 million automotive vehicles have clogged infrastructural services. Moreover, more than 30 lakhs of the floating population are from adjoining states of UP, Rajasthan and Haryana. The rapid increase has yet to be planned for. The Master Plan for Delhi

was developed as a tool to regulate land use in metropolitan areas and safeguard the welfare of residents. The idea of zoning has not yet produced results that are satisfactory. A few factors that have further degraded environmental services include banquet halls in residential areas, cottage industries in congested locales, the trade of hazardous chemicals from extremely crowded residential and commercial districts, and local hazardous and non-hazardous enterprises.

(b) Urban design should include zoning and mixed-use planning. Nonetheless, it is subject to abuse, exploitation, and resistance to changes in urban patterns that are necessary for the population's overall welfare. These flaws have increased the fire risk that a specific occupancy already carries. As a result, fire-related losses to life and property are rising, becoming a worrisome trend. In these places, man-made disasters are far more likely.

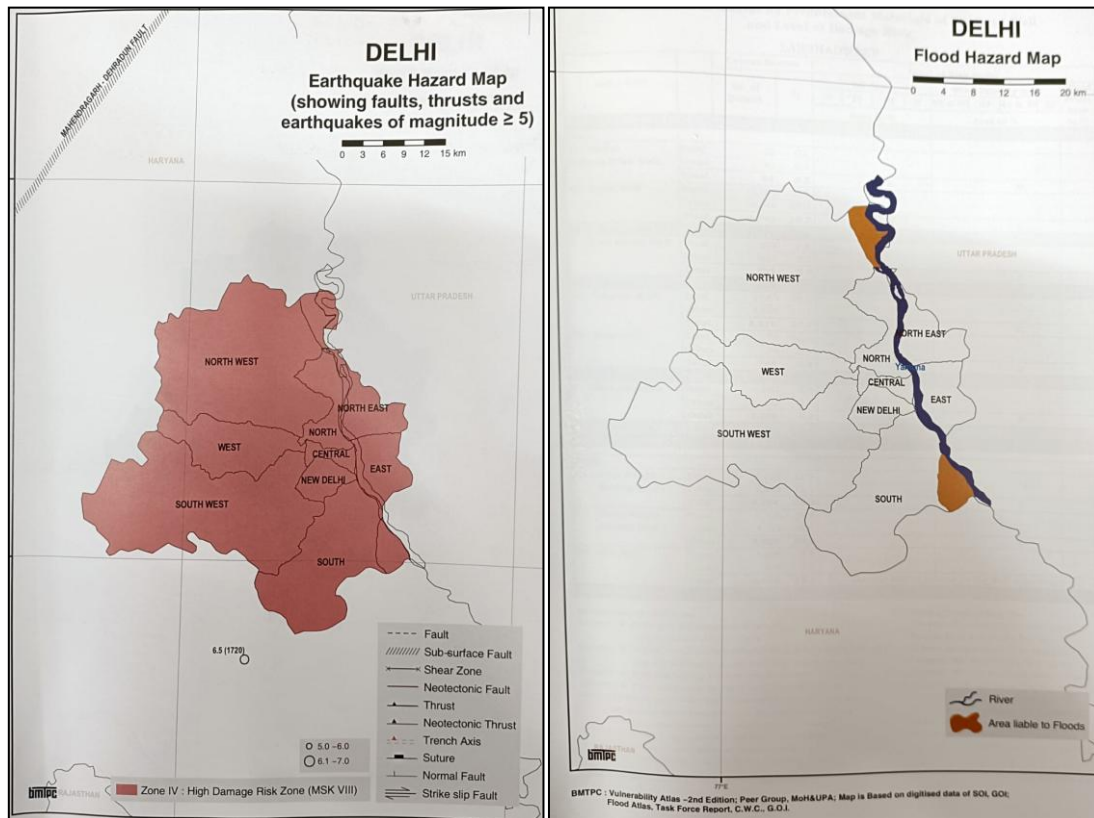


Fig 3.5 – Delhi Maps depicting Earthquake and Flood Hazard Zones
(Source: Vulnerability Atlas of India, BMPTC. Min of Housing & Urban Poverty Alleviation)

12. The Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis for risks and vulnerabilities assessment in Delhi as per Delhi Disaster Management Authority is tabulated below: -

Table 3.4 - SWOT Analysis for Risk and Vulnerability Assessment in Delhi

Parameters	Indicators	Strength	Weakness	Opportunities	Threats
Physical	Soil				
	Terrain/Physical features				
	Geology				
	Water depth				
Socio-Economic	Population Density				
	Literacy rate				
	Slums/JJ clusters etc				
	Industrial density				
	Type of Employment				
Housing	Residential Conditions				
	Occupancy Rate				
	Quality of Design				
	Quality of Construction				
Community Preparedness	Quality of Materials				
	Public awareness about local disasters				
	Local level Disaster management planning				
	Vulnerability and resource mapping done				
	Local people trained in Disaster management				
	Local People active in disaster management initiatives				
	Identification of Disasters by local authorities				
Institutional Capacities	Disaster Management Plan				
	Communication				
	Transportation				
	Response planning				
	Fire fighting capabilities				
	Medical Facilities				
	Search & rescue Capabilities				

State Institutional Mechanism for Disaster Management

13. The country's approach to disaster management has undergone a paradigm shift. The new strategy builds on the conventional wisdom that disaster mitigation must be incorporated into the development process for development to be sustainable. The new policy is also a result of the conviction that spending on disaster relief and rehabilitation is significantly less cost-effective than investing in disaster mitigation. By integrating disaster risk reduction into development plans and programmes, it should be possible to minimise the risk of disasters while also preventing the emergence of new vulnerabilities. According to the 2016 Delhi

Disaster Management Plan, the Divisional Commissioner's office is the nodal office for managing various disasters in Delhi. The nodal authority for overseeing and controlling disaster management operations in the state is the Divisional Commissioner of the state's revenue department. In the event of an emergency, the Divisional Commissioner is in charge of identifying and alerting several nodal departments.

14. With the help of the State Executive Committee, the Delhi Disaster Management Authority (DDMA) is mandated to establish state policies and adopt the State Disaster Management Plan (SEC). All of the district administration's line departments are involved in managing emergencies under the direct supervision of the Revenue Department due to the extraordinarily complicated requirements for human resources and material resources. The Delhi Disaster Management Authority, chaired by the Honorable Lt. Governor, was initially established on 19 March 2008 and reconstituted on 19 January 2015 in accordance with the powers granted by subsections (1) and (2) of section 25 read with the relevant clause(s) of section 2 of the Disaster Management Act, 2005 (53 of 2005). The approved structure of the DDMA and institutional arrangements for Disaster Management in Delhi for the National Capital Territory (NCT) of Delhi are listed below.

Table 3.5 – Composition of DDMA (Source: Delhi Disaster Management Plan Vol.1)

Sl. No	Office-bearers	Designation
1.	Lt. Governor of NCT of Delhi	Chairperson, ex-officio
2.	Chief Minister, Govt. of NCT of Delhi	Vice Chairperson, ex-officio
3.	Minister-in-Charge (Revenue), Govt. of NCT of Delhi	Member, ex-officio
4.	Chief Secretary, Govt. of NCT of Delhi	Chairperson of the State Executive Committee.- Member, ex-officio
5.	GOC (HQ.) Delhi Area	Member ex-officio
6.	Principal Secretary (Home), Govt. of NCT of Delhi	Member, ex-officio
7.	Commissioner of Police, Delhi	Member, ex-officio
8.	Director of Local Bodies, GNCTD	Member, ex-officio
9.	Joint Secretary, (Disaster Management) Ministry of Home Affairs, Govt. of India	Member, ex-officio
10.	Principal Secretary (Revenue)-cum-Divisional Commissioner	Convenor/Member

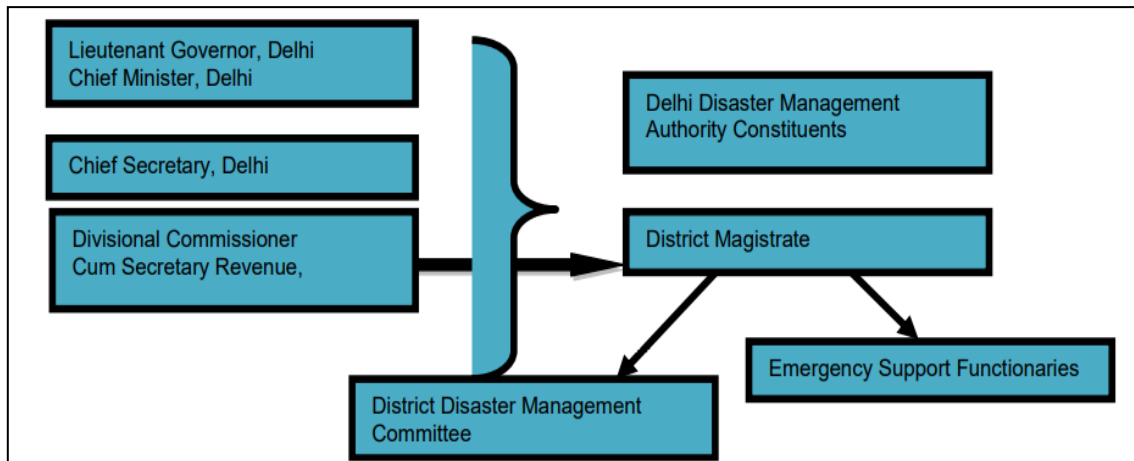


Fig 3.6 - Institutional arrangements for Disaster Management in Delhi

(Source: Delhi Disaster Management Plan Vol.1)

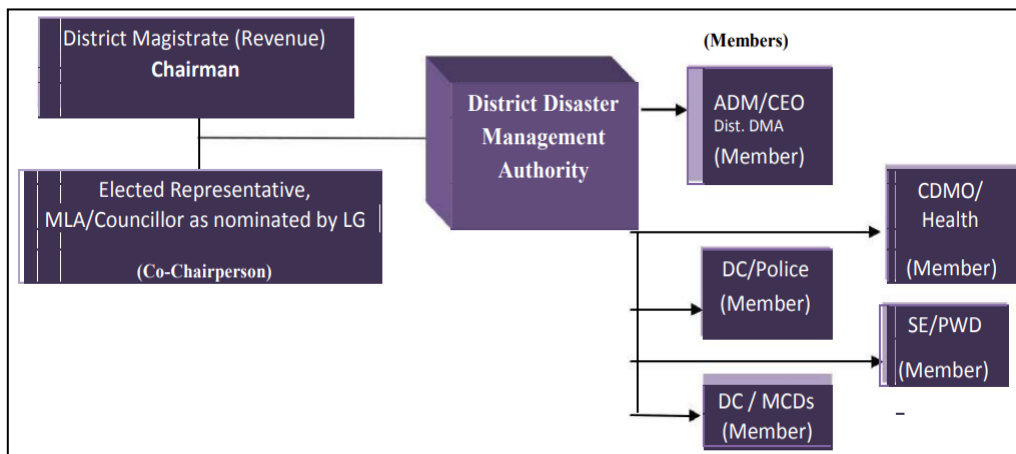
15. **State Executive Committee (SEC).** The State Executive Committee of the Delhi Disaster Management Authority was established on March 19, 2008, and is presided over by the Chief Secretary of the NCT of Delhi. This was done in accordance with the authority granted by subsections (1) and (2) of section 20 clause(s) of section 2 of the Disaster Management Act 2005 (53 of 2005). The committee consists of the following members: -

- (a) Chief Secretary, Govt. of NCT of Delhi as Chairperson, ex-officio.
- (b) Pr. Secretary (Home), Govt. of NCT of Delhi, Member ex-officio.
- (c) Pr. Secretary (PWD), Govt. of NCT of Delhi Member, ex-officio.
- (d) Pr. Secretary / Secretary (Revenue), GNCTD Member, ex-officio.
- (e) Pr. Secretary (Urban Development), GNCTD Member, ex-officio.

16. **District Disaster Management Authority (DDMA).** The Hon'ble Lieutenant Governor of the NCT of Delhi has established a District Disaster Management Authority (also known as the "District Authority") for each of the districts in the NCT of Delhi by the powers granted by subsections (1) and (2) of section 25 read with clause (s) of section 2 of the Disaster Management Act, 2005, (53 of 2005). Each District Disaster Management Authority must have the following members.

Table 3.6 - Composition of the District Disaster Management Authority

Sl. No.	Official	Status in DDMA
1	Deputy Commissioner of the District	Chairperson ,ex-officio
2	Elected representatives(MLAs/Councillor) of the District nominated by Lieutenant Governor	Co-Chairperson ,ex- Officio
3	Additional District Magistrate of the District /Ex-officio Chief Executive Officer of the District Disaster Management Authority	Member, ex-officio
4.	Deputy Commissioner of Police, Delhi in the District	Member, ex-officio
5.	Zonal Deputy Commissioner, Municipal Corporation	Member, ex-officio
6.	Chief District Medical Officer, Directorate of Health Services, GNCTD	Member, ex-officio
7.	Superintendent Engineer, Public Works Department, Govt. of NCT of Delhi.	Member, ex-officio

**Fig 3.7 - Disaster Management Structure at District Level (NCT of Delhi)**

(Source for Table 3.6 & Fig 3.7: Delhi Disaster Management Plan Vol.1)

Role of Youth Organisations in Disaster Management

17. As mandated by the National Disaster Management Guidelines for Preparation of State Disaster Management Plans, 2007, the potential of youth-based organisations (NCC, NSS, NSYK) is to be optimised to support all community-based initiatives, and disaster management training ought to be included in their programmes. These guidelines were the

first to formally include NCC in the national disaster management set-up; previously, NCC cadets had assisted at the request of the local administration.

18. The National Cadet Corps (NCC) is the youth wing of the Indian Armed Forces, headquartered in New Delhi, India. It is open to school and college students voluntarily as a Tri-Services Organisation, comprising the Army, the Navy and the Air Force, engaged in developing the country's youth into disciplined and patriotic citizens. With over fourteen lakh cadets nationwide and expanding, NCC is the largest uniformed youth organisation. NCC's organisational capability, the strength and quality of its cadres, and its training regimen result in a disciplined, socially proactive, and committed group of individuals whose potential is highly underutilised.

19. As part of their training, NCC cadets have been actively involved in Social Service, Community Development Activities and a mandatory Disaster Management course. NCC wings also have a pan-India presence that is commanded by uniformed personnel. Delhi lies in a high seismic zone and is also prone to cold and hot waves, floods, and high levels of air pollution. In this context, it becomes imperative that the Delhi Disaster Management Authority (DDMA) is efficient and uses all possible resources at its disposal to quickly and effectively help its citizens. In the status quo, NCC cadets assist DDMA on an on-demand basis instead of being integrated into the state's response to disasters. However, Senior Division and Senior Wing cadets could be critical to helping during disasters in low-risk and periphery areas. They enjoy a high level of community trust, people are more likely to follow their lead due to their uniformed status, and they have a history of assisting during times of crisis.

20. The primary roadblock to increasing their involvement is an organisational gap and the absence of standard operating procedures; it leads to a lack of formal training specifically for disaster management and a disconnect between the NCC and the administrative branch.

Furthermore, the district administration needs a clearer understanding of NCC's capabilities in terms of training and equipment available.

21. India is susceptible to a wide range of natural and man-made calamities to varied degrees. The vulnerability to NBC disasters (nuclear, biological, chemical) and terrorism has also grown. Rising vulnerabilities in India further exacerbate disaster risks. They include environmental deterioration, climate change, massive income disparities, fast urbanisation, rising industrialization, development in high-risk areas, and population growth. Disasters will likely pose a severe threat to India's population, national security, economy, and sustainable development in the future, according to current patterns. Additionally, the local administration is the first responder to any disaster and is primarily responsible for risk mitigation and hazard reduction. However, most local bodies do not have the funds or resources to help citizens effectively. Organisations like NCC could augment the potential of local bodies to deal with disasters if deployed effectively.

CHAPTER - IV**ORIGIN, ORGANISATION AND PURPOSE OF NATIONAL CADET CORPS (NCC)****Historical Background**

1. The official website of the NCC (<https://indiancc.nic.in/>) was used to build a thorough understanding of the historical, social and political context that led to the birth of the National Cadet Corps in India. In order to provide a second line of defence and have a sizable pool of skilled youth available for service in the Armed Forces, the British founded the University Corps during World War One. As a result, the NCC in India was conceived and raised prior to independence, primarily with the intention of nurturing the youth, grooming them, and directing their energies towards nation-building by molding responsible citizens. Pt. HN Kunzru served as head of the Cadet Corps Committee when it was established on September 29, 1946. It conducted a thorough investigation into the issue of youth in India before submitting a report to the Indian government in March 1947. Soon after the report was submitted, political and religious disturbances affected the country (and eventually led to the partition of the country into India and Pakistan), due to which the Cadet Corps Scheme had to be stalled. India attained independence on August 14/15, 1947, at the stroke of midnight. India faced issues such as the return of millions of displaced people from Pakistan and a full-scale invasion of Kashmir by armed tribesmen supported by Pakistan shortly after gaining independence.

2. The conflict in Kashmir, which resulted in the loss of some Indian territory, as well as the open support of Western Powers for Pakistan in the UN Security Council, made it clear to Indian leaders that they needed to bolster their armed forces and build up enough reserves who could take up arms as needed. This grave situation found expression in the Indian Legislature through an anxious and pressing demand for military training of young men and women throughout the country.

3. At this juncture, the Kunzuru Committee Report was reviewed by Prime Minister Pt. Jawahar Lal Nehru at the request of the then-Defense Minister Sardar Baldev Singh and the then-Home Minister Sardar Vallabhbhai Patel. Following Defense Committee's approval, a copy of the Cadet Corps Committee Report was forwarded to the Chief Secretaries and Chief Commissioners of all Provincial Governments (now known as State Governments) on 05 Dec 1947 for their feedback. The approval of the provincial governments was necessary because they were in charge of running the educational institutions in their respective areas, and as a result, their willingness was crucial to the Cadet Corps program's success. The Kunzuru Committee's Cadet Corps Program was accepted in principle by all of the provinces.

Birth of the National Cadet Corps

4. The lesson that freedom needs to be protected by strong Armed Forces was decisively taught to India in the Kashmir War of 1948. The Kunzuru committee's recommendations were presented to the Constituent Assembly (Legislature) on March 13, 1948, quite immediately. On April 8, 1948, the Assembly approved the Bill after careful consideration and revisions. The Kunzuru Committee's recommendation that a Cadet Corps be formed and given the name "National Cadet Corps" was adopted by the Central Government along with the recommendations of the Province Governments and the Standing Committee.

5. The Bill received the assent of the Governor General on 16 Apr 1948, and the National Cadet Corps came into being by an Act of the Parliament Act No. XXXI of 1948 designated 'The National Cadet Corps Act 1948'. The National Cadet Corps of India was to be established in accordance with the 13 provisions of this Act. The establishment of the NCC Secretariat was the first stage in the process of forming the NCC (now called Headquarters Directorate General NCC).

6. The NCC of Independent India was inaugurated on 15 Jul 1948 as the schools and colleges opened after summer vacation. The journey of this Indian youth organisation, which has now become *the largest uniformed youth organisation in the world*, had begun. Thus,

the NCC which had started with 20,000 cadets in 1948, now has over 14 lakh cadets on its rolls.

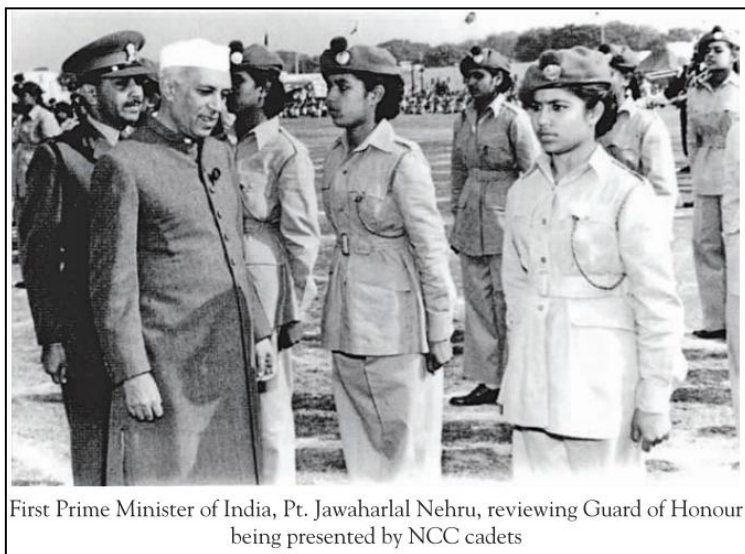


Fig 4.1 (Source: NCC Coffee Table 2011)



Fig 4.2 - Prime Minister Jawaharlal Nehru presenting Republic Day banner

(Source: NCC Coffee Table 2011)

Aim of NCC

7. These qualities are achieved through following well defined aims of NCC, as stated in NCC Coffee Table Book – Grooming Tomorrow’s Leaders: -

- (a) To create a human resource of organised, trained and motivated youth, to provide leadership in all walks of life and be always available for the service of the nation.
- (b) To provide a suitable environment to motivate the youth to take up a career in the armed forces.
- (c) To develop character, comradeship, discipline, leadership, secular outlook, spirit of adventure, and ideals of selfless service amongst the youth of the country.

Motto of NCC

8. The need for having motto for the Corps was discussed in the 11th Central Advisory Committee (CAC) meeting held on 11 Aug 1978. The mottos suggested were “Duty and Discipline”; “Duty, Unity and Discipline”; “Duty and Unity”; “Unity and Discipline”. The final decision for the selection of “**Unity and Discipline**” as the motto for the NCC was adopted in the 12th CAC meeting, held on 12 Oct 1980.

Adventure and NCC

9. Adventure is the life blood of every youth. It is for satisfying this urge of adventurous spirit that adventure training was introduced in the NCC in 1961. Since the training appealed to the yearning for adventure in the cadets, their response was overwhelming. Adventure training in the NCC provides knowledge to cadets of the topography as well as experience of different weather conditions and adventurous living under camp conditions. Presently, adventure and sports activities form an intrinsic part of the NCC activities and training camps. The NCC aims to develop confidence, discipline, courage, determination, comradeship and leadership qualities in the cadets through adventure activities. In fact, NCC is the only youth organisation in the world, where cadets are given the opportunity to participate in a host of adventure activities, with the best of equipment, free of cost. The NCC authorities endeavour to create the maximum possible facilities for adventure activities.

10. NCC also conducts trekking, cycle and motorcycle expeditions at the Unit and Group levels. There are almost no constraints in organising these adventure activities at the aforementioned levels. Time can be chosen as per the availability of cadets' and places depending on the degree of interest. During trekking or expeditions, the cadets get an opportunity to enjoy nature's beauty. All these test and shape the mental and physical capabilities of the cadets.

Celebration of the NCC Day

11. By way of a parliamentary act, the National Cadet Corps was established on July 15, 1948. Due to the fact that the majority of the nation's universities, colleges, and schools opened on that day following their summer break, it was determined that this day was not appropriate for commemorating NCC Day. Therefore, it was decided in 1951 that January 27 would be recognised as NCC Day throughout the nation. However, it was noted in February 1953 that January 27 was also not appropriate for NCC Day because Delhi hosts the Prime Minister's Rally on that day. It was then proposed that the nation-wide NCC Day be celebrated on the first Sunday of December each year. All of the circles (now referred to as Directorates) rejected this as well, so it was agreed to celebrate NCC Day on the last Sunday of November every year. However, following extensive deliberations on the matter during the 34th NCC Director's Conference in August 1969, it was ultimately decided that the fourth Sunday of November would be observed as NCC Day every year throughout the nation. This was because on that same day in 1949, the NCC unit established in Delhi held its first event, which was chaired by the country's first Prime Minister, Pt. Jawaharlal Nehru.

Organisation of the NCC

12. As per the NCC Act of 1948, the NCC is a voluntary organisation which is administered through the Ministry of Defence (MoD). The Defence Secretary is responsible to the Govt of India for the efficient functioning of the NCC and other matters. At the Headquarters level, this organisation is headed by an officer of the rank of Lieutenant

General, Director General NCC (DG NCC), who is responsible for the functioning of the NCC in the country. The NCC is divided into three wings – Army, Navy and Air Force. Each wing is headed by an Additional Director-General, who reports to the DG NCC. All the wings are further divided into 17 Directorates and these are responsible for providing administrative and logistical support to the NCC units across the country.

13. These 17 Directorates are located in the state capitals and are each led by an officer from one of the three Services with the rank of Major General, Brigadier, or equivalent. Directorates have up to 14 Group Headquarters under them that they use to exercise command and control over the organisation in the state, depending on the size of the state and the growth of NCC in the states. A Brigadier or Colonel-level officer, or their equivalent, serves as the group commander for each unit.

14. Five to ten NCC units/battalions are under the leadership of a colonel, lieutenant colonel, or someone of a similar rank at each NCC Group Headquarters. Companies within each battalion are led by Associate NCC Officers (ANO) with the ranks of Lieutenant, Captain, or Major. Officers Training School, Kamptee, and Officers Training Academy, Gwalior are the two training facilities where professors and lecturers from universities and schools are uniquely prepared to instruct cadets as Associate NCC Officers (ANOs).

15. There are 98 Group Headquarters that oversee a network of 777 Army Wing Units (including girls' and technical units), 61 Navy Wing Units, and 61 Air Squadrons in total. The NCC encompasses 5377 colleges, 15,722 institutes (3600 private + 12,102 public) over 670 districts nationwide. The NCC strength and coverage are increasing under Border and Coastal Scheme and Fully Self Finance Scheme. These NCC units are staffed by the following:-

- (a) Regular Officers and Permanent Instructional (PI) Staff drawn from the three services.
- (b) Whole Time Lady Officers (WTLOs) and Girl Cadet Instructors (GCI) who are recruited by NCC.

(c) Associate NCC Officers (ANO), who are professors and teachers from Educational Institutes which have NCC.

(d) Civilian Staff both from Centre and State departments for providing administrative and logistics support.

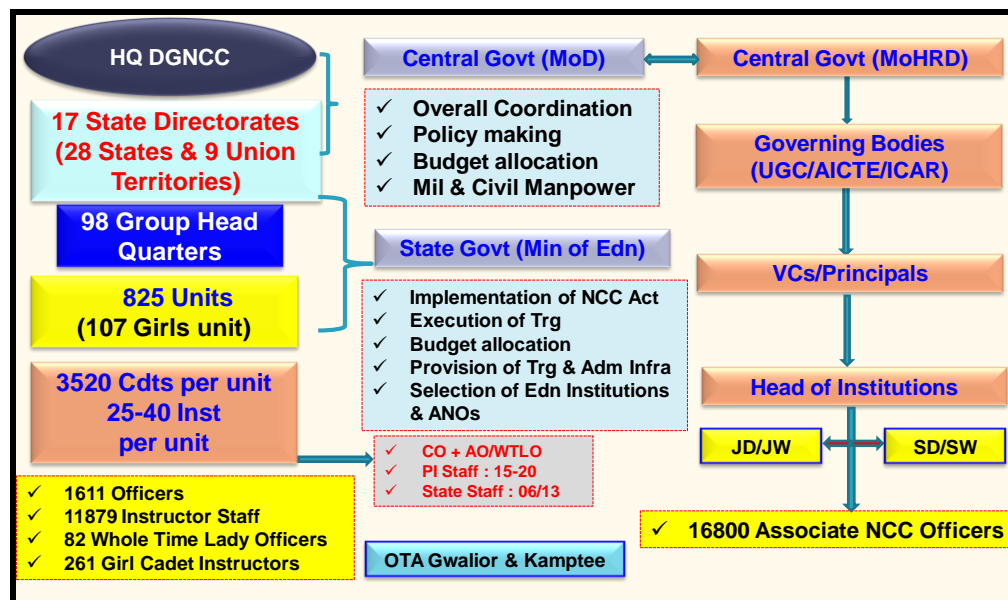


Fig 4.3 - Outline Organisation and structure of NCC with all Stakeholders

Advisory Committees

16. **Central Advisory Committee.** The Central Government has appointed a Central Advisory Committee (as per Section 12 of NCC Act 1948) for the purpose of advising it on all matters of policy connected with the constitution and administration of the National Cadet Corps. In addition, the Central Government may also appoint, for the same purpose, such a State Advisory Committee on as as-required basis. The main duties and functions of Central Advisory Committee are as follows:-

- Decisions on policy matters affecting NCC.
- Prescribe conditions for Universities/Colleges/Schools for raising NCC.
- Decision on eligibility criteria for enrollment as cadet.
- Prescribe duties, powers and functions of officers.
- Manpower, pay and allowances related issues.

17. The composition of Central Advisory Committee is as follows: -
- (a) Chairman – Defence Minister.
 - (b) Secretary – DGNCC.
 - (c) Defence Secretary.
 - (d) Secretary, Min of Human Resource Department.
 - (e) Financial Advisor, Min of Defence.
 - (f) Service Chiefs as ex-officio members.
 - (g) Three Members of Parliament of whom two shall be elected by the House of the People and one by the Council of States.
 - (h) Five non-official members to be nominated by the Central Government.

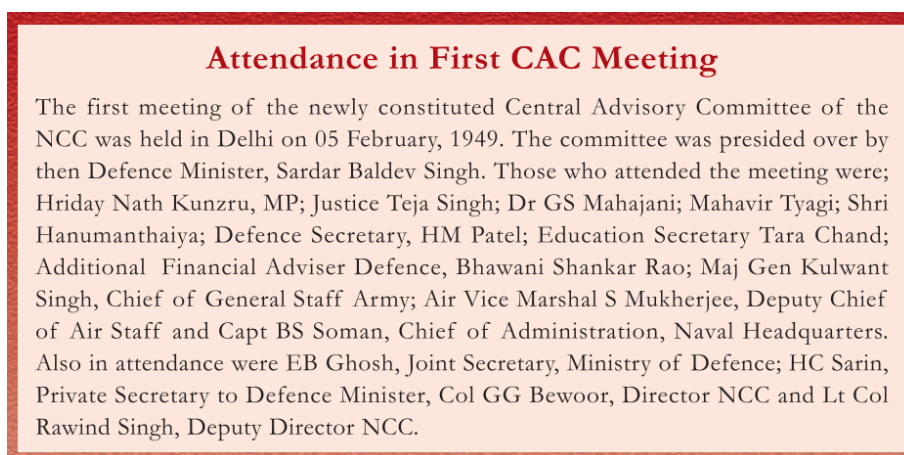


Fig 4.4 (Source : NCC Coffee Table 2011)

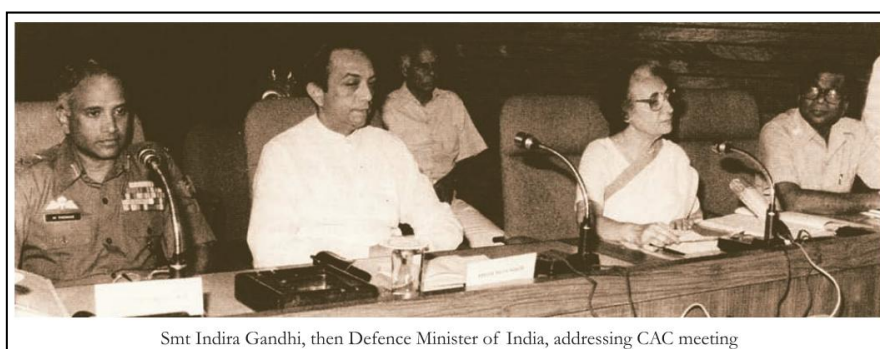


Fig 4.5 (Source: NCC Coffee Table 2011)

18. **State Advisory Committee (SAC) – Delhi.** As per Section 12 of NCC Act 1948, the Govt. of NCT of Delhi constituted the State Advisory Committee for the *first time in Oct*

2019. The first meeting of SAC was held on 06 Dec 2021. The main duties and functions of State Advisory Committee are as follows:-

- (a) Advise State Government on matters affecting NCC.
- (b) Meet at least twice a year and make recommendations and tender advice to the State Govt. on enhancing the effectiveness of NCC in their state.
- (c) Formation of new units and disbandment of existing ones.
- (d) Recommendation of schools and colleges to raise NCC.
- (e) Selection of Associate NCC Officers.
- (f) Improvement of training and training facilities for cadets.
- (g) General welfare of Officers (ANOs) and Cadets.

19. The composition of State Advisory Committee is as follows: -

- (a) Chairman – Minister of Education.
- (b) Secretary, Education Department.
- (c) Additional Director General and Director from NCC Directorate Delhi.
- (d) Vice Chancellors of Universities and two each Principal and Headmaster from State educational institutions.
- (e) Reps from Finance Department (State).
- (f) Rep of Army Headquarters, Delhi Area.
- (g) One member from Central Advisory Committee.
- (h) Three non-official members (which include at least one woman).



Fig 4.6 - First SAC being chaired by the Hon'ble Dy CM on 06 Dec 2021

Two Recent Major Initiatives by Headquarters, DGNCC

20. **NCC as a General Elective Credit Course.** The Choice Based Credit System (CBCS) is promoted by NEP-2020 as a crucial component of education. In order to encourage more students to choose NCC, Headquarters, DGNCC considered that NCC should be offered as a general elective credit subject in technical institutes and universities. NCC training was previously only provided as an extracurricular activity to willing students from accredited high schools and colleges who enrolled as cadets. The goal of NCC as a Credit Course is to change NCC training from an extracurricular to a curricular activity. As a result, it would give college/university cadets who are undertaking NCC training academic credit as well as other benefits. All students who enroll in NCC will greatly benefit from the academic credits they will earn for their NCC training as well as the NCC "B" and "C" certificates they will receive, increasing their employment prospects. NCC has already been adopted by numerous universities and colleges in India as a general elective credit subject. Through this approach, learning is expected to become more comprehensive and skill-based, ultimately improving employment chances. The students receive credit points for

successfully completing the course, allowing them to become eligible for their respective degrees.

21. **NCC Alumni Association.** On 19 Nov 2021, the Prime Minister launched the NCC Alumni Association (NCCAA) during 'Rashtra Raksha Samarpan Parv' held at the historic Jhansi Fort. A former National Cadet Corps cadet himself, the Prime Minister enrolled himself as the first NCCAA member on the day of launch of the project. Some of the objectives of raising the NCCAA are as follows:-

- (a) To bring NCC alumni together for furtherance of aims of NCC and assist *in nation building.*
- (b) To foster and strengthen the affinity between the alumni of the NCC, India.
- (c) To execute programmes in consonance with the above object and undertake such activities and through such means that promotes the object of enhancement of standards.
- (d) To get valuable advice and assist NCC in maintaining a very high standard of training and sports.
- (e) To provide guidance by registered Alumni of NCCAA to enrolled NCC cadets in their endeavor for better opportunities in future.
- (f) To promote skill development, impart employable skills through the registered Alumni of NCCAA working in the government, and reputed industries in India and abroad.
- (g) To involve registered Alumni *of NCCAA in the overall development of NCC and the society.*

22. From a modest beginning of 20,000 cadets in 1948, NCC has become the largest uniformed youth organisation of the world with over 14 Lakh cadets and still expanding. Over the years, NCC has empowered generations of youth across all segments of society and has notable achievers across the spectrum in its alumni. Most (80%) cadets come from rural

areas and humble background. NCC has a non-discriminatory culture and is truly an integrating and secular organisation. Youth provides vigor to a nation and thus energising youth, developing their leadership potential and giving them direction makes NCC a valuable contributor to nation building. The whole essence of NCC thus lies in investment towards the future citizenry of our nation through its aims and objectives and stringently implemented range of activities. NCC is thus a **Silent Revolution**.

CHAPTER – V

NCC DIRECTORATE DELHI: ORGANISATION AND FUNCTIONS

1. **History of NCC Directorate (Dte) Delhi.** The National Cadet Corps in Delhi was raised in January 1950 and was located in the Delhi Cantonment area. The States of Rajasthan, Jammu & Kashmir, Himachal Pradesh, and the Union Territory of Delhi were initially included under the Headquarters, Seven Circle Cadet Corps. The Headquarter was relocated to the Red Fort in 1962, and the name was changed to NCC Directorate Delhi. This Directorate used to be in charge of 26 NCC Units and 4 Group Headquarters. Six Units and one Group Headquarter of the State of Himachal Pradesh were placed under the command of NCC Directorate Punjab in July 1963. This Directorate's Group Headquarter 'A' and Group Headquarter 'B' amalgamated in 1977. There are now two Group Headquarters and nineteen units under the Delhi Directorate.

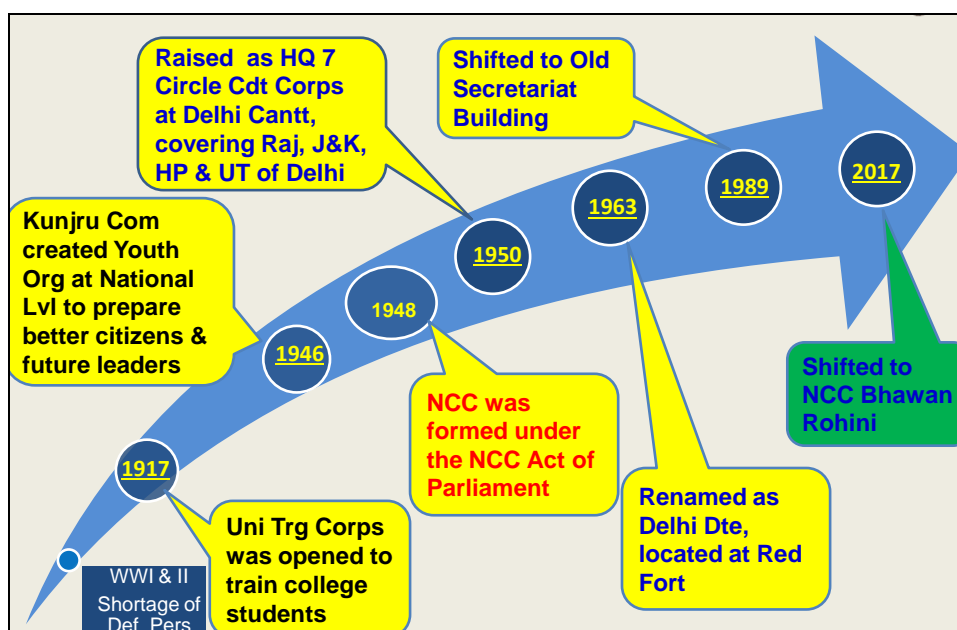


Fig 5.1 - Brief History of NCC Directorate Delhi

Organisation

2. **Delhi Directorate.** The Additional Director General (ADG), an Army Officer with the rank of Major General, oversees the operations of the National Cadet Corps

in Delhi. They are in charge of the Delhi Directorate. The Deputy Director General (DDG), NCC Delhi, who holds the rank of Brigadier, is the second-in-command. A Director with the rank of Captain (Indian Navy) supports DDG. In addition, the Directorate is made up of four Joint Directors (JD) with the ranks of Colonel and Lt. Colonel. Together with other lower-level employees, the Central Government has also appointed an Accounting Officer and one Administrative Officer (Civil). In addition to other support employees, the Delhi State Government has also supplied a Senior Accounts Officer and an Administrative Officer with the rank of UTCS Cadre. The NCC Directorate Delhi has been located at NCC Bhawan, Rohini, New Delhi since 02 Jun 2017.

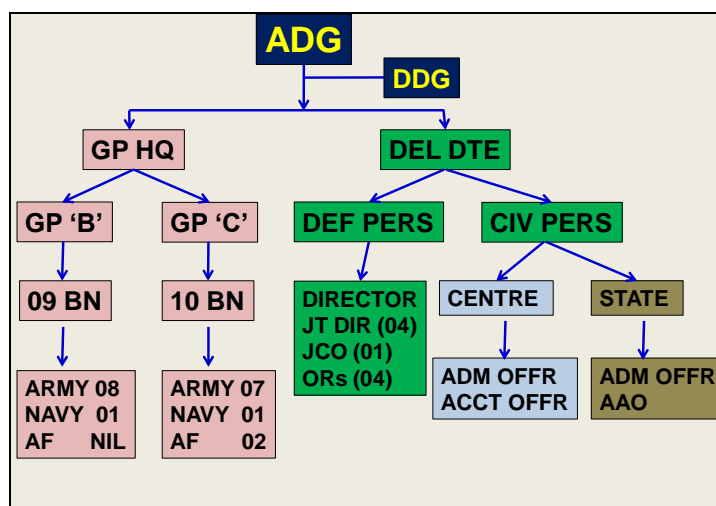


Fig 5.2 - Organisation of NCC Directorate Delhi

3. **Group Headquarters and Battalions/ Units.** The Directorate has two Groups, namely Group 'B' and Group 'C', commanded by a Brigadier and Group Captain respectively. Group 'B' has nine Battalions/ Units under its command and Group 'C' has ten Battalions/ Units under its command. The Battalions (Bn)/ Units are commanded by Colonel/ Lieutenant Colonel or their equivalents from other services. Groups and Battalions have one/ two more officers to support the Group Commanders and Battalion/ Unit Commanders. Both Group Headquarters and Battalions are supported by civilian staff from Delhi State Govt. In addition to the officers, Battalions are posted with Permanent Instructors (PI) staff and Girl

Cadet Instructors (GCIs) for imparting training to the NCC cadets and to carry out the administrative and logistic functions. A brief about the Group Hqs and Battalions/ Units under Delhi Directorate are enumerated in the succeeding paragraphs.

4. **NCC Group HQ Delhi 'B'**. NCC Group HQ Delhi 'B' was raised by Lt Col SN Banerjee on 01 Mar 1965 at Patel Nagar. It shifted to its present location i.e. Old Rajdhani College, Kirti Nagar in 1976. It has nine units under its command.

(a) **2 Delhi Bn NCC (2DGBN)**. It was carved out of 54 NCC Rifles and was raised on 05 Jul 1962 at ITI Pusa by Major KS Rathore, MVC. In 1969, 3 Composite Regt NCC was also merged into this Bn. The unit now comprises of four Company (Coys) and 28 Troops. **The authorised strength of one company is 160 cadets and one troop is 100 cadets.**

(b) **5 Delhi Bn NCC (5DBN)**. This Bn was raised on 21 Feb 1963 as 53 Delhi Rifle Bn, when NCC training was made compulsory for colleges in aftermath of Chinese aggression. During May 1964, this Unit was re-designated as 5 Delhi Bn NCC with its HQ at Tibia College, Karol Bagh, New Delhi. At present, this unit comprises of Five Coys and 31 Troops and is located at Kashmere Gate.

(c) **6 Delhi Bn NCC (6DBN)**. During the expansion of NCC in 1963 in the aftermath of the Indo China War of 1962, 5 NCC Regt, known as No. 1 NCC Group HQ Delhi, was raised in Mar 1963. Later, it was re-designated as 6 Delhi Bn NCC. It continued to function at Rana Pratap Bagh, Delhi till Sep 1967. The unit thereafter moved to 115, West Patel Nagar, New Delhi. Later it moved to Old Rajdhani College building in Kirti Nagar on 13 Aug 1977. It has Four Coys and 29.5 Troops.

(d) **1 Delhi Armd Sqn NCC (1DAS)**. It was raised in 1956 as 8 Army Sqn NCC, then designated as one Delhi Independent Coy and re-designated in 1964 as

1 Delhi Armd Sqn NCC. Currently, it is located at NCC Bhawan Rohini. It now has one Sqn and 17 Troops.

(e) **1 Delhi Naval Unit NCC (1DNU).** The Unit was raised initially as 16 Delhi Naval Unit NCC in Dec 1957 and subsequently re-designated as 1 Delhi Naval Unit in Nov 1984. Though raised in 1957, the unit was formally inaugurated by Vice Admiral RD Kothari at Desh Bandhu College in Dec 1960. It is now located at Old Court Buildings, Kashmere Gate. It has 2.5 Divisions and 6.5 Troops.

(f) **1 Delhi Girls Bn NCC (1DGGBN).** The unit was raised on 10 Jan 1966. The Unit was auth 5 Coys and 8.5 Troops. After re-organisation this Unit now has four Coys and six Troops. It is currently located at Old Court, Building, Kashmere Gate, Delhi.

(g) **2 Delhi Girls Bn NCC (2DGGBN).** 57 NCC Regiment was raised on 23 Oct 1963 at Old Court Building, Kashmere Gate, Delhi. In July 1964, it was renamed as 2 Delhi (G) Bn NCC and moved to 53, Prem Nagar, Delhi. During the re-organisation of NCC in 1977, this Unit moved to Old Delhi College of Engineering, Kashmere Gate. The present location is at NCC Bhawan, Rohini, since June 2017. It has six Coys and 8.5 Troops.

(h) **5 Delhi Girls Bn NCC (5DGGBN).** 5 Delhi (G) Bn NCC was raised on 20 Oct 1964 with location at Kashmere Gate. It now has five Coys and eight Troops. It is currently located at Kirti Nagar.

(j) **7 Delhi Girls Bn NCC (7DGGBN).** 7 Delhi (G) Bn NCC was raised on 01 May 1977 by Major MS Dahiya. The unit was raised in the premises of NCC Group HQ Delhi 'B', West Patel Nagar and later moved to Old Rajdhani College Building, Kirti Nagar on 21 May 1977. It now has five Coys and eight Troops.

5. **NCC Group HQ Delhi 'C'**. NCC Group HQ Delhi 'C' was originally raised in 1965 and designated as NCC Group HQ Delhi 'D'. On re-organisation of the NCC in Delhi in 1968, it was re-designated as NCC Group HQ Delhi 'C' in 1968. At present, it is located in a school building allotted by Directorate of Education, namely B-6 Safdarjung Enclave. It has 10 units under its command. Four units are co-located with Group HQ and six units are located at different locations.

(a) **3 Delhi Bn NCC (3DBN)**. The unit was raised as 51 Delhi Bn NCC in 1963 at ITI, Arab Ki Sarai, Nizamuddin, New Delhi. In 1964, it was re-designated as 3 Delhi Bn NCC. It has three Coys, two Platoons and 27 Troops.

(b) **4 Delhi Bn NCC (4DBN)**. It was raised in 1964 after disbandment of 52 NCC Regiment and was located at Mall Road, Delhi Cantt. After re-org of NCC in 1978, it shifted to Okhla Industrial Estate. It has five Coys and 25 Troops.

(c) **7 Delhi Bn NCC (7DBN)**. Raised in 1963 as 56 Bn NCC and later re-designated as 7 Delhi Bn NCC. It is located at NCC Bhawan, Rohini since June 2017. It has three Coys, two Platoons and 25 Troops.

(d) **2 Delhi Arty Battery NCC (2DAB)**. This Battery (Bty) was raised in May 1964 as an open Arty Bty at Old Court Buildings, Kashmere Gate. It has strength of 200 SD (Open) and 14.5 Troops. Now it has been re-designated as 2 Delhi Arty Bty NCC and is now co-located with HQ Group 'C' at Safdarjung Enclave.

(e) **1 Delhi R&V Sqn.** It was raised at Gadaipur on 01 Apr 2004. The Sqn presently has authorisation of 13 horses.

(f) **2 Delhi Naval Unit NCC (2DNU)**. This Unit was raised in 1966 and was located at H-1 Kailash Colony. It was relocated to B-6 Safdarjung Enclave in 1975. It is presently located at Okhla Boat Club since 14 Feb 2002. It has 200 SD/SW cadets (open) and 10 Troops.

(g) **1 Delhi Air Squadron NCC (1DASqn)**. This unit was established in 1952 as No. 5 Air Sqn NCC at Kingsway Camp, Delhi. Subsequently, it was renamed as No. 1 Delhi Air Sqn NCC (Flying) and shifted to Safdarjung Air port in 1964. It has now been relocated to Safdarjung Enclave. It has One Sqn and 21 Troops.

(h) **2 Delhi (G) Air Sqn NCC (2DGAS)**. This Unit was raised in July 1983 to impart training to Air Wing Girl Cadets. This is the first Air Squadron in the country exclusively for girls. The Sqn is authorised 200 SW girl cadets, 10 Troops, which can be from any of the colleges affiliated to Delhi University. It is located at Safdarjung Enclave.

(j) **3 Delhi Girls Bn NCC (3DGBN)**. 3 Delhi (G) Bn NCC was raised on 15 Apr 1964 and was located at Laxmi Bai Nagar, New Delhi from where it was shifted to its present location at B - 6 Safdarjung Enclave. It has seven Coys and nine Troops.

(k) **4 Delhi (G) Bn NCC (4DGBN)**. 4 Delhi (G) Bn NCC was raised in 1964 at ITI, Arab-Ki-Sarai, New Delhi. It was relocated to Green Park in end-1966 and then to its present location at Safdarjung Enclave in 1976. It has five Coys and nine Troops.

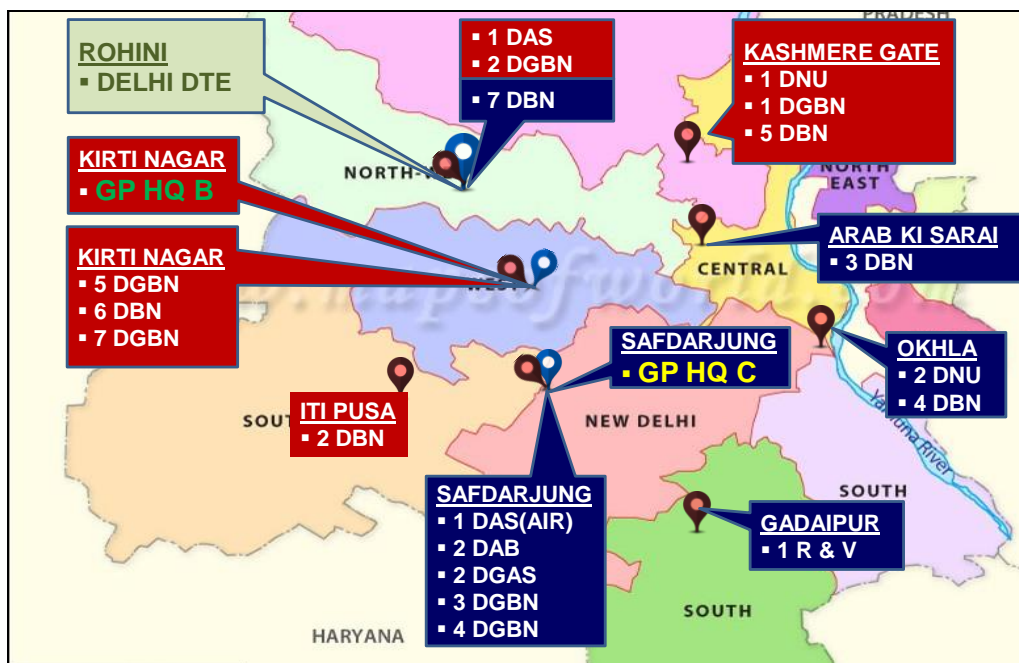


Fig 5.3 - Location of Delhi Directorate, Group HQs and Battalions

Delhi State Administration: Role and Organisation

6. NCC Department in Delhi State is placed under the Ministry of Education and the Additional Director General (ADG) is appointed as the Head of Department (HOD), NCC Delhi State by the executive order of the Chief Minister. Accordingly, the ADG is vested with all the financial and administrative powers of the HOD. Some of the major responsibilities and functions of the state government towards the efficient conduct and coordination of NCC activities are as follow: -

- (a) Provision of training infrastructure and office space for establishment of Group Headquarters and Battalions/ Units under their jurisdiction.
- (b) Supervision of conduct of training in the state educational institutes.
- (c) Budget allocation for training and maintenance activities as per the share of expenditure given in the existing financial rules and regulations. Delhi government spends approximately Rs. 7-8 crores as part of state expenditure towards conduct of NCC training.

- (d) Provision of civilian staff for Directorate, Group HQs and Battalions for administrative support and maintenance of records.
- (e) Selection of Associate NCC Officers (ANOs) for the educational institutes having NCC.
- (f) Conduct of institutional training in the educational institutes.
- (g) Formation of new units and disbandment of existing ones, and selection of schools, colleges and universities to raise NCC.
- (h) Constitution of State Advisory Committee (SAC) to advise State Government on matters affecting NCC.

Educational Institutes and Authorised Strength of NCC in Delhi

7. The educational institutions having NCC are spread all over the state of Delhi, including the rural areas. A total of 509 educational institutions are provided with NCC by Delhi Directorate and these include 354 Govt. institutions and 155 private institutions. There are 452 schools and 57 degree colleges and universities.

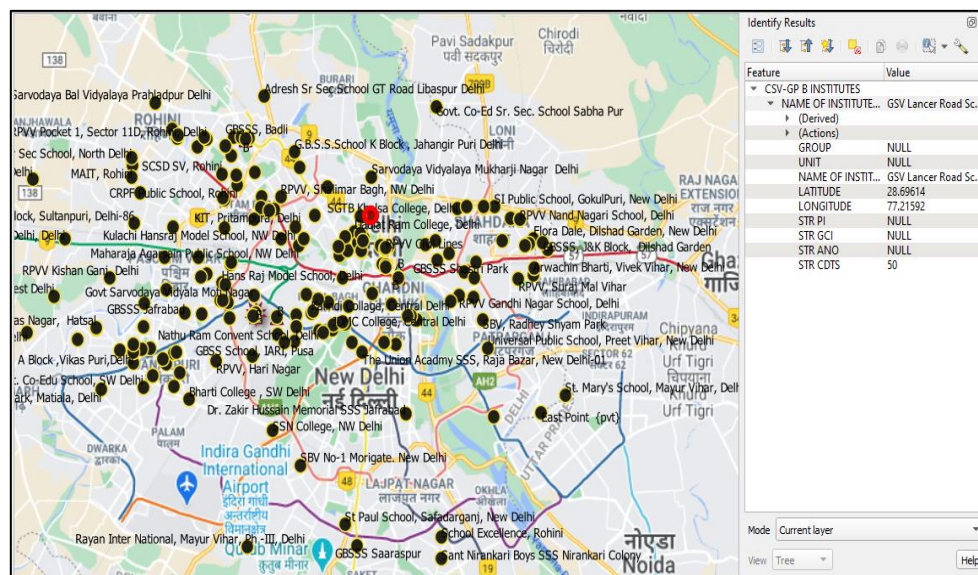


Fig 5.4 - Location of Educational Institutes under Group 'B'

8. There are three types of NCC enrolment schemes, namely, Regular scheme (mainly for Govt. schools/colleges), Self Finance Scheme (SFS for private schools/colleges) and

Fully Self Finance Scheme (FSFS for both private and Govt. schools/colleges who want to have NCC beyond regular vacancies). Every State Directorate has an authorised strength under each scheme for Junior Division/Wing as well as Senior Division/Wing. The total authorised strength of NCC cadets both junior and senior division/wing as per service for the Delhi Directorate is as follows: -

Table 5.1 – Authorised Strength of NCC Cadets Delhi Directorate

<u>Wing</u>	<u>Boys</u>	<u>Girls</u>	<u>Total</u>
Army	25,915 (69%)	11,870 (31%)	37,785
Navy	2,175 (92%)	185 (8%)	2,360
Air	2,550 (74%)	900 (26%)	3,450
Total	30,640 (70%)	12,955 (30%)	43,595

9. The focus of the author's research and study is limited to the senior division and wing cadets, especially those studying in degree colleges and universities of Delhi. As per HQ DGNCC letter 8088/GEN/DO/NCC HQ/Plg dated 27 Nov 17, the authorised strength of regular SD/SW NCC cadets services wise is depicted in the table below. In addition, there has been increase in the strength of SD/SW cadets under Fully Self Finance Scheme (FSFS) in the last one year.

Table 5.2 – Authorised Strength of SD/SW NCC Cadets Delhi Directorate

<u>Wing</u>	<u>SD</u>	<u>SW</u>	<u>Total</u>
Army	5224	5420	10644
Navy	350	100	450
Air	200	200	400
Total	5774	5720	<u>11494</u>

10. **Resources with NCC Delhi.**

(a) **Human Resources.** In addition to the enrolled NCC cadets, the human resources employed with NCC Directorate, Group HQs and Battalions/Units of Delhi state are as follows: -

(i)	Regular Armed Forces Officers (from three services)	-	48
(ii)	Permanent Instructors Staff (from three services)	-	290
(iii)	SD/SW Associate NCC Officers (from Educational Institutes)	-	120
(iv)	Central Govt Civil Officers and staff (posted with Dte only)	-	37
(v)	State Govt Civil Officers and staff	-	354

(vi) The Armed Forces officers posted with NCC have a service experience of about 20 to 30 years before they join NCC. In these years, they have faced many crisis and disaster challenges as a part of their military service; hence, they come with lots of experience, plethora of knowledge and maturity. ***This varied and vast knowledge must be optimally utilised by the civil administration in the planning and mitigation of disasters in Delhi by engaging these officers proactively in the process of disaster management.***

(b) **Infrastructure.** Following infrastructure can be utilised for the purpose of making emergency accommodation, evacuation of personnel and arranging temporary medical infrastructure for victims of disasters: -

(i) NCC Bhawan at Rohini can easily accommodate approx 700 personnel. It has the facility to set up a medical camp, emergency operation centre and dining facility.

(ii) Group HQ 'C' at Safadarjung can accommodate approx 400 personnel at their location. It has all the basic amenities to cater for day to day requirements.

(iii) Group HQ 'B' does not have a dedicated accommodation but temporary tents can be rigged to accommodate approx 200 personnel.

(iv) In addition to the above locations, all Battalions have spaces/ rooms for conduct of cadets' training which can be easily converted into emergency living spaces or for setting up medical camps.

(c) **Equipment**. Following equipment and store items are available with NCC Directorate, Group HQs and Battalions, and these items can be lent to the civil administration in case of a disaster or an emergency: -

(i) Camping equipment.

(ii) Vehicles.

(iii) Rescue boats.

(iv) Four Microlite aircraft with Air Squadrons can be used for air surveillance.

(iv) Beds, Mattresses and Blankets.

(v) Communication Equipment, PA system.

(vi) VC facilities.

(vii) Computer lab at NCC Bhawan Rohini with internet connectivity.

Training Methodology adopted by NCC Directorate

11. Given the large scope of the aims and objectives of NCC, the strategy/ training philosophy focuses primarily on providing cadets with focused military training / experience, which develops discipline, leadership qualities, and personality skills. Secondly, to encourage and provide opportunities in Sports, Adventure and SSCD (Social Service and Community Development) activities which further enhances self confidence and instils attributes of being a worthy citizen. Thirdly, it enhances a cadet's knowledge in specific domains which contributes to overall Youth Empowerment and Nation Building / Integration. Thus, the NCC training is structured around **Institutional Training** and **Camp Training** with a judicious

mix of **Common Subjects** and **Military Subjects**. The training is imparted by **Permanent (ANOs, WTLOs & GCIs)** and **Temporary (Regular Officers and PI Staff from three services) Instructors**.

12. The broad parameters governing the smooth and efficient execution of the training philosophy are enunciated in multifaceted training activities as follows: -

- (a) **Institutional Training**. The institutional training at Colleges and Schools is the mainstay of NCC training. It is conducted by Associate NCC Officers (ANO) and Armed Forces personnel. The syllabus comprises Common Subjects and Service Subjects in the ratio of 70:30. The Senior Wing/ Division training is for three years and has 300 periods. The training schedules planned for cadets ensure that the optimum benefits of the organisation reach the maximum number of cadets. An emphasis is placed on practical training, and, the case study method of instruction is adopted wherever possible to facilitate active participation and better assimilation. Training is planned and conducted in an innovative, progressive and interesting manner to enthuse the cadets. The broad distribution of periods for various topics covered for cadets over three years of NCC training are tabulated below. It is pertinent to mention that *only 13 periods are allotted for Disaster Management theory as well practical.*

Table 5.3 – Breakdown of Periods allotted for Institutional Training

S.No	Topic	Periods
1.	NCC General	6
2.	National Integration and Awareness	7
3.	Drill	45
4.	Weapon Training	25
5.	Personality Development	28
6.	Leadership	12
7.	Disaster Management	13

8.	Social Service and Community Development	47
9.	Health And Hygiene	10
10.	Adventure	1
11.	Environment Awareness And Conservation	3
12.	Obstacle Training	9
13.	General Awareness	4
14.	Service Specific Subjects	90
Total		300

(b) **Camp Training**. Training in a camp is a part of and an extension of institutional training. The main goal of Camps is to acclimatise cadets to a regimented way of life. National Integration Camps, such as Special National Integration Camps (SNIC) and Ek Bharat Shreshtha Bharat (EBSB) camps, are held in addition to Annual Training Camps to help cadets appreciate and comprehend the rich heritage of cultures that help our nation remain united despite its many different languages, customs, and religions.

(c) **Social Service and Community Development (SSCD)**. Activities incorporating social service are carried out to satisfy societal needs and to raise cadets' levels of awareness and cohesion. The cadets must understand their moral and social obligations as well as their responsibility to both their environment and their fellow citizens. Activities involving social service are designed to motivate and inspire cadets to contribute willingly to the enhancement of the physical and social environment and to focus their energies on the goal of nation building.

(d) **Youth Exchange Programme (YEP)**. In order to raise participants' awareness and help them understand each other's socioeconomic and cultural realities, YEP is performed with other foreign nations. These programmes also serve as an international goodwill ambassador for India, promoting the nation's image abroad.

(e) **Adventure Based Learning and Sports.** A number of adventure and sports activities are conducted to build team and fighting spirit among the cadets.

(f) **Personality Development.** The curriculum on Personality Development/ Life/ Communication Skills aims to develop qualities of leadership, commitment and motivation so as to face the challenges in their lives.

13. **Syllabus for Disaster Management Training.** The following broad topics are covered as part of the Disaster Management training capsule in the allotted 13 periods: -

- (a) Disaster management organisation at national and state level.
- (b) Types of disasters, both natural and manmade.
- (c) Civil defence organisation.
- (d) Initiative training and organising skills.
- (e) Fire services and fire fighting.
- (f) Do's and don'ts during disasters.

Capabilities and Core Values of NCC Cadets

14. The National Cadet Corps (NCC) is a youth development organisation in India which aims to develop leadership qualities, a sense of discipline, and a spirit of adventure among young people. Following are some of the strengths that NCC cadets possess which are developed through rigorous training and other extra curriculum activities with an aim to make them good citizens: -

- (a) **Leadership.** NCC cadets are trained to take on leadership roles and responsibilities, which enables them to become effective leaders in the society.
- (b) **Discipline.** NCC instils a sense of discipline and self-control in its cadets, which helps them to achieve their goals and become responsible citizens.

- (c) **Physical Fitness.** NCC cadets are encouraged to maintain a high level of physical fitness through regular physical training and sports activities.
- (d) **Teamwork.** NCC cadets learn to work together as a team, which helps them to become effective team players and leaders.
- (e) **Sense of Responsibility.** NCC cadets are trained to be responsible for their actions and to take initiative.
- (f) **Self Confidence.** NCC cadets are encouraged to develop self-confidence and self-esteem, which enables them to take on challenges and succeed in life.
- (g) **Patriotism.** NCC cadets are instilled with a sense of love for their country, which helps them to become patriotic citizens.
- (h) **Sense of Adventure.** NCC cadets are exposed to a wide range of adventure activities, which helps them to develop a sense of adventure and a spirit of exploration.
- (j) **Time Management.** NCC cadets are trained to manage their time effectively, to prioritise tasks and to meet deadlines.
- (k) **Problem-solving and Adaptability.** NCC cadets learn to identify problems, evaluate options and make decisions in a timely manner. They are trained to adapt to new environments, technologies and situations.
- (l) **Community Service.** NCC cadets learn the importance of serving their community and country and often participate in various social service activities.
- (m) **Communication.** NCC cadets are trained to communicate effectively and efficiently, both verbally and in writing.
- (n) **Unity.** Cadets learn respect for diversities in religion, language, culture, ethnicity, life style and habitat to instill a sense of national unity and social cohesion.

(p) **Moral Values.** NCC cadets understand the values of honesty, truthfulness, self-sacrifice, perseverance and hard work. They respect knowledge, wisdom and the power of ideas.

15. **NCC Pledge.** The spirit of '**Service before Self**' is ingrained into the young minds of NCC cadets through NCC pledge.

“We, the cadets of the National Cadet Corps, do solemnly pledge that we shall always uphold the unity of India. We resolve to be disciplined and responsible citizen of our nation. We shall *undertake positive community service in the spirit of selflessness and concern for our fellow beings*”.

Role of NCC Cadets during War, Emergency, Disasters and Calamities

16. The genesis of the birth of the NCC under the Act of Parliament lies in the situation that occurred soon after Independence, wherein the very existence of our new found entity was under threat. Therefore, whenever the security and territorial integrity of our nation has been challenged by an aggressor, or when natural calamities occur in the country, the NCC Cadets have always responded to the call for help with great zeal, commitment and dedication. In performing these roles, the NCC cadets have invariably managed to raise the morale of the people and win their confidence.

17. **NCC during War and Emergency.** As per the **Gazette of India, Extraordinary Part II Section 4, published by Authority on 09 Sep 1965, SRO, 15E** in exercise of the powers conferred by Section 10 of the National Cadet Corps Act, 1948 (31 of 1948), the Central Government hereby prescribes the following duties which shall be performed by the National Cadet Corps Officers (Senior, Junior and Girls Division) and Cadets (including girls) of the Senior Division who are of the age 17 years and above, namely: -

- (a) Passive Air Defence including rescue work, first aid, evacuation of casualties, fire- fighting and removal of debris.
- (b) Manning of Civil Defence posts including civil defence patrols and lookouts.
- (c) Maintenance of essential services such as motor transport, pioneer and engineer services, water supply and power supply.
- (d) Traffic Control.
- (e) Manning of static signal installations.
- (f) Messenger service.
- (g) Duties in Hospital.
- (h) Administration and running of camps in case of movement of Civil population.

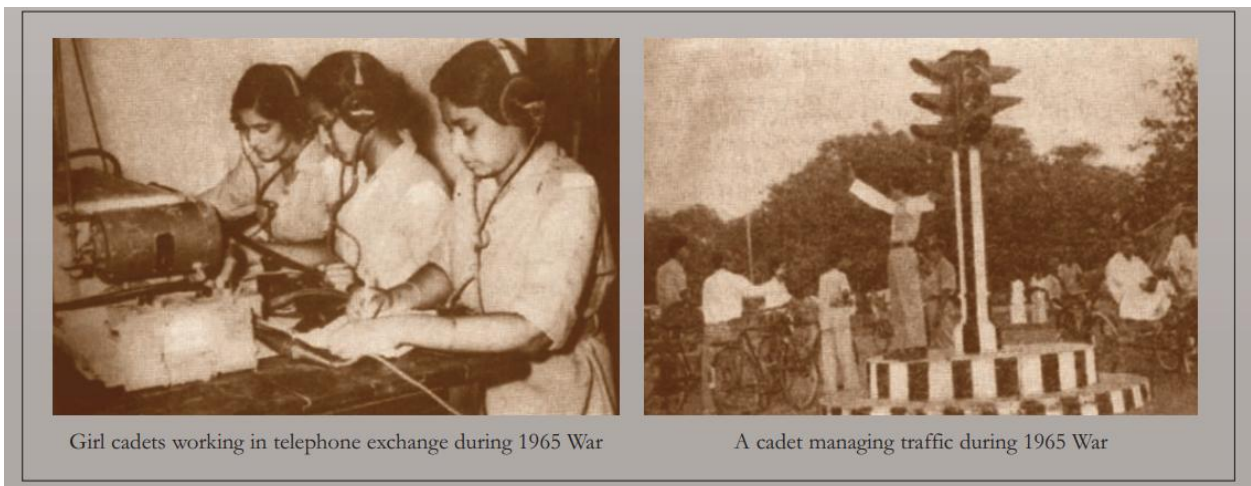


Fig 5.5 (Source: NCC Coffee Table 2011)

18. **NCC during Disasters/ Calamities.** The biggest asset of the NCC is its nationwide presence. The NCC cadets are present in every nook and corner of our country. Therefore, in the event of disasters/ calamities, the NCC cadets are the first to reach the affected location and provide selfless assistance to the victims. The significant contribution by the NCC during calamities is widely acclaimed by people from all walks of life. Some of the critical tasks

undertaken by the NCC cadets in the past in a supporting role to civil administration during disasters and calamities are as follows: -

- (a) Rescuing people who were still alive and buried in the debris. Removal of dead bodies from the area and getting them identified and even assisting bereaved relatives in arranging for wood for cremation.
- (b) Safeguarding the valuables at site, management of traffic and preventing people from coming near affected sites and debris.
- (c) Working as stretcher bearers and assistance in nursing duties. Cadets helped in evacuation of injured during an earthquake.
- (d) Giving assistance to the public utility services and helping in ferrying men and materials in the NCC Naval Wing boats from the flood affected areas to the places of safety.
- (e) Distributing food, safe drinking water, medicines and other essential supplies to the victims.
- (f) Being locals and having detailed knowledge of the area, cadets render invaluable service in traffic management and diverting traffic through serviceable roads & by lanes.
- (g) Packaging and assisting in air dropping and distribution of relief items.
- (h) Educating villagers in maintaining hygiene and sanitation.

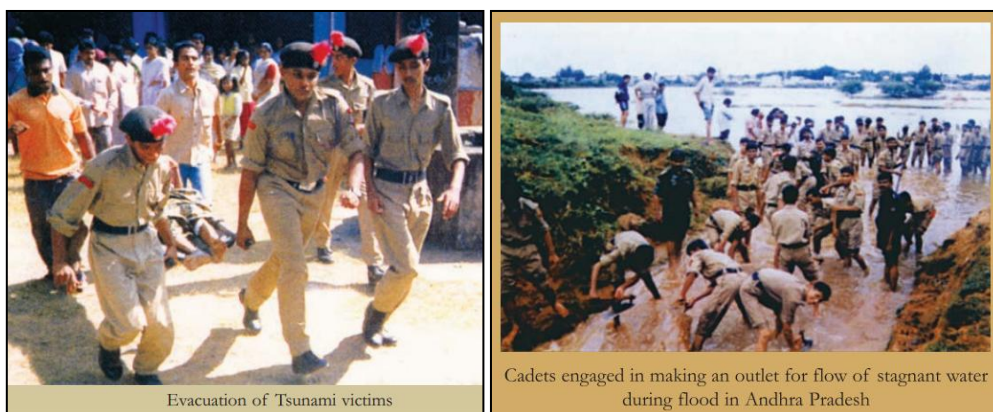


Fig 5.5 (Source: NCC Coffee Table 2011)

19. **Appreciation.** A flood victim's tribute for the NCC cadets - *"When I saw these small children come to my help, I was filled with hope. I instantly knew that not only would my home be saved, but also that now seeing them, others would also rise above selfish instincts of their own survival to put in a collective effort for the survival of the whole village. God bless them"*.

CHAPTER - VI

COVID-19 PANDEMIC AND ROLE OF NCC CADETS IN DELHI – A CASE STUDY

Brief Overview

1. Disaster management is the process of organising a community's reaction to a disaster while safeguarding its residents' lives, property, and public or private infrastructure. In order to save the most lives and limit the amount of damage or devastation, a change in the approach to disaster management, risk mitigation, or reduction has become a primary emphasis area for the Indian government or administration. Disasters can also be caused by pandemics, which are diseases that have spread widely over many nations of the world, such as COVID-19. While medical teams handle the response in hospitals by professionally treating the patients, administration also needs a significant number of motivated, self-disciplined youth volunteer teams for the efficient and prompt management of such crises. They must actively participate in organising awareness campaigns ahead of time, establish safe procedures for limiting the spread of the disease, and perform other support tasks. When assisting with disaster risk mitigation duties, these teams' members need to be able to handle hazards and stress and show compassion for the public.

2. NCC is the largest uniformed youth organisation of the country, and has been engaged in conducting various Social Service and Community Development (SSCD) activities. NCC Cadets have been contributing immensely during natural calamities like floods, cyclone etc. within the mandate of the NCC. As mandated – only **volunteer Senior Division and Senior Wing Cadets** (i.e. the boy and girls cadets of higher secondary school / colleges) can be employed for **Disaster Management** and other tasks of National importance. The voluntary participation by the cadets in aid to civil administration instills sense of pride, fosters nationalism and stimulates a definitive feeling of achievement in them.

3. The Corona Virus Disease 2019, also known as COVID-19, was first detected in Wuhan, China and reported to the WHO Country Office in China on 31 Dec 2019. The outbreak was declared a Public Health emergency of immediate concern or a pandemic on 30 Jan 2020. The first case of COVID-19 pandemic in India was reported on 30 Jan 2020. On 24 Mar 2020, Shri Narendra Modi, the Hon'ble Prime Minister of our country, declared the first nation-wide lockdown with a view to contain and control the Pandemic in India. This was to be bolstered by a similar response in all the states. However, the NCT of Delhi was quick enough to understand the gravity of the situation in light of the density and demography of population in Delhi, as well as the insufficiency of Mmedical infrastructure to tackle the scale of spread of the Pandemic, which could lead to unimaginable distress to the vulnerable sections of society. Therefore, a plan was conceived by the Civil Administration to contain and combat COVID - 19 on war footing.

Launch of Exercise NCC Yogdan

4. The Indian government took into account the inherent strength of the NCC organisation and decided to formally engage them in order to increase the human resources available on ground to combat COVID-19. The Ministry of Defense (MoD) sent the directives to NCC Headquarters in New Delhi. The NCC organisation as a whole has not been formally requisitioned and engaged by the government before, despite the fact that NCC cadets have participated in numerous previous disasters, including the Tsunami in 2004, the Orissa cyclone in 2009, the Chennai floods in 2015, the Kerala floods in 2018, and the Mumbai floods in 2019, only as self volunteers during relief operations. Considering the hazards, there were no explicit instructions in the disaster management plans and regulations for state/district administration to involve youth/young student NCC cadets in disaster mitigation or response.

5. National Cadet Corps (NCC) Headquarters, New Delhi (DG NCC) offered a helping hand to civilian authorities in the country's fight against COVID-19 by extending the services

of cadets by launching ‘**Exercise NCC Yogdan**’ pan India. Guidelines were issued for temporary employment of its cadets to augment relief efforts and functioning of various agencies involved in battling the pandemic. All the tasks were undertaken by the **Cadets, ANOs, GCIs, PI Staff and Officers** through ‘**Exercise NCC Yogdan**’ with the primary aim of providing succor to the last person in the most inaccessible areas of the country.

6. **Aim of the Exercise NCC Yogdan.** The Aim of **Exercise NCC Yogdan** was to provide aid to Civil Administration via the employment of NCC Cadets during COVID-19.

7. **Role/ Tasks envisaged for NCC.** Specific tasks were envisaged for NCC cadets to augment/supplement relief efforts and the functioning of agencies employed in COVID-19. Keeping in mind the young age, level of maturity and experience of the cadets, they were employed under the supervision of Associate NCC Officer (ANO) and/or Instructor Staff.

The cadets were mainly employed on the under mentioned tasks :-

- (a) Manning of Helpline/ Call Centres.
- (b) Logistics and Supply Chain Management to include:-
 - (i) Distribution of relief material/medicines/food/essential commodities.
 - (ii) Help in cooking and packing of food.
- (c) Data management.
- (d) Queue and traffic management.
- (e) Social Distancing.

8. **Guidelines for Employment of NCC Cadets in EX NCC Yogdan.** There were *no detailed guidelines existing in disaster management plans and policies for state/district administration to engage NCC cadets in disaster mitigation or response phases*, considering the risk and stress involved. General guidelines for engagement of NCC cadets in disaster risk mitigation were formulated for the first time by the NCC Headquarters, New Delhi and passed on to the NCC State Directorate. The guidelines included: -

- (a) The approach to any request/ requisition was always positive and in the spirit of Ex NCC Yogdan.
- (b) State Governments/ Districts Administration were to forward request/ requisition for employment of volunteer NCC Cadets, indicating nature of duty/ task(s) and likely duration of employment.
- (c) On orders of employment, details were coordinated by the Directorate/ Group Headquarters/ Units with the Local Civil Authority. The unit Commanding Officer ensured that ground conditions and laid down requirements were met before cadets were committed on duty.
- (d) Only **volunteer cadets** were employed under the supervision of Permanent Instructor (PI) staff and or an Associate NCC Officer.
- (e) Safety and security of Cadets was ensured and they were not deployed in situations endangering the lives of the cadets.
- (f) Only volunteer cadets above 18 years of age were employed.
- (g) The cadets and associated staff were provided with **protective clothing and equipment**.

Methodology adopted by NCC Directorate Delhi for Deployment of Cadets

9. The NCC Directorate Delhi was keeping itself abreast in real time with the plea of Civil Administration and proactively integrated itself. **Team COVID-19** at NCC Directorate Delhi led by **Additional Director General, NCC Directorate Delhi** and **Group Headquarters/Units** formed an integral part of the same and carried out numerous activities to augment the efforts of Civil Administration in Delhi.

10. NCC Directorate Delhi comprises of **two Group Headquarters** and **19 Units**. It was envisaged that a coordinating setup with the requisite experience and rank be detailed. Accordingly, **Group Cdr, NCC Group HQ Delhi 'B'** was nominated as the **Nodal Officer**

for liaison and coordination with Civil Administration on matters related to Exercise NCC Yogdan, on behalf of Additional Director General, NCC Delhi Directorate.

11. The National Capital Territory of Delhi comprises of **11 Districts**. Eleven Commanding Officers from the 19 Units were designated as **Officers-in-Charge** for coordinating all details of activities of Exercise NCC Yogdan in districts as nominated. Moreover, an additional **CO/Officer** was earmarked as a **reserve** to assist in efficient functioning of Team COVID-19. A **deployment matrix** giving out the details of volunteer cadets requisitioned and deployed district wise was prepared. Details of volunteer cadets, which included their name, mobile number and the district in which they were residing etc was compiled/collated for their deployment in various districts of Delhi in Exercise NCC Yogdan.


DETAILED DEPLOYMENT MATRIX OF NCC DTE DELHI : EX NCC YOGDAN PHASE ONE		
<p>North West Distt</p> <ol style="list-style-type: none"> 1. Col SK Verma - 6DBN 2. Res Col Arun Yadav- 2 DGBN 3. Volunteers : SD- 132,SW-189 4. Requisitioned -176 5. Dply -144 	<p>North Distt</p> <ol style="list-style-type: none"> 1. CO- Col RK Singh -5 DBN 2. Res CO- Cdr John Vallor- 1DNU 3. Volunteers : SD -80, SW-03 4. Requisitioned - Nil 	<p>North East Distt</p> <ol style="list-style-type: none"> 1.Col Pankaj Kumar 1 DGBN 2.Res Maj Poonam -2 DGBN 3. Volunteers : SD -33, SW- 27 4.Requisitioned - 100 5.Dply - 51
<p>West Distt</p> <ol style="list-style-type: none"> 1. Col SK Sharma -7 DGBN 2. Res Col Shamsheer-1Das 3. Volunteers : SD 95,SW-90 4. Requisitioned -Nil 		<p>Shahadra Distt</p> <ol style="list-style-type: none"> 1.Cdr S Kaimal -2 DNU 2.Res Col Ghanshyam - 4 DBN 3.Volunteers : SD -47, SW- 21 4.Requisitioned - Nil
<p>New Delhi Distt</p> <ol style="list-style-type: none"> 1. Wg Cdr Sumit (Air) -1 Das 2. Res Wg Cdr K Girme -2 DGBN 3. Volunteers : SD 75,SW-45 4. Requisitioned - Nil 		<p>Central Distt</p> <ol style="list-style-type: none"> 1.Col Vikram -5 DGBN 2.Res Maj Sonia Tyagi -2 DGBN 3.Volunteers : SD -69, SW- 59 4.Requisitioned - 60 5. Dply - District Administration did not deploy
<p>South West Distt</p> <ol style="list-style-type: none"> 1. Col Sanjay Tiwari 2 DBN 2. Res Col V Kashyap -2 DBN 3. Volunteers : SD 102,SW-91 4. Requisitioned - Nil 	<p>South Distt</p> <ol style="list-style-type: none"> 1.Col Virinder Singh -4 DGBN 2. Res Col RN Singh 2 DAB 3. Volunteers : SD -60, SW- 33 4.Requisitioned - 35 5. Dply - 44 	<p>East Distt</p> <ol style="list-style-type: none"> 1. Col Manish Prasad -1 DGBN 2. Res Maj Poonam - 2 DGBN 3. Volunteers : SD -45, SW- 82 4.Requisitioned - Nil
		<p>South East Distt</p> <ol style="list-style-type: none"> 1. Col Piyush Sharma -3 DGBN 2. Res Maj Manju -3 DGBN 3. Volunteers : SD -05, SW- 02 4.Requisitioned - 35 5.Dply -16

Fig 6.1 - Detailed Deployment Matrix of NCC DTE Delhi: EX NCC YOGDAN

12. Since the pandemic dictated minimal travel due to factors like lockdown, suspension of all public transport services, and the need for social distancing, it was decided that the

volunteer cadets be deployed in the district in which they were residing. Accordingly, a **grid system (Sub District wise)** of volunteer cadets as per their place of residence was established. On receipt of requisitions from individual districts and based on analysis of type of tasks/ support requested, a sub district wise deployment plan was worked out for each District. Hence, while volunteer cadets deployed in a particular District were originally of different NCC Battalion (as per their enrolment), their activities in Exercise NCC Yogdan were controlled by one designated Commanding Officer (CO) and his PI Staff, as per the new District wise affiliation. This measure ensured that the cadets were deployed in the vicinity of their residence and thus ensuring their personal safety by least displacement.

13. Additional Director General & Group Cdr, Group HQ B as Nodal Officers formulated plans in consultation with the Chief Secretary and Education Secretary of NCT of Delhi. COs interacted with respective DMs, SDMs and Delhi Police of all 11 districts of Delhi for execution of Ex Yogdan.



Fig 6.2 - District Magistrates of South Delhi and North West Delhi briefing NCC Cadets

14. A huge response was received from senior NCC cadets residing in Delhi and over 1,500 cadets volunteered for their services to the civil administration. Training and briefing of all volunteers was conducted through iGOT (Integrated Govt Online Training) on MoHRD DIKSHA platform for pandemic COVID 19 prior deployment to COVID duties. Similarly, all staff and cadets downloaded Aarogya Setu App and used it effectively for the monitoring of pandemic related information.

Tasks undertaken by NCC Cadets during first Wave of Covid-19

17. **Manning of Control Centres & Data Compilation.** NCC cadets, particularly some Girl Cadets, tirelessly manned the **application-based Control Centre** established at the **Office of E-Sub Registrar, Lajpat Nagar**. Other cadets also established **Data Compilation Centres** at the **Office of Tehsildar, Mehrauli** and **Office of Executive Magistrate in South Delhi**. Similarly, the cadets had assisted in diligently updating and maintaining records of various essential commodities distributed at all relief camps.



Fig 6.4 - Manning of Control Centres & Data Compilation

18. **Meal Distribution.** NCC Cadets were deployed at more than **23 locations**, and worked tirelessly from early morning to late evenings, even **beyond 2100h** on most days. Over **one lakh and twenty three packets of food** were distributed to the needy people.

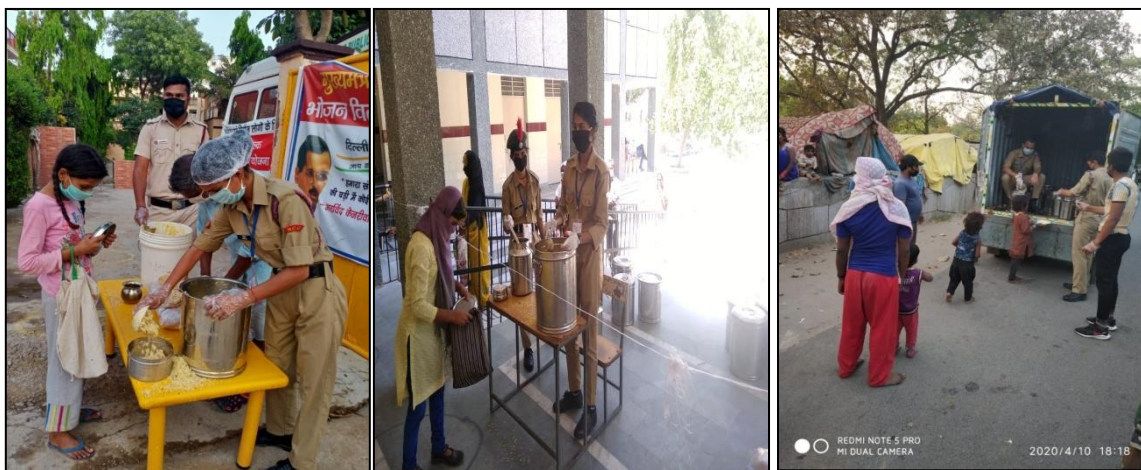


Fig 6.5 - Meal Distribution

19. **Ration Distribution.** The cadets were deployed at numerous **Ration Distribution Points**, where they worked tirelessly, and often till late evenings. NCC cadets have been **voluntarily coming under their own arrangements** as no public transport was available due to lockdown and the Civil Administration was also not able to provide safe transportation to these cadets. This speaks volumes about the commitment and fervor with which our cadets continue to work during this hour of need. Approximately **two lakh kilograms of ration** was distributed by the cadets to the needy people.



Fig 6.6 - Ration Distribution

20. **Crowd Management and Social Distancing.** NCC cadets were also employed in ensuring **Social Distancing** amongst the large crowds gathered. It is to the credit of NCC cadets that the needy and desperate people who had gathered in large numbers not only exercised great patience and orderly behaviour, but also learnt all about the COVID-19 threat and various precautions and personal behaviour changes explained painstakingly to them by cadets. In **South East Delhi District**, in particular, NCC cadets played an extremely critical role in **controlling and marshalling the entry and exit** of large numbers of individuals, groups of labourers, contractors and vehicles at the **Okhla Sabji Mandi** throughout the day. This provided tremendous support and relief to the Delhi Police/Home Guards and Administrative staff who were over stretched in the operation of the Sabji Mandi which functioned 24x7 throughout the crisis.



Fig 6.7 - Crowd Management and Social Distance

21. **Stitching of Masks.** In the course of their duties, NCC cadets realised the plight of all the needy persons and on their own initiative, took up the challenge of providing them with the most important safety item required during the ongoing crisis i.e. ‘**Masks**’. The cadets made NCC proud by taking the **initiative of stitching masks from within their own resources** and distributing the same amongst the poor and needy people, especially children and infants.

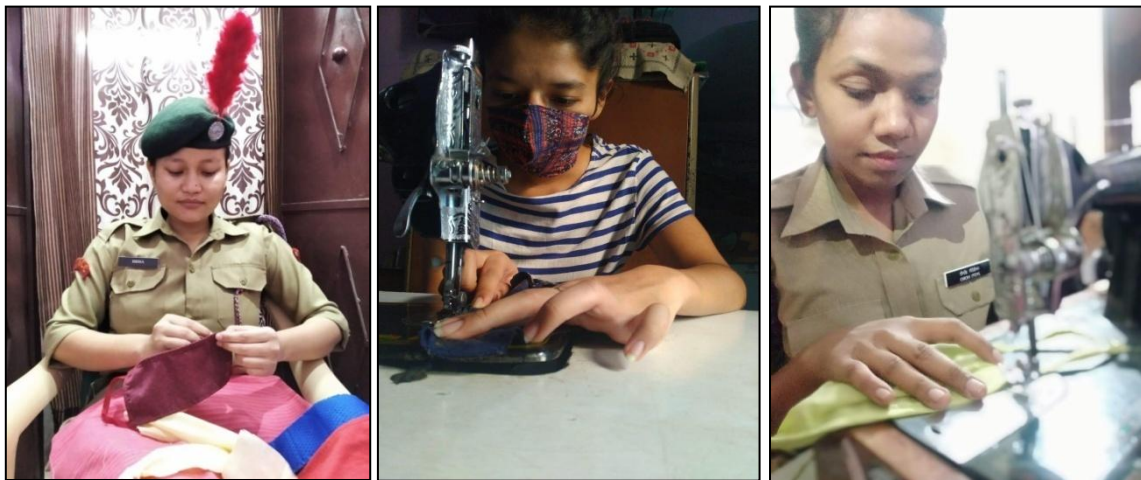


Fig 6.8 - Stitching of Masks by NCC Cadets

22. **Distribution of Clothes.** Similarly, NCC cadets realised that many of the needy people had very few clothes. They chalked out a plan, got together and **collected used clothes washed and ironed these** and thereafter distributed them to the poor and the homeless people. Cadets even **took dirty clothes from needy people and washed and ironed these for them to ensure good hygiene and sanitation.** Indeed, going well beyond the call of duty, on their own initiative.



Fig 6.9 - Distribution of Clothes

23. **Social Service and Community Development.** The NCC battalions of Delhi carried out a survey and reached out to the needy and poor people, especially migrant labourers. They went all out to help them by distributing Relief Material, Rations, Masks, Clothes, Juice, Food packets etc. as part of Social Service and Community Development. Moreover, NCC cadets made people aware about the symptoms of Corona Virus, its hazards and the precautions to be undertaken to stay safe.



Fig 6.10 - Distribution of Relief Material, Rations, Masks and Food Packets

Table 6.1 - Summary of Activities undertaken during Corona Pandemic

<u>Activities</u>	<u>Cadets Participated</u>	<u>Offr/ANOs/PI</u>
Meal Distribution (4,34,420 pkts)	47	04
Ration Distribution (2,16,572 kg)	53	04
Queue Management and Social Distancing	105	07
Manning of Helpline & Data Centres	35	03
Stitching and Distribution of Masks	05	-
Distribution of Clothes	10	01
<u>TOTAL</u>	<u>255</u>	<u>19</u>

NCC's Role during Second Wave of Corona Pandemic in Delhi (Mar – Jun 2021)

24. Beginning in March 2021, a second wave proved to be more destructive than the first, resulting in shortages of vaccines, hospital beds, oxygen tanks, and other medical supplies in several areas of the nation. The second wave of the COVID-19 pandemic posed a serious threat to India, especially in the beginning of May 2021. When compared to the peak of the first wave, the number of infected people and active cases had alarmingly grown over the months of May and June 2021. Lockdowns, the construction of additional hospitals, and the imposition of travel restrictions were just a few of the control measures that the Indian national and state governments had been employing to slow the spread of the virus since the pandemic's initial outbreak. The resources had already begun to quickly deplete. ICU/isolation wards were not available in hospitals, life-saving medications were running out quickly, oxygen supplies were being cut off, and there were dead bodies lying everywhere.

25. The NCC Directorate Delhi was keeping itself abreast in real time with the plea of Civil Administration and proactively prepared itself and NCC cadets to support the Delhi administration. **Team COVID-19** at NCC Directorate Delhi led by **Additional Director General, NCC Directorate Delhi** and **Group Headquarters/Units** formed an integral part of the same and carried out numerous activities to augment the efforts of Civil Administration

in Delhi. After learning many lessons from the first wave of corona, NCC Directorate Delhi along with NCC cadets were better prepared to respond to the situation in terms of SOPs, training and resources. Volunteer cadets were identified & trained to be deployed at short notice. Areas of responsibilities were given to NCC Battalions and Group Headquarters. However, there was **no request made to the NCC Directorate Delhi from any of the District Administrations** for employment of NCC cadets in support role to civil administration during second wave Covid-19 pandemic.

26. During the second wave, India's healthcare system was overburdened, causing a dearth of medical oxygen, hospital bed, medicines and other essentialities for the COVID-19 patients. Rising to the occasion, NCC Cadets formed up groups and participated in huge numbers on **volunteer basis to provide ONLINE LEADS** to the needy personnel at Unit and College level. The contribution of **NCC Cadet Divyanshi from Satyawati College was mentioned by the Hon'ble Prime Minister in his "Mann ki Baat" episode**. Some of the initiatives undertaken by the NCC cadets are depicted below: -

प्लाज्मा से भोजन तक दिलाया पीएम ने परी कहकर बुलाया

इन्हें सलाम

शिपा सुलगन • राष्ट्रीय दिल्ली

दिल्ली विश्वविद्यालय के सत्यवती कॉलेज की छात्रा व पनसीसी कैडेट दिव्यांशी कोरोना महामारी से लड़ने में इससे संक्रमित व्यक्तियों की निर्यात में मदद कर रही हैं। यह मरीजों के लिए आक्सीजन सिलेंडर और इसकी रीफिलिंग के साथ साथ प्लाज्मा, दवाइयां और अस्पताल में बिस्तर दिलाने के लिए जरूरी मदद कर रही हैं। 14 बेटर इंडिया और माई गवर्नमेंट ने दिव्यांशी के कार्यों की प्रशंसा करती हुए उनकी उपलब्धि को अपनी वेबसाइट पर शेयर किया है। प्रधानमंत्री ने भी अपने व्यक्तिगत कार्यक्रम मन की बात में दिव्यांशी के कार्यों का उल्लेख किया है। उनको क्रोडिड हीरो, क्रोडिड वॉरियर, एंजेल (परी) के नाम से भी सम्बोधित किया।

एनसीसी के अत्यंत काम से प्रेरणा
: दिव्यांशी का मानना है कि एक व्यक्ति को बचाना एक पूरे परिवार को बचाने के बराबर है। दिव्यांशी बताती हैं कि उन्हें इन कार्यों को प्रेरणा पनसीसी के आदर्श वाक्य निर्यात सहायता से मिली और इसके लिए उनके माता-पिता ने उन्हें इस विषय में समर्थन से भी

आत्मसंतुष्टि के लिए की मदद
उन्होंने 20 से अधिक लोगों तक प्लाज्मा उपलब्ध कराया, 10 से अधिक जरूरतमंद लोगों को आइसोलेट बेड दिलाने में मदद की। हेल्थकेयर लोगों को निर्यातक दवा और भोजन उपलब्ध कराने के लिए फंड एकत्रित करने में भी सहायता की। वह कहती हैं कि पिछले एक महीने में जरूरतमंद लोगों की मदद करते हुए, अस्पताल में बिस्तर की संख्या जरूरत के समय, भोजन न मिलने की शिकायतों में मदद करते हुए, एक दूरबी पानी, एक बैगस मां को शांत करते हुए उनकी सहायता के बाद महसूस किया कि आंतरिक संतुष्टि का ही है।

महामारी पर लिखी कविताएं
दिव्यांशी इटनेट पर अलग-अलग माध्यमों पोस्टर, स्लोगन और सा-निर्मित कविता का पाठ करके कोरोना वायरस के बारे में जागरूकता फैला रही हैं। इसके अलावा वह टीकाकरण के लिए युवाओं में जागरूकता फैला रही हैं। महामारी से पूर्व उनकी तीन स्वरचित कविताएं प्रकाशित भी हो चुकी हैं। उन्होंने देश के 100 से अधिक नागरिकों की मदद की है और भविष्य में भी मदद के लिए भी तैयार हैं। दिव्यांशी ने इन कार्यों में सहयोग के लिए कॉलेज की प्रिंसिपल डॉ. निर्मल जिंदल और एनसीसी सीडीओ डॉ. नीलम मिश्रा का आभार व्यक्त किया है जिन्होंने हर काम पर सभी परिस्थितियों में मेरा उत्साह बढ़ाया।

सदैव दूसरे की मदद के लिए प्रेरित किया और इसके बाद दो लोगों को कोरोना से ठीक कर दिया, कोरोना रोगियों को ठीक किया।

**SRI AUROBINDO COLLEGE
4 DELHI BATTALION
NATIONAL CADET CORPS**

"MISSION HAUSLA"

A COVID HELP DESK FOR DELHI NCC AND OTHER STATES

PROVIDING VERIFIED INFORMATION REGARDING

- **AMBULANCE**
WITH OR WITHOUT OXYGEN
 - **REMDESIVIR**
FABILLU, OXYMETER,
TOCIZUMAS, FAVIPIRAVIR ETC.
 - **FOOD SERVICE**
- **OXYGEN**
CANS REFILLING, EMPTY OR
FILLED CYLINDER
 - **BEDS**
NORMAL VENTILATOR, ICU,
WITH OR WITHOUT OXYGEN
 - **HOME CARE SERVICES**

**FOR ANY QUERY/HELP
FEEL FREE TO CONTACT OUR P.R. TEAM**

08:30 AM TO 11:30 AM	11:30AM TO 02:30 PM
KARAN 9818250896	MANAV 7048917503
ABHISHEK 7838279719	ANKIT 8929857087
NITIN SHARMA 9968806953	HUNNY 8506946251
KULDEEP 9625865362	BHUVAN 9871371601
	ANILESH 8882819456
03:00 PM TO 6:00 PM	6:00 PM TO 09:00 PM
VISHAL SHARMA 9990474601	HARSH 8979433577
AMIT 9990476092	RAVI S 9319562432
SUMIT KUMAR 7838320460	HARSH M 7988426157
NEERAJ YADAV 9860361924	ANILESH 8882819456
SUSHIL 7291873432	IBRAN 8287084580
09:00 PM TO 12:00 AM	
RITIK DHUPPR 7827143899	
KUNAL MALIK 8930343291	
TEJASAV 9990234682	
PAWAN 7678550234	

Reviewed by: DR. VISHU AGGARWAL
MR. RAJENDRA KUMAR
MR. PRITOM
SUD PRASANTH KR.



Fig 6.11 – Initiative by NCC Cadets during Corona Second Wave

Challenges faced by NCC Directorate Delhi during Ex NCC Yogdan

27. It was the first time when NCC was getting engaged in Disaster Management pan India. After interaction with the erstwhile Additional Director General, NCC Directorate Delhi and Group Commander, Group ‘B’, some of the challenges faced by Delhi Directorate for engaging NCC cadets during Exercise NCC Yogdan are enumerated below: -

- (a) There were no Standard Operating Procedures (SOPs) or formal instructions existing either with the Directorate/Group HQs or the Battalions on deployment of cadets during such a disaster.
- (b) There were accessibility issues as the lockdown was imposed pan India to contain the spread of corona virus.
- (c) Database on residential addresses and contact details of SD/SW cadets was not readily available with the Battalions as well as with the ANOs of educational institutions.
- (d) NCC Battalions, particularly in Delhi, are not geographically aligned as per districts of Delhi. Therefore, it was a herculean task for the Delhi Directorate to assign volunteer NCC cadets to districts as per their residential address so as to minimise travelling distances.

- (e) As the participation in Ex NCC Yogdan by NCC cadets was completely on volunteer basis and only with parental consent, therefore, finding volunteers during the initial phase of exercise was challenging and getting their parent's consent in writing was difficult.
- (f) Getting insurance done for all volunteer cadets as per guidelines issued by HQ DGNCC was another challenge faced due to lack of information available with NCC battalions and educational institutes.
- (g) There was no clarity on financial aspects related to kitting of cadets and providing them with refreshments and meals during the initial phase of Ex NCC Yogdan. Later on, this aspect was resolved by HQ DGNCC.
- (h) Lack of integration and interaction with local district administration was felt throughout the deployment of cadets. District administration was not forthcoming to involve themselves towards coordinating and integrating their efforts with NCC. NCC authorities made the bulk of the efforts to approach civil administration.
- (j) Difficulties were faced in providing transport to cadets between their places of residence and the area of deployment.
- (k) Some districts were not able to provide meal/ refreshments to cadets in the deployment areas.

Impact made by NCC Cadets' during Exercise NCC Yogdan

28. The cadets have indeed rendered yeoman service in support of Delhi Govt., which has been acknowledged in writing by the District Administrations. Tremendous efforts were put in by the cadets and staff of NCC Directorate Delhi during this crisis. The District Administrations have particularly been **very appreciative of the sincerity and discipline of NCC cadets**. The needy people receiving aid through cadets were also very happy and vocal about the **patience and empathetic conduct of NCC cadets** as compared to other volunteer social workers / NGOs, who tended to be overbearing and impersonal. These aspects have

been highly noticed and appreciated by the media, both print and electronic. The same was highlighted through the digital media platforms and vernacular press on numerous occasions.

Some glimpses from the media coverage are as follows: -

Fig 6.12 – Media Clips showing Impact of Ex NCC Yogdan

Responses by Corona Warriors on Survey Conducted on Exercise NCC Yogdan

29. A survey was conducted to take feedback of stakeholders who took part in Ex NCC Yogdan. Survey forms were circulated to the cadets who participated in Exercise Yogdan, Senior Wing and Senior Division Cadets undergoing NCC training, NCC Officers and ANOs

and District Administration. A total of 255 cadets took part in Exercise Yogdan in Delhi in the first wave of the COVID-19 pandemic, and about a 100 cadets also volunteered on an informal level during the second wave. Out of these, 192 cadets have filled the survey form. The responses by Corona Warrior cadets are the most relevant to the case study being discussed herein. They were surveyed on a few broad aspects of disaster management vis-a-vis NCC, including: -

- (a) Qualitative assessment of training provided for disaster management.
- (b) Perception of NCC's interaction with DDMA.
- (c) Impact of participation in Exercise Yogdan.
- (d) Scope for change in current structure.

30. There are 48 officers and 120 ANOs posted in Delhi Directorate, out of whom 65 have filled the survey form. Out of the total surveyors in this category, 35 were ANOs, 17 were Commanding Officers/Administrative Officers, nine were posted at Directorate/Group Headquarters and four were Whole Time Lady Officers. A visual summary of the key responses has been given below.

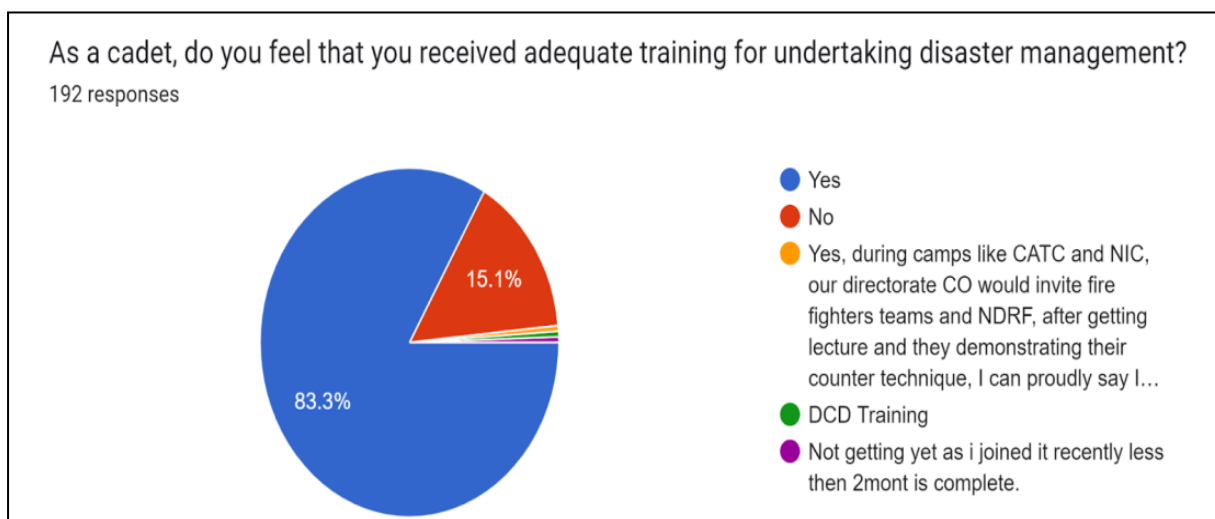


Fig 6.13 - Response by Corona Warrior

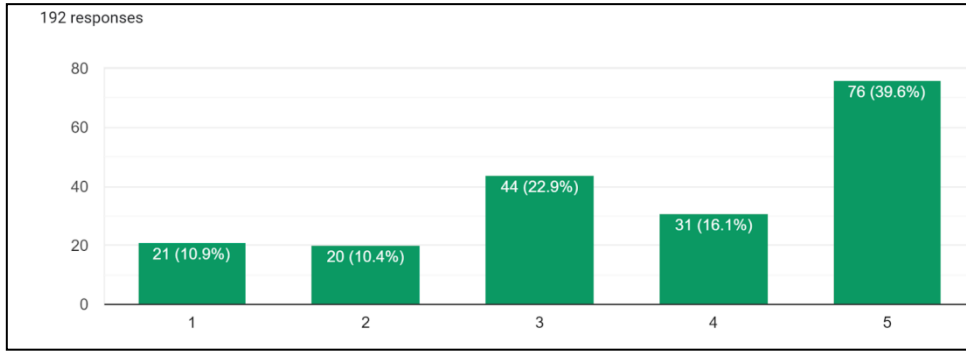


Fig 6.14 - Response by Corona Warrior cadets to - “On a scale of one to five, how would you rate the quality of the training you have been provided for taking part in disaster risk-reduction and management (i.e. were the instructors qualified, was adequate infrastructure provided, etc.)?”

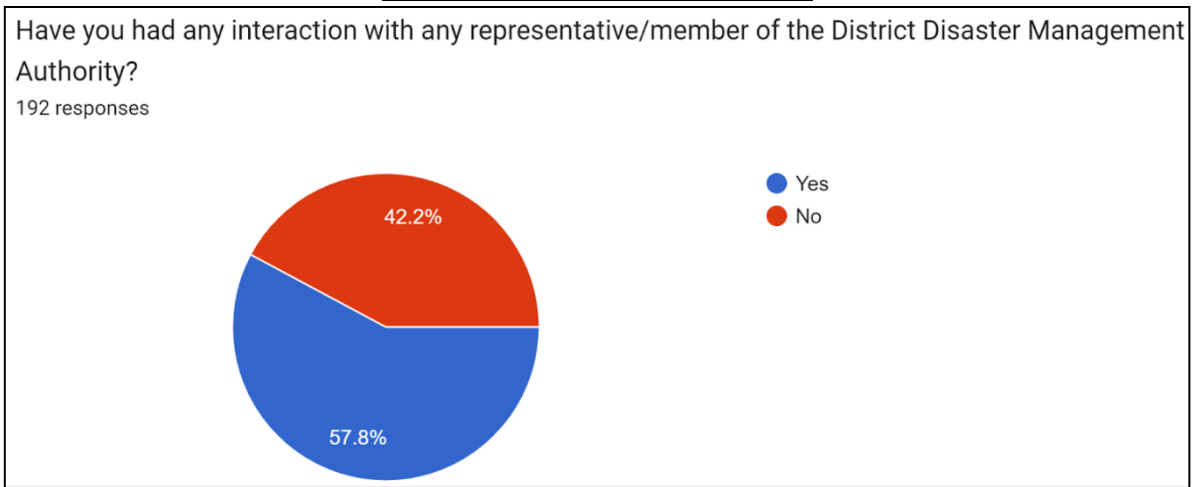


Fig 6.15 - Response by Corona Warrior Cadets

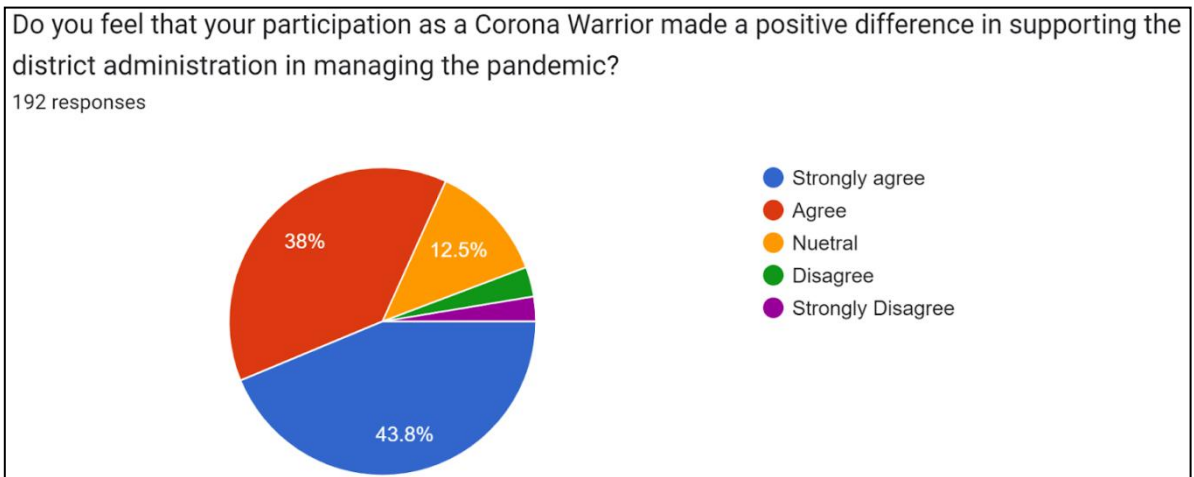


Fig 6.16 - Response by Corona Warrior

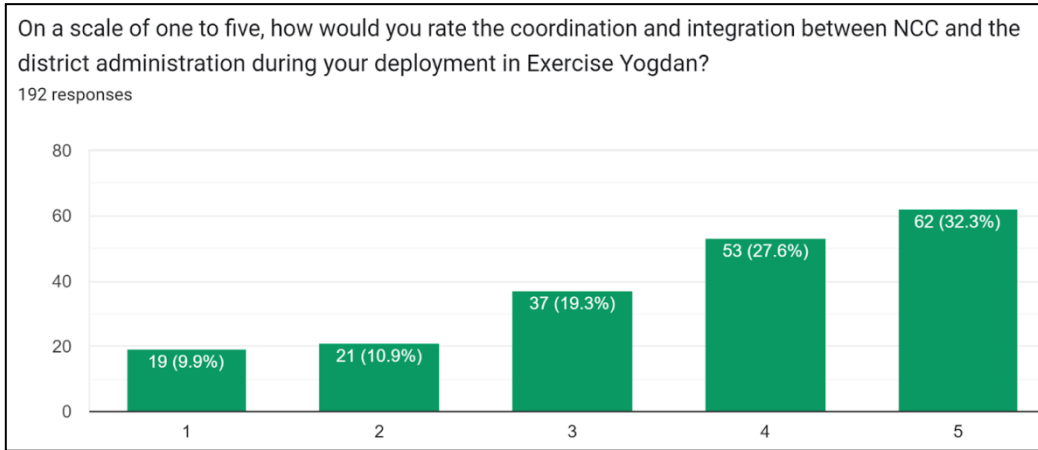


Fig 6.17 - Response by Corona Warrior

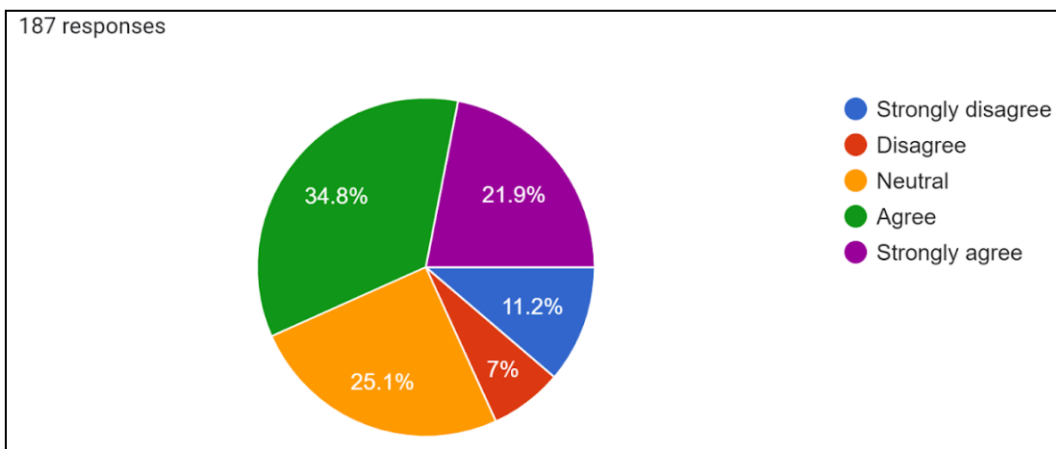


Fig 6.18 - Response by Corona Warrior cadets to - “Do you agree or disagree that there is a need for functional, structural and organisational changes required so as to enhance the role of NCC Cadets in Disaster Risk Mitigation and Disaster Management in Delhi?”

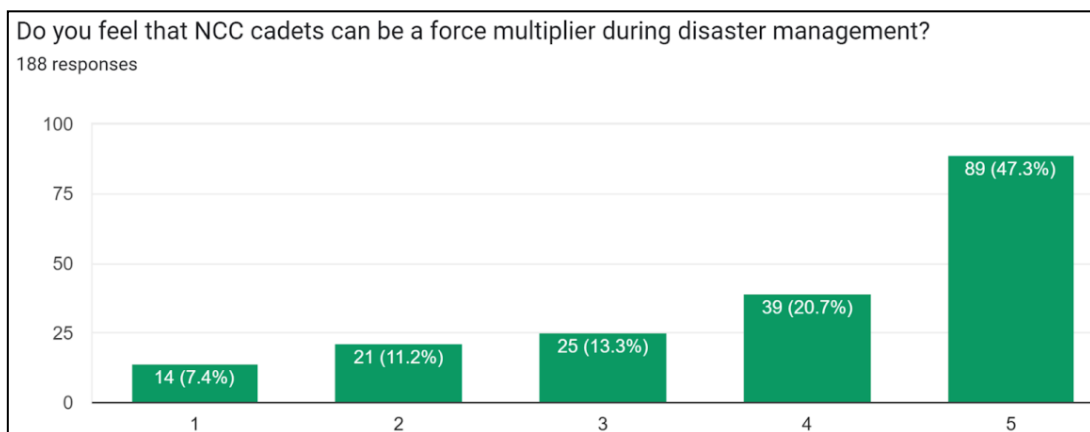


Fig 6.19 - Response by Corona Warrior

31. Analysis and outcomes of the responses are as follows: -

(a) An overwhelming majority of cadets (83.3%) felt that the training they received was adequate for undertaking disaster management. This implies that they felt that NCC had equipped them well with the basic knowledge needed to tackle COVID-19 pandemic.

(b) However, the responses for the quality of training were mixed. On a scale of 1 to 5, only 39.6% cadets rated it 5, with 44% rating it 3 and below.

(c) Despite all respondents having participated in disaster management, only 57.8% reported having any interaction at all with the DDMA. These abysmal figures point towards a clear lack of engagement towards NCC by the DDMA.

(d) 90.1% of the cadets surveyed were willing to assist the district administration in case disaster struck again. This clearly shows the ethos of NCC as a dedicated and community-oriented organisation that would continue to give back to society even after leaving their battalions.

(e) 81.8% of the cadets felt that they had a positive impact and were able to help the district administration during the pandemic.

(f) 59.9% cadets gave a positive rating to their perception of the coordination and integration between NCC and the district administration. However, these figures differed drastically when the same question was posed to NCC officers (the ones who act as point of contacts between NCC and District Administration).

(g) 57.6% of cadets felt that structural reforms were needed in order to enhance the role of NCC Cadets in Disaster Risk Mitigation and Disaster Management in Delhi. 68% of cadets also felt that NCC had the potential to be a force multiplier during disasters.

Key Takeaways from Exercise NCC Yogdan

32. The NCC has a documented history of transforming young people, developing their character, and instilling in them a sense of responsibility, discipline, and service to the country. NCC has developed through time into a highly disciplined, active youth organisation and has significantly contributed to the development of disciplined, skilled, and motivated citizens who are prepared for duty.

33. When deployed in accordance with specific directives, NCC can help the civil administration deal with disasters more effectively. This case study of the deployment of NCC cadets during the COVID-19 pandemic under Ex NCC Yogdan has demonstrated that institutional training of cadets includes all areas of crisis management and that NCC cadets were very effective while performing risk reduction tasks. The level of public approval for NCC cadets in uniform performing their assigned jobs was extremely high. *Young and dynamic NCC Cadets, coupled with a sense of achievement, pride in working for countrymen in need, a sense of empathy, along with disciplined institutional training, can be a force to reckon with in disaster management, when engaged by civil administration in organised pre-planned tasks as part of capacity building.*

CHAPTER - VII

OUTCOME AND ANALYSIS OF SURVEY UNDERTAKEN

1. Four questionnaires on “Role of National Cadet Corps during Disaster Management” were circulated for the purpose of this thesis. All surveyors were informed of the following -

“For the purpose of the research, and keeping in mind the cadets' young age, level of maturity and experience, they will be employed under the supervision of either an Associate NCC Officer (ANO) or Instructor Staff, or both during disaster management. The cadets can be employed on the following tasks:-

- (a) *Manning of Helpline/Call Centres.*
- (b) *Logistics and Supply Chain Management.*
- (c) *Data and media management.*
- (d) *Queue and traffic management.*
- (e) *Community Capacity Building (Pre-Disaster).*
- (f) *Relief Operations (Post-Disaster).*

2. Respondents were also given access to a document containing the brief introduction to the thesis and the aim of the research. The surveyor details are given below: -

- (a) **Questionnaire for NCC Officers and ANOs.** There are 48 officers and 120 SD/SW ANOs posted in Delhi Directorate, out of whom 65 have filled the survey form. Out of the total surveyors in this category, 35 are ANOs, 17 are Commanding Officers/Administrative Officers of Battalions/Units, nine officers responded are posted at Directorate/Group Headquarters and four are Whole Time Lady Officers.
- (b) **Questionnaire for Senior Division/Senior Wing Cadets.** A total of 663 SD/SW cadets responded, out of whom 180 have been in NCC for 2-3 years, 289 have been in NCC for 1-2 years, and 194 have been in NCC for less than a year.

(c) **Questionnaire for Corona Warrior Cadets.** A total of 255 cadets took part in Exercise Yogdan in Delhi in the first wave of the COVID-19 pandemic, and about 100 cadets participated on their own by forming groups in their educational institutions in an informal level during the second wave. Out of these, 192 cadets have filled the survey form.

(d) **Questionnaire for District and Sub-District Magistrates (Delhi).** Out of 11 District Magistrates in Delhi, only 2 responded; and of 33 Sub-District Magistrates, only one responded. Hence, their responses have been analysed separately due to not being a fair representative sample, and to avoid skewed data sets.

3. The key takeaways from the responses have been divided into five sections - Quality of Training provided for Disaster Management, Level of Engagement with the DDMA, Perceived Capability of NCC to handle Disasters, Need for Reform and NCC as a Force Multiplier.

Quality of Training Provided for Disaster Management

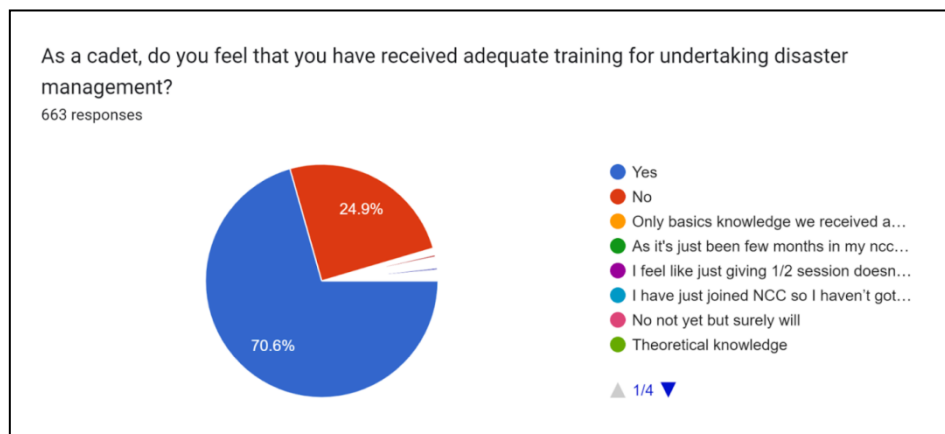


Fig 7.1 - Response by SD/SW Cadets

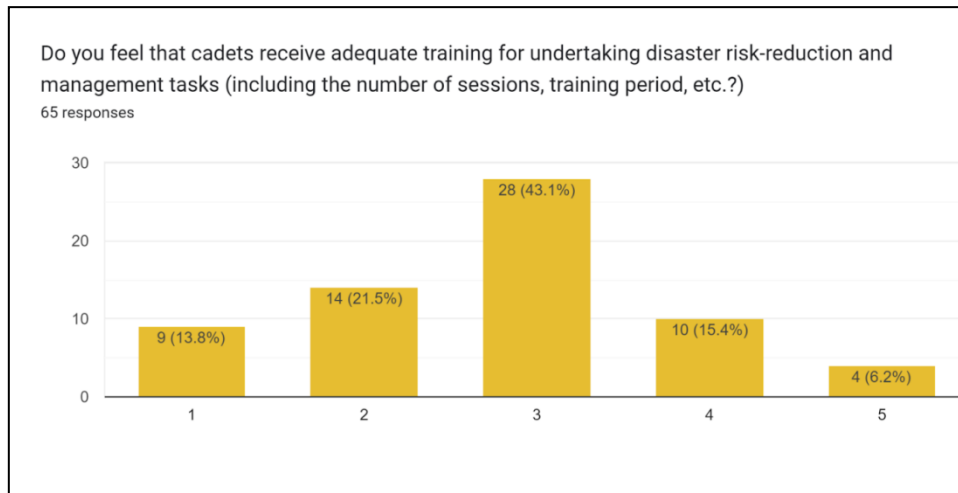


Fig 7.2 - Response by NCC Officers and ANOs

4. **Analysis.** The response by officers is a lot more mixed, and steers towards the neutral and negative end with regard to adequacy of training received by cadets. The cadets themselves, however, are more likely to believe they have been trained with at least the bare minimum skills needed to handle disasters.

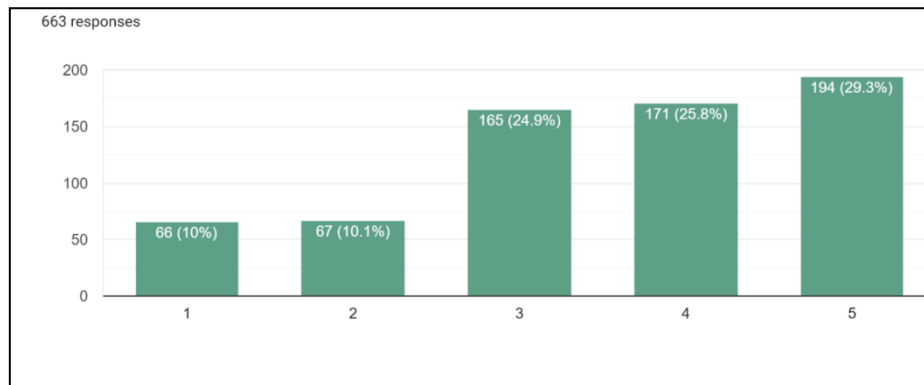


Fig 7.3 - Response by SD/SW Cadets to - “On a scale of one to five, how would you rate the quality of the training you have been provided for taking part in disaster risk-reduction and management (i.e. were the instructors qualified, was adequate infrastructure provided, etc.)?”

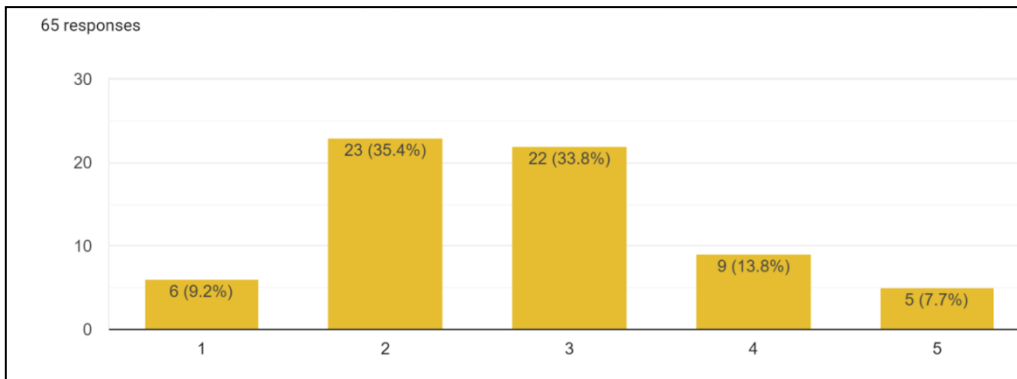


Fig 7.4 - Response by NCC Officers and ANOs to - “On a scale of one to five, how would you rate the quality of the training (theory and practical) the cadets have been provided for the purpose of disaster risk-reduction and management (i.e. were the instructors qualified, was adequate infrastructure available, etc.)?”

5. **Analysis.** A similar trend can be seen when cadets and officers were asked to rate the quality of the training received - officers were much more critical of the training provided. 55.1% rated their training between 4-5, whereas only 21.5% of the officers gave a similar score. The officers were more likely to rate the training 2 or 3, with 69.2% choosing these scores. Officers were also less likely to presume that PIs/ANOs were capable enough of training cadets in disaster management.

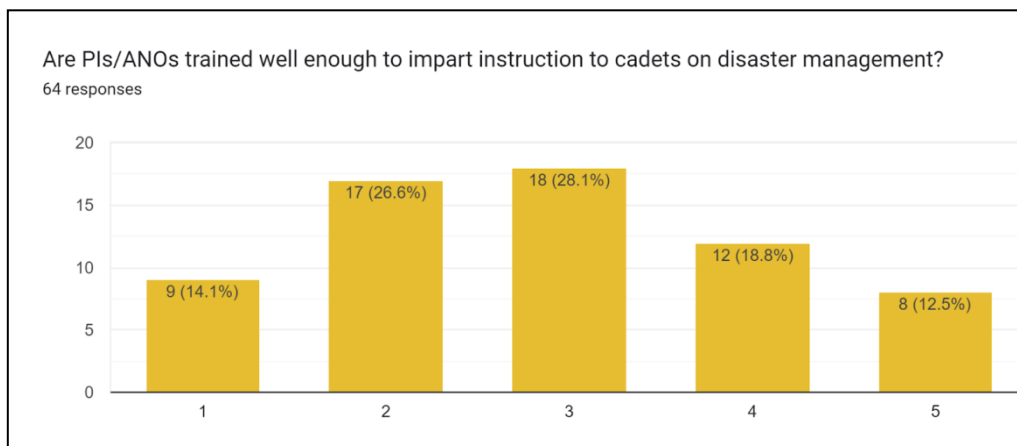


Fig 7.5 - Response by NCC Officers/ANOs

6. **Analysis.** A likely reason for this disparity in responses could be that many of the cadets have not had the opportunity to test the training they have received in an actual

disaster, whereas officers are generally more experienced in this field (with 64.6% being associated with Exercise Yogdan as well). However, the responses do indicate that some base level of training has been imparted to the cadets, and that, coupled with their general training and instruction, makes for a cadre with the potential to assist in disaster management.

Level of Engagement with the DDMA

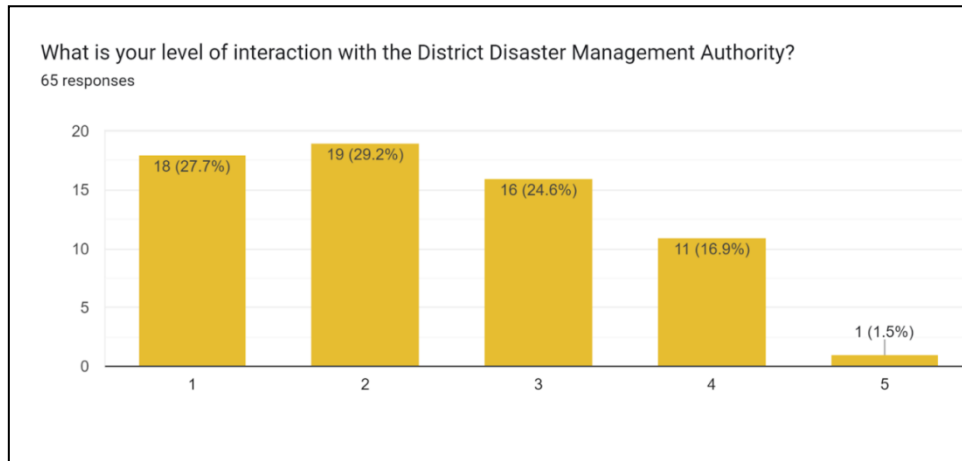


Fig 7.6 - Response by NCC Officers/ANOs

7. **Analysis.** NCC Officers/ANOs are the main points of contact between the DDMA and NCC cadets. Their response for the level of engagement with the DDMA is overwhelmingly low, with only 1.5% giving it the top rating of 5. 56.9% have rated it between 1-2, which is quite negative. The response here is supported by other data from the survey that deals with questions like - battalions having SOPs for disaster management and request from the DDMA for assistance during disasters.

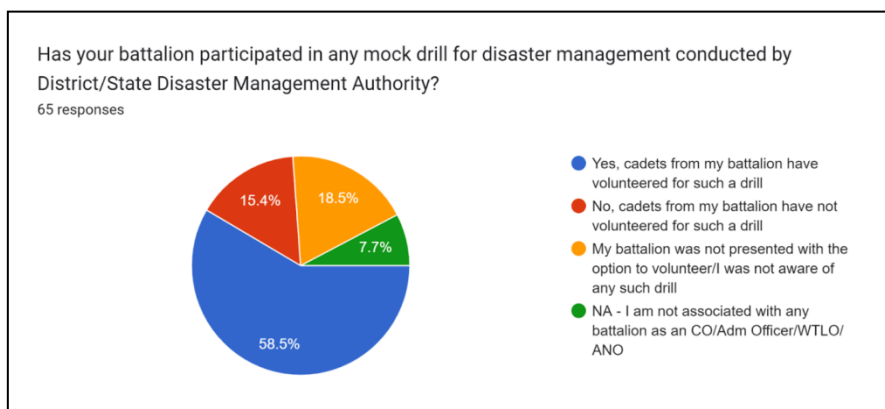


Fig 7.7 - Response by NCC Officers/ANOs

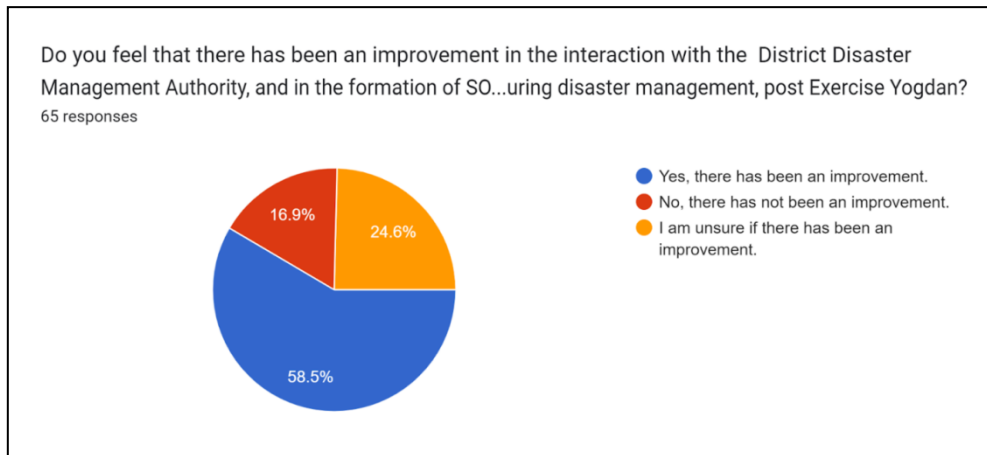


Fig 7.8 - Response by NCC Officers/ANOs

8. **Analysis.** However, there seems to be scope for change. 58.5% of the officers stated that their battalion had been involved in mock drills conducted by the DDMA (although, it is hard to predict when this drill took place and whether it is a routine affair simply from their responses). An identical number also reported a positive change and greater interaction with the DDMA post Exercise Yogdan.

Perceived Capability of NCC to handle Disasters

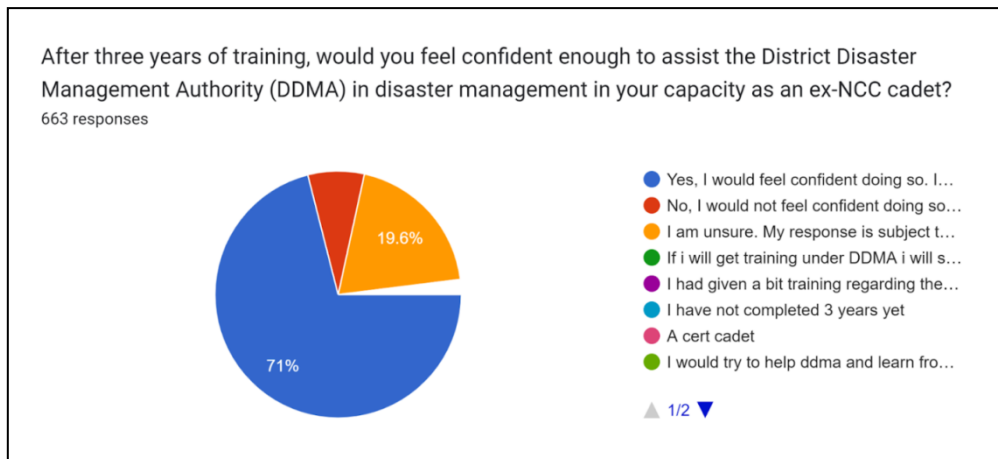


Fig 7.9 - Response by SD/SW Cadets

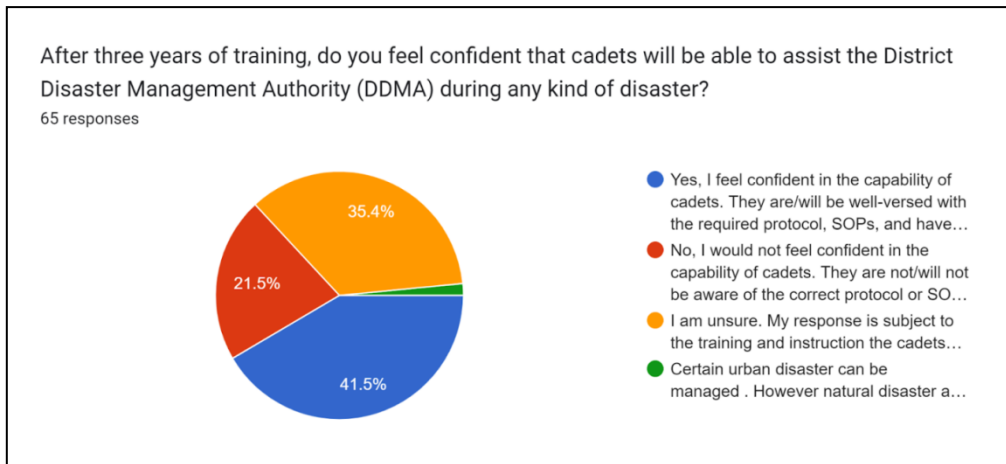


Fig 7.10 - Response by NCC Officers/ANOs

9. **Analysis.** Although there still exist disparities in the responses between officers and cadets, an overwhelming number of cadets (71%) would feel confident enough to assist the DDMA. While 41.5% of officers feel confident in the cadets' ability to assist, 35.4% have put their response as contingent on the training received - i.e. 76.9% feel that the cadets are capable of assisting during disasters, with the quality of training being the deciding factor.

Need for Reform

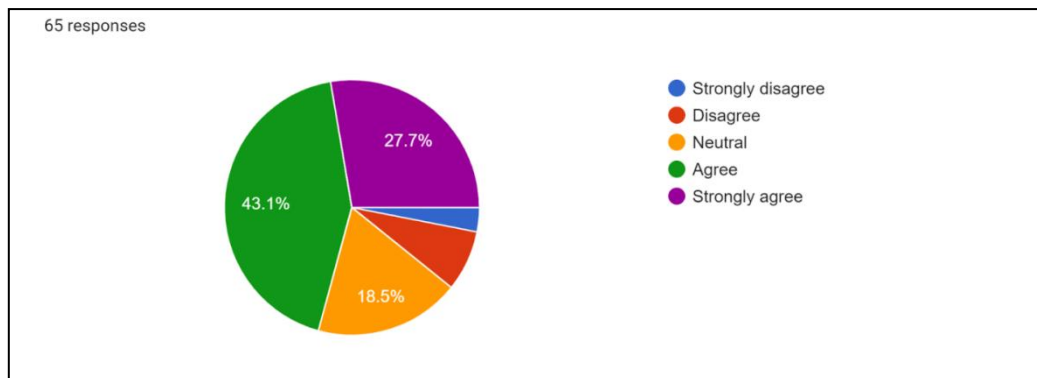


Fig 7.11 - Response by NCC Officers/ANOs to - *“Do you agree or disagree that there is a need for functional, structural and organisational changes required so as to enhance the role of NCC Cadets in Disaster Risk Mitigation and Disaster Management in Delhi?”*

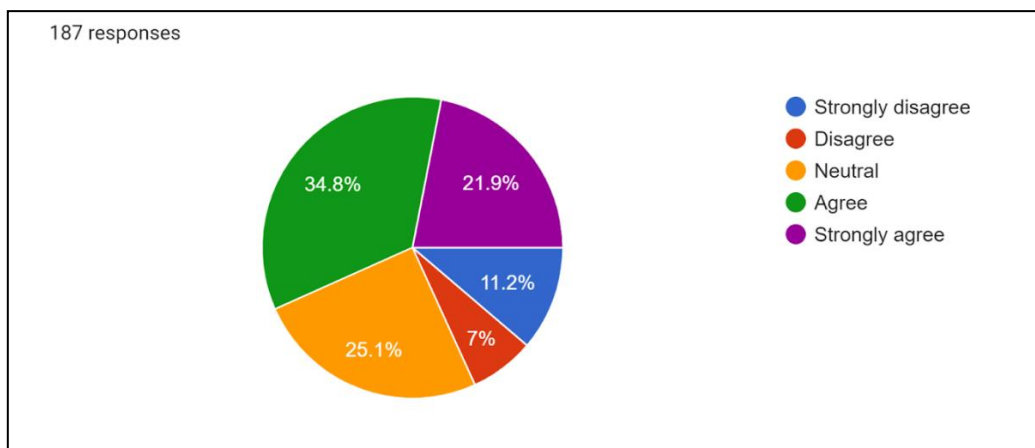


Fig 7.12 - Response by Corona Warrior cadets to - “Do you agree or disagree that there is a need for functional, structural and organisational changes required so as to enhance the role of NCC Cadets in Disaster Risk Mitigation and Disaster Management in Delhi?”

10. **Analysis.** Both respondents here are ones who have either had on-ground experience with disaster management, or act as points of contact with DDMA, or both. 59.8% of Corona Warrior cadets feel that there is need for reform in the current structure, while 70.8% of officers feel the same. Very few respondents (less than 20% in both cases) feel that there is no need for change. Evidently, then, reform is vital if the potential of NCC is to be tapped into fully. Given that the relevant stakeholders are aware of this need, and have explicitly pointed out the issues in the current system, it is high time to address them.

NCC as a Force Multiplier

11. There are two levels on which NCC can return on the investments made into it - firstly, by cadets and officers during active service, and secondly, by ex-NCC cadets acting in public interest during disasters. This return relies both on the kind of training they are given, and their incentive or motive to assist the administration even at a point no formal obligation to do so exists.

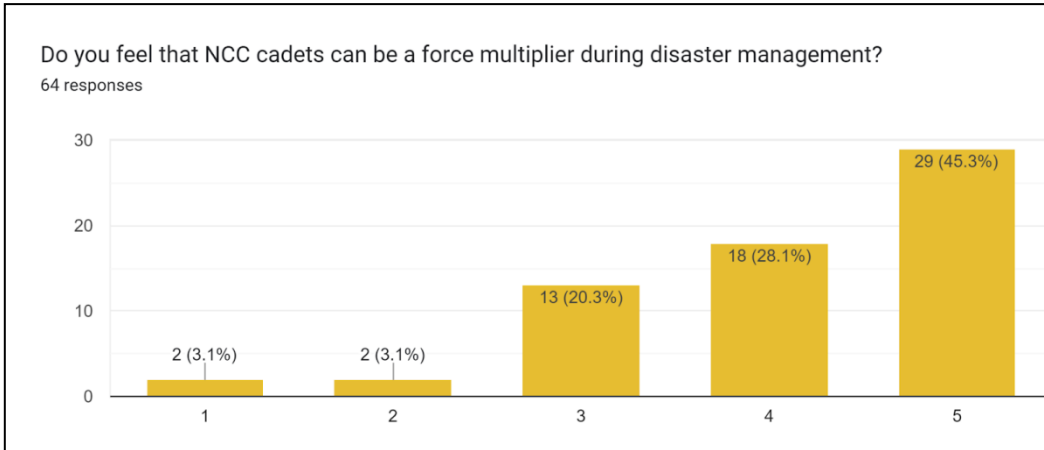


Fig 7.13 - Response by NCC Officers/ANOs

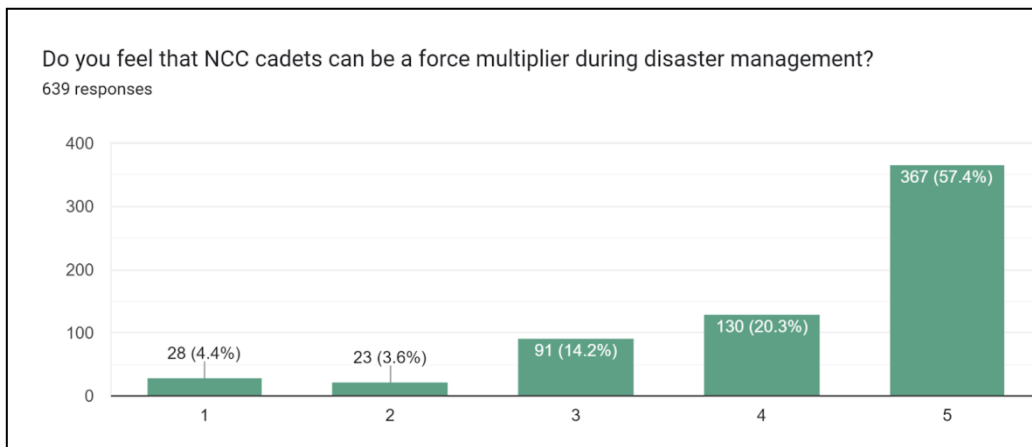


Fig 7.14 - Response by SD/SW Cadets

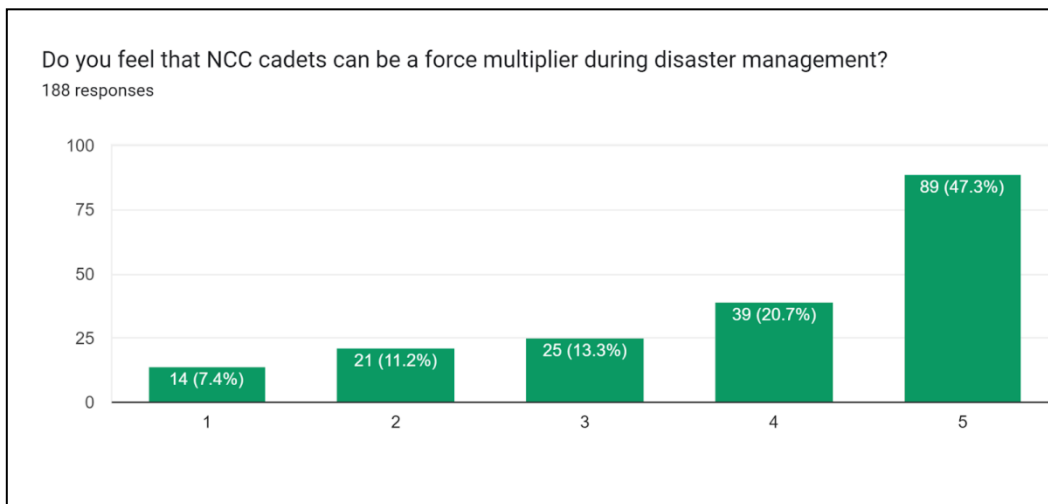


Fig 7.15 - Response by Corona Warrior cadets

12. **Analysis.** All major stakeholders within NCC have given an overwhelmingly positive response with regards to NCC’s potential in disaster management. This holds true

despite variations in their perception towards the kind of training received, the engagement with the DDMA, etc. It is especially notable in the case of officers and Corona Warrior cadets, both of whom were critical of the aforementioned aspects.

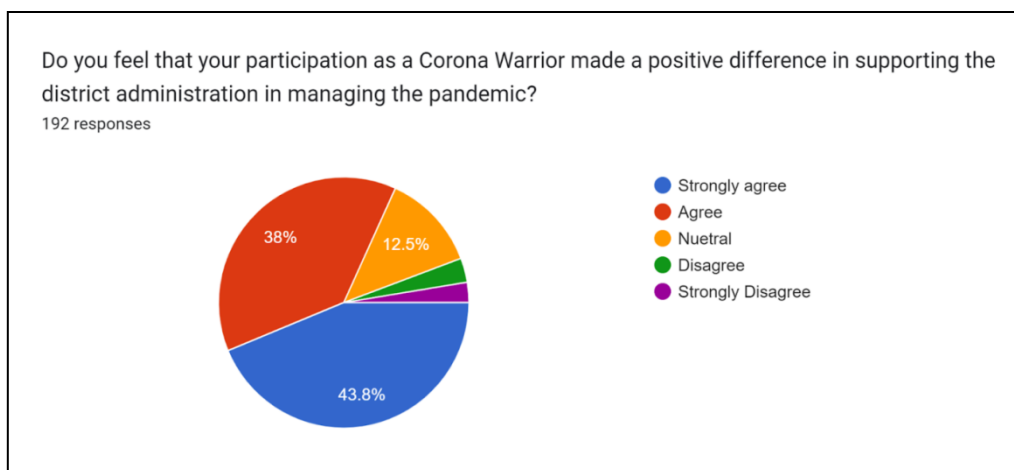


Fig 7.16 - Response by Corona Warrior cadets

13. **Analysis.** Another notable response here is the impact the NCC is capable of having during disasters. Most Corona Warriors felt that they were able to positively assist the district administration. 81.8% of surveyors responded positively, which indicates that these cadets perceived their role as socially impactful, and given their inclination to help even as ex-NCC cadets, means that the resources that went into training them would continue to help society.

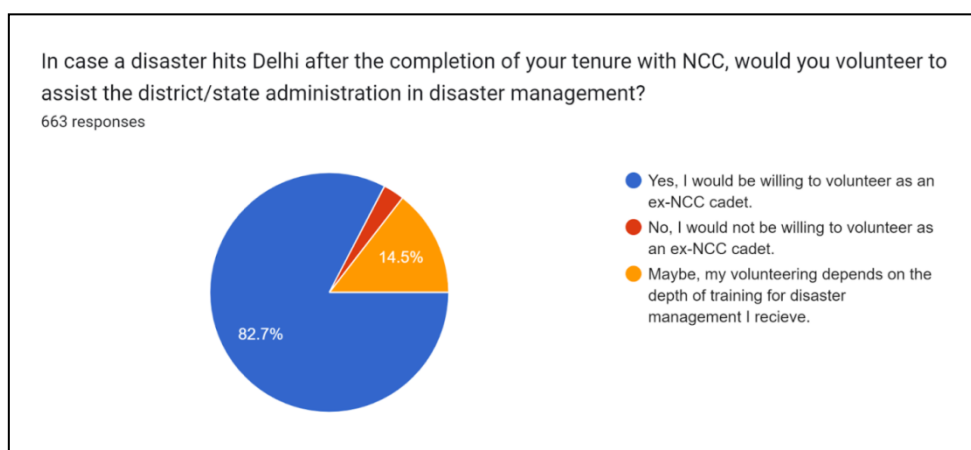


Fig 7.17 - Response by SD/SW Cadets

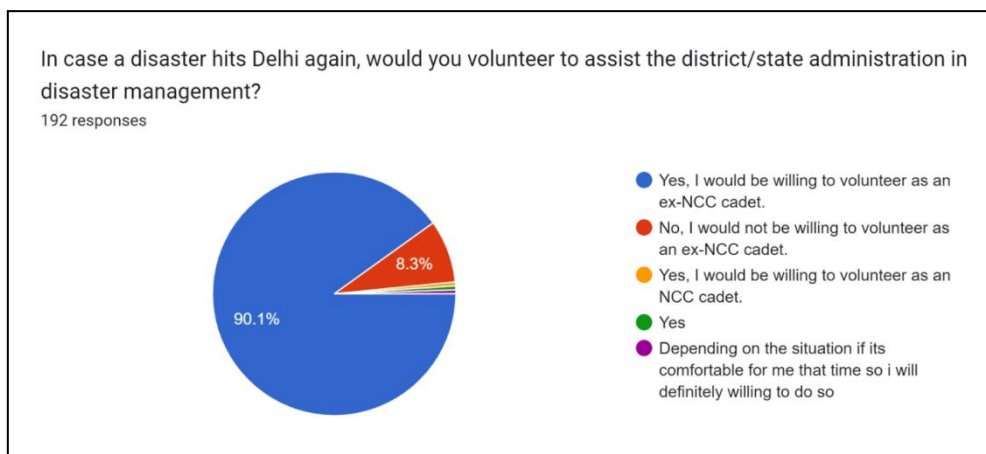


Fig 7.18 - Response by Corona Warrior cadets

14. **Analysis.** Almost all cadets have shown interest in being willing to help the state even when no formal obligation exists on them. Not only does this point towards their commitment to public welfare, but it also shows the efficacy of NCC training and how they have inculcated their motto of 'Unity and Discipline' in their cadets. Moreover, such responses (coupled with the fact that cadets have demonstrated this willingness to help during disasters) easily justify pumping in of more resources and better training tools for NCC cadets.

Feedback from District Magistrates/Sub-divisional Magistrates

15. The key takeaways from the three respondents were as follows: -

- (a) None of their districts have given SOPs/orders to NCC battalions on how cadets are to be engaged in disaster management.
- (b) One out of three has responded that they have involved NCC in mock drills for disaster management conducted by the District/State Disaster Management Authority.
- (c) All three agree that officers from NCC Delhi should be a part of various state/district committees on disaster management, that NCC as an organisation can be utilised for disaster risk reduction via community development, and that after three years of training, they feel confident that NCC cadets will be able to assist the District Disaster Management Authority (DDMA) during any kind of disaster.

(d) However, in case a disaster hits Delhi, none of them have ready access to the contact information of the relevant NCC officers, as well as knowledge of the resources present with NCC for disaster management.

16. When asked about their opinion - “As per records, district administration did not request for any support from NCC during the second wave of the Covid-19 pandemic (March-June 2021), despite NCC's active participation during the first wave and their willingness to assist during the second wave”. They responded as follows: -

(a) NCC directorate imposed so many restrictions on the deployment of cadets. Moreover, it was asked to look after them well, which was not seem possible during such pandemic when all were facing acute crisis.

(b) Strong messaging was required from the top leaderships.

(c) We had availability of sufficient staff and civil defence volunteers.

CHAPTER - VIII

FINDINGS AND OBSERVATIONS

1. Upon extensive examination of the viewpoints of multiple stakeholders, research into relevant case studies, and analysis of questionnaires, the following findings and observations have been chalked out. A dedicated effort was made to not only include all stakeholders (such as the cadets – especially Corona Warrior cadets, officers and district administration), but also to study the existing data on NCC and disaster management.

2. A concerted effort was made to reach out to individuals directly involved with NCC's role in disaster management, such as the ADG of NCC, Group Commander B (Nodal Officer during Exercise NCC Yogdan), Special CEO of DDMA, and District and Sub-Divisional Magistrates of Delhi. It must be noted, however, that the response varied from stakeholder to stakeholder. Cadets and officers responded with much more enthusiasm than representatives of the district administration. Findings and observations are made under the following categories: -

- (a) NCC Directorate Delhi Organisation, Structure and Training aspects.
- (b) Exercise NCC Yogdan - Case of Covid-19 Pandemic.
- (c) Delhi Disaster Management Organisation and District Administration.

3. **NCC Directorate Delhi Organisation, Structure and Training Aspects.**

Findings and observations related to stakeholders of NCC Directorate Delhi are enumerated in succeeding sub paragraphs: -

- (a) The organisational structure of NCC Directorate Delhi is well-defined and capable of handling any kind of emergency or disasters in Delhi where NCC cadets may be requisitioned to provide assistance, with Additional Director General (ADG) acting as the Head of Deptt, NCC Department of GNCT of Delhi. Hence, the hierarchal structure lends well to efficient mobilisation of personnel and resources.

- (b) Group HQs and Battalions are well integrated with the Educational Institutes through Associate NCC Officers (ANOs). ANOs are directly connected with the NCC cadets of their respective institutions, so they can convey any kind of communication regarding the deployment of cadets.
- (c) Cadets leave NCC on completion of their training, and Officers and Staff from Defence Forces posted with NCC leave on completion of their tenure. However, ANOs stay with NCC for a much longer duration – in some cases it varies from 15 to 20 years of tenures. So, they have more experience in NCC, and hence, higher incentive to groom cadets.
- (d) Educational institutions having NCC are spread across the length and breadth of Delhi, covering even the remotest of areas. The NCC cadets are from every strata of society and they are directly connected with the local community.
- (e) At any given time, there are more than eleven thousand SD/SW cadets undergoing NCC training. Out of these, almost eight thousand cadets are in 2nd or 3rd year of training, and have gained enough training and confidence to be deployed in supporting roles to District Administration. This strength of uniformed, dedicated and disciplined 8,000 NCC cadets can be a great help in managing any kind of disaster/emergency.
- (f) While training infrastructure in educational institutions varies from institution to institutions, basic infrastructure for undertaking NCC training is available with all.
- (g) Only 13 periods are allotted for training on Disaster Management over the three year curriculum of SD/SW cadets, which are inadequate for such an important and critical subject. In addition, very few institutions have specialist instructors to undertake training on Disaster Management. Presently, the training on Disaster Management is being conducted by respective ANOs or the PI Staff of NCC Battalions.

(h) One day workshop or capsule on fire fighting and medical emergencies is being organised by most of the Battalions during the Annual Training Camps.

(j) NCC cadets undertake many Social Service and Community Development activities throughout the academic year. However, nothing is focused towards creating awareness about Disaster Risk Reduction and Mitigation in the society. NCC Cadets can be brand ambassadors for spreading awareness among local communities.

(k) During interactions with NCC officers and cadets, it was highlighted that the State or District Disaster management authority representatives did not undertake any noticeable efforts to impart instruction on disaster management to NCC cadets.

(l) As per the NDMA guidelines, it seems that NCC is considered a part of the military hierarchy; however, this is not the case. The NCC organisational set up is totally different (as observed in the Chapter V); it involves more civilian organisations or representatives than military ones.

(m) Delhi State is spending a considerable amount on the training of NCC cadets and providing infrastructure to facilitate the same. Therefore, the state should optimally deploy this human resource during the hour of need and community awareness.

(n) Integration of ex-NCC cadets pan India by forming NCC Alumni Association is a big initiative by DGNCC.

(p) The peculiarity of the Delhi Directorate is that the SD/SW cadets enrolled for NCC and studying in Delhi University come from all parts of the country and most of them do not belong to Delhi. This aspect has both pros and cons and has to be considered in planning and policy making.

4. **Exercise NCC Yogdan - Case of Covid-19 Pandemic.** A detailed analysis of Ex NCC Yogdan was undertaken and following are the main observations and findings: -

- (a) Exercise Yogdan was the first time ever that NCC was formally involved in disaster management pan India on orders from Min of Defence. The guidelines issued by DGNCC were exhaustive, and placed the safety of the NCC cadets as a top priority.
- (b) Govt. of India realised the potential strength of NCC cadets and NCC as an organisation and effectively deployed cadets in a supporting role to civil administration.
- (c) The NCC set up in Delhi is different as compared to other states. Outside Delhi, NCC battalions are distributed district wise and battalions are responsible for their particular district as they are located there geographically. In the case of Delhi, NCC battalions are not located district wise, geographically speaking. Therefore, the first challenge faced by Delhi was to allocate battalions to eleven districts of Delhi in such a manner that it maximised the ease of deployment of cadets.
- (d) Approximate 1,500 NCC cadets volunteered to assist civil administration. These cadets were trained on IGOT and proper briefings were carried out by both district administration and NCC officers.
- (e) Only five district out of eleven requisitioned for NCC cadets to support the District Administration in their efforts towards fighting the Covid-19 pandemic. Central Delhi district requested for NCC cadets but did not deploy them. Therefore, 255 cadets were finally deployed, and only in four districts of Delhi.
- (f) The cadets undertook all the assigned tasks with complete dedication, sincerity and commitment. Efforts of NCC cadets were well appreciated by the civil administration and local communities as they risked their life when everyone was closed in their homes. Few of the appreciation letters and media clips are placed at Annexure.

(g) Post the first wave of the Covid-19 pandemic, NCC Directorate Delhi carried out an internal assessment and started working on the lessons learnt from the first phase of Exercise NCC Yogdan.

(h) As per ADG, NCC Directorate Delhi, the directorate was well prepared and ready in all aspects to support the district administration during second wave of Covid-19 pandemic (Mar-Jun 2021) but no formal request came from any of the districts in Delhi whereas Delhi was one of the worst hit cities in the country. This happened despite great efforts put in by NCC during first wave of Covid-19 pandemic and better preparedness for the second wave. Following are the *possible reasons for not requesting NCC for supporting the efforts of district administration during second wave of Covid-19 pandemic*: -

(i) The civil administration relied more on state govt. staff – mainly school teachers, civil defence and home guard – for the purpose of better command and control over them.

(ii) Lack of integration and interactions of civil administration both at state and district levels with the NCC authorities.

(iii) Non availability of data on the infrastructure and resources available with NCC Directorate, Group HQs and Battalions with civil administration, such as specialist medical staff with girls battalions.

(iv) Restrictions imposed by HQ DGNCC not to deploy NCC cadets in the primary zone where they could come in direct contact with the COVID patients.

(v) Procedural hurdles like insurance of cadets, parental consent, providing them transport and refreshments etc. were also seen as challenges in deploying NCC cadets.

(vi) NCC cadets have the basic knowledge and skill of disaster management but there was a requirement of task specific training to be conducted prior to the deployment of cadets.

(j) NCC cadets formed self help groups in their respective colleges and were proactively involved in providing leads to the needy on availability of hospital beds, ICUs, oxygen concentrators and medicines. This voluntary participation by NCC cadets was applauded by the hon'ble Prime Minister in a "Mann ki Baat" episode. He even called NCC cadet Divanshi of Satyawati College a '*pari*' (A fairy with magical powers).

(k) No incentive or award was given by the Delhi State Govt to the NCC cadets (Corona Warriors) who participated in Ex NCC Yogdan in support role to district administration. However, *NCC Directorate Delhi awarded the participating cadets at Directorate level by giving them appreciation certificates and making a gallery for these Corona Warriors in Directorate Office, in which names of all 255 participating cadets were written on the wall.*



Fig 8.1 – Details of Corona Warriors depicted on a wall at NCC Directorate Delhi

5. **Delhi Disaster Management Organisation and District Administration.** The findings and observations with respect to Delhi Disaster Management Organisation and District Administrations are based mainly on the data available on DDMA website,

interactions with NCC authorities at various levels and very limited inputs from the district administration. Following are the main findings and observations: -

- (a) No formal engagement of NCC department in the planning process either at State or district level.
- (b) NCC, despite having such huge numbers, spread and reach among the local communities, is not a part of any apex body or committee on disaster management. A committed and disciplined uniformed organisation is left out of planning and policy making process.
- (c) Lack of integration and interaction was found at all levels. There are no separate SOPs for engagement of NCC in disaster risk reduction and mitigation.
- (d) NCC is treated just like another youth organisation, not realising the inherent strengths of the largest uniformed youth organisation of the world and the qualities of NCC cadets as compared to other youth organisations.
- (e) Resources in terms of infrastructure, equipment and specialised staff available with NCC Directorate, Group HQs and Battalions are not known to State/ District authorities. For example, some of the PI staff posted with girls battalions are from the Medical Corps of the Army, hence, they could have been of great help during second wave of Covid-19 pandemic. NCC Bhawan at Rohini has the capacity to accommodate approximate 700 personnel in its building and could have been converted into a hospital cum isolation ward at any time.
- (f) The State Disaster Resource Network (SDRN) and the India Disaster Resource Network (IDRN) are national and state-wide web-based electronic inventories of resources that compile critical supplies, equipment, and human resources from private sector and public sector undertakings through line departments and agencies as well as from districts, states, and the nation. The IDRN and SDRN portals' main goal is to give decision-makers access to information on the resources and tools needed to

handle any emergency situation. They will be able to evaluate the level of readiness for particular calamities using this database. The task of gathering and maintaining information on trained volunteers for Aapda Mitra, Civil Defense, Nehru Yuva Kendra (NYKS), NCC, NSS, NGOs, and community-based organisations (CBOs) falls on district administrations. But, it is found that resources available with NCC Directorate in Delhi are not listed on the portal.

(g) As per NDMA data, last mock exercise for Delhi state was conducted in Jun 2019 and before this the mock exercise was conducted in Jun 2017. NCC has not been part of these mock exercises being carried out by the disaster management authorities, hence, no exposure was given to cadets in practical handling of disasters and their expected role by the district administration.

(h) Lack of clarity on the organisational and command hierarchy of NCC and channel of correspondence for deployment of NCC cadets during disasters.

(j) As per the data available on NDMA website, the Delhi Administration/DDMA has not utilised the 200 vacancies of Aapda Mitra allotted to the Central District of Delhi under the Central Govt. Aapda Mitra Scheme.

CHAPTER – IX

RECOMMENDATIONS AND CONCLUSION

1. Considering the enormous scope of disaster management and its vulnerabilities, handling disaster management is a continuous and unified process. It involves many stakeholders working in unison with an aim to prevent, mitigate, prepare for, and respond to disaster and reconstruction post disaster in a very swift and speedy manner. It is a well-known fact that no single organisation can handle a disaster situation of any scale all alone. It is the joint responsibility of diverse groups of stakeholders, namely, various ministries of both Centre and State governments, departments under these ministries, local government bodies, Armed Forces, Central Armed Police Forces (CAPF), National Disaster Response Force (NDRF), private sector, civil society, Non-Governmental Organisations (NGOs), Youth Organisations and international institutions etc., and everyone has its own unique and different role in this process. While some stakeholders may have a primary or leading role in Disaster Management, others play a supportive or secondary role in this process. Amongst the many different stakeholders in the disaster management process, **the National Cadet Corps – the largest uniformed youth organisation in the world can play a significant role in almost all the phases of Disaster Management.**

2. A concerted effort was made to reach out to individuals directly involved with NCC's role in disaster management, such as the ADG of NCC, Group Commander B (Nodal Officer during Exercise NCC Yogdan), Special CEO of DDMA, and District and Sub-Divisional Magistrates of Delhi. A dedicated endeavor was also made to not only include all stakeholders (such as the cadets – especially Corona Warrior cadets, officers and district administration), but also to study the existing data on NCC and disaster management. Upon extensive examination of the viewpoints of multiple stakeholders, research into relevant case studies, and analysis of questionnaires, the recommendations have been chalked out to make

NCC a Force Multiplier in a supporting role to District Administration. Considering the research objectives and research questions, the recommendations are made under three broad categories: -

- (a) Structural and Organisational Recommendations.
- (b) Functional and Operational Recommendations.
- (c) Recommended Tasks for NCC Cadets during various phases of Disaster Management.

Structural and Organisational Recommendations

3. NCC as a part of State/ District Executive Committees on Disaster Management.

Disaster Management is a multi-dimensional, multi-level and multi-stakeholder issue; hence it would require horizontal and vertical linkages with all concerned stakeholders, and also coordination with many departments and agencies for effective implementation of the plan. NCC – with a strength of more than 11,000 cadets, a pan-Delhi presence, and inherent values of commitment and dedication – can be a key resource to civil administration in supporting their efforts towards Disaster Risk Reduction and Disaster Management. Therefore, it is recommended to include NCC Department, of Govt. of NCT of Delhi, in the State Executive Committee on Disaster Management. It would accrue the following advantages: -

- (a) NCC will become an integral part of planning process. This participatory approach would lead to enhanced responsibility and accountability on the largest uniformed volunteer youth organisation of the world.
- (b) It would lead to sharing of information regarding availability of manpower and resources with NCC which can be optimally deployed during various stages of disaster management.
- (c) Better understanding of each other's strengths and weaknesses through formal and informal interactions over the meetings of executive committee.

(d) Specific tasks which can be undertaken by NCC cadets can be worked out with mutual consultations and sharing of information.

(e) The appointed officer/ representative can act as a Nodal Officer on behalf of NCC Directorate Delhi for better coordination of disaster efforts.

4. **Sharing of Information on Resources.** Listing of resources available with NCC Directorate Delhi and its Group HQs/ Battalions under India Disaster Resource Network (IDRN) and State Disaster Resource Network (SDRN) would enable the decision makers to know the availability of resources and equipment required to combat any emergency situation. This database will also enable them to assess the level of preparedness for specific disasters. District Administrations shall compile and update the data on regular basis through interactions with NCC officers.

5. **Integration and Interaction between NCC and District Administration.** There is a need for better integration of District Administration with the Commanding Officers of NCC Battalions because the cadets would be deployed under the authority and supervision of district administration in consultation with ANOs and Battalion Officers/ Staff. The officers/ rep of DDMA should interact with NCC cadets during their annual training camps and brief them about the tasks which are expected out of them during various disasters in Delhi. In addition, integration of ANOs with district disaster management organisation is very essential for the purpose of continuity and experience sharing as they are the longest serving members in NCC.

6. **State sponsored SSCD Activities.** NCC cadets undertake many Social Service and Community Development (SSCD) activities as part of their training curriculum. Themes for these activities are promulgated by HQ DGNCC at the beginning of the academic year. Individual states can also give two themes as part of SSCD activities to be undertaken by NCC cadets of that particular state. One of the two activities can be aimed to enhance community awareness/ capacity building on disaster management.

7. **Preference to NCC Cadets in Aapda Mitra Scheme and Civil Defence.** NCC SD/SW cadets who complete their NCC training successfully are awarded 'C' certificate. These cadets can be given preference for selection of personnel for Aapda Mitra Scheme and Civil Defence in Delhi as they already have basic training on disaster management as part of NCC institutional training.
8. **Incentive to NCC Cadets.** NCC cadets devote considerable amount of time in pursuing NCC related training activities which contributes in Nation Building and Integration. Cadets also participate in Social Service and Community Development activities. They are also called in case of emergencies and disasters. Participation, although on volunteer basis, does affect their academic performance. Thus, it is imperative that the cadets are encouraged at every given opportunity by giving them incentives at different levels. Many of the States do offer incentives to NCC cadets but Delhi State Govt. does not give any incentive to NCC cadets. Therefore, in order to promote NCC and also motivate good/ extra ordinary students join NCC, there is a need to provide worthwhile/ tangible incentives to the NCC Cadets by the State Govt. These incentives could be in form of extra marks at the time of admission to professional institutes, reserving certain vacancies for them in various Govt. organisations and also some form of cash awards during State functions. It will also inculcate sense of belongingness and pride in the NCC cadets and will motivate them for proactive participation at the call of the state.
9. **Effective Involvement of NCC Alumni Associations (NCCAA).** NCCAA has been officially recognized, and lakhs of ex NCC cadets have become members of NCCAA. Delhi State Chapter of NCCAA also has about 10 thousand ex-cadets enrolled with it and number is increasing every day. Effective utilisation of these cadets as trained human resources to contribute in nation building after completion of school/college is very essential, as the state has spent lots of resources on their training. Pools of volunteers available with the NCCAA can be effectively employed by the state in various situations such as calamities,

civic duties, police duties, domain related activities, etc. These trained ex-cadets can be first responders/quick reaction force in calamities or disasters. Delhi State Govt. can work out the mechanism with NCC Directorate Delhi on effective integration of members of NCCAA (Delhi Chapter) in Disaster Risk Reduction and Disaster Management.

Functional and Operational Recommendations

10. **Involvement of NCC in Mock Exercises.** Mock Exercises are essential to test the efficacy of Disaster Plans and preparedness level. It fosters greater cohesion and coordination amongst all the stakeholders. NDMA conducts state and district level Mock Exercises on various disasters through NDRF with active participation of state authorities, district administration and other stakeholders. These exercises help in inculcating a culture of preparedness and generate awareness among the community and other stakeholders. NCC has been left out of these mock exercises when they were being conducted in the recent past in Delhi. Inclusion of NCC officers in the planning process will enhance their awareness and provide them an opportunity to give valuable inputs to the disaster management authorities with vast experience. Participation of NCC cadets during the conduct of the mock exercise would provide them with practical experience, and enhance their confidence and sense of duty/ responsibility towards the community. Therefore, it is recommended that NCC Officers and Cadets be made part of planning as well as execution process of mock exercises.

11. **Increase in Training Periods for Disaster Management.** Presently, only 13 periods (one period is of one hour) are allotted for theoretical and practical training on Disaster Management. Considering the large scope and importance of Disaster Management, it is recommended to increase the training periods for DM. Following topics can be considered by HQ DGNCC for inclusion in the syllabus for DM as these topics will enhance soft skills and knowledge levels of cadets :-

- (a) Medical and First Aid (community health and hygiene).
- (b) Area specific Disaster Management practices.

- (c) Civil Defence services such as fire fighting.
- (d) Exposure to IT enabled services.
- (e) Law and order including crowd control and traffic management.
- (f) Communication skills.
- (g) Functioning of Govt. machinery.

12. **Insurance and Parental Consent at Enrolment.** Learning from the experiences of Ex NCC Yogdan, it is recommended that the following to be undertaken at the time of enrolment of students for NCC, especially senior wing and division cadets: -

- (a) Insurance of cadets covering for their participation in any SSCD activity, emergency or crisis event or during any disaster.
- (b) Parental consent for service to the society and nation, in case of any emergency or disaster.

13. **Formalisation of Guidelines and Assigning Specific Tasks to NCC.** Guidelines promulgated by HQ DGNCC during Ex NCC Yogdan were found very effective, although slightly strict, considering the prevailing COVID-19 environment at that time. Therefore, it is recommended that these new guidelines must now be incorporated formally in our national and state disaster management policy and disaster management plans. In addition, NCC should be assigned specific tasks and functions through SOPs/ Orders during various stages of disasters i.e. pre-disaster, during-disaster and post-disaster. This will provide a sense of responsibility and accountability to NCC Directorate, and the training curriculum for NCC cadets can be modified accordingly.

14. **Exercise of Powers under Section 65 of the DM Act, 2005.** National Executive Committee, State Executive Committee, District Authority or any officer as may be authorised by it in this behalf must exercise the powers under Section 65 of the DM Act, 2005 so as to optimally utilise resources available with NCC Directorate, Group HQs and Battalions/Units. These resources may be used for the purpose of prompt response, rescue

operations, transport of resources from disaster affected areas or transport of resources to the affected area or transport in connection with rescue, rehabilitation or reconstruction.

15. **NCC Cadets leading the Community Based Approach.** During any disaster, communities are always the first responders. Community participation ensures local ownership, addresses local needs, and promotes volunteerism and mutual help to prevent and minimise damages. NCC can contribute in creating awareness among the community through disaster education and training and information dissemination about disasters, thereby empowering them to cope with hazards dovetailed with mitigation strategies.

16. **Building Information Database through NCC Cadets.** A stout and sound information database is the mainstay of any system, as it facilitates effective planning and efficient response to disasters with a prioritisation of activities and optimal utilisation of resources. SD/SW cadets during their three years of NCC training can be selected to take up following assignments to augment the information database of State Govt.: -

- (a) A database about their society/area covering geographic, demographic, socio-economic, and infrastructure aspects.
- (b) Inventory of resources available with governmental and non-governmental organisations.
- (c) Collation of information on the climate, weather and man-made structures so as to aid in the planning, warning and assessment of disasters.
- (d) Compilation of information about previous disasters can be of great help in planning and mitigation process.

Recommended Tasks for NCC Cadets during various Phases of Disaster

17. **Pre-Disaster Tasks.** The NCC cadets can undertake various activities and tasks before a disaster to prepare communities and minimise the impact of disasters. By utilising its trained cadets and infrastructure, NCC can contribute significantly to disaster preparedness

and help in the effective management of emergencies. Following are some of the activities and tasks that NCC cadets can undertake pre-disaster: -

(a) NCC is the right platform to propagate proactive measures for disaster preparedness and mitigation. NCC can help capacity building in disaster management at the institutional and individual level. It can raise volunteers groups, generate proper understanding of risk among locals and instill confidence among the masses. In addition, these volunteers groups can also help in the development of infrastructure, such as building shelters, evacuation centers, and emergency communication networks.

(b) NCC, being part of the education department, has the capacity to penetrate in the inner strata of society through the education sector by having curriculum on disaster education and awareness. NCC is already carrying out social awareness rallies to reach out to the community. They can organise *Nukkad Nataks*, stage shows, poster making and awareness campaigns in schools, colleges, and communities to educate people on the importance of disaster preparedness, including the creation of emergency kits, evacuation plans, and emergency contact lists.

(c) NCC cadets, along with DDMA representatives, can conduct risk assessments in schools, colleges, and communities to identify potential hazards and vulnerabilities. This information can be used to develop disaster management plans and prepare local communities for potential disasters.

(d) NCC cadets as part of their institutional training can conduct mock drills in schools, colleges, and communities to simulate emergency situations and train people on how to respond effectively. These drills can help in identifying potential weaknesses in the disaster management plan and addressing them before an actual disaster occurs.

(e) NCC cadets are provided training on communication equipment and communication skills. They can help in setting up and maintaining communication networks that can be used during disasters to ensure that information is disseminated effectively and efficiently.

(f) Assist local administration in preparation of city specific disaster plans, fact sheets with emergency preparedness check lists, family disaster plans, family disaster supply kits etc.

(g) Preparations of “Do's and Don'ts” on different types of disasters for the community using various methods and mediums including print and digital media.

(h) Volunteer to be part of the Community Task Force through a participatory approach to assist in emergency evacuation and relief within the community by mobilising resources for the community and disseminating necessary information.

18. **During Disaster.** Given that NCC cadets only have basic knowledge on disasters and limited exposure to practical training on disaster management, they cannot be deployed in primary zone. However, they can be effectively deployed in secondary zones to carry out the following tasks and activities: -

(a) During disasters such as floods, earthquakes or landslides, NCC cadets can help in search and rescue operations. They can help locate and extract people trapped in collapsed buildings, flooded areas or other hazardous situations. They can help in removal of dead bodies from the area, getting them identified and even assisting bereaved relatives in arranging for wood for cremation.

(b) NCC cadets are given training on basic first aid techniques, which can be very crucial in providing immediate medical assistance to people who have been injured during a disaster. In addition, cadets can be employed as stretcher bearers and provide assistance in nursing duties.

(c) The NCC cadets, by virtue of their training on UHF/ VHF/ HF sets, will be a great asset to help the disaster management authorities in communicating with stakeholders like armed forces, para-military forces and civil administration.

(d) Packaging and assisting in air dropping of relief items. They can assist in distributing food, safe drinking water, medicines and other essential supplies to the victims.

(e) Being locals and having detailed knowledge of the area, cadets render invaluable service in traffic management and diverting traffic through serviceable roads and by lanes.

(f) Safeguarding the valuables at site and preventing people from coming near affected sites and debris.

(g) Giving assistance to the public utility services and helping in ferrying men and materials in the NCC Naval Wing boats from the flood affected areas to the places of safety.

(h) CBRN Disasters are likely to be marked by a collapse/disruption in law and order, therefore the utilisation of NCC Cadets with the help of civil administration must be done for controlling law and order – but not in contaminated areas due to non-availability of protective clothing and equipment.

(j) Manning of information and data centres at pre-designated locations for giving details of the disasters, answering public queries and management of data with respect to ongoing relief operation.

(k) Educating villagers in maintaining hygiene and sanitation.

19. **Post Disaster.** The NCC cadets can undertake various tasks post-disaster to support relief efforts and help affected communities. Some tasks that NCC can undertake are enumerated below: -

(a) NCC cadets can assist civil administration in the distribution of relief materials such as food, water, and medical supplies. Cadets can also help in organising and setting up relief camps and ensuring the smooth distribution of relief material.

(b) NCC can effectively contribute to the process of rehabilitation and reconstruction of affected communities. Cadets can help in rebuilding damaged infrastructure, restoring basic services, and providing psychological support to affected individuals and families.

(c) Clearing of debris and other materials from the site of disaster.

(d) Home delivery of essential items such as food, ration, and medicines for women-headed households, senior citizens and disabled people. Preparation and distribution of food among the needy like migrants, homeless, in slum clusters and remote rural areas can also be undertaken.

(e) Meeting the injured and victims in the hospitals and helping them with their requests.

(f) Raising funds for rehabilitation of the needy personnel.

(g) NCC can help in coordinating relief efforts with local authorities and other relief agencies. Cadets can also provide communication support to ensure that information is disseminated effectively and efficiently.

(h) NCC's human resources and infrastructure can be effectively utilised for setting up relief camps, first-aid and medical facilities and information centres.

20. NCC cadets receive training in disaster management, including first aid, search and rescue, and communication. This training can be leveraged during disasters to provide assistance to affected communities. In addition, NCC has the infrastructure to provide logistical support during disasters. Cadets can assist in the transportation of relief material, setting up relief camps, and distributing essential items. NCC cadets can play a vital role in

coordinating with local authorities and other relief agencies during disasters. NCC can contribute significantly to mitigating the impact of disasters, thereby reducing the toll on communities and their assets. In summary, NCC's trained cadets, infrastructure, and extensive network can be a force multiplier in disaster management, but only if optimum utilisation of these resources is done by civil administration with effective coordination with NCC Department.

Conclusion

21. The current research is aimed at identifying the role the National Cadet Corps, the world's largest uniformed youth organisation, can play in assisting civil administration during disasters, specifically in Delhi. The central questions for this research were as follows: -

- (a) How effective was participation of NCC cadets in supporting District Administration in fight against the COVID-19 Pandemic?
- (b) What are the lessons learnt and key takeaways from Exercise NCC Yogdan Phase I & Phase II for NCC Directorate and District Administration of Delhi?
- (c) What are the capabilities & resources available with NCC to make it a Force Multiplier for District Administration in times of Disasters?
- (d) What are the functional, structural and organisational changes required to enhance the role of NCC Cadets in Disaster Risk Mitigation and Disaster Management?

22. The author used extensive quantitative questionnaires, personal interviews and literature reviews to answer the questions. The primary stakeholders identified were Senior Wing/Senior Division NCC Cadets, NCC Officers and ANOs, Delhi District Administration, Delhi Disaster Management Authority, and civil society.

23. In the status quo, NCC cadets assist DDMA on an on-demand basis instead of being integrated into the state's response to disasters, and DDMA does not have a clear idea of the resources available with NCC. The results showed a high level of approval for the NCC's role

in disaster management so far (including, but not limited to, activities like operating helpline/call centres, logistics and supply chain management, and data and media management). The results also indicated above-average to high support for deploying them further to assist the district administration during disasters.

24. However, the primary roadblock to NCC's effective utilisation is the lack of coordination among the stakeholders, the passive attitude of the state authorities when it comes to the same, and the limited training given out to NCC Cadets for disaster management.

25. The author has recommended several structural, organisational, functional and operational reforms. These would better integrate NCC into the DDMA's disaster response via the formalisation of guidelines, institutional representation, bilateral sharing of information on resources, state-sponsored SSSCD activities and engagement with NCC alums. The reforms would also include NCC curriculums giving greater weightage to training on disaster management, involvement in mock exercises and the insurance of cadets. The author also outlined relevant tasks that NCC can partake in, considering the cadets' young age, level of maturity and experience.

26. The reader must keep in mind that the research was limited to assessing the effectiveness of Senior Division (Boys) and Senior Wing (Girls) NCC cadets of the Delhi Directorate during the COVID-19 Pandemic in Delhi. Similarly, the recommendations have also focused on training and deploying Senior Cadets in Disaster Risk Reduction and Disaster Management Plans.

27. The National Cadet Corps are the largest uniformed youth organisation in the world - they are a disciplined, socially proactive, and committed group of individuals that enjoy a high level of community trust and have a history of assisting during times of crisis. Each year, the government invests significant resources in their training. Despite this expenditure, states generally do not formally engage with NCC cadets or utilise them in areas with limited

resources and workforce, such as disaster management. Additionally, once these cadets graduate, they are rarely used as civilian change makers or community activists to better prepare the regular citizen for emergencies.

28. One could argue that the eligible/target population only receives modest benefits from the NCC's sanctioned strength of more over 14 lakhs. If each cadet influences ten others, the potential target population that NCC can affect is greater than one crore. Each cadet must be viewed as an agent or catalyst who should actively strive to expand the overall impact of NCC within their sphere of influence, which includes their family, friends, and community.

29. This thesis is the first step in identifying the strengths of NCC in Delhi vis-à-vis their capability to assist in disaster management, and the missing links in NCC's incorporation in formalised disaster management set-ups. It views them through the lens of the stakeholders' experiences (especially during Exercise NCC Yogdan) and suggests mechanisms for the better integration of NCC with the state and district civil administration as far as disaster management is concerned. A body of research – especially one driven by state authorities with a pan-India scope – on what the lakhs of NCC cadets are capable of and how exactly the government can enhance their role in disaster management is needed.

BIBLIOGRAPHY/ REFERENCES




1. Bhowmik, M. & Maity, N. (2018). *A Comparative Study on Social Maturity of Adolescent Students Undergoing NCC Training and Without NCC Training*. Asian Journal of Humanity, Art and Literature, Vol 5, 2/2018, 117-122.
2. Building Materials & Technology Promotion Council, Ministry of Housing and Urban Poverty Alleviation. *Vulnerability Atlas of India*.
3. Chhettri, R. S. (2010). *Grooming Tomorrows Leaders – NCC (Rev Edn.)*, New Delhi, Director General, National Cadet Corps.
4. Choudhary, O. P., Priyanka, Singh, I., & Rodriguez-Morales, A. J. (2021). *Second wave of COVID-19 in India: Dissection of the causes and lessons learnt*. Travel medicine and infectious disease, 43, 102126. <https://doi.org/10.1016/j.tmaid.2021.102126>.
5. Delhi Disaster Management Authority (DDMA), Government of NCT of Delhi Revenue Department (2016), *Delhi Disaster Management Plan (2016-2017)*. Retrieved from <http://www.ddma.delhi.gov.in>.
6. Disaster Management Act, 2005 (India).
7. Garg, V. & Sam, A. (2020). *Engagement of National Cadet Corps (NCC) Cadets in Disaster Risk Mitigation under Pandemic COVID-19: A Case Study of Tamilnadu, Puducherry and Andaman & Nicobar Islands*. IMPACT: International Journal of Research in Applied, Natural and Social Sciences, 8 (6), 15–24.
8. <https://ar.delhigovt.nic.in/home/administrative-reforms-department>. Accessed on 15 December 2022.
9. <https://en.wikipedia.org/>. Accessed on 10 Aug 2022.
10. http://health.delhigovt.nic.in/wps/wcm/connect/doiit_ncc/NCC/Home/NCC+in+Delhi. Accessed 10 December 2022.
11. <https://indiancc.mygov.in/>. Accessed on 18 August 2022.

12. <https://indiancc.nic.in/aim-of-ncc/>. Accessed 08 September 2022.
13. <https://indiancc.nic.in/annual-training-directive/>. Accessed 08 September 2022.
14. <https://indiancc.nic.in/core-values/>. Accessed 08 September 2022.
15. <https://indiancc.nic.in/document-category/ncc-act/>. Accessed 08 September 2022.
16. <https://indiancc.nic.in/genesis/>. Accessed 08 September 2022.
17. <https://indiancc.nic.in/motto-of-ncc/>. Accessed 08 September 2022.
18. <https://ndma.gov.in/>. Accessed multiple times since Aug 2022.
19. <https://pubmed.ncbi.nlm.nih.gov/35039761/>. Accessed on 25 Jan 2023.
20. <https://rahat.up.nic.in/>. Accessed on 10 Jan 2023.
21. <https://wrd.maharashtra.gov.in/>. Accessed on 20 Oct 2022.
22. https://www.researchgate.net/publication/285493285_Strategic_Disaster_Risk_Management_in_Asia. Accessed on 10 Aug 2022.
23. <http://revenue.delhi.gov.in/>. Accessed 15 September 2022.
24. <https://www.abacademies.org/>. Accessed on 15 Jan 2023.
25. <https://www.bmsce.ac.in/>. Accessed on 20 Oct 2022.
26. <https://www.globalresearch.ca/>. Accessed on 21 Aug 2022.
27. <https://www.livemint.com/>. Accessed on 18 September 2022.
28. <https://www.nccotagwalior.com>. Accessed on 20 Oct 2022.
29. <https://www.nidm.gov.in/>. Accessed on 10 Jan 2023.
30. <https://www.rrce.org/>. Accessed on 15 Jan 2023.
31. <https://www.theindiapost.com/>. Accessed on 05 Nov 2022.
32. Huda, K. N. (2020). *Stakeholders' Engagement in Youth's Organisations for National Human Resource Development: A Study on Bangladesh National Cadet Corps*. Shanlax International Journal of Management, 7 (4), 11–22.
33. Krishnan, L.R.K. (2021). *Promising Youth Support Structure: A Case of National Cadet Corps, India*. Journal of the International Academy for Case Studies, 27 (1).

34. Mehta, S. (2020). *NCC Cadets as Corona Warriors*. *Techno Learn: An International Journal of Educational Technology*, 10(1&2), 17-21.
35. Ministry of Defence, Govt of India. Report of the NCC Evaluation Committee, 1974.
36. Ministry of Home Affairs, Govt. of India (2011), *Disaster Management in India*.
37. Ministry of Home Affairs, Govt. of India (2007), *National Disaster Management Guidelines Preparation of State Disaster Management Plans*, Magnum Books Pvt Ltd, New Delhi.
38. Ministry of Home Affairs, Govt. of India (2009), *National Policy on Disaster Management (NPDM)*. Retrieved from <https://www.mha.gov.in/sites/default/files/NPDM-101209.pdf>.
39. National Cadet Corps Act, 1948 (XXXI of 1948) (India).
40. National Disaster Management Authority, Government of India (2014), *Model Framework for District Disaster Management Plan (DDMP)*, Retrieved from <https://ndma.gov.in/sites/default/files/PDF/NDMA%20DDMP%20Framework.pdf>.
41. National Disaster Management Authority, Government of India (2019), *National Disaster Management Plan 2019*. Retrieved from <https://ndma.gov.in/sites/default/files/PDF/ndmp-2019>.
42. National Disaster Management Authority, Government of India (2020), *Annual Report 2020-2021*. Retrieved from https://ndma.gov.in/sites/default/files/PDF/Reports/NDMA-Annual-Report_20-21.pdf.
43. NCC Directorate General, National Cadet Corps, Ministry of Defence. *Special National Cadet Corps Order (SNCCO) 2020*, New Delhi (India).
44. Office of the District Magistrate, New Delhi District (2020), *District Disaster Management Plan (New Delhi), 2020 – 21*. Retrieved from <http://www.ddma.delhi.gov.in>.
45. Office of the District Magistrate, New Delhi District (2020), *Off-Site Emergency Plan New Delhi District*. Retrieved from <http://www.ddma.delhi.gov.in>.

46. Rai, P. N. (2011). Role of Police in Disaster/Emergency (Research Proposal), Bureau of Police Research and Development, Min of Home Affairs, New Delhi. Retrieved from <http://bipard.bihar.gov.in/ebooks/Research/Chap-3.pdf>. Accessed 08 September 2022.
47. Sarkar, U. & Margaj, S. M. (2015). Role of National Cadet Corps in Developing Soft Skills among Youth in India. *International Journal of Scientific & Engineering Research*, 6 (11), 1322-1325.
48. Singh, R. (2019). Performance of Social Service Activities by NCC Cadets is an Integral (Innate) Component (Constituent) of NCC Training (Indoctrination/Pedagogy). *Compliance Engineering Journal*, 10 (10), 446-453.
49. United Nations (2015), Sendai Framework for Disaster Risk Reduction 2015-2030. Retrieved from <https://www.preventionweb.net/sendai-framework/sendai-framework-for-disaster-risk-reduction>. Accessed 09 September 2022.
50. United Nations and World Bank (2010), Natural Hazards, Unnatural Disasters Economics of Effective Disaster Prevention.
51. Vashisht, V. (2019). Youth Development through National Cadet Corps. *Vivekananda International Foundation*, New Delhi.

APPRECIATION LETTERS

<p>सोमनाथ भारती विधायक (मालवीय नगर) पूर्व मंत्री विधि, प्रशासनिक सुधार पर्यटन, कला एवं सांस्कृति SOMNATH BHARTI M.L.A. (Malviya Nagar) Ex Minister Law, Administrative Reforms, Tourism and Art & Culture Govt. of NCT of Delhi</p>		<p>dt Jul 2020 NIL-26, मालवीय नगर नई दिल्ली - 110017 भारत NIL-26, Malviya Nagar New Delhi-110017, India Tel No. : +91-11-32424100 Fax No. : +91-11-26677222 Mobile No. : +91-9910044233/31 E-mail : office@somnathbharti.com D O No. 36/111711 Date 13/5/2020</p>
<p><u>SUBJECT : VOLUNTARY SERVICE BY NCC DURING COVID 19 CALAMITY</u></p>		
<p>Dear General,</p>		
<p>1. On behalf of each and every citizen of Malviya Nagar assembly Constituency, I hereby wish to put on record a commendable voluntary job being done by the team of staff and NCC Cadets under the able stewardship of Colonel Virinder Singh, Sena Medal, Commanding Officer 4 Delhi Girls NCC Battalion, Group HQ C, Delhi Directorate NCC, at the Hauz Khas market food distribution point established by The Delhi Government for poor and needy</p> <p>2. I heartily thank and appreciate the zeal and discipline with which NCC Cadets, JUO Junaily Dilwaria, Sgt Prashant Kumar, Cdt Meena and Cdt Kiran of NCC assisted the Delhi Governments Food distribution team to maintain overall food distribution point discipline, getting social distancing norms followed by public, smooth food distribution operations and educating the poor people on personal hygiene to be maintained among their family.</p> <p>3. I am sure that in the future, such youth will be asset in playing a definite and defining role in giving our great Nation right directions. I wish them all the best and pray for their safety and future endeavours.</p>		
<p>Jai Hind</p>		
<p>With warm regards  Somnath Bharti </p>		
<p>To, Additional Director General, Delhi Directorate, NCC New Delhi.</p>		



OFFICE OF THE BLOCK DEVELOPMENT OFFICER (NORTH-WEST)
D.M.OFFICE COMPLEX, KANJHAWALA, DELHI-110081

F.No.BDO/NW/2020/5331

Dated: 02/06/2020

To,

Commanding Officer
6th Delhi Battalion, NCC
Kirti Nagar Delhi-110015

Sub: - Regarding no requirement of services of NCC Cadets for Covid-19 Duty

Sir,

In the Compliance of directions issued by Ministry of Defence Government of India, the Directorate of NCC Delhi deployed NCC Cadets for performing their duties in Distt. North West for crowd management and social distancing at the locations during the distribution of cooked food, Lunch, dinner and food grains PDS and non PDS beneficiaries to the homeless/deprived/poor or distressed persons on regular basis till the lock down in Delhi continues, with focus on delivery of food to the poorest sections of society and ensuring a hunger-free Delhi.

During the Lock Down period, NCC Cadets were deployed at different locations in Distt. North West and they performed their duties honestly and in dedicated manner. We really appreciate the services of the NCC Cadets in this crisis.

Now, on completion of Lock Down the services of NCC Cadets are not required. We shall be happy to avail their services again, if the situation is demand.

This is issues with the prior approval of District Magistrate (NW).

(BALRAJ SINGH)

Block Development Officer (NW)

Copy for information to:-

1. PA to District Magistrate (NW)
2. SDM(Kanjhawala/Rohini/Saraswati Vihar)

(BALRAJ SINGH)

Block Development Officer (NW)