Emergency Preparedness & Response Planning :

An Introductory Guideline for Business in Nepal

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1 ACKNOWLEDGEMENTS

We would like to acknowledge the the efforts of following persons for their immense support during preparation of this document:

From NSET
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Mr. Kalyan Bista
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Mr. Ganesh K Jimee

From NBI
Mr. Monish Bajracharya
Ms. Asmita Khadka
Mr. Saroj Pandey
Ms. Aakhu Pulami

We are also very grateful for critical inputs provided by Prof Ralph Hamann from Cape Town University, South Africa and Mr. Victor Linden from giz-INCLUDE.

Similarly, we also acknowledge Himal Steels, CE Construction, V.S. Niketan School and Sherpa Adventure and Gears for providing the feedback on preliminary draft of the document.

2 FOREWORD

MR. PADMA JYOTI, PRESIDENT, NBI

Immediately after the earthquake in April, the business community in the country and abroad showed a passionate initiative in responding to the relief measures. NBI conducted a survey of this response participated by over two hundred companies and business associations which showed that total contribution from business, both cash and kind, reached nearly two billion Nepali Rupees.

However, a key lesson learnt was that businesses were not prepared at all for such kind of emergency situations. There was no management system in place to anticipate, plan and resolve such conditions of emergencies. Consequently, critical areas of business such as operations, employee safety, cash flows, supply chains, distribution chains were hit hard and business managers had a difficult time trying to navigate through such uncertain situations.

NBI realized the need of some support measures to help business better prepare for emergency. Here, we found National Society for Earthquake Technology, a national NGO - very popular among the disaster risk management circles and also equipped with technical expertise to deal with emergencies as a perfect partner for this endeavor. As a result of this partnership, we bring together to you this short guide and self-assessment toolkit on "Business Emergency Preparedness".

This book guides the business managers for better emergency preparedness practices within the companies through six easy steps. The crude draft which NBI- NSET had produced has been modified and given a business friendly overtone by Prof. Ralph Hamann from Cape Town University, South Africa.

Besides, this toolkit, NBI-NSET has also agreed to provide further support services required by business to start developing the emergency preparedness systems within the industry or workplace.

I thank everyone who has been involved in preparation of this document and urge all business managers to make the best use of this toolkit.

NSET

3 OVERVIEW

Businesses face significant risks associated with natural disasters or socio-political upheaval. In Nepal, this has been evident in the earthquake and border closure this year. Proactively addressing such risks should thus be part of core management for Nepali business.

Disasters and emergencies can have natural causes, or they can be man-made. They can have their origins outside your business, or they may arise in – or even be caused by – your own operations.

They can cause harm and disruption within your business. Your employees and their families may suffer physical injury or even death. Your buildings, equipment, inventory, and data may be damaged or lost. Emergencies can also affect your business more indirectly, for instance by disrupting your supply chain. Your suppliers or customers may be unable to do business with you, and logistics may collapse.

The following steps will reduce such risks from natural or man-made disasters. Each of them will be explained in more detail in this document:

1) **Establish Commitment:** Business organizations will be better prepared for emergencies if the company's executive managers actively drive the process;

2) **Conduct a Hazard Vulnerability Assessment:** This allows you to identify and prioritize risks facing your company from natural or man-made disasters;

3) **Reduce Your Vulnerability to Hazards and Assess Your Response Capacity:** There may be a number of activities you can undertake to reduce your company's or facility's

vulnerability to the hazards you've identified in Step 2. You should also assess your resources and abilities to respond to emergencies;

4) **Develop an Emergency Response and Business Continuity Plan:** This plan has two components. The first focuses on emergency response and allows you to reduce harmful impacts of disasters on your employees and your business. The second component focuses on business continuity, which means that you can continue with your operations as much as possible during an emergency, or resume operations as soon as possible;

5) **Implement your Emergency Response and Business Continuity Plan:** This involves a number of key activities, including training staff and practice drills, which ensure that you will be ready for an emergency; and

6) **Help Your Community Prepare for and Respond to an Emergency:** As a company you depend on the health and wellbeing of the community around you, so it is important that you help your community prepare for and respond to emergencies.

This document provides practical guidance for managers. It recommends key activities and guiding principles for each of the above steps. We recommend that you read through the entire document prior to embarking on the step-by-step self-assessment process.

We encourage managers that want to discuss any aspects of this guide, or who want to go beyond the guidance offered here, to contact NSET or NBI.

STEP 1 – ESTABLISH COMMITMENT

Preparing for emergencies requires some dedication, effort, and careful planning. It is important that executive leaders are fully committed to this process. The following actions ensure that such commitment is present.

Please review the key actions below and mark "YES as [✓]" or "NO as [✗]" below as appropriate.

The key actions:

a. Our CEO or sponsoring executive understands the importance of emergency preparedness planning and supports the implementation of this self-assessment program. **[   ]**

> *Preparedness efforts are more likely to be successful if they have the support of those in senior leadership positions, which is why businesses and organizations are asked to have senior level commitment to the organization's involvement in this program.*

b. We have appointed a senior level manager as focal personnel in our organization to serve as a Business Emergency Preparedness & Response Planning coordinator. Annex 1 proposes the Terms of Reference for this coordinator. **[   ]**

> *Organizations achieve the greatest success when a person within the business is dedicated to completing the assessment and organizing efforts to complete required tasks.*

STEP 2 – CONDUCT A VULNERABILITY ASSESSMENT

This step involves the identification of hazards and the associated risks to your business. Hazards are events that can give rise to an emergency. To identify hazards, you should gather information about natural or man-made emergencies that may arise in your local area, as well as emergencies that may be created by your business operations.

You should organize this information in a Risk Assessment Matrix. We provide a template for such a matrix below. It includes a list of hazards and allows you to consider how these hazards impact on your business, supply chain, or local community. You should also assess how likely

such an event is, and how severe its impact would be. This will allow you to prioritize possible risks in your preparedness planning.

The recommended activities below will guide you in developing your Risk Assessment Matrix. This is not a once-off process – you should regularly improve and update your matrix.

Once you have developed a first draft of your Risk Assessment Matrix, you will need to consider the resources and abilities that are available – within your company and outside it – to respond to emergencies.

Please mark "YES" as **[✓]** or "NO" as **[✖]** below as appropriate.

The key actions:

a. We have collected information from various sources about hazards that may affect our business. Collecting information – as recommended above – will be an ongoing process and you can do this in conjunction with developing your Risk Assessment Matrix, which is the focus of the subsequent activities. **[   ]**

There are a variety of sources of such information, including the following:

- *Employees in different parts of your business. For instance, your health and safety officers will be able to provide information about health and safety risks; or your supply chain manager can explain past disruptions to your supply chain.*
- *Local organizations and agencies, such as your municipality, local Red Cross, community clubs, development and planning committees, Disaster Risk Management (DRM) offices, etc.*
- *National organizations, such as NSET, or international agencies, including international NGOs or agencies, such as the Asian Development Bank. Such organizations may have relevant documents on their websites.*
- *You could also undertake a more general search of the Internet, including media reports on disasters in your local area.*

Also, find out about any emergencies that have occurred in the past and gather information about other potential hazards related to: fire, explosion, hazardous materials, telecommunication or computer system failure, power failure, facility's design/construction failure, human error, etc.

b. Please turn to the template (Annex II) for your company's or facility's Risk Assessment Matrix. Your first action is to go through this list and consider each of the hazards suggested in the first column. Decide whether this list is complete or whether you want to add additional hazards in the boxes with "Others – please specify."

The list of hazards provided in the first column in the table represents many of the most common or severe hazards facing businesses and communities in Nepal. However, there may well be others, depending on your business and the location of your operations, so it is important for you to complete the list according to your circumstances.

c. Next, give yourself time to consider each of the hazards and fill in the cells to explain how this hazard may impact on your business. The first five areas focus on impact within the business, and there are also three categories for impacts outside your business. When entering this information, you may want to discuss this with colleagues in a meeting or workshop, or you may want to talk to suppliers, customers, or community representatives. **[   ]**

> *For example, when considering the first hazard in the list – "earthquake" – you can reflect on how the April 2015 earthquake affected your employees, buildings, and so on. You should also consider the location of your facilities and whether or not they are in high-risk areas. NSET and other organizations have maps that show areas with high vulnerability to earthquakes. Your vulnerability to earthquakes will also depend on your facilities and buildings. For instance, your company and employees will be particularly vulnerable if you are working in an old building that has not been cleared for earthquake readiness.*
>
> *Do the same for man-made or business internal emergencies. For instance, how was your business affected by the border closures in 2015. How was your business affected by a lack of petrol and diesel? How were your suppliers affected and what were the implications for your business?*

d. Now consider the likelihood of the hazard occurring. You may be able to obtain technical advice on this, or you may need to estimate this from your own experience or knowledge. The point is not to be scientifically accurate, but rather to allow you to prioritize risks in your planning. **[   ]**

Using the same examples mentioned above, you could refer to earthquake maps or contact NSET to consider the likelihood of a serious earthquake, or you could assess this from your own experience. How often have you experienced an earthquake in your area?

You can also compare the hazards among each other. So if you think that petrol and diesel shortages are more common than earthquakes, you could say the former are "occasional" (enter 3) while the latter are "rare" (enter 2). In comparison, if you have operations on steep slopes in the mountains, you may want to enter "likely" (4) for landslides or avalanches.

e. Focusing on the next cell, consider the severity of impacts of the hazard in question. As yourself: If this event were to occur, how seriously would it impact on our business, supply chain, or community? Use the information you have entered in previous cells for this hazard, except for likelihood, which is a separate thing. **[   ]**

Again, we can use the above examples to illustrate. For instance, if your business relies on trucks moving goods across the country on roads, it is probable that the hazards mentioned above – earthquake, landslides or avalanches, fuel shortage – will each have a relatively severe impact on your business. This is because earthquakes and landslides are likely to destroy roads, and obviously your trucks cannot drive without fuel.

On the other hand, if your business relies mainly on a small office of financial experts trading stocks on the Internet, these hazards may be relatively less severe in their impact. You may be more worried about loss of data or Internet connectivity. Bear in mind, however, that your employees may be unable to travel to your office!

f. Finally, you can combine the scores for likelihood and severity by multiplying the two numbers and putting the result in the final cell.

Once you have done this for all of the most pertinent hazards, this will give you a convenient overview of your priority risks – in other words, those that score a high number in this final column **[   ]**

> *For example, imagine the following scenario:*
> - *For earthquake, you have entered a likelihood of 2 (for "rare") and a severity of 5 (for "very severe"); this results in a risk priority score of 10;*
> - *For landslides or avalanches, you have entered a likelihood of 3 (occasional) and a severity of 2 (some impact) – this gives rise to a risk priority score of 6;*
> - *For fuel shortage, you identify a likelihood of 4 (likely) and a severity of 4 (severe) – resulting in a risk priority score of 16.*
> *This suggests that, relatively speaking, you may want to give particular attention to fuel shortages as a risk factor. However, because of the very severe impact of an earthquake, you would need to prepare for this hazard, as well, even if it is relatively less likely.*

You have now completed a first draft of your Risk Assessment Matrix. As mentioned, you will need to revise and update this matrix often.

STEP 3 – REDUCE YOUR VULNERABILITY

In Step 2, you gained a better understanding of the hazards that may impact on your business. You now also have a sense of where and why you are vulnerable to such impacts. The next step is to use this information to do what you can to reduce your vulnerability, as far as possible. This involves identifying and implementing pre-emptive measures to reduce vulnerability, as well as assessing your ability to respond to emergencies.

Please mark "YES" as **[✓]** or "NO" as **[✖]** below as appropriate.

The key actions:

a. We have identified and implemented the most cost-effective measures to reduce our vulnerability to the priority risks in our Risk Assessment Matrix.

> *There are potentially important pre-emptive measures that you should undertake to reduce your vulnerability to priority risks. This depends on the character of your business, your facilities, and other aspects, such as the quality of your buildings.*
>
> *For instance, the process of developing your Risk Assessment Matrix may have highlighted that your facility and employees are particularly vulnerable to earthquake, because you are working in an old and insecure building. If that is the case, you should investigate the possibility of retrofitting the building to make it more earthquake secure. If that is not possible, you should move into a better building.*
>
> *There may be different pre-emptive measures such as this for different hazards identified in your Risk Assessment Matrix. You may want to include an extra column to the table above to write down the measures you can identify and implement to reduce your vulnerability.*

b. We have assessed the resources and capacity of our company / facility, including the skills of our employees, that will enable us to reduce the impact of the hazards identified in the Risk Assessment Matrix. **[   ]**

Now that you have a better sense of the kinds of impacts you may experience from natural or man-made emergencies, or from company-internal hazards, you need to consider how your company and employees would respond to such events. This includes an assessment of the resources and skills that you have to respond swiftly and effectively.

How quickly can you react? Do we have the skills and relationships to respond swiftly and effectively? Can we identify alternative operational procedures?

For instance, if a landslide obstructs an important road that is part of your distribution network, would you be able to use alternative distribution routes or methods? If intermittent fuel shortages are a risk, would it make sense to keep a stockpile for such occurrences? If you backup facilities for your digital data?

One of the most effective ways to assure your company's recovery from an emergency is to involve employees in preparing and planning for disasters. When assessing your human resources, consider what you have in place already and what you need to do to help prepare your employees.

c. We have spoken to our insurance company or agent and learned what coverage is available and what precautions to take for disasters that may impact our organization. **[   ]**

> *Smaller companies – especially in developing countries – often face particular difficulties because they are not adequately insured against disaster losses. This may be because of the costs of insurance or a lack of appropriate insurance products, but often this is also because managers have not been sufficiently informed about insurance options.*
>
> *Speaking to your insurance company or agent is a simple step you can take to find out what coverage is available and how your business could be better prepared for emergencies. Use your Risk Assessment Matrix to inform this discussion. You may want to consider purchasing insurance products especially for the hazards with a high risk priority score in your matrix, if such products are available.*

d. We have identified external emergency response resources, such as the local fire station, police station, medical services and local hospitals, emergency management services, and local businesses that could provide assistance during an emergency. We know who to contact in different kinds of emergency and how they can help. **[ ]**

Your business/organization should plan ahead in case you need assistance from others in an emergency. It is recommended that you contact external organizations that may be able to help "just in time," during or after a disaster. In some cases, formal agreements may be helpful to define the business' relationship and communication with these providers during an emergency. This may also include, for example, making agreements with similar businesses or organizations to continue serving your clients while your business/organization is transitioning to backup operations.

Which external organizations are relevant may depend on the hazard in question, so you may want to create an additional column next to your Matrix to list the most important external organizations that can help you respond effectively.

STEP 4 – DEVELOP EMERGENCY RESPONSE AND BUSINESS CONTINUITY PLANS

This step has two components. The first is to develop an emergency response plan and the second is to develop the business continuity plan.

Develop Emergency Response Plan

Emergency Response Plan identifies the structures and preparations you need to make to respond effectively to emergencies. It describes the steps your business or organization will take to protect itself and its employees before, during and after an emergency.

Please mark "YES as **[✓]**" or "NO as **[✖]**" below as appropriate.

The key actions:

a. We have an Emergency Planning Committee (including our key stakeholders) that is responsible for and empowered to develop and implement an emergency response plan. **[　]**

> *Forming a planning committee is an important step that helps in the development and implementation of your emergency response plan. The size and make-up of the committee should reflect your business operations, requirements and resources. It's helpful to involve workers from all levels and functional areas of the business.*

b. Our senior management supports the planning process, commits to its implementation, and approves the written plan annually. **[　]**

> *You should establish authority for your planning activities. Your senior management needs to demonstrate their support for the planning process and the implementation of written plans. They can ensure the process is a business priority and that relevant employees cooperate with the process, and they can allocate necessary resources.*
>
> *Senior management should review the work of the Emergency Planning Committee, including the emergency response plan, updates to that plan, and recommendations to better protect the business or organization and its employees. This review should be done annually, at a minimum. Once the final written plans are approved by senior management, necessary resources should be committed to ensure the plan is effectively implemented in all appropriate levels of the organization.*

c. We have a written plan describing how our business or organization will respond during a disaster or medical emergency. This plan includes the following aspects:

i. Clearly designated leadership structure that details chain of command for emergency situations. **[   ]**

> *By having a clear leadership structure, you can help reduce confusion when an emergency arises. Employees will know who is in control of the business/organization and departments during a disaster, and who to turn to if the normal chain of command is disrupted.*

ii. Creation and maintenance of a system for warning and alerting employees and other stakeholders about emergencies. **[   ]**

> *The creation and maintenance of a warning and alert system will help you communicate during an emergency, when urgent and clear communication is needed. This is a system for warning and alerting employees and other stakeholders (including customers, contractors, suppliers and vendors, as appropriate) about emergencies.*

iii. System for storing employee emergency contact information and other important business files in both on- and offsite locations. **[   ]**

> *Contact information can be stored electronically, but you should consider storing the information in a hardcopy format as well in case the power goes out. To help with the process, you can designate an employee/employees to be responsible for maintaining current emergency contact information for employees' households and employees' afterhours contact information.*

iv. Procedures for communicating with employees, families, clients, emergency response organizations, media

representatives and other stakeholders prior to, during, and after a disaster or medical emergency. Our procedures incorporate a means of reaching employees both at home and at work. **[   ]**

> *These procedures should incorporate a means of reaching employees both at home and at work. To help prepare for a disaster, you could send out emails, newsletters, automated telephone messages, and text messages, and you should consider offering appropriate training sessions. During or after an emergency, and depending on what damage has been done to your facility and communication channels, you could send out emails, automated telephone messages, text messages or even send runners (i.e., people who deliver a message by hand).*

v.   Procedures for individuals on the premises to follow for evacuation, including designated gathering points. **[   ]**

> *You may be required to evacuate your facility during an emergency situation. There should be procedures in place for employees and all other individuals on the premises to follow for evacuation, including designated gathering points. Develop a system to keep track of the location of employees during a disaster.*

vi.   Procedures for individuals on the premises to follow for sheltering-in-place during external threats, including designated areas and supplies. **[   ]**

Sheltering-in-place means to take immediate shelter indoors. In some emergencies, it may be safer to shelter-in-place than evacuating. (An example of this might be violent unrest on the streets.) You may have your own criteria and plans for such occasions, or you may be instructed to do so by local authorities. Depending on your type of business/organization, you may need to plan for a "reverse evacuation" so that people who are outside move inside.

vii. Other procedures to follow in response to the most serious risks in our Risk Assessment Matrix. **[   ]**

Evacuation or sheltering-in-place are two of the main responses you may want to prepare in case of emergencies. But different responses might be necessary in the case of other emergencies. Your response may also depend on your business or facilities.

For instance, it was mentioned earlier that your vulnerability to earthquakes will depend on the location and quality of your buildings. It was also emphasized that if you have identified the age or integrity of your building as a risk factor, you should prioritize retrofitting to enhance the strength of your building or – if necessary – move into a better building.

Such considerations may also influence how you respond in the case of a disaster, such as an earthquake. Each building may have specific recommendations for when or where to evacuate, or when and where to shelter-in-place. Consult your building plans or with your architect or engineer to identify these issues.

viii.   Procedures for responding to internal medical emergencies. **[   ]**

> *You should establish procedures for responding to internal medical emergencies. Also, your employees should know what these procedures are. You should consider establishing procedures on how to alert persons who are on-premise and are trained in and willing to offer first aid and CPR/AED, as well as the local emergency medical service and others as deemed appropriate. Document and follow-up procedures should also be considered, including accident report forms.*

ix.   Description and timeline for conducting regular drills, exercises and ongoing training. **[   ]**

> *In addition to having plans on how to respond to emergencies, your business/organization should conduct regular drills or exercises to test your capacity to respond. Some exercises or drills test one part of the plan; others test the whole plan. A timeline, among other things, helps you focus on long-term goals and how you plan on achieving them, avoids duplication of efforts, and prevents overtraining and over-exercising. Depending on the size of your business/organization, and the capacity you're testing, the timeline may cover several years.*

x.   List of individuals with disabilities and/or medical conditions who may require additional assistance and what help they will need during different types of emergencies. **[   ]**

> *You should identify ahead of time any individuals who may need additional assistance during an emergency. Remember that these people may feel that they don't need extra help. Prepare an updated list of employees with disabilities and/or medical conditions who may require additional assistance and the help they will need during different types of emergencies.*

xi.   List of safety equipment and emergency preparedness supplies.

> *Your business/organization can store equipment and supplies in preparation for an emergency, such as an organization level emergency box. Prepare a list of necessary safety equipment and emergency preparedness supplies (i.e., drinking water, food, first aid kits, flashlights, radio, batteries, etc.). Ensure ready access to emergency equipment and supplies.*

xii.   Long-term steps our business or organization will take to mitigate and prevent disasters by reducing or eliminating risks to life and property from a full range of hazards as identified in the Risk Assessment Matrix and the emergency plan procedures. **[   ]**

> *Step 2 above already highlighted the need to proactively reduce your company's or facility's vulnerability to priority risks identified in the Risk Assessment Matrix. Such activities – ranging from short- to long-term measures – should be included in the emergency response plan.*
>
> *Such mitigation measures could include relocating a facility away from flood hazard areas, removing trees or branches that could fall on your facility, retrofitting or bolting the facility to its foundation. You should also consider buying extra equipment, such as backup generators for when the power lines are down.*

d.   The plan with all of the above aspects is reviewed and updated on an annual basis and changes, enhancements and outstanding issues are reported to senior management for approval and/or action. **[   ]**

> *The emergency response plan should be reviewed and updated as necessary, but at least every year as staff changes and/or the business itself changes. Senior management should receive a report on any changes and enhancements to the plan, as well as any concerns about issues that still need additional work or resources. Management should review this report and, when appropriate, support efforts to address outstanding issues.*

e. The most essential features of the plan are communicated regularly and in an accessible manner to all employees. A key aspect of this is to create a culture of safety among all employees, including risk-averse behavior and a willingness and ability to communicate to senior management on issues related to emergency and other risks.
    [   ]

> *As mentioned previously, it is vital that employees are effectively involved in the development and implementation of emergency response plans. This also means that employees need to be informed about the plan regularly – this is an important aspect of training, which will be described below. More broadly, employees need to be encouraged to reduce risks wherever possible. This includes a commitment by management to allow employees to stop work if they are concerned that it may involve risks to health and safety.*

Develop a Business Continuity Plan

The second planning component focuses on business continuity. It involves activities to ensure that your business can continue operations as much as possible during an emergency, or resume operations as soon as possible after an emergency.

Please mark "YES as **[✓]**" or "NO as **[✘]**" below as appropriate.

The key actions:

i.   We have developed a **Business Continuity Plan (BCP)** to help our business continue operating as it responds to and recovers from a disaster or emergency. The plan includes the following components. **[   ]**

> *A BCP can help businesses respond and recover from disasters or other emergencies. To develop a BCP, your planning team will need to assess how your company functions, both internally and externally, and determine which staff, materials, procedures and equipment are absolutely necessary to keep the business operating.*

We have a BCP Coordinator and/or committee that is responsible for and empowered to develop our BCP. **[   ]**

[27]

> *A BCP documents what will occur in an emergency situation, how and how quickly continuity actions must occur, where these operations will take place, and who will take part in continuity operations. A first step in creating a BCP is to designate a coordinator and/or committee that is responsible for the BCP. The size of your business/organization will determine how many people are responsible for the BCP. The BCP coordinator or committee may involve the same people as the emergency response coordinator/committee, or it may involve different people (depending on characteristics of your firm).*
>
> *The BCP Coordinator keeps senior management updated throughout the continuity planning process and coordinates with the planning committee. The committee should comprise of representatives with expertise from all your departments, such as information technology, human resources, facilities management, and legal, and the committee should also work together to make sure all parts of your plan are in place and tested.*

ii.   Procedures to activate our BCP have been established. **[   ]**

> *Establish procedures to activate the BCP, ensuring that all relevant managers are aware of and implement their responsibilities. When your BCP is activated, your business/organization needs to have procedures in place for management succession, because responsible managers may be unable to act during an emergency.*

iii.   Essential business functions have been identified, and emergency procedures and staff have been identify to continue these functions during an emergency situation. **[   ]**

> *To reduce confusion and to ensure your business continues to run without too much disruption, your essential business functions need to be identified. You also need to identify the staff that can maintain these functions as far as possible in an emergency situation. Your business may have to perform essential functions with fewer employees who are working from a variety of places such as a backup facility or home. The method of maintaining these functions, and the staff needed to run them, need to be established.*

iv. Procedures have been established with suppliers, vendors and other businesses or organizations critical to daily operations. Their contact information is kept with other important information in both on- and off-site locations. **[   ]**

> *If your business/organization relies on external suppliers or vendors, you should meet with them to discuss how their services would continue after a major disaster. Establish procedures with suppliers, vendors and other businesses critical to essential operations. Information on these procedures, and how to contact the necessary individuals to implement them, should be secure and backed up (both on and off site) so as to be available when at the facility and also when access to the facility is not feasible.*

v. Financial and administrative procedures required to perform essential business functions have been established. **[   ]**

> *Even during and immediately following a disaster, your business will need to maintain essential functions such as financial and administrative procedures as much as possible. For example, you'll need systems in place to make sure your employees and suppliers still get paid. Create a plan to ensure that the financial and administrative processes that enable identified critical business functions can be performed.*

vi.   A plan is in place for conducting business if the facility is not accessible, and backup systems for vital business records have been created. **[   ]**

> *Consider a backup facility for all your employees or just key employees. You may allow some of your employees to work remotely from an alternate worksite, a satellite office, or their home. Plan how to conduct business if the facility is not accessible. Optional worksites, work from home, or other options to continue the delivery of critical business functions should be established. Create back-up systems for vital business records and identify records and documents for performing essential business functions.*

vii. Records and documents for performing essential business functions and implementing the emergency response plans have been identified and are stored in a safe and secure place, perhaps off site, where they can be retrieved quickly. **[   ]**

> *During a disaster, records and documents that are essential to your business / organization may be damaged or destroyed. Ensure records and documents for performing essential business functions are stored in a safe place, perhaps off site, where they can be retrieved quickly.*

viii.   The BCP is reviewed and updated on an annual basis and changes, enhancements and outstanding issues are reported to senior management. **[   ]**

> *The BCP needs to be reviewed regularly to respond to changes in operations and staff, at least once a year. The reviewing and updating should be done by a designated review team. Revisions should include lessons learned from testing and exercises or real events.*
>
> *The BCP should be reviewed and updated on an annual basis as staff changes, new suppliers and vendors are integrated into operations and as other changes to the business or organization occur that would affect the BCP execution.*
>
> *Senior management should receive regular reports regarding changes and enhancements to the BCP, as well as notification of concerns regarding outstanding issues or needed resources. Management should review this report and, when appropriate, support efforts to address outstanding issues.*

STEP 5 – IMPLEMENT YOUR EMERGENCY RESPONSE AND BUSINESS CONTINUITY PLANS

This step involves continuing to work with the above-mentioned coordinators or committees to implement the emergency response and business continuity plans with employees. The key to implementing the plans is to make preparedness a part of the corporate culture.

This section has been divided into four major activities:
(a) Training;
(b) Equipment and supplies;
(c) Employee preparedness and
(d) Drills and exercises.

Please review the key actions of all four activities listed below and mark "YES [✓]" or "NO [✖]" as appropriate.

The key actions:

a. **Training.**

We have trained our employees in emergency preparedness on an annual basis, so that at a minimum, everyone knows the following. **[   ]**

i.   Our warning and communication procedures. **[   ]**

> *In an emergency situation, being able to communicate with your employees is essential. If there is an emergency situation and your employees are told about it and how to respond, their response will be more effective and they are less likely to be confused or scared.*

ii.   Employees' role during a disaster and where they should go (if evacuating or sheltering-in-place) and the roles and responsibilities of key personnel at our facility. **[   ]**

> *To effectively respond to a disaster, your employees need to know what their role is in that situation. The employees should know their role during a disaster and where they should go if evacuating or sheltering-in-place, and the roles and responsibilities of key personnel at your facility.*
>
> *Depending on your business/organization and the employee, their role may be significant (such as responding to a hazardous material spill) or small (such as making sure they evacuate from the facility). They also need to know what other key personnel, such as medical responders, will be doing.*

iii. Our shelter-in-place and evacuation procedures. **[   ]**

> *Even though a lot of employees are probably familiar with how to evacuate a building, they may not know the proper way of doing that from your facility. For example, they will need to know what route to take and the meeting point. Employees will probably be less familiar with how to shelter-in-place. The employees should be well versed with evacuation procedures and shelter-in-place procedures, location and use of common emergency equipment, and emergency shutdown procedures.*

b. **Equipment and Supplies.**

Based on the list of safety equipment and emergency supplies identified in our emergency response plan, we have completed the following. **[   ]**

> *When employees need to seek temporary shelter in your facility during emergencies, think about how you can provide the basics of survival: fresh water, food, clean air and warmth.*
>
> *Encourage employees to purchase or assemble emergency preparedness kits for use at work, at home and in their vehicles. Employees can learn more about assembling emergency kits for the workplace.*
>
> *While most sheltering-in-place situations last only a few hours, try to have three days' worth of supplies on hand whenever feasible for other types of sheltering situations that may occur at your business.*
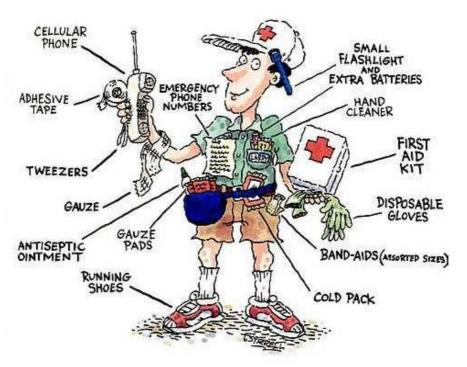
i.   We have designated employees who know how and where to access safety equipment and emergency preparedness supplies when they are needed. **[   ]**

> *Before your business/organization can designate employees who know where to find safety equipment and supplies, you'll need to first ensure your business/organization has these resources. Designated employees need to know where these resources are located to make sure they can quickly provide emergency assistance. Designate employees to know how and where to access safety equipment and emergency preparedness supplies.*

ii. We have obtained and maintained the equipment and supplies we need, such as, First aid kits, Fire Extinguishers, Smoke alarms, Shelter-in-place supplies etc. **[   ]**

> *Your Hazard Vulnerability Assessment and the corresponding Risk Assessment Matrix – see Step 2 above – should help inform the kinds of safety equipment needed to respond to specific emergencies. This should be listed clearly in your written emergency response plan. Much of the safety equipment needed may be standard and required to operate your business or organization. Maintaining and keeping it in working order is just as important as having it on hand.*

c. **Employee Preparedness.**

We emphasize employee preparedness at work and at home by doing activities such as:

i.   Identifying response teams of people trained in first aid and Cardiopulmonary Resuscitation (CPR). **[   ]**

> *It is recommended that you have response teams trained as it may take some time for professional responders to respond to your facility. After a major disaster, it will probably take even longer for professional responders to arrive.*
>
> *Part of your emergency response plan is to ensure you have a team of employees who are trained annually and prepared with knowledge and skills necessary to provide basic First Aid care for injuries and sudden illness as well as to respond to life threatening emergencies until advanced medical personnel arrive and take over. Train and maintain a First Aid team. There may be situations when professional responders cannot reach your facility as soon as you would like. Part of your emergency response plan is to ensure you have a team of employees who are prepared with the knowledge and skills necessary to provide basic first aid care for injuries and sudden illnesses until advanced medical personnel arrive and take over.*

ii. Having at least 10 percent of our employees trained annually in basic first aid skills to handle medical emergencies in the workplace. **[   ]**

> *Members of the team should be trained annually and willing to administer basic First Aid appropriately. The size of the team will depend on the number and location of employees and the layout of your facility. It is recommended that 10 percent of the workforce, in any specific work area and point in time during the workday, be trained annually to respond to emergencies. Since employees may change jobs, work shifts and locations, you will need to evaluate the team regularly to ensure you have enough trained personnel at any given time.*

iii. Offering first aid training to employees annually. **[   ]**

There are various ways you can get your employees trained. You can send them to the local organizations such as Red Cross, NSET, etc. for a prescheduled class, or a certified Instructor can conduct the training at your facility, at your convenience. You can also have one of your employees trained as an Instructor and become an Authorized Provider to train your workers as well as others in first aid and CPR. This means you can have your employees train other employees in first aid at your facility.

iv.   Offering CPR training to employees annually. **[   ]**

You should think about offering CPR training as it is some of the best lifesaving trainings you can offer your employees. They can use these skills in your facility, their communities and homes as well.

v.   Offering classes and training seminars annually to help employees learn and develop preparedness skills. **[   ]**

The NSET, Red Cross or such organizations can help you arrange classes and training seminars on emergency preparedness. Contact them to talk to somebody about preparedness education. You should think of offering preparedness training to employees annually. This can include reminding employees and their families to: "Prepare Go-Bag, Make a Plan and Be Informed." Include emergency preparedness information in newsletters, on company intranet, periodic employee e-mails and other internal communications tools.

vi.   Encouraging employees to identify alternate routes for going to and from our facility. **[   ]**

You should encourage employees to identify alternate routes as this will save time if their usual route is cut off. You should also encourage your employees to identify alternate routes to and from their homes.

vii.   Reminding employees to always keep their emergency contact information current. **[   ]**

> *Remind employees to always keep their emergency contact information current. Depending on the size of your organization, there are several ways you can remind employees to keep their emergency contact information current. You can ask them in person, email them, put reminders on bulletin boards, assign the responsibility to supervisors, etc.*

viii. Encouraging employees to create a family communication plan, including having an out-of-area contact designated where they can leave an "I'm okay" message during a disaster or an emergency situation. **[   ]**

> *Remind employees to have a family communications plan that includes meeting places both at home and outside their neighborhood, and current emergency contact information for all family members. A common problem experienced in serious disasters is that family members cannot obtain information from or about each other directly, so it helps to have a relative or friend in a different location that can be contacted.*

ix.   Providing emergency preparedness training to each new person we hire. **[   ]**

> *Provide emergency preparedness training to each new person you hire. You can provide several types of emergency preparedness training:*
> *1) General preparedness education training, which is offered by the NSET, Red Cross or such other organizations.*
> *2) Specific emergency preparedness training that is unique to your business/organization.*
> *3) In some areas, you can get training to be a part of a Community Emergency Response Team or business emergency response team.*

x.   Making sure your list of employees with first aid and CPR training is kept up-to-date as employees come and go. **[   ]**

> *Obviously, a first step is to ensure your employees are trained in first aid and CPR. However, as new employees join your business/ organization, and others leave, you should make sure your list of employees trained in first aid and CPR is kept current. Consider updating this list at a set time each year and including the process in any entrance/exit interviews. In addition, your employees should know who is trained in first aid and CPR/and how to contact them in case of an emergency.*

xi.   Encouraging employees to have emergency preparedness kits on hand at work, at home and in their vehicles. **[   ]**

> *As an examples of how you can encourage your employees to have emergency preparedness kits on hand, you can encourage them via emails or newsletters or by having a display of emergency preparedness resources in your facility. A list of recommended supplies for "Go-Bag" can be found on the websites of NSET, Red Cross, etc.*

xii.   Encouraging employees to learn about the emergency procedures and disaster plans in place at their children's schools, child and

senior care facilities and other places where their family members stay when not with them. This includes arranging a meeting place in case it is unsafe to return home. **[   ]**

> *You should encourage your employees to learn about the emergency procedures and disaster plans at places where their family members stay. They will need to know procedures such as how the place will communicate with them during an emergency situation, how they can be reunited with their family or household member after an emergency and the location of meeting places if they can't return home. This information should be included in their emergency communication plan.*

xiii. Identifying/listing other activities the business or organization has offered to promote personal preparedness. **[   ]**

> *Include information about other activities, communications or services you have offered to promote employee personal preparedness in both the workplace and at home.*

d. **Drills and Exercises.**

We conduct and assess regular drills and exercises to determine the readiness of our employees and facility. After each drill or exercise has been conducted, we evaluate our level of preparedness. We do the following:

Create a team of skilled personnel responsible for developing, conducting and evaluating practice drills and tabletop exercises. Use the drills to assess the readiness of your employees and your facility. Involve both personnel and community responders in after-action debriefings and the evaluation process. Use lessons learned to update emergency response plans, improve procedures and increase training as needed.

i. Conduct a 'tabletop' exercise at least once a year to assess emergency preparedness. **[   ]**

Exercises are conducted to test an organization's ability to carry out a part of its emergency response plan or the whole plan. A tabletop exercise involves key personnel in an informal group who discuss a hypothetical scenario.

A tabletop exercise is easy to do as it doesn't need to take a lot of time, equipment is not used, resources are not deployed, and time pressures are not introduced. By conducting a tabletop exercise at least every year, your employees can practice their roles in an emergency and gain experience in their roles. Also, it can improve the business'/organization's system for managing emergencies.

ii. Conduct a building evacuation drill at least once a year. **[   ]**

In the building evacuation drill, employees should walk the evacuation routes to pre-designated gathering areas where assigned personnel take role and account for all evacuees. Post maps and illustrations of the evacuation routes and gathering areas clearly in your facility

iii. Conduct a Business Continuity Plan (BCP) drill at least once a year. **[   ]**

> *The BCP activation drill should demonstrate how the chain of command, management succession and back up of critical functions will occur during a disaster.*

iv.   Conduct a shelter-in-place drill at least once a year. **[   ]**

> *In a shelter-in-place (SIP) drill, employees are asked to proceed to pre-designated shelter areas and follow the facilities procedures. Your business/organization should conduct these drills as in particular emergencies (such as a chemical spill, strike, unrest or bad weather), local authorities may tell you to shelter-in-place and not evacuate.*

v.   Conduct other drills to practice procedures specific to disasters in our area at least once a year. **[   ]**

> *Other drills can test responses to disasters such as a hazardous material spill, earthquake, terrorism, or social unrest, if applicable. Your goal should be to establish a comprehensive training program where exercises build upon one another. This makes sure your employees are able to respond to a wide variety of emergencies.*

vi.   Conduct a medical emergency response exercise at least once a year. **[   ]**

> *An emergency response exercise can test whether your emergency response personnel know how to respond to a medical emergency. An exercise can also test whether your other employees know what to do in the situation and how to call your emergency response personnel.*

vii.   Complete after-action reports and evaluations. **[   ]**

> *Exercises only have value if they lead to improvements. After-action-reports (AAR) should be completed after every exercise and record the effectiveness of the exercise. The AAR provides feedback to employees on how they responded and provides recommendations on how the emergency response plan could be improved, if any additional emergency supplies are needed, how individuals could be better prepared or trained, etc.*

viii.   The after-action report, along with resulting recommendations and any concerns identified about plan compliance are forwarded to the planning committee and senior management for review and appropriate corrective action. **[   ]**

> *The after-action report (AAR) will only be useful if your business does something with it. So, as well as completing an AAR, the report should be sent to your organization's planning committee so they can take action.*

STEP 6 – HELP YOUR COMMUNITY PREPARE FOR AND RESPOND TO AN EMERGENCY

Now that your company and employees are prepared, make additional commitments aligning with your **Corporate Social Responsibility (CSR)** to ensure that the overall community is prepared for a disaster or other emergencies. It is important to note that community disaster preparedness is complementary to business preparedness and business support for community preparedness strengthens mutual relations between the company and its community.

Please mark "YES" as **[✓]** or "NO" as **[✗]** below as appropriate.

The key actions:

a. Host blood drives. **[   ]**

> *Most of blood donations made through the Red Cross are made at blood drives. For more information on how to host a blood drive, and how they help save lives, coordinate with local community committees, rotary clubs, Red Cross, etc.*

b. Lead an educational campaign in the community that promotes personal and family preparedness with the messages such as "Prepare an Emergency Kit (Go-Bag), Make a Plan and Be Informed." **[   ]**

> *Lead an educational campaign or promote personal and family preparedness in your workplace through training programs. Consider organizing training sessions or presentations in your business and community. Ways to promote this message includes newsletter articles, email blasts, dedicated web site, brochures, booklets, radio, TV, PSAs, training and presentations that are offered to our employees to their families and other groups in the community.*

c. Appoint employees to be trained as Preparedness Education leaders who represent the business or organization. **[   ]**

> *A lot of people still don't know how to get prepared for a disaster or how to respond during and after the disaster. You can contact your local community, clubs, NSET or the government initiatives to find out how you can get employees trained as Preparedness Education leaders. Appoint employees to be trained as Community Disaster Education (CDE) presenters who represent your company when conducting preparedness presentations in your business and community.*

d. Appoint employees to be trained as disaster volunteers at NSET, Red Cross or National Volunteering Program, and give work time to serve on disaster assignment(s). **[   ]**

> *In a disaster, the government, NSET, Red Cross and several others need volunteers from dozens of backgrounds, such as those trained in Light Search and Rescue (LSAR), logistics, information technology, Medical First-Aid, etc. Develop such volunteers and give company time to serve on disaster preparedness as well as post-disaster assignment(s).*

e. Sign a facility agreement with our local disaster preparedness community, clubs or agencies to allow our facility to be used as a shelter location, as needed, in the event of an emergency. **[   ]**

> *Find out if your facility is eligible and could be used as a temporary shelter location in the event of a disaster or an emergency situation. Such agreement would greatly help in the capacity building process of the community as well as the initiating organization.*

f. Coordinate and liaison with Chief District Officer/District Disaster Management Office and/or other district level/national level business associations, civil society organizations for smooth operation of relief and rescue efforts.

> *During times of emergency, coordination with other agencies, chiefly the government authorities and supporting civil society bodies such as local chambers and other umbrella organization of businesses, become vital to pool the resources, improve communication and increase effectiveness in the response.*

g. Contribute supplies and/or services to emergency response efforts.

> *Contribute supplies and/or services to emergency response efforts at the local, regional or national level.*

h. Invest in local Disaster Preparedness & Response (DPR) services and programs. **[   ]**

> *Depending on where your business/ organization is located, these could include youth programs, service to the Nepal Police, Armed Forces, international services, blood drives, etc. Contact your local DPR initiatives to learn about these programs and how your business/ organization can invest in them.*

i. Provide community scholarships or sponsorships for health and safety training courses and products provided by Disaster Risk Reduction and Emergency Preparedness agencies such as NSET, Red Cross, etc. **[   ]**

> *Health and safety training courses and products can save lives but not everybody can afford them. Consider providing scholarships for individuals in your community to coordinate and pay for their trainings, such as, CPR, First Aid, LSAR, etc.*

j. Adopt a local school or school district and support their disaster and emergency preparedness programs. **[   ]**

> *Many schools are suffering budget cuts and decreased funding for Emergency Preparedness & Response programs that are not considered part of the curriculum. However, business organizations like yours can help.*

k. Redirected Pre-paid advertising space for emergency messaging during a disaster. **[   ]**

> *If you have pre-paid advertising, please consider redirecting some of your space for NSET, Red Cross community wellbeing messaging during a disaster. Under the public-private partnership and such collaborative approach, you can also pay for emergency preparedness messaging, which will help your community prepare before an emergency.*

l. Engage in other activities to help our community prepare for disasters. **[   ]**

> *Aligning with your Corporate Social Responsibility (CSR) activities and comprehensive Disaster Risk Management (DRM) initiatives, there are a number of creative ways in which an organization can sustain its public-private partnership approach while contributing to the community's capacity building process.*

4 SUMMARY EVALUATION SHEET

After having gone through all the questions and recommendations above, the summary table below will help provide an overview of the current position of your business in terms of business preparedness and set goals for future strategy:

STEP 1 **Establish Commitment**	Current Status	Future Goals
Top level management is committed to being prepared for any disasters and appropriate structures (decision making and implementing bodies) are in place to take care of preparedness measures.		

STEP 2 **Conduct a Hazard Vulnerability Assessment**	Current Status	Future Goals
Various hazards have been assessed in terms of their possible impact on the business, its supply chain, and the community, and they have been assigned a risk priority score based on likelihood and severity.		

STEP 3 **Reduce our Vulnerability to Hazards and Assess our Response Capacity**	Current Status	Future Goals
Concerted efforts have been undertaken to reduce our company's or facility's vulnerability to the priority hazards identified in Step 2. We have also assessed our resources and abilities to respond to emergencies.		

STEP 4 **Develop an Emergency Response and Business Continuity Plan**	Current Status	Future Goals
A formal written Emergency Response Plan covering key components such as Crisis		

Communication system, Evacuation Procedures, etc. is developed and agreed upon by senior management.		
Building upon the Emergency Response Plan, Business Continuity Plan has been developed and communicated with important stakeholders.		

STEP 5 **Implement our Emergency Response and Business Continuity Plan**	Current Status	Future Goals
Periodic Trainings are conducted.		
Safety Equipment and Emergency Supplies are in ready state.		
Employees are in ready state.		
Regular Drills and Exercises are conducted for preparedness.		

STEP 6 **Help our Community Prepare for and Respond to an Emergency**	Current Status	Future Goals
Coordination with government disaster preparedness network exists. There is also coordination with civil society and business associations for relief and response.		
Trained employees of the organization are motivated for professional volunteering during emergency situation.		
Activities like Blood Drive, Preparedness Awareness Campaign, Relief Funds get priority in Company's philanthropic activities.		

ANNEXES:

ANNEX I : TERMS OF REFERENCE FOR FOCAL PERSONNEL FOR EMERGENCY COORDINATOR.

The Emergency Coordinator ideally should have following qualifications:
1. Has proper authority to make immediate decisions on behalf of the management.
2. Has thorough know-how of the operational and managerial aspects of the company.
3. Has proven ability to work in stress and solve complex problems.
4. Is supported by a team of subordinates

Personnel Description:

Name of Personnel	
Designation	
Contact Details	

Key Roles and Responsibilities

1. Holds overall responsibility for Emergency Response Plan including its design, implementation, periodic reviews and updates.
2. Monitors and implements standards, regulations, and security measures that reduce risks to staffs and assets.
3. Makes the decision to suspend business operations if the security situation requires this.
4. Decides if Evacuation Plans will be activated or not.
5. Takes direct action in times of immediate crisis, where coordination with the CEO or board is not possible.
6. Ensures that all stakeholders are aware of evacuation procedures and responsibilities.
7. Develop a network of subordinates to gather security updates.
8. Ensure that regular trainings, drills and exercises are organized.
9. Ensure that all new recruits receive mandatory safety orientation/briefing.
10. Ensure that business premises have sufficient First Aid and Disaster Preparedness Equipment.

ANNEX II: RISK ASSESSMENT MATRIX TEMPLATE

The following table is a template that you can use to develop a Risk Assessment Matrix for your business or facility. Refer to the actions outlined in Step 2 for guidance on how to do so.

In each of the cells below, mention what type of impact may result from each of the hazards listed in the first column, relative to the business stakeholders or resources mentioned above.

(***Score from 1 to 5:** 1 - very rare 2 – rare 3 – occasional 4 – likely 5 – very likely)
(** **Score from 1 to 5:** 1 – low impact 2 – some impact 3 – moderate impact 4 – severe impact 5 – very severe)
(*** **Mulitply** the score for Likelihood and Severity)

HAZARD	IMPACTS WITHIN BUSINESS					IMPACTS OUTSIDE BUSINESS			ASSESSING PRIORITY RISKS		
	Employees	Buildings & infrastructure	Equipment	Inventory	ICT systems and data	Suppliers	Customers	Community	Likelihood of event occurrence *	Severity of impacts **	Risk priority ***
HAZARD	IMPACTS WITHIN BUSINESS					IMPACTS OUTSIDE BUSINESS			ASSESSING PRIORITY RISKS		

	Employees	Buildings & infrastructure	Equipment	Inventory	ICT systems and data	Suppliers	Customers	Community	Likelihood of event occurrence *	Severity of impacts **	Risk priority ***
A. Natural hazards											
1. Earthquake											
2. Fire											
3. Flood											
4. Storm, wind and hail											
5. Landslides or avalanche											
6. Others – please specify											
B. Man made hazards											
1. Strike											
2. Civil conflict											
3. War											
4. Power failure - intermittent											
5. Power failure – long-term collapse of energy infrastructure											

6. Lack of fuel (petrol / diesel)											
7. Lack of water – intermittent											
8. Lack of water – long-term (collapse of water infrastructure)											
9. Collapse of ICT infrastructure beyond the company											
10. Others – please specify											
C. Hazards originating within company											
1. Building collapse											
2. Fire											
3. Explosion											
4. ICT system failure											
5. Poisoning of air or water											
6. Other – please specify											

About the Partners

1. National Business Initiative (NBI)

NBI is an apolitical and non-profit making organization established by leading Business Member Organizations of Nepal in 2003 with an objective of promoting sustainable peace through responsible socio-economic development. NBI mobilizes the existing private sector bodies at local and higher levels, generating new knowledge relating to private sector on issues around peace, conflict, economic growth, enhancing image of private sector business, entrepreneurship development and creating demand as well as support for positive change in the society.

2. National Society for Earthquake Technology (NSET)

The National Society for Earthquake Technology-Nepal (NSET), established in 1994 in Nepal, is a multi-disciplinary non-governmental, non-profit organization focused on earthquake risk management. It has worked extensively in Nepal and the region in close collaboration with national and international professional and academic institutions as well as government and bilateral agencies for raising awareness and enhanced capacities for disaster mitigation preparedness and emergency response. NSET's mission is to assist all communities of Nepal to become earthquake safer by developing and implementing organized approaches to managing and minimizing earthquake risks.

This booklet offers you practical guidelines over how to anticipate potential disaster risks for business in advance and plan for it accordingly so that your business and employees suffers minimum loss. Following through the six easy steps, the book will help you to :

1. Establish commitment from senior management of the business and management structure to anticipate and plan for disasters.
2. Conduct a multi-hazards vulnerability assessment that can potentially affect your business operations, stakeholders and supply chain.
3. Reduce your vulnerability to those hazards and assess the response capacity of the business.
4. Develop Emergency Response Plan and Business Continuity Plans
5. Implement your Emergency Response Plan and Business Continuity Plans via various mechanisms such as Employee Preparedness, Drills & Exercises, Emergency Supplies, etc.
6. Help your community prepare for and respond to emergency situation   as part of your Corporate Social Responsibility.

> NBI-NSET would like to offer Nepali businesses following services in line with the guidelines in this document:
> 1. Structural and Non-Structural Assessment of Buildings/Facilities
> 2. Multi-Hazards Vulnerability Assessment
> 3. Evacuation and Communication during Disasters
> 4. Employee Trainings, Drills & Exercises

For any support, contact us at

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