The views and opinions expressed in this publication are those of the respective authors and do not necessarily reflect the official policy or position of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) or of Deutsche Post DHL Group.
COMBINING CAPABILITIES

HOW PUBLIC PRIVATE PARTNERSHIPS ARE MAKING A DIFFERENCE IN HUMANITARIAN ACTION
Dear Reader,

Solving global challenges in today’s interdependent world increasingly requires collaborative efforts and fresh approaches that combine the capabilities of very different partners. And, in fact, there is an encouraging trend in that direction. In particular, more and more companies are joining forces with the United Nations (UN) to tackle some of the world’s most pressing problems. By bringing together a wide range of knowledge, skills and experience, these and other public private partnerships can make a significant contribution to improving lives around the world.

This report takes a comprehensive look at public private partnerships, particularly in the area of humanitarian action. It is a joint project of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and Deutsche Post DHL Group, the world’s leading mail and logistics group. In the following pages, we share the insights and experiences our two organizations have gained in pursuit of long-term, eye-to-eye partnership initiatives that have made a difference. In fact, we just celebrated the 10-year anniversary of our successful partnership in the area of disaster management, in close cooperation with the United Nations Development Programme (UNDP).

Beyond profiling our own expertise, experience and learnings, we find it essential to showcase many other successful partnership models in place all over the world. Global players such as Ericsson or MasterCard and ‘local heroes’ such as Madagascar’s Telma Foundation share their stories and provide insight into how such partnerships work in practice. What is more, this publication would not be complete without outlining the key elements of the international humanitarian system – and incorporating expert perspectives on the growing relevance of business in humanitarian action.

Our report is being released on the occasion of the World Humanitarian Summit, taking place in May 2016 in Istanbul. This ground-breaking event brings together a wide range of humanitarian actors, including private sector representatives. Together, they aim to map out a humanitarian agenda for the future that is aligned with the needs and challenges of our rapidly changing world. As part of this ambitious effort, the private sector is called on to increase
its involvement in humanitarian action and to collaborate with peer companies and other humanitarian actors.

By demonstrating the power and potential of public private partnerships, we hope this publication plays its part in bringing us closer towards that goal. It is targeted not only at humanitarian and corporate responsibility experts, but also at business executives who may be considering a public private partnership. In other words: We would be greatly satisfied if the information and experiences presented here inspired more companies to take action and seriously examine – or reexamine – humanitarian engagement. That alone would be an important step in the right direction.

We wish you a pleasant and engaging read!

Yours sincerely,

Prof. Dr. Christof E. Ehrhart  
Executive Vice President  
Corporate Communications and Responsibility  
Deutsche Post DHL Group

Kyung-wha Kang  
Assistant Secretary-General and Deputy Emergency Relief Coordinator  
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
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EXECUTIVE SUMMARY
COMBINING CAPABILITIES TO MAKE A DIFFERENCE

Humankind faces daunting challenges. Conflicts, natural disasters, displacement, epidemics and other crises are changing the dynamic of the world we live in, and the impact of such disruptive forces is likely to increase in the 21st century. Often, individual actors lack the power, resources or skills to 'go it alone' and solve these challenges on their own. Communities must increasingly work together to address societal and humanitarian needs. The public and private sectors possess vast experience and know-how that, when properly combined, harbor significant potential to make a difference. This is beginning to happen on a larger scale. Recent years have witnessed an encouraging trend as businesses increasingly tap into their own core capabilities and join forces with organizations whose skills complement their own.

This publication is intended to uncover the potential of public private partnerships. It was jointly developed by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and Deutsche Post DHL Group, two organizations that look back on 10 years of successful collaboration. Our report illustrates a variety of innovative and effective partnerships in the field of humanitarian action and makes the case that public private partnerships are essential for global problem-solving in today’s world. Our publication also sheds light on how such partnerships work in practice, what challenges exist, and what makes them successful in the long run.

The case for public private partnerships
To set the scene, Deutsche Post DHL Group CEO Frank Appel explains why he firmly believes a multi-stakeholder approach is the best way to tackle many of today’s challenges. This means bringing together everyone who has an interest in a particular issue and the ability to make a difference – to bundle a diverse yet complementary set of skills and expertise in order to maximize effectiveness and achieve greater impact. In Appel’s view, public private partnerships represent an important, forward-looking approach to face today’s challenging times. He shows how his company teams up with strong partners and participates actively in international groups and alliances to address problems and make a difference in society.

Recent years have witnessed an encouraging trend as businesses increasingly tap into their core capabilities and join forces with organizations whose skills complement their own.

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Such private sector support is to be encouraged, because the rising costs of disasters worldwide are increasingly outstripping the resources of our traditional public, multilateral and nonprofit responders, especially in the field of humanitarian aid, writes Professor Michael Useem and Luis Ballesteros. They point to a clear trend within the business community to help fill this gap, citing that while 15 years ago less than a third of the world’s 2,000 largest multinational corporations donated to disaster recovery, today more than nine in 10 provide some form of disaster support, including direct relief and logistics. Public private partnerships can help ensure that business assistance is directed where it is most needed, they explain. They add that partnerships should be encouraged – whether de facto, with each informally complementing the other, or more formally, with each explicitly coordinating with the other.

**Public private partnerships represent an important, forward-looking approach to solving global challenges.**

The shape and purpose of public private partnerships

Public private partnerships for humanitarian relief can take on many different forms. Businesses looking to engage in humanitarian action and team up with other, like-minded actors can take inspiration from a broad range of models. This publication showcases a number of examples:

- Dedicated private sector networks that operate mainly at the national or regional level such as the one established by the Telma Foundation in Madagascar, the Philippine Disaster Resilience Foundation or the Ebola Private Sector Mobilization Group, which has played an important role in helping West Africa tackle the Ebola outbreak.

- Industry networks and initiatives, such as the Disaster Resource Partnership, a new model for disaster response from the engineering & construction industry, or the Humanitarian Connectivity Charter, an initiative by mobile network operators, launched by the GSMA.

- Partnerships with large, multinational companies, such as MasterCard, Ericsson or Deutsche Post DHL Group. These public private partnerships reveal the potential of entering into dedicated collaboration with NGOs or the United Nations.

No matter what the form, partnerships between humanitarian actors and private sector companies should be developed with the shared goal of alleviating human suffering and providing quality assistance to those most in need. The partners will work best together if they
follow certain **guiding principles**, including leveraging core competencies, meeting identified needs, building local capacity, establishing a clear separation between humanitarian and commercial activities, and developing predictable, long-term partnerships.

**The role of public private partnerships in the international humanitarian system**

The international humanitarian system is well established and made up of a wide range of organizations, agencies and inter-agency networks working together to channel international humanitarian assistance to the places and people in need. All humanitarian activities are guided by the four humanitarian principles of humanity, neutrality, impartiality and independence, and any form of public private partnership must tie into this system and adhere to its principles.

At the core of the international humanitarian system is the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) which is mandated to support the coordination of humanitarian agencies. OCHA brings together and acts as a central point of contact for the humanitarian agencies and other humanitarian actors, ensuring that there is a framework for the overall response effort.

The UN regards the private sector as a major contributor to humanitarian action, recognizing that local businesses as well as national and multinational companies possess critical skills and resources that can be leveraged to facilitate a more effective humanitarian response. The UN has learned from experience that it is in the interest of both the humanitarian and business communities to establish close links through networks and partnerships. After all, when a disaster strikes, everyone is affected, including private sector employees, customers, markets and supply chains. The UN Secretary-General encourages companies to **coordinate their response efforts with the UN** in order to ensure coherence with priorities and to minimize gaps and duplication.

The private sector also has a key role to play beyond humanitarian relief and disaster response, namely in **disaster preparedness and disaster risk reduction**. The combined impact of a changing climate, urbanization and rapidly growing exposure to disaster risk presents the world with an unprecedented challenge. The United Nations Development Programme (UNDP) is one of the largest global public-sector actors in these areas. In the past decade, the organization...
has invested more than US$ 1 billion in building resilience and providing support to countries in disaster risk reduction and recovery. UNDP supports national governments in collaborating with private sector and civil society partners on capacity development for disaster preparedness and emergency response. UNDP is exploring global, regional and national opportunities to institutionalize the role of the private sector in disaster risk reduction.

The partnership between the United Nations and Deutsche Post DHL Group

In addition to profiling a wide variety of public private partnerships and networks, this publication focuses particularly on the two partnerships Deutsche Post DHL Group maintains with OCHA and UNDP. Over 10 years ago, the company joined forces with the UN to help improve disaster management. In collaboration with OCHA, Deutsche Post DHL Group deploys Disaster Response Teams (DRTs) to provide on-site logistics support at affected airports in the wake of a natural disaster. Together with UNDP, the company also runs the Get Airports Ready for Disaster (GARD) program, which helps to prepare airports in areas at risk of natural catastrophes. Known collectively as the GoHelp program, both initiatives demonstrate the power of public private partnerships with a clear focus, long-term approach and successful track record. They showcase how the combination of very different capabilities and strengths can be an essential asset for emergency preparedness and response. The DRT’s 2015 deployment in the immediate aftermath of the Nepal earthquake provides a particularly vivid example of this.

Beyond the direct benefit on the ground, both partnerships have also become a strong source of pride among the volunteers and Deutsche Post DHL Group’s global workforce. The DRT and GARD volunteers are employees whose individual skills are put to use effectively for people in need. This fits perfectly with the company’s stated purpose – connecting people and improving their lives – and is widely acknowledged and valued by its employees worldwide. Ultimately the work and volunteer spirit of a few becomes a source of inspiration to many.

A look beyond: Why public private partnerships are here to stay

The international humanitarian system has seen many changes in recent years and the private sector is making an impact, writes Barnaby Willitts-King. Though not necessarily new actors, businesses today are often at the forefront of humanitarian efforts, and their contribution is increasing. Innovations in technology are transforming...
entire aspects of humanitarian action, and businesses themselves are evolving, as seen in the rise of social enterprises. For Willitts-King, the growing role of business in humanitarian action has great potential and wide-ranging benefits, but also poses significant challenges to the humanitarian sector. In his view, a more effective engagement between the private sector and aid agencies is on the horizon, especially if both communities continue to work more closely together.

The need to effectively and jointly address humanitarian challenges will further grow in the 21st century. In order to harness the full power of business, the private sector must be an equal partner at all stages of humanitarian action. Effective collaboration must be founded upon common interests and the co-creation of projects and outcomes. To build on the growing momentum, businesses, governments and international organizations are joining forces to launch the Connecting Business initiative, which aims to transform public private partnerships and business engagement in a holistic approach. Led by the United Nations Office for Disaster Risk Reduction (UNISDR), OCHA and the UNDP, the initiative will support businesses, provide access to leading practices, encourage partnerships and strengthen collaboration. It will also create a global portal to connect business networks at the local, national and international levels – a clear entry point or “one-stop-shop” for businesses to effectively mobilize and coordinate their engagement.

As United Nations Secretary-General Ban Ki-moon has said: “The United Nations and business need each other. We need their innovation, their initiative, their technological prowess. But business also needs the United Nations. In a very real sense, the work of the United Nations can be viewed as seeking to create the ideal enabling environment within which business can thrive.” As the United Nations seeks to be a catalyst, the private sector is working to become an indispensable partner in disaster risk reduction, emergency preparedness, response and recovery. Though the public private partnership approach is not yet systematic, the trend indicates that more and more businesses will engage on this basis, combining capabilities to make a difference.
The world does not lack the capabilities to tackle global challenges, but it often lacks the vision to join together to make the best use of our individual strengths.

Dr. Frank Appel, CEO Deutsche Post DHL Group
I. SETTING THE SCENE: WHY WE NEED PUBLIC PRIVATE PARTNERSHIPS
Our world is in transformation

The dynamic of the world we live in has changed fundamentally compared to even the past two decades. Disruptive forces are reshaping the geopolitical, economic and social landscape at an unprecedented pace and scale. Digital technologies are shaking up many industries, often forging entirely new business models – a transformation that I believe will usher in a new wave of productivity gains and economic growth. Furthermore, an increasingly interconnected world, in which emerging countries occupy a larger share of the world economy, has fuelled wealth creation and shifted the global economic center of gravity.

Transformation, as these examples illustrate, can be a driver of opportunity. Certain disruptive forces, however, present little or no upside and require a coordinated, global response. Climate change, for example, threatens the very future of humanity. Armed conflicts are displacing millions and have the potential to destabilize entire regions. Terrorism, piracy and nuclear proliferation jeopardize international security, as do financial crises and their spillover effects. Cyber threats today have become highly sophisticated and can cause massive damage, not only financially. And as the world becomes a smaller and more interconnected place, there is greater risk of epidemic diseases spreading from one country to the next.

As the world’s leading mail and logistics company, Deutsche Post DHL Group is at the intersection of many of these developments. There is virtually nothing that does not depend on logistics in one way or another, despite the impact of the digital revolution. With operations in 220 countries and territories, we facilitate international exchange, connecting people, businesses and sectors around the globe. It’s a unique position that presents us with many

GREATER THAN THE SUM OF ITS PARTS – THE POWER OF PUBLIC PRIVATE PARTNERSHIPS

by Dr. Frank Appel
opportunities, but also exposes us – directly and indirectly – to a host of risks. Disaster can strike anytime and anywhere, affecting our worldwide network and impacting our business. The same is true for geopolitical conflicts or acts of terrorism and piracy. And certainly we are not immune to global financial turbulence.

Joining forces to solve global problems

I believe the global community is at a crossroads. While we have made a lot of progress in recent decades, there is still much work to be done to solve the planet’s most pressing problems. The question is, will we? Personally, I’m optimistic. I believe in the power of human creativity and ingenuity. The human race has spent its entire existence tackling problems and finding solutions. In the past half century alone, we have landed on the moon, wiped out deadly diseases, put tremendous power into a tiny computer chip and lifted many of the poorest among us out of extreme poverty – to name but a few – all the while accumulating an unprecedented level of knowledge and insight.

Many of the challenges we face, while admittedly daunting, are inherently solvable. For example, we can join together to better prepare for natural disasters. We can team up to combat climate change by practicing more sustainable business and greening global value chains. We can help educate the next generation, especially the underprivileged and less fortunate among us, to improve opportunity and employability. The key word here is ‘we.’ The world does not lack the capabilities to tackle global challenges, but it often lacks the vision to join together to make the best use of our individual strengths. Combining our capabilities harbors enormous potential to solve many problems.

A multi-stakeholder approach is the best way to tackle many of today’s challenges. What exactly does that mean? It means bringing together everyone who has an interest in a particular issue and the ability to make a difference. Stakeholders might include gov-

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ernments, intergovernmental organizations, non-governmental organizations (NGOs), local administrative bodies, businesses or academic institutions, regardless of whether they normally interact with one another or not. The idea is to bundle a diverse yet complementary set of skills and expertise to maximize effectiveness and achieve greater impact.

At face value this may seem straightforward. But the prevailing expectation of governments to single-handedly solve today’s issues often gets in the way. Though nation states are still of primary importance, their ability to ‘go it alone’ has decreased over time, especially in our interdependent and highly connected world. Governing beyond borders calls for more than the reconciliation of diverse and often diverging sets of national interests. Crafting an adequate response to “problems without passports”\(^2\) also requires the skills, experience and involvement of new private and social actors.

One extremely important element, I might add, is that this kind of problem-solving should be seen as an exercise in eye-level collaboration. Only then can partners engage in dialogue that is mutually beneficial and develop sustainable solutions.

The need for coordinated solutions to international problems is clear and magnified daily by news reports from troubled cities, nations and regions. What you might not see in the coverage, however, are the many successful partnerships already making a difference – actors with many, sometimes very different capabilities coming together on one stage to address common problems. These collaborations range from informal exchange and interaction to formal institutions and full-fledged partnerships with clear rules of engagement and everything in between.

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The world does not lack the capabilities to tackle global challenges, but it often lacks the vision to join together to make the best use of our individual strengths. Combining our capabilities harbors enormous potential to solve many problems.

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\(>65,000\)

KILLED PER YEAR

On average, for natural disasters in the period 1995 – 2015\(^3\)

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2 In the words of former UN Secretary-General Kofi Annan.

3 Source: D. Guha-Sapir, R. Below, Ph. Hoyois – EM-DAT: The CRED/OFDA International Disaster Database. This figure includes all climatological, geophysical, hydrological and meteorological disasters.
Partnership success stories

There are many examples of successful partnerships on the international level that demonstrate the strength of these forms of collaboration. I consider the European Union (EU) to be perhaps the most vivid example of the tremendous impact partnership and cooperation can have. Some 60 years ago, few could have imagined that an alliance of 28 independent countries would join together to close the book once and for all on centuries of conflict and co-author the continent’s future. Although this publication is about a very different kind of partnership with a very different scope, the EU is and remains an inspiring success story.

Lighthouse examples of public private partnerships in the classical sense have increased steadily in recent years. Take the Gavi Alliance. Created in 2000, this global health partnership brings together key stakeholders from both the public and private sectors – including governments, WHO, UNICEF, and the Bill & Melinda Gates Foundation – who all share the goal of improving access to new and underused vaccines for children living in the world’s poorest countries. As one example, Gavi has worked with the vaccine manufacturers to improve availability and cost of vaccines. The alliance has helped to immunize millions of children around the world. As a consequence, Gavi reports that developing countries have been able to prevent more than 7 million deaths from treatable diseases.

The Global Fund represents another success story – an international health partnership that brings together governments, business, civil society, and people affected by AIDS, tuberculosis and malaria. Founded in 2002, the Fund was designed to accelerate the end of these diseases as epidemics, and to do so it partners with high-profile private sector companies and foundations such as Coca Cola, Chevron, Standard Bank and the Bill & Melinda Gates Foundation. Working together, the Fund’s partners raise and invest nearly US$4 billion a year to support programs run by local experts in countries and communities most in need.

Partnerships at Deutsche Post DHL Group

At Deutsche Post DHL Group, we are writing our own partnership success stories, having established a number of close collaborations...
with a variety of important partners in the areas of disaster management, educational opportunity and the environment.

A number of key factors have driven our success. With global reach and local presence in nearly every country around the world, we are in an ideal position to leverage our company’s core competencies and employee know-how on a global scale. We have also sought out established partner organizations to ensure the professionalism and sustainability of our efforts. And, perhaps most importantly, we have only teamed up with partners who possess complementary assets and share our objectives.

One example that is at the very heart of this publication is our long-standing and strong public private partnership with the United Nations, in place since 2005. We are extremely proud of our work with the UN and our role in the global humanitarian system. At the center of this partnership are our Disaster Response Teams (DRTs), providing on-site logistics support at affected airports in the wake of a natural disaster. The second vital element, added in 2009, is our Get Airports Ready for Disaster (GARD) program, which we use to help prepare airports in areas at risk of natural catastrophes. We have completed more than 30 DRT missions and over 30 GARD workshops together with the UN. Both programs have not only gained recognition and respect throughout the humanitarian community, they have also provided inspiration to our staff around the world.
Education is also vitally important to the planet’s future prosperity, which is why our Group is also dedicated to improving educational opportunity and employability. Our GoTeach program is designed to do just that – and it, too, is built on effective and sustainable partnerships. GoTeach targets young people, especially from disadvantaged social economic backgrounds. To achieve the program’s goals, we cooperate with two experienced partners – Teach For All and SOS Children’s Villages.

Teach For All is a global network of independent organizations dedicated to expanding educational opportunity to ensure that all children are able to fulfill their potential, regardless of their background or economic status. Working with the global organization and 10 national network partner organizations, our support draws on financial assistance and the volunteer spirit of our employees. We do this, for example, through mentoring, providing insights into the working world, and offering workshops and training for students and teaching participants.

SOS Children’s Villages is an independent, non-governmental international development organization which has been working to meet the needs and protect the interests and rights of children since 1949. Together with the SOS Children’s Villages, Deutsche Post DHL Group supports young people as they make the transition to the working world. We provide financial aid for educational programs and youth facilities, and our volunteers act as role models for the young people as they give career guidance and teach basic professional skills.

Ultimately our planet must remain healthy for future generations to thrive, so our activities also focus on the environment. We call this our GoGreen program, at the core of which is the goal to minimize the impact of our business activities on the environment and improve our carbon efficiency. To achieve this, we also rely on the power of partnerships.

For example, we are partnering with various vehicle manufacturers around the world to develop innovative low- and zero-emissions logistics vehicles. And we are working with a broad range of partners to establish consistent standards for measuring and monitor-
ing carbon emissions as well as joint, proven approaches to reduce them. That’s why we are a founding member of the leading initiatives Green Freight Europe (GFE) and Green Freight Asia (GFA), both of which provide a platform for companies to monitor and report carbon emissions, share best practices and promote innovations on road freight. We are also part of the Clean Cargo Working Group to achieve greater sustainability in ocean freight shipping and we participate in aireg, a German initiative to advance the development of alternative aviation fuels.

As a member of the United Nations High-level Advisory Group on Sustainable Transport, I am personally engaged in developing long-term concepts for sustainable transport.

Solving problems and unlocking opportunities

Our new global context means that partnerships often stretch across the increasingly blurred boundary between the public and private spheres. In my mind, there’s no room for doubt: We will
need each other to solve the enormous challenges ahead. At Deutsche Post DHL Group, we understand that our unique position – our global reach and expertise – allows us to play an important role on the global stage, and we are making a conscious effort to leverage that position to benefit society. Our work with renowned partners, along with our active participation in international groups and alliances, is aimed squarely at these targets. We are proud that this collaborative approach also contributes to achieving the Sustainable Development Goals of the United Nations. And after over a decade of collaboration, continued learning and considerable success, we look forward to deepening our relationships with existing partners and further expanding our partnerships.

How we approach the world’s biggest challenges is really up to us. Traditional methods for solving problems must give way to new approaches and solutions. Public private partnerships represent one of these forward-looking approaches. However, partnerships of any kind are only one piece of the puzzle. To face up to these challenging times, it is crucial that we all remain open-minded and strive to think outside the box – outside of the narrow boundaries of our expertise or self-prescribed responsibilities. If we keep this in mind, we will not only discover innovative approaches to solving problems but also find real value in the unlocked opportunities.

Dr. Frank Appel

As CEO of Deutsche Post DHL Group, Dr. Frank Appel is responsible for global management of the world’s leading mail and logistics group. He joined the Group in 2000 as Managing Director of Corporate Development and has been a member of the Group’s Board of Management since 2002. In 2008 he assumed the role of Chief Executive Officer. Prior to joining the Group, Frank Appel was a managing partner at McKinsey & Co., Frankfurt am Main, Germany. He has an MSc in chemistry from the University of Munich and a PhD in neurobiology from the Swiss Federal Institute of Technology in Zurich.
FACTS AND FIGURES ON NATURAL DISASTERS AND THEIR IMPACTS 1995 – 2015

Trends by disaster type

1.37 MILLION KILLED

4.75 MILLION INJURED

87.92 MILLION HOMELESS

4.32 BILLION AFFECTED

**Total deaths**

- 756,359
- 167,609
- 157,844
- 19,573
- 722
- 1,504

**People injured**

- 1,598,685
- 195,467
- 770,314
- 3,894
- 1,176
- 5,754

**Homeless**

- 16,762,688
- 238,247
- 46,848,168
- 7,524,579
- 126,410
- 75,245

**People affected (total)**

- 1,116
- 131
- 95
- 5
- 3
- 3
The World Health Organization declared on February 1, 2016, that the rapid spread of the Zika virus had become a public health emergency. Initially centered in Brazil, the virus has already reached more than 20 other countries, and WHO executive director Margaret Chan has called for “a coordinated international response.”1

While the World Health Organization is working to stimulate actions by health agencies around the world, given the potential scale of the calamity, it is a good time to reach out to other institutions as well. The United Nations recently warned that “never before” has humanitarian aid “been so insufficient” to deal with international disasters of this kind. With an estimated funding gap of US$15 billion, the rising costs of disasters worldwide are increasingly outstripping the resources of our traditional public, multilateral and nonprofit responders.2

One of the non-traditional but ever more responsive providers is the business community. Fifteen years ago, less than a third of the world’s 2,000 largest multinational corporations donated to disaster recovery, but today more than nine in 10 provide some form of disaster support, including cash, goods, services, and sometimes even direct relief and logistics.

As a result, company giving has recently become a major source of international assistance in the wake of some calamities. After the 8.8-magnitude earthquake in Chile in 2010 and the 9.0-magnitude earthquake in Japan in 2011, for instance, corporate donations exceeded the aid from all other international sources combined.3

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Partnerships between the corporate donors and recipient countries can help ensure that the business assistance is directed where it is most needed. And those partnerships can either be de facto, with each informally complementing the other, or more formal, with each explicitly coordinating with the other. Both forms are to be encouraged.

De facto partnerships
For the value of a de facto partnership, consider Lawson, Japan’s second largest convenience-store franchise with more than 10,000 outlets. It has a long-standing practice of working to remain open in disaster zones, no easy task given Japan’s perch along the Pacific ring-of-fire. Lawson created a protocol for keeping its stores staffed and stocked in even the most calamitous moments, with twice-annual drills to field-test its practicalities. Then, just five minutes after Japan’s earthquake in 2011, Lawson executives invoked the emergency protocol among their convenience stores in the affected region. Of Lawson’s more than 900 stores in the area, some 60 percent managed to remain open, and 90 percent of the rest reopened within six weeks. The company proactively delivered food and water to evacuation centers. Even then, many roads remained impassable, and Lawson sent in truckloads of motorcycles to deliver its supplies. When motor fuel ran out, it dispatched a gasoline truck to bring more.

In the wake of the Ebola outbreak in West Africa in 2014, other companies did much the same on their own. Henry Schein, Inc., a supplier of health-care products, for instance, gave approximately US$1 million in masks, gloves, gowns, coveralls, sanitizers and other protective gear to thwart the epidemic’s spread. It also joined the Ebola Private Sector Mobilization Group, a coalition of more than 40 large corporations organized by steel-maker ArcelorMittal.

ArcelorMittal itself constructed new Ebola treatment centers. Fires tone built a treatment center when a nearby hospital would not accept Ebola patients; Unilever gave several million bars of soap; Coca-Cola used its distribution network to deliver medical supplies; and Federal Express delivered urgently required medical supplies and protective equipment. Here we see companies acting informally alongside public agencies in the wake of a disaster, each providing what it is most capable of and complementing the public response.
Formal partnerships

More formal partnerships have worked as well, as can be seen in Chile after it was struck by the world’s sixth largest earthquake recorded by a seismograph on February 27, 2010. Anglo American, the multinational mining company with operations on four continents, asked the government of Chile how it could best assist with the resources at its own disposal.

Chile’s president and minister of education were anxious to reopen the country’s public schools within six weeks, but lacked the capacity for doing so in one of their regions. Anglo American had long worked with the makers of mobile structures, and in collaboration with the government it constructed temporary buildings, which might have rimmed a copper mine, but now served as emergency schoolhouses in the region.\(^4\)

As disasters become ever more costly worldwide due to urbanization and international travel and trade, traditional resources for relief and recovery are falling increasingly short. Thus, it is an opportune time for national governments, multilateral agencies, and nonprofit organizations to work hand-in-hand with private companies that are increasingly ready to help when calamity strikes. Whether the partnerships are informal or formal, resources for recovery are likely to be leveraged in mutually reinforcing ways that no single institution could any longer achieve on its own.

Thus, it is an opportune time for national governments, multilateral agencies, and nonprofit organizations to work hand-in-hand with private companies that are increasingly ready to help when calamity strikes.

Luis Ballesteros and Michael Useem

Luis Ballesteros is a doctoral candidate at the Wharton School of the University of Pennsylvania whose research focuses on business responses to systemic shocks and uncertainty, and he previously worked for JP Morgan Chase, World Bank and UNDP.

Michael Useem is a management professor at the Wharton School whose interests include leadership in disaster recovery, and he serves on the World Economic Forum’s Global Agenda Council on Risk and Resilience.

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There is a recognition that many of the world’s most pressing problems are too complex for any one sector to face alone. Notably, over the past fifteen years the business sector and other stakeholders have increasingly become active partners in helping the UN in achieving its goals, as a complement to Government action.

II. JOINING TOGETHER: CREATING SUCCESSFUL PARTNERSHIPS – THE CASE OF HUMANITARIAN ACTION
Human suffering from the impacts of armed conflicts and disasters has reached staggering levels. Nearly 60 million people, half of them children, have been forced from their homes due to conflict and violence. The human and economic cost of disasters caused by natural hazards is also escalating. In the last two decades, 218 million people each year were affected by disasters; at an annual cost to the global economy that now exceeds US$300 billion. Stronger and more innovative approaches are essential to effectively address the needs of people affected by disasters and the network of partners must be broadened. The private sector is an obvious stakeholder.

**Stronger and more innovative approaches are essential to effectively address the needs of people affected by disasters and the network of partners must be broadened. The private sector is an obvious stakeholder.**

The international humanitarian system
The international humanitarian system is made up of a wide range of organizations, agencies and inter-agency networks working together to channel international humanitarian assistance to the places and people in need. These organizations include but are not limited to UN agencies, the International Red Cross/Red Crescent Movement, international and local non-governmental organizations (NGOs), governments and donor agencies.

The actions of these organizations are guided by the four humanitarian principles: **humanity, neutrality, impartiality and independence**. These principles provide the foundations for humanitarian action and are central to establishing and maintaining access to affected people, whether in a natural disaster or a complex emergency, such as armed conflict. Promoting and ensuring compliance with the principles are essential elements of effective humanitarian coordination.
The primary agents of response in a humanitarian crisis are the people and communities – including the private sector – directly affected by crises. The international humanitarian system calls for actors to listen to, involve and communicate with affected people throughout the humanitarian response. Direct, responsible and respectful relationships with these people are vital to the success of any humanitarian effort.

The following are the key elements of humanitarian response:

**A single strategic process**

The humanitarian programme cycle (HPC)\(^1\) refers to the coordinated series of actions undertaken to prepare for, manage and deliver humanitarian response. These sequential actions include emergency response preparedness, needs assessment and analysis, strategic response planning, implementation and monitoring, resource mobilization and an operational peer review and evaluation. Coordination and information management are ongoing at all times in support of the response. The HPC is owned and managed by the humanitarian organizations present in each country.

**Leadership**

At the global level, the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator (USG/ERC) is responsible for the oversight of all emergencies requiring United Nations humanitarian assistance. The USG heads the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), acting as the central focal point and counterpart for governmental, intergovernmental and non-governmental humanitarian relief activities. In a country affected by a disaster or conflict, he may appoint a Humanitarian Coordinator (HC) to ensure response efforts are well organized. OCHA supports the HC, who works with government, international organizations, non-governmental organizations and affected communities at the country level.

**Coordination**

Effective coordination underpins all elements of humanitarian response. It ensures that each aspect of the humanitarian programme...
cycle is applied as part of a joint effort that uses available resources and capacities to address priorities. Coordination helps to create an enabling environment where independent organizations can collaborate to expand the scope and impact of their interventions. It serves to identify and meet priority needs, address gaps and establish clear roles and responsibilities, thereby reducing duplication.²

International support is required in humanitarian emergencies where the national government requests international assistance. OCHA is mandated to support the coordination of humanitarian agencies in order to deliver assistance in a cohesive and effective manner to save lives and alleviate suffering. All humanitarian actors involved have a responsibility to coordinate with other organizations to share information or resources that contribute to the priorities of a humanitarian response, particularly since timeliness is of critical importance during disasters.

The central role of the Office for the Coordination of Humanitarian Affairs (OCHA)
OCHA represents that central body charged with coordinating responses to emergencies. As part of the United Nations Secretariat, OCHA brings together and acts as a central point of contact for the UN agencies and other humanitarian actors, ensuring that there is a framework within which each actor can contribute to the overall response effort. Figure 1 gives an overview of the main actors in the humanitarian system both at the national and international level.

OCHA's stated mission is to “mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies, to advocate the rights of people in need, to promote preparedness and prevention, and to facilitate sustainable solutions.”³ OCHA delivers its mandate through coordination, advocacy, information management, humanitarian financing and policy, which are described below.

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² For more information please see the IASC Reference Module for Cluster Coordination at the Country Level.
³ General Assembly Resolution 46/182.
OCHA plays a key role in operational coordination in humanitarian emergencies. This includes preparedness, assessing situations and needs; agreeing on common priorities; developing common strategies to address issues such as negotiating access, mobilizing funding and other resources underpinned by humanitarian response plans; clarifying consistent public messaging; and monitoring progress.

OCHA’s information management role includes gathering and sharing reliable data on where victims of crises are, what they urgently need and who is best placed to assist them. This includes maps, graphics, situation reports, humanitarian bulletins, films and photo galleries. OCHA is also the steward of several humanitarian tools and services that help our partners make better informed decisions and ensure a more predictable approach to preparedness and response. This includes ReliefWeb – a website providing 24-hour coverage of disasters, conflicts and crises for the international community.

→ Please visit
www.reliefweb.int
OCHA organizes and monitors humanitarian funding. In a humanitarian crisis, humanitarian actors can immediately provide life-saving assistance using pooled funds managed by OCHA. There are two types of pooled funds: the Central Emergency Response Fund (CERF) and country-based pooled funds (CBPFs). CERF receives voluntary contributions year-round to provide immediate funding to UN Agencies and the International Organization for Migration (IOM) for life-saving humanitarian action. CBPFs allow donors to quickly pool their contributions to specific emergencies and finance the relief activities of a broad range of partners, including national and international NGOs.

OCHA also manages the Financial Tracking Service (FTS), which records humanitarian contributions reported on a voluntary basis, including from the private sector, to emergencies (cash, in-kind, multilateral and bilateral).

OCHA advocates both publicly and discreetly, negotiating on issues such as access, humanitarian principles, and protection of civilians and aid workers, to ensure aid is where it needs to be. OCHA provides guidance and clarity on humanitarian policy, identifying and analyzing trends and helping the humanitarian community develop common policies.

Clusters provide a clear point of contact and are accountable for adequate and appropriate humanitarian assistance.

The cluster system of humanitarian response coordination
A critical element of international humanitarian coordination is the cluster system (figure 2, p. 38), which the UN and its partners established in 2005.

Clusters are groups of humanitarian organizations (UN and non-UN) working in the main sectors of humanitarian action, e.g., food, water, sanitation, shelter and health. They provide a clear point of contact and are accountable for adequate and appropriate humanitarian assistance.

Each cluster has a Cluster Lead Agency, which serves as the main contact and ensures the coordination of humanitarian activities. For example, one of the lead agencies is UNICEF, which is responsible for leading a few clusters. While UNICEF usually works to advance children’s rights, in the cluster system it is responsible for coordinating


5 For further information on options for business contributions to humanitarian action, as well as humanitarian tools such as the Financial Tracking System, please see p. 42.
all efforts around education, as well as water, sanitation and hygiene, and nutrition. OCHA has the lead responsibility for inter-cluster coordination, bringing together the sector/cluster leads to assess needs, establish the emergency response plan, mobilize funds, implement activities and advocate on humanitarian priorities, and monitor progress.

The cluster system makes it much easier to bring all relevant actors in a dedicated field to one table. It also helps the entire humanitarian community to develop a common understanding of the goals and priorities. A clearly visible aspect of this cluster approach is the creation of a point of contact to make partnerships possible between international humanitarian actors, national and local authorities, civil society and the private sector. Thus, the cluster system is an essential
instrument not only to deliver aid but also to enable further progress in humanitarian relief.

The role of business
The private sector is already a major contributor to humanitarian action. Local businesses as well as national and multinational companies possess critical knowledge, skills and resources that can contribute to a more effective humanitarian response. They are also major stakeholders in communities affected by disasters. When a disaster strikes, private sector employees, customers, markets and supply chains are affected. Therefore, it is in the interest of both the humanitarian and business communities to establish close links through networking and partnerships.

Private sector actors wishing to participate in emergency preparedness and response can engage in a variety of ways. For example, local businesses can use their materials and resources to help people affected by crisis. As local markets recover and supply chains are repaired, people are able to regain access to basic goods and, in some cases, resume livelihoods.

Large national, regional, and multinational companies can also become closely involved in humanitarian action, whether indirectly, by resuming operations in crisis-affected areas, or directly, by providing cash, in-kind donations of goods or services – or even using their unique business expertise to make a difference in affected areas.

Companies who have employees, suppliers, and customers in the region can often be most effective by reaching out to and supporting these groups directly. Longer-term contributions of technical expertise, infrastructure (re)-development and economic investment can be useful but have the best impact when coordinated with national priorities and aligned with other partners’ contributions.

In other words, leveraging business expertise for humanitarian relief can take many different forms, ranging from effective risk management and ensuring business continuity, to providing monetary or in-kind donations, or pre-positioning partnerships.
However, success rests on whether all organizations involved in humanitarian action – public and private – follow the established humanitarian principles of humanity, neutrality, impartiality, and independence. This is critical to maintaining access to all affected people during a crisis, especially as much of humanitarian action occurs in complex political environments. In order to maximize the use of limited resources and ensure strategic planning it is important that all stakeholders are transparent about contributions and operations.

The ultimate goal is a living humanitarian system that is continuously nurtured and made strong enough to face the growing complexity of today’s challenges.

Making humanitarian action fit for the future
To make this inclusive approach to humanitarian action sustainable, a concerted effort is needed from all actors. Humanitarian response needs to be tightly aligned, and all actors have to play by the same rules and abide by the same principles. The system is always striving to find innovative and better ways to bring new actors – such as businesses – on board.

The ultimate goal is a living humanitarian system that is continuously nurtured and made strong enough to face the growing complexity of today’s challenges. The system also needs to be flexible enough to adapt to new demands and trends. Technological advances and new modalities of delivering assistance, like cash transfers, will require close collaboration with the private sector in order to leverage its resources, know-how and ingenuity.
Business in humanitarian action

Business continuity:

Business continuity is essential to rapid recovery. Operations of local businesses, from SMEs to multinationals, are among the first to be affected by emergencies. Their infrastructure, supply chain, employees and markets can be severely affected. It is in the mutual interest of both business and communities to ensure they continue to operate during and following emergencies. Recognizing the impact of these disruptions, humanitarian actors are increasingly influencing policy and addressing operational constraints to re-establish resilient economies.

Adherence to Humanitarian Principles:

Public adherence to the Universal Humanitarian Principles of humanity, neutrality, impartiality and independence is critical to humanitarian action, especially in complex political environments. Collaboration with humanitarian actors is also more efficient when companies can show their commitment to these principles.

Visit [http://www.unocha.org/themes/partnerships-privatesector/resources](http://www.unocha.org/themes/partnerships-privatesector/resources) for more information on principles and guidelines on engagement by the private sector in humanitarian action.

Coordination and emergency preparedness:

Regardless of the type of humanitarian action your business engages in, it is important that efforts are coordinated with others, ideally in advance of the crisis. Through the Connecting Businesses Initiative, UN partners OCHA, UNDP and ISDR are strengthening risk reduction, preparedness, response and recovery networks at the country, regional and industry level. More at: [https://www.worldhumanitariansummit.org/node/516547](https://www.worldhumanitariansummit.org/node/516547)

During an emergency response activities should ideally be made in coordination with the respective cluster.

Standing partnerships:

OCHA and other agencies maintain standing agreements with companies, which include terms of reference about how they will work with the UN in an emergency, for example in logistics and telecommunications. If you would like to set up a partnership in advance of a disaster, please contact the OCHA Private Sector Section: pss@un.org
## Business contributions to humanitarian action

### Cash contributions:

<table>
<thead>
<tr>
<th>Monetary donations are usually the preferred action in the first few days of an emergency, especially for those businesses that have not developed partnerships with humanitarian actors in advance of a crisis. Cash allows disaster relief professionals to obtain what is most needed and culturally appropriate.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERF</td>
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<tr>
<td>CBPFs</td>
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</tbody>
</table>

### In-kind contributions:

To make an in-kind donation of goods or services please visit [https://business.un.org](https://business.un.org) or write to pss@un.org. Please be as specific as possible, including the time-frame for delivery and any conditions. OCHA will work with UN Global Compact and humanitarian agencies to help match your offer to the most appropriate needs and organization(s).

### Commercial offers:

If your offer is commercial in nature, please visit the UN Global Market: [https://www.ungm.org](https://www.ungm.org)

Please note that the majority of procurement takes place through this central location and not at the country level.
Humanitarian tools

<table>
<thead>
<tr>
<th>Partnerships and contributions:</th>
<th>Information:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Humanitarian Response Plan/Business Guide:</strong></td>
<td><strong>ReliefWeb.int</strong></td>
</tr>
<tr>
<td>For nearly every emergency response that is coordinated by the United Nations, responding agencies develop a joint Humanitarian Response Plan (HRP), detailing the humanitarian needs, planned activities and resource requirements. When significant private sector engagement is expected, OCHA produces a supplementary Business Guide (a streamlined snapshot of the HRP) with a focus on how businesses can best provide support. Write to <a href="mailto:pss@un.org">pss@un.org</a> to receive guides in the future or visit <a href="http://www.unocha.org/themes/partnerships-private-sector/resources">www.unocha.org/themes/partnerships-private-sector/resources</a></td>
<td>Provides reliable disaster and crisis updates and analysis to humanitarians from more than 4,000 global information sources around the clock.</td>
</tr>
<tr>
<td><strong>Business.un.org:</strong></td>
<td><strong>Humanitarian Response.info</strong></td>
</tr>
<tr>
<td>This online platform provides guidance on how businesses can engage with the UN, including entering into partnerships with the UN, identifying channels for in-kind and service contributions, or engaging with the UN Global Compact, the world’s largest corporate sustainability initiative. For more information, please visit <a href="http://business.un.org">http://business.un.org</a></td>
<td>Online platform with operational information to help responders coordinate their work on the ground.</td>
</tr>
<tr>
<td><strong>Financial Tracking System (FTS):</strong></td>
<td><strong>Irinnews.org</strong></td>
</tr>
<tr>
<td>The United Nations manages the Financial Tracking Service (FTS) which records all humanitarian contributions, including cash donations and the value of in-kind support. It aims to give due credit and visibility to donors for their generosity, and also to show the running total of current funding and remaining resource gaps. Please report your contributions to <a href="mailto:fts@un.org">fts@un.org</a>, copying <a href="mailto:pss@un.org">pss@un.org</a>, or complete the on-line form at fts.unocha.org. For real time updates on funding to meet the requirements see fts.unocha.org.</td>
<td>Delivers unique, authoritative and independent reporting from the frontlines of crises to inspire and mobilize a more effective humanitarian response.</td>
</tr>
</tbody>
</table>

Contact:

Private Sector Section, OCHA
pss@un.org
http://www.unocha.org/themes/partnerships-private-sector
OVERVIEW: GUIDING PRINCIPLES FOR PUBLIC PRIVATE COLLABORATION FOR HUMANITARIAN ACTION

Prepared by the World Economic Forum and the United Nations Office for the Coordination of Humanitarian Affairs

In order to most benefit communities affected by humanitarian crises, partnerships between humanitarian actors and private sector companies should be developed, with the shared goal of alleviation of human suffering and provision of quality assistance to those most in need.

In the context of these partnerships, both parties would work best together by ensuring that their collaborative efforts adhere to the principles for humanitarian action outlined in the preamble, and the following guiding principles:

1. **Leveraging of Core Competencies** Partnerships between humanitarian actors and private sector companies should be developed in which the core competencies of both parties are valued and leveraged. Though financial contributions may sometimes be easier for humanitarian actors to accept and use, humanitarian action would benefit significantly from access to the expertise, resources, and global, regional, and local networks of the private sector.

2. **Needs-Driven** Both parties should work together to ensure that all of their collaborative efforts are aimed at meeting identified needs and respect the culture, customs, and structures of affected communities. Field-based needs should be determined through professional needs assessments performed in collaboration with the local community. Both parties should work together to ensure that their collaborative efforts do not have unintended consequences and do not undermine local economies or affected communities’ own coping strategies. Furthermore, both parties will try to make their collaborative efforts be as flexible as possible in order to redirect them to areas of greater need if required.

3. **Standards and Codes of Conduct** The humanitarian community has developed professional standards and codes of conduct for the provision of quality assistance. Both parties should work together to ensure that their collaborative efforts, and all involved in them, adhere to these standards and codes. In particular, it is recommended that private sector employees involved in their organization’s humanitarian assistance programs at the global, regional, and local levels, are pre-trained by their humanitarian partners in the principles, standards, and codes of conduct for humanitarian action as well as their partnership policies and procedures, especially through field-level training in relevant contexts. During deployments, both parties should work together to ensure the safety and security of all deployed staff, including those from both humanitarian actors and private companies.

4. **Relationships with Governments** Both parties will work together to engage national and local authorities as much as possible in their collaborative efforts if appropriate. In the context of these efforts, private sector partners should ensure that they respect the organizational policies and operational independence of humanitarian actors.
5. Building Local Capacity  Both parties will aim to build local skills and resources in the context of their collaborative efforts. Though this may not be possible in all contexts, both parties should work together to always ensure that their efforts do not undermine local capacity.

6. Donation Cost Coverage  The acceptance of in-kind donations sometimes necessitates significant additional costs on the part of humanitarian assistance providers. Private sector companies and humanitarian actors should work together to ensure that all in-kind donations are needs-driven and that additional cost is not necessitated from in-kind donations over local purchase alternatives. Where such additional costs cannot be avoided, both parties should work together to ensure that any additional expenses related to in-kind donations are covered.

7. Distinction Between Humanitarian and Commercial Activities  Both parties should establish a clear separation between their divisions managing public-private partnerships for humanitarian action and those responsible for procurement. This does not preclude private sector actors from participating in procurement processes, nor does it preclude them from perceiving a business case for their engagement in philanthropic partnerships.

8. Public Relations  Both parties will work together to ensure that their public relations activities accurately reflect their collaborative efforts and respect affected communities. It is recommended that both parties collaboratively plan their communications strategies in advance if possible, taking into consideration each organization’s policies, procedures, and communication needs.

9. Reporting, Monitoring and Evaluation  Both parties will work together to ensure that they report publicly on their collaborative efforts using clear, consistent, and transparent reporting policies. Furthermore, both parties will work together with local communities to monitor and evaluate the impact of their collaborative efforts on affected populations. They will develop and use defined procedures to qualitatively and quantitatively monitor and evaluate their efforts with the aim of being as systematic and impartial as possible to generate lessons to improve future engagement.

10. Predictability  Both parties should work together to develop partnerships that are predictable in nature. To this end, long-term partnerships should ideally be developed in which risk, needs, and support are identified in advance, and all related relationships and processes are defined in advance for effective partnership implementation. Such long-term partnerships will allow both parties to continually learn and thus improve the impact of their relationships on communities affected by humanitarian crises worldwide.
The year was 2003. An earthquake of devastating magnitude had just struck Bam in the southeast corner of Iran, killing over 26,000 people and injuring 30,000 more. Many survivors were left homeless and the need for emergency aid – food, water, medicine, tents, and blankets – was great. Unfortunately, many had to wait longer than necessary to receive help. Chaos ensued as the sheer volume of incoming relief goods overwhelmed the local airport, which had neither the on-site equipment nor logistics knowledge to deal with it effectively. As a result, after several days the airport had to close temporarily, which meant other aircraft with essential goods couldn’t land.

An idea is born
Like many others around the world, Chris Weeks watched helplessly as a tragic situation unfolded. But it got him thinking. The experienced logistics expert had learned that the logjam at the airport was preventing the delivery of hundreds of tons of aid to the region. “No one had thought about the ground handling that was needed to clear aid from aircraft and runways at a remote airport that didn’t have good infrastructure,” he says. “No one had checked to see if there were forklifts or high loaders, labor or trucks to get the aid away. There was a bottleneck – a chokepoint – that needed to be eliminated.”

A few months later, in the aftermath of an earthquake in Morocco, Weeks saw exactly the same problem happening again. If ever there was a life-or-death need for logistics know-how, this was it. And Weeks, who has more than 25 years under his belt at DHL, began to imagine how the company could offer its logistics expertise to support a humanitarian crisis. “I had a passion for international development work,” he says. “So I thought, perhaps this is where we can help.”

Weeks discussed the problem with a colleague who was an aircraft load master: “He said: ‘What you need is half a dozen guys like me...”
who know how airports run and how aircraft are loaded and off-loaded. You need a team that, in the wake of a natural disaster, can appear at a moment’s notice to help the airport manager for a week or so.” That conversation and Weeks’ determination led to what are now known as Deutsche Post DHL Group’s Disaster Response Teams (DRTs).

**Growing need**

Over the past few decades, the world has watched the number of natural disasters increase consistently. That, in turn, causes greater material damage as well as considerable loss of life. All indications are that the trend will continue, fueled by climate change, urban migration and population growth, among other factors.

The Centre for Research on the Epidemiology of Disasters (CRED), which has maintained an Emergency Events Database since 1988, records an average of 364 disasters per year between 2005 and 2015, compared with 212 per year between 1985 and 1995. In its 2015 sigma study, the Swiss Re Group, a global insurance provider, reported the highest number of natural catastrophes it has ever recorded since its analysis of insurance data was first published in 1968.

The two decades from 1995 to 2015 saw over 7,000 natural disasters, including 3,131 floods, 571 earthquakes, 259 wildfires and 112 volca-
On average, economic losses from disasters are estimated at between US$ 250 billion and US$ 300 billion per year.\(^4\)

Whether a flood, earthquake or other catastrophic event turns into a humanitarian crisis not only depends on the intensity of the event but also on the society’s level of development. The WorldRiskIndex shows that the global hotspots for risks are located where a high exposure to natural hazards and climate change coincides with vulnerable societies – for example in Southeast Asia, Central America and Oceania. In fact, the 2015 index ranks the three island nations of Vanuatu, Tonga, and the Philippines as the countries with the highest disaster risk. The top 15 are all coastal countries situated close to the equator, where they are highly exposed to natural hazards such as cyclones and floods.\(^5\)

**Going beyond donations**

Like many other global organizations, Deutsche Post DHL Group has donated to disaster relief efforts over the years by sending money, food and clothing to help people in need. However, while Chris Weeks was watching the devastation in Iran and Morocco, a rethinking process had already begun within the Group. There was a clear wish to do more than donate money and goods and to play a more direct role. The only question was how. Weeks delivered the solution when he suggested getting involved in disaster response.

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The idea was simple: an international logistics company can make a much greater impact if it deploys its resources – its people and expertise – as purposefully as possible. With a global logistics network comprising approximately 500,000 employees in over 220 countries and territories, Deutsche Post DHL Group is perfectly positioned to support in the wake of natural disasters. Because airports were clearly among the most critical parts of disaster relief infrastructure, the company created its first Airport Emergency Teams to help handle relief supplies at airports in crisis zones. These teams would eventually evolve into Deutsche Post DHL Group’s Disaster Response Teams (DRTs).

Partnering to make a difference
The company knew that its intention to become more sustainably involved in the logistics of disaster response would need a credible long-term partner in the humanitarian community. So it reached out to the United Nations to form a strategic disaster management partnership.

Since 2005, it has partnered with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) to deploy Disaster Response Teams in support of UN disaster relief efforts at affected airports in the wake of a natural catastrophe. In the same year, the company also teamed up with the United Nations Development Programme (UNDP) in the area of disaster preparedness. They jointly developed Get Airports Ready for Disaster (GARD), which is a program designed to prepare airport staff to respond to the influx of emergency personnel and goods after a disaster occurs.

The UN is the ideal partner for Deutsche Post DHL Group.

See p. 35
on crisis prevention and recovery. Both organizations ensure that the company has become an integral part of their networks.

“We highly value our partnerships with the United Nations. They have helped to solidify the role of our Disaster Response Teams in global humanitarian activities and made GARD a recognized and sought-after program,” says Christof Ehrhart, who oversees all Communications and Responsibility activities at Deutsche Post DHL Group. “Likewise, our logistics expertise, which is provided free of charge, boosts the capacity of airports and thereby contributes considerably to the UN’s disaster management efforts.”

The two partnerships with OCHA and UNDP have become the core of the Group’s GoHelp program, which is aimed at both disaster preparedness and response. The cooperation is based on a formal Memorandum of Understanding (MoU), signed by the participants, which clearly states the partnership’s scope, the key contributions and the core purpose.

On GARD: It starts with preparedness
Coping with catastrophes successfully starts long before a disaster occurs. It begins with being prepared. Training people and putting the right processes in place at disaster-prone airports can have a huge positive impact on relief operations in those crucial first days after a
disaster strikes. This fact led Deutsche Post DHL Group to develop the Get Airports Ready for Disaster (GARD) program, which is run in collaboration with UNDP. This public private partnership steps in before people, facilities and equipment are overwhelmed in the wake of a natural disaster.

GARD’s mission is straightforward: Help on-site airport staff to plan for disaster events so that they will be able to better manage them when they occur.

The program manifests itself in on-site training workshops customized for airports in disaster-prone regions. Professional trainers from DHL Aviation provide the logistics and disaster management training pro bono, while UNDP acts as facilitator and organizes each workshop upon request from countries. The receiving country is responsible for putting the workshop result into the national disaster preparedness plan. The program also receives funding from the German Federal Ministry for Economic Cooperation and Development (BMZ).

GARD workshops are based on a participative approach that brings together the expertise of the relevant stakeholders. They typically run five days and can include up to 30 airport staff and disaster experts. The mix of classroom elements, on-site assessment work and disaster simulations gives participants a unique look at disaster preparedness. During the workshop, the airport managers develop a detailed...
assessment and clear action plan to increase its capacity to handle a surge in incoming traffic in the wake of a disaster. The program has literally travelled the globe. From Indonesia to Macedonia, GARD trainers have held workshops at over 30 airports around the world with more than 500 participants.

One example is the GARD workshop that took place at Bandaranaike International Airport in Sri Lanka in December 2014. The island nation’s only international airport, Bandaranaike takes on an absolutely vital role in the event of a natural disaster. The 33 participants, who represented a wide range of functions, including the country’s disaster management and civil aviation authorities, spent four days analyzing the airport’s infrastructure and identifying improvement areas. “The GARD workshop in Colombo was very well organized,” said Uthira Ravikumar, UNDP program analyst. “Representatives from the airport, the UN and various NGOs were able to develop a long list of recommendations.” The participants committed to both implement these recommendations and to also follow-up with a GARD plus workshop.

So what is GARD plus? The short answer: a refresher course to ensure sustainability. It was developed to reinforce what was learned in the first workshop and test what progress has been made on the action plan. This takes places ideally within six to 12 months of the initial workshop. The first GARD plus session was held in Beirut, Lebanon in December 2012. Deutsche Post DHL Group’s GARD trainers were pleased to find a dedicated task force in place to apply the GARD methodology into the country’s disaster management program.
OVERVIEW OF DRT DEPLOYMENTS AND GARD WORKSHOPS

**DRT deployments**

DRT = Disaster Response Teams by Deutsche Post DHL Group, in collaboration with OCHA

**GARD workshops**

GARD = Get Airports Ready for Disaster program by Deutsche Post DHL Group, in collaboration with UNDP

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**GARD workshops**

<table>
<thead>
<tr>
<th>Year</th>
<th>Location(s)</th>
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<tbody>
<tr>
<td>2009</td>
<td>Indonesia – Sulawesi</td>
</tr>
<tr>
<td>2010</td>
<td>Nepal – Nepalgunj, Indonesia – Denpasar</td>
</tr>
<tr>
<td>2011</td>
<td>Bangladesh – Chittagong, Indonesia – Denpasar</td>
</tr>
<tr>
<td>2012</td>
<td>Lebanon – Beirut, Turkey – Istanbul, Indonesia – Medan &amp; Banda Aceh</td>
</tr>
<tr>
<td>2013</td>
<td>El Salvador – San Salvador, Philippines – Manila, Panama – Panama City, Armenia – Yerevan</td>
</tr>
</tbody>
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**GARD plus workshops**

<table>
<thead>
<tr>
<th>Year</th>
<th>Location(s)</th>
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<tr>
<td>2012</td>
<td>Lebanon – Beirut, El Salvador – San Salvador, Indonesia – Medan &amp; Banda Aceh, Panama – Panama City</td>
</tr>
<tr>
<td>2013</td>
<td>Lebanon – Beirut, El Salvador – San Salvador, Indonesia – Medan &amp; Banda Aceh, Panama – Panama City</td>
</tr>
<tr>
<td>2014</td>
<td>Armenia – Yerevan, Peru – Lima &amp; Pisco</td>
</tr>
<tr>
<td>2015</td>
<td>Dominican Republic – Santo Domingo</td>
</tr>
</tbody>
</table>
II. JOINING TOGETHER: CREATING SUCCESSFUL PARTNERSHIPS

DRT deployments

2004  Sri Lanka – Colombo
2005  Pakistan – Islamabad
2006  Indonesia – Java
       Philippines – Bicol
2007  Peru – Lima
2008  Myanmar – Yangon
       Panama – David
       Honduras & Turks and Caicos Islands
       India – Purnea
2009  Philippines – Manila
       Samoa – Apia
       Indonesia – Padang
       El Salvador – San Salvador
2010  Haiti – Port-au-Prince
       Chile – Santiago
       Guatemala – Guatemala City
       Pakistan – Islamabad

2011  New Zealand – Christchurch
       El Salvador – San Salvador
2012  Guatemala – Champerico
       Panama – Panama City
       Philippines – Mindanao
       Chile – Calama
2013  Chile – Valparaiso
       Philippines – Cebu
2014  Chile – Valparaiso
       Panama – Panama City
2015  Vanuatu – Port Vila
       Chile – Atacama
       Nepal – Kathmandu
       Guatemala – El Cambray Dos
       Brazil – Minas Gerais
2016  Fiji – Suva
       Ecuador – Manta & Porto Viejo
DRTs: Global reach, swift response
No matter how well an airport is prepared, immediate help is always crucial in the aftermath of an earthquake, cyclone or flood. As the international community springs to action, flying aid workers and loads of relief goods to nearby airports, a chaotic environment can quickly develop. Unable to offload quickly enough and with limited storage capacity, airports have even been forced to close as aircraft waiting to be unloaded block the – in some cases – only runway.

That is where the Disaster Response Teams step in, cooperating closely with OCHA. The DRT mission is simple: provide professional logistics support at the affected airport to reduce bottlenecks and streamline the flow of relief aid to people in need. Their scope of activity includes supporting the airport staff in the handling of relief goods arriving at the airport, assisting with customs processes, taking care of warehousing and inventory management as well as loading the aid on trucks or helicopters for onward transportation.

Deutsche Post DHL Group has three DRTs in place: DRT Middle East and Africa is based in Dubai, DRT Asia-Pacific works out of Singa-

As the international community springs to action, flying aid workers and loads of relief goods to nearby airports, a chaotic environment can quickly develop.
pore, and DRT Americas operates from Panama. Altogether, they are made up of 400 specially trained DHL volunteers from around the world who work in all areas of the Group and are on constant stand-by.

If a major natural disaster strikes, OCHA can call on the DRT’s global network of specially trained employees, who are ready to deploy to the affected airport within 72 hours. The teams are made up of experts in airport and flight operations, cargo handling, warehousing and distribution, among others.

“The Disaster Response Teams play a vital role in the aftermath of disasters and we are very grateful for this,” says Kyung-wha Kang, Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator at OCHA. “They provide essential logistics at airports and help to move aid operations along very quickly and efficiently.”

To date, DRTs have been deployed more than 30 times around the world, from the devastating tsunami that hit Sri Lanka in 2004 to the deadly earthquake in Ecuador in April 2016. The map on page 54/55 provides an overview.

Each deployment is followed by an intense assessment by the responsible DRT manager in the respective region. Based on reports and discussions with OCHA, recommendations are made for future deploy-
ments. Over the years, many insights and experiences gathered have been incorporated into new deployments. This has helped the DRTs to become even more efficient and to make the partnership run more smoothly.

Supporting recovery on the ground

The aftermath of a natural disaster doesn’t end when the media turns its attention elsewhere, the DRT goes home and the rest of the world moves on. The recovery work continues for months and sometimes even years. The United Nations views recovery as an important step in the disaster management cycle. After all, how can people focus on mitigating the risk of and preparing for the next potential disaster, if they haven’t fully recovered from the last one?

Thus, Deutsche Post DHL Group supports its employees’ volunteer efforts in numerous regional and local projects that focus on rebuilding and fostering community development. The most prominent example is the regional partnership with TECHO, a non-profit organization based in Latin America and the Caribbean, to help communities recover and support families living in extreme poverty. TECHO focuses much of its efforts on the construction of houses. Deutsche Post DHL Group provides financial support to the organization and calls on employees to volunteer their time to help natural disaster victims rebuild homes and to engage in community projects.

Employees from across all DHL divisions in Latin America have answered the call. So far more than 3,000 volunteers have dedicated more than 30,000 hours of their time. In April 2014, TECHO celebrated a milestone. The organization achieved its goal of building 100,000 transitional homes with the help of DHL.

### Scope of DRT activities

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Handling

- Goods are taken off aircraft pallets
- Supplies transferred to wooden pallets
- Handling with or without forklifts
- Assistance with customs processes

Warehousing

- Sorting and stacking of goods
- Inventory management
- Inventory reported to UN

Loading

- Repacking of relief goods (e.g. with the help of DHL Speedballs; see p. 99)
- Loading of aid on trucks or helicopters
GoHelp means Living Responsibility

With its clear focus, its long-term approach and its successful track record, the tripartite partnership between OCHA, UNDP and Deutsche Post DHL Group demonstrates the power of public private partnerships. It shows that combining very different strengths can be an essential asset for emergency preparedness and response. While GARD provides an effective boost to the capacity of airports in the wake of natural disasters, the DRTs play a crucial part in the international community’s swift humanitarian assistance efforts.

Backed by Deutsche Post DHL Group’s global presence, network and logistics know-how, the GARD and DRT programs have gained considerable trust over time. And together they form the core of the Group’s disaster management program GoHelp.

“Since its early beginnings in 2003, GoHelp has made a tremendous journey and is a globally respected program today,” says Kathrin Mohr, Head of the GoHelp Team at Deutsche Post DHL Group. “I am proud to see it supported by our employees worldwide and recognized by the international community. We’re one of the few private sector companies the UN regards as a fully-fledged disaster management partner.”
GoHelp has also become an important element of the Group’s broader Corporate Responsibility agenda, known as Living Responsibility. This dedicated CR framework integrates both societal and business objectives with activities ranging from Responsible Business Practice to Corporate Citizenship and Shared Value. Beyond disaster management (GoHelp), the Group also seeks to champion education (GoTeach) and protect the environment (GoGreen).

Working hand in hand to make a difference

Clearly, people are no match for the power of Mother Nature. There is nothing we can do to stop earthquakes, tsunamis, volcanic eruptions or floods. However, there is one thing we can do in such extreme situations: work together. It’s the only way to prevent natural disasters from boiling over into humanitarian crises. Capable partners that join forces and pull together – before and in response to a disaster – can make the difference and save many lives.

Businesses have a huge role to play in these efforts. Tapping into the wide-ranging expertise of local, regional and international companies harbors enormous potential for the humanitarian system. Building more public private partnerships along the entire disaster management cycle will be important to harness this potential. They can help to ensure better disaster preparedness, a more effective response and more rapid recovery.

Fortunately, more and more companies are recognizing that they have the responsibility to use their core business expertise for the benefit of society. And there are not only many ways to make a difference, there are also many potential partners that could be the perfect match – above all the UN with its authority, global reach and universal nature.

The key to long-term success in a partnership is a clear commitment built on the core strengths of both partners and a thorough assessment of needs. On that basis, public private partnerships have proven to be an effective strategy to overcome global problems and to reach more people than ever before.

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REPORTED DISASTERS

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THE PHILIPPINE DISASTER RESILIENCE FOUNDATION

The Philippine Disaster Resilience Foundation (PDRF) is one of the world’s few permanent private sector disaster management organizations. PDRF’s work demonstrates the importance of public private partnerships and how the private sector can be a key player in disaster response and recovery, particularly in developing countries.

The beginning
The devastating typhoons that hit the Philippines in 2009 prompted the nation’s leaders to establish a Special National Public-Private Reconstruction Commission with a mandate to bring the private and public sectors together to organize the recovery process and explore solutions to typhoon-triggered flooding and destruction. With this, leaders of some of the country’s largest private corporations and non-government organizations (NGOs), led by Manuel V. Pangilinan, Chairman of the Philippine Long Distance Telephone Company (PLDT), came together to form the Philippine Disaster Recovery Foundation (PDRF), which was renamed the Philippine Disaster Resilience Foundation in 2015.

The model
PDRF was set up as a business-led coordination body aimed at addressing key gaps in disaster risk management and complementing the government in areas where it was restricted by limited capacities, budgetary constraints and/or bureaucratic challenges. It has developed into a cross-sector, nationwide platform that mobilizes, informs and directs business and international donor contributions and engagement for disaster management. It functions as a partnership broker, grant coordinator and program creator and implementer. PDRF engages the country’s largest businesses as well as microentrepreneurs and small and medium-sized enterprises. Businesses can support PDRF’s work through financial contributions, in-kind donations or direct involvement in its various programs.

The program areas
PDRF’s initiatives focus primarily on disaster recovery, rehabilitation and preparedness. The Foundation also engages in fundraising efforts and supports a large number of programs initiated by the government, development organizations and individual businesses.

Disaster recovery is structured around five pillars: livelihood, shelter, education, environment and the combined area of water, infrastructure, sanitation and health (WISH). Each pillar is an autonomous unit headed by a team leader in charge of coordinating the activities supported by corporate members and donors. Each program area is implemented in collaboration with partners from the business, non-government and government sectors.

Disaster rehabilitation is manifest in the Marikina Watershed Initiative set up to restore the local ecosystem and its food retention function after Typhoon Ketsana in 2009. Developed through a partnership among PDRF, NGOs, the government, academia and local communities, the initiative started as a tree-planting project but quickly evolved into a community-based reforestation program. It provides alternative livelihood options
for villagers who for decades had depended on illegal logging and burning of trees to support charcoal production and slash-and-burn farming.

To build the Philippines’ disaster preparedness and response capacities, PDRF is setting up the Disaster Operations Centre (DOC) outside of Manila that will facilitate coordination and collaboration for disaster risk management among businesses, government and NGOs, as well as international humanitarian organizations. The world’s first privately run and funded DOC will also support individual companies to improve corporate disaster risk management and preparedness. The 24/7-capable operation will monitor crisis situations as they emerge, house a directory of assets such as bulldozers, ships and aircraft and offer business continuity training for small and medium-sized firms, which are typically the most vulnerable during a crisis.

The achievements
PDRF has become an access point for companies seeking to engage in disaster-related efforts and for government and humanitarian organizations that wish to work more effectively with the private sector. This is reflected in the Foundation’s large and diverse set of programs and projects. For example, the education program has benefited 35,300 students in 614 schools, including a school feeding project that has reached 27,000 students. The livelihood grants and seeding program has supported 500 entrepreneurs in two provinces. And the shelter program has provided a total of 540 transitional and permanent houses.

After super-typhoon Haiyan devastated much of central Philippines in 2013, PDRF worked with the government and was a focal point for driving private sector participation in the relief and rehabilitation effort. The Foundation brought together private firms and NGOs to rebuild classrooms, houses, hospitals, health centers, provided boats for fishermen and helped revive small businesses that had been destroyed. When the Department of Education needed an emergency feeding program, it turned to PDRF which supplied food for
27,000 schoolchildren from 607 schools for one month. When the Department of Trade and Industry asked PDRF to initiate a pilot program aimed at jumpstarting small businesses that had been wiped out by Haiyan, PDRF responded by providing equipment for entrepreneurs engaged in dressmaking, food vending and sidewalk eateries to help them get back on their feet.

The lessons
Many factors have led to PDRF's rapid growth from an organization focused on a single disaster recovery process in 2009 to a nationwide platform for disaster preparedness and recovery. Mr. Pangilinan played a significant role in establishing PDRF and providing the initial capital and resources to get the Foundation up and running. Members of the PDRF board were also a driving force, particularly Jaime Augusto Zobel de Ayala, chairman and CEO of Ayala Corporation, who became PDRF co-chair in 2013. As recognized business leaders in the Philippines, they attracted other business partners to the initiative.

A board of trustees was established to facilitate broad representation among member companies and increase the number of business partners. It gives companies a voice in the Foundation's direction while also providing a neutral setting in which competitors are able to work together.

Key projects such as the DOC require the participation of a diverse set of companies in order to be effective.

Political impartiality has been important in order to ensure PDRF's long-term sustainability. Despite the change of government administration in 2010, the Foundation continued to grow significantly and sustain funding from a diverse range of sources, with the majority coming from overseas contributors and the private sector.

The outlook
Today, PDRF is moving toward strengthening resilience and managing risk for companies and communities. Beyond the Disaster Operations Center, PDRF sees the real power of the private sector in reviving the economy and creating jobs. It is working to develop economic free trade zones in disaster areas that offer tax incentives to entrepreneurs to set up companies and employ people. The ultimate goal is to trigger economic activity in areas that need it most.

PDRF demonstrates the vital role of public private partnerships in the disaster management process – building resilience, providing assistance and spurring economic revival. It is an excellent example of how humanitarian help can be linked to development to ensure that devastated areas truly recover and are not left destitute and desolate after international aid agencies pull out.
The quake struck suddenly and lasted for over a minute. The ground beneath their feet shook violently. Nearby vehicles were sent teetering up at 30-degree angles. People fell to the ground, holding on to each other for dear life. Nearby houses crumbled before their eyes. From the top of the hill they looked down on plumes of smoke rising up from the Bhaktapur and Kathmandu valleys.

This was the scene at 11:56 a.m. on April 25, 2015 – a fateful Saturday that had begun as a special one for DHL Express in Nepal. Most of the staff had gathered for a festive picnic about 20 kilometers outside Kathmandu to mark the end of DHL Staff Appreciation Week and celebrate the retirement of a colleague. Their world changed from festive to frantic in seconds.

“As soon as the tremors stopped, everyone’s first priority was to reach his/her family. But the phone lines were congested,” says Gagan Mukhia, Country Manager of DHL Express Nepal. Aftershocks increased their fears, and it was hours before they were able to get back to Kathmandu because the roads were so badly damaged. “We saw a lot of destroyed houses,” says Mukhia. “Everyone was out on the road. No one wanted to be near a building.” Thankfully the entire DHL Express staff survived the quake unharmed, though sadly three lost family members, he says.

It was one of the worst natural disasters to strike Nepal since the 1934 Bihar-Nepal earthquake, which caused widespread damage and took some 12,000 lives.
making it the deadliest day in the mountain’s history. Tremors were felt as far away as Karnataka, India and Chengdu, China, some 1,700 and 1,900 kilometers from the epicenter.

The devastation was immediate and soon tragic images were being sent around the world. Across the country, hundreds of thousands of buildings were destroyed, entire villages were flattened. Millions of people were displaced. A number of the country’s most historic sites were damaged or destroyed. Dharahara Tower in Kathmandu, built in 1832, collapsed, as did several pagodas in the city’s Durbar Square, a UNESCO World Heritage Site.

Within 48 hours of the disaster, Deutsche Post DHL Group had mobilized an initial Disaster Response Team (DRT) to help provide logistics support at Tribhuvan International Airport in Kathmandu.

Disaster Response Team deploys
The dust had hardly settled when DHL got the call. “The very first message that I received from OCHA was less than 10 hours after the quake saying, can you guys deploy,” recalls Carl Schelfhaut, Head of Disaster Response Team, Asia Pacific. “I immediately began putting together a team.” Within 48 hours of the disaster, Deutsche Post DHL Group had mobilized an initial Disaster Response Team (DRT) to help provide logistics support at Tribhuvan International Airport in Kathmandu.
Giorgio Catucci, based out of Cyberjaya, Malaysia, was one of the first contacted DRT volunteers. “I received a call around noon on Sunday to deploy as soon as I could,” he says. “Honestly, I was expecting it. When you decide to volunteer for DRT, you need to be ready.”

The inclement weather and excessive air traffic at Tribhuvan airport initially made it very challenging for the DRT to reach Kathmandu. “We were unable to land so we had to circle the airport for two hours,” recalls Michael Sobrielo, a DRT volunteer who was called in from nearby Singapore. Others waited impatiently thousands of miles away as several flights were diverted and even cancelled. “It was a big challenge for me to stay calm after the flight was delayed for the third time and knowing that the team in Kathmandu was critically understaffed,” says Kirill Monakhos, also based out of Cyberjaya.

Despite the difficulties, by April 27, the initial eight-person team of seasoned DHL volunteers, hailing from as close as India and as far away as Bahrain, was on the ground and ready to go. Being on site in the early phase is critical, says Schelfhaut, because as much as the DRT trains and prepares, no two deployments are alike. “There’s always a different challenge and a different approach. There is no fixed modus operandi. We need to rely on the assessment of the very first team that arrives.”
A mountain of relief

On site they faced a chaotic scene as emergency aid and relief goods were flooding in and piling up because of an acute shortage of adequate equipment to handle the cargo. Unloading was excruciatingly slow, and without sufficient storage space, freight was being offloaded and left out on the tarmac. Nepal’s only international airport was quickly overwhelmed. “Pallets of relief goods were all over the place. And it was taking nine or 10 hours to get planes offloaded and back in the air,” says Kim Rasmussen, DRT team lead from Hong Kong.

Although Tribhuvan’s single runway is long enough to land wide-body cargo planes, a landing weight limit of 196 tons was quickly imposed to reduce the risk of damage to the runway surface. This meant no B747s or A300s and put MD-11s on the operating edge. To make matters worse, Tribhuvan’s apron – where aircraft are parked, unloaded and refueled – can only accommodate nine planes at once, which is very small compared to most Western airports. With scheduled passenger services given priority, and high demand for slots from military and civilian aircraft, the airport risked almost certain congestion – a potential problem that was compounded by the lack of nearby storage space. Fortunately, an area about two kilometers from the apron had been earmarked as a possible “humanitarian staging area” (HSA) by UN Logistics Cluster so that quickly came into play.

With all these factors, the DRT would need to tap into its wide range of expertise in airport logistics, warehouse and supply chain management in order to help put a system in place. They needed to get cargo planes offloaded quickly, then deliver the air pallets to the HSA for eventual reloading onto trucks so the relief aid could then be distributed to the people in need.

But first the team needed to establish trust with the local authorities and all other actors involved in the relief efforts. “The first thing we did was meet with all the organizations on site – the airport authorities, United Nations, and various NGOs. We introduced ourselves, got to know everyone and then talked about the main challenges,” says Paul Dowling, DRT manager Middle East/Africa. On the strength of that meeting, the team was given full access to the airport – the first hurdle had been crossed.
The equipment challenge
Finding the equipment most warehousing and logistics operations take for granted was the team’s next main objective – one that initially proved difficult to achieve. “The first day was extremely challenging for us to coordinate and establish a setup at the airport with very limited material handling equipment available”, says Amardeep Choudhary, a DRT volunteer based out of Delhi, India. “We struggled to get basic forklifts and pallets.”

The airport only had four forklifts. Two of them were being used by the military and of the other two, one was 35 years old. “But we used it anyway,” says Dowling. “Then we borrowed another forklift from the Nepal Telecom Authority. One of our team members drove it 25 kilometers to the airport!” A few staff members from DHL Express Nepal even tapped into personal connections to locate three manual hydraulic jacks. “That’s what we got started with. It wasn’t much, but it was better than nothing,” says Dowling.

With their rudimentary but effective equipment in place, the DRT went to work in coordination with the UN, airport authorities, NGOs and later the U.S. military. The immediate task was to clear the apron, as well as sort and deliver the cargo to the HSA.
A multi-ton relief effort

By April 30, the DRT had helped to set up an intermediate staging area at the end of the tarmac where the planes were being offloaded. This served to keep the tarmac clear and provided a place to consolidate the aid before moving it to the HSA. DHL contracted four small trucks with drivers to shuttle cargo from this staging area to the HSA. An efficient supply chain had taken shape.

“DHL was already at the airport with a seven-person Disaster Response Team when we arrived,” notes Capt. Brint Ingersoll, Operations Office of the U.S. Air Force 36th Contingency Response Group. “We had been meeting with them daily to coordinate our efforts. As this intermediate cargo staging area filled up, they agreed to tackle the transportation to the HSA. Both the DHL team and our team would load the trucks at the intermediate staging area. They were a huge help and a great civilian partner during the relief effort.”

“We put a system in place to maximize the use of limited resources,” says Chris Weeks, DHL Director for Humanitarian Affairs. “We had no clarity on the daily flights coming in, but got a process in place to take whatever cargo arrived away from the apron in the fastest possible time.” He estimates that without a quick response to relieve congestion, “it’s likely the airport would have closed within the first 48
hours of the [first] earthquake because the airport would have run out of space and equipment, and NGOs would have been unable to locate their aid and relief goods.

The improved logistics on the ground made a tremendous difference to the success of the relief effort. “Cooperation between the airport authorities, DHL and WFP led to rapid improvements in slot management and turnaround times,” said Valerie Amos, who at the time was Under-Secretary-General for Humanitarian Affairs and Head of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA).

The team was transporting some 80 – 120 tons of equipment and supplies each day. “We moved nearly 1,000 tons for 40 different NGOs in the first 10 days,” says Kim Melville, DRT team lead. “To put things into perspective, we moved around 70,000 tarpaulin tents, and enough materials and equipment for 19 field hospitals and 15 search and rescue teams. And that’s only a fraction of the total.” The teams also offloaded over 80,000 blankets, enough kitchen sets to support nearly 70,000 people and a stock of water purification units able to supply up to 5,000 people with potable drinking water. By the end of their deployment, the DRT cleared over 2,000 tons of relief aid.

Four waves, many tremors
Throughout what would become a four-week deployment, a team of 30 volunteers from Hong Kong, India, Malaysia, Pakistan, Singapore, Australia, Bahrain and Dubai were deployed in four waves. This helped ensure that the team remained fresh and focused during the long and exhausting days – days that also included many nerve-wracking tremors. “We felt dozens of aftershocks,” says Steven Shorey from DHL Express Australia. One in particular stands out as it occurred in the night, after the DRT had returned to their hotel. Shorey recalls: “I remember being woken up at 2 a.m. with the bed shaking and running out of the hotel with just a passport and wallet.”

On May 12, another major earthquake with a 7.3 magnitude struck Kathmandu, shaking up the fragile region still reeling from the original quake only three weeks before. “On that day at about 1 p.m., whilst working on the airport tarmac area, the ground started to move violently under my feet, shifting side to side for half a minute or so. The light poles on the airport grounds swayed from side to side,” says
Minutes after the earthquake, members of the DRT continue operations.

The ground started to move violently under my feet, shifting side to side for half a minute or so. The light poles on the airport grounds swayed from side to side.

Anthony Wong, a DRT volunteer based out of Singapore. “Passengers at the departure lounge panicked, some windows and doors were broken, and you could see passengers streaming out onto the tarmac, fearing for their lives.”

Three aftershocks in quick succession heightened the already tense situation. Fortunately, the airport was not badly affected and the team was able to continue its work unabated. “After an initial shock, we got right back to work,” says Wong.

By this time the team had handled more than 1,500 tons of relief goods. But all reports indicated that large quantities were still in the pipeline waiting to be flown in. As a result, OCHA and WFP asked Deutsche Post DHL Group to extend the DRT deployment to at least the end of May.

Making a difference
Despite the many challenges, the DRT that deployed to Nepal felt the surge of pride that comes with doing something good for others and doing it together as a team. “We were all very passionate about what we were doing,” says Wong. “Personally I’m proud of what we were able to achieve as a team, especially knowing that we were really helping people in need.”

They were all on a mission that clearly made a difference. They had helped open up the bottleneck at the airport and speed up the supply
Kirill Monakhos from the first DRT wave recalls one standout moment: “A young local woman walked towards me and said, ‘I know what you are doing. Thanks for helping us.’”

Amardeep Choudhary from DHL India also experienced the gratitude of the Nepalese people in the early days of the deployment: “A few people at Kathmandu airport who saw DHL assumed that we were there for commercial reasons. However, when they got to know of the support given by us during such a crisis, they praised our volunteers and offered their unconditional support.”

Mazhar Jafri, a DRT volunteer based out of Pakistan who came in as part of the second DRT wave, had a similar experience, but upon entering the country. “I felt very proud when the immigration officers at the arrival hall asked me for the purpose of my visit immediately after a tragic incident,” recalls Jafri. “When I told them about DHL’s DRT, they were very appreciative and gave me special treatment.”

Wrapping it up
As the month of May drew to a close, the DRT volunteers eventually started seeing a significant decrease in freight arrivals, which in turn relaxed the situation out on the tarmac. As a result, on May 24, after a four-week deployment, the DRT decided to hand over operations to
WFP and informed OCHA accordingly. A structured hand-over followed, which is integral part of DRT’s standard operating procedures.

“We are glad to have the logistics expertise of DHL on the ground at Nepal airport to help with the mammoth task of managing the deluge of incoming relief aid,” said Alex Marianelli at the time. He was the WFP’s Senior Logistics Coordinator, Nepal Earthquake Response. “It is a tough and thankless job but an extremely critical one, as Nepal relies on the continued operations of its only international airport to receive aid from the international community. The speed and dedication of the DPDHL Group’s DRT is truly commendable.”

Many of the DRT volunteers went away deeply affected by their time in Nepal. Reflecting on his personal experiences, Choudhary says: “I saw for the first time how helpless man is against nature’s forces. Ruined dreams lay scattered everywhere in our friendly neighboring country of Nepal. People lost their beloved family and homes, which would have been built with their whole life’s earnings. It was surreal and moving beyond words. At the same time, it was gratifying to see how every nation was united and committed to help a country in its time of crisis. I witnessed how people were working together, speaking the same language, sharing whatever they had left and even managing to cheat death.”

Four weeks after the DHL Express celebration at the top of a hill outside Kathmandu quickly turned into catastrophe, Country Manager Gagan Mukhia shares this sentiment: “I’m very grateful for the DRT, for the people who came to help my country. I’ve learned a lot through working with them and supporting them. But my biggest
takeaway from this experience is the knowledge that we are helpless in the face of Mother Nature and that lives are more important than anything else.”

Perhaps Singapore-based DRT volunteer Michael Sobrielo sums it up best. “I might not be a rescuer, but logistics is one thing we can do to get goods out to people who need help urgently.”
1. **ARRIVING WITHIN 48 HOURS AFTER THE EARTHQUAKE TO MANAGE INCOMING INTERNATIONAL AID**

DHL was the only private organization providing logistics support at Tribhuvan Kathmandu International airport.

2. **CLEARING 80–120 TONS OF RELIEF GOODS EVERY DAY**

To give a picture, that’s equivalent to 15 African elephants arriving on the airport runway every day. Clearing the huge volume of cargo ensured the airport remained open to continue to receive international aid.

3. **ORGANIZING RAMP HANDLING**

The airport lacked proper equipment and manpower to cope with the sudden deluge of relief goods from the international aid community. The team reacted by engaging its local contacts and developing efficient and innovative ways to move the goods.

4. **DELIVERING CARGO TO AIRSIDE WAREHOUSES**

WFP and NGOs are then able to take charge of the cargo and distribute it to those in need.

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**A day in Nepal**

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**Challenges faced by the DRT**

**LACK OF PROPER EQUIPMENT**

With only one 35-year old forklift available, the team had to source locally for more forklifts to cope with the large volume of cargo.

Local trucks were hired to be used to move cargo to the warehouses.

**CHALLENGING WEATHER**

Volunteers had to work on the tarmac for 12 hours daily, under 28 – 30 degree celsius weather.

**ONGOING TREMORS**

After the 7.8 magnitude earthquake on April 25, another major 7.3 earthquake hit on May 12. The DRT continued to work despite the second quake and ongoing aftershock tremors.
Public private partnerships like the GoHelp program are unique, because they are built on the solid foundation of highly engaged employee volunteers who work hard to help people in need. Volunteers in the GoHelp program are proud of what they do, and for a good reason. At the same time, this partnership is also a source of pride and inspiration for their nearly half a million colleagues at Deutsche Post DHL Group around the globe. GoHelp clearly boosts the motivation of the company’s employees which, in turn, ensures the program’s continued success.

Yet the success of GoHelp rests on much more than pride and motivation alone. The program taps into the Group’s business expertise, bringing people together with the necessary range of logistics skills and then subjecting those teams to rigorous disaster management training. Deutsche Post DHL Group’s Disaster Response Team (DRT) members and Get Airports Ready for Disaster (GARD) trainers are prepared to be ready, adaptable and efficient so that when they ‘go help’ they truly make a difference on the ground in a disaster zone.

**A sense of pride**

DRT deployments and GARD workshops are generally followed with great interest within Deutsche Post DHL Group. Reports, interviews and other stories about the teams are very well read on internal communications platforms like the corporate intranet. Scroll through the comments and you’ll feel the pride: so many well wishes and words of gratitude. The DRT’s one-month deployment to Nepal, for example, received an outpouring from around the world.

“Feeling extremely proud to read this article and watch the news clip,” writes an employee from Jamaica. “DHL’s expertise will definitely make a positive impact! God bless the volunteers and may the persons...
**GOHELP: THE EMPLOYEE VIEW**

This is a fantastic effort on behalf of DHL from the DRT. I pray all those impacted are safe and well. This is such an unfortunate natural disaster that has affected so many people. It’s good to know DHL is helping with the relief operation. God bless all those helping out with strength and courage.

Sangeet Chohan, United Kingdom

Keep it up folks. Great efforts by team DHL in disaster-hit areas all over the world. DRT champions are our heroes. Much appreciated.

Tariq Mahmood, Bahrain

Proud of DPDHL. Taking CSR to a higher level. Well done!

Samuel Boama, Norway

I am so proud to be part of DRT Americas volunteer group. Every GARD Program Training is an experience that teaches us a great deal and I believe that we are definitely making a difference for the countries, supporting them to improve the channeling of relief efforts in an emergency. I <3 DRT.

Monica Ramirez Gonzalez, Costa Rica

To see and hear about the DHL DRT and their efforts, passion and dedication makes me even more proud to work for DHL. Great job guys.

Morten Larsen, Denmark

Being a victim of this situation, glad to have the DRT Team.

Salil Prasad Pandey, Nepal

* Recent employee views as expressed on the corporate intranet of Deutsche Post DHL Group – reprinted with friendly permission
Well done to all involved – it shows that DHL is an Essential Part Of Everyday Life. I am proud to be associated with such a great organization.

Robin Oliver, New Zealand

I teared up reading this. So much loss :( I’m glad to work for a company that is directly involved in helping.

Cynthia Rogers, United States

It’s great to know that we are doing this – here in a safe country it’s sometimes hard to imagine how big and terrible the devastation must be. Well done to everyone contributing to this and I hope that many more do so.

Danielle Venturini, Netherlands

See why I am so proud to be part of this magnificent organization – it’s guys like you! Keep up the fantastic work.

Steven Eng, Singapore

My heart goes out to all those in Nepal impacted by this disaster and I am so proud to work for a company with such a wonderful initiative as the DRT – I wish all the volunteers a safe and successful deployment.

Meredith Taghi, Germany

I am really proud to be a part of this organization – u guys are superhuman – keep it up.

Saumitri Samanta, India
affected receive the help they need in the shortest possible time.” A colleague from Denmark adds: “To see and hear about the DHL DRT and their efforts, passion and dedication makes me even more proud to work for DHL. Great job guys.”

The volunteers themselves even join in the conversation. “I am a DRT member in Venezuela, proud to work with DHL and that we are capable to help other people that need our help and support in disasters. Go DHL! People count on you!”

Accolades such as these are routine for Kathrin Mohr, head of the Corporate GoHelp program. “Everywhere I go staff members tell me how great they think our GoHelp program is. Most want to know how they can volunteer to help out!”

Indeed, this strong support translates into a high degree of readiness to volunteer and actively support the company’s GoHelp program.

“This sense of pride among employees is not only felt throughout the company, it can also be measured with real data. Held across the Deutsche Post DHL Group’s nearly half a million employees worldwide, the scores for engagement and for responsibility have risen significantly in recent years. While this positive trend is not solely driven by the GoHelp program, the company’s efforts in this and other areas of corporate responsibility have certainly had a distinct impact in boosting employee satisfaction.

Christof Ehrhart, Executive Vice President of Corporate Communications and Responsibility at Deutsche Post DHL Group, stresses that “GoHelp has clearly become one of the major drivers for employee satisfaction.”
engagement at our Group. Employees around the world know what we are doing together with the UN and are very proud of that.”

The necessary expertise and training

Pride and the enthusiasm it generates are only two of the ingredients that have made the GoHelp program a long-term success. The right people with the right expertise who undergo specialized training are also crucial. Prospects must be healthy, able to perform manual labor and ready to commit to go on training and deployments. And in order to build well-balanced teams, each DRT team member is selected based on their skills and expertise. Prior experience in emergency management, disaster relief or forklift driving and ramp management, as well as foreign language skills are a major plus. Other key personal attributes complete the profile, such as an eagerness to serve, the ability to adapt and a strong ‘can do’ attitude – character traits that also reflect the company’s core values.

With three Disaster Response Teams in the Americas, Asia Pacific and Middle East/Africa regions, location and background are also taken into account. Volunteers typically deploy to disasters in their region so as to ensure a high level of cultural sensitivity. Regional teams also make regular joint training sessions easier – a vital part of building disaster management skills and team spirit.

The required DRT training is extremely critical to prepare the volunteers for the particular conditions that are likely to exist when
they arrive at the airport. After all, many DRT members have never been in a disaster zone before their first deployment. In the wake of a disaster, only a properly trained group of motivated individuals will be sufficiently equipped to make the best out of the worst situations – and that can make all the difference.

“The situation is different every time. Sometimes you show up and there isn’t even a warehouse,” says Gilberto Castro, GoHelp manager for the Americas region. “Other times there are tons of people willing to help but no equipment – or only one forklift. The training ensures that we hit the ground running.”

Routine DRT training gives volunteers the knowledge and tools to do just that – to understand what to expect but also to be prepared to ‘expect the unexpected’ and use their skills and expertise to adapt accordingly. It also ensures that they understand the requirements of the humanitarian community – especially the UN. The training sessions are made up of initial courses covering disaster situations and cooperation with local airport authorities followed by courses addressing operational aspects of a deployment such as inventory and warehouse management, security and forklift driving. Other key elements are team building, case studies, role plays or collaboration with the UN.

The courses are designed to be as realistic as possible. “We want to take people away into an environment that is as similar as we can
get to a disaster environment,” says Carl Schelfhaut, GoHelp manager Asia Pacific. Guided by experienced DRT managers and supported by advisors from UN partner organizations, the DRT volunteers construct a virtual warehouse and practice handling major freight deliveries at the airport. As well as coping with this logistical challenge, experts also have to demonstrate their communication skills in dealing with representatives of national authorities, customs officials and within the team.

“I can’t begin to tell you how important our training has become,” says Chris Weeks, DHL Director of Humanitarian Affairs. “We have gained such valuable insight over the years. Obviously we want to pass that on to our team, especially those who have yet to deploy. It helps them understand the challenges they will face, prepares them psychologically for stressful situations and ensures they know what their role is as soon as they arrive on site.”

Making a difference
Training and disaster response simulation are of course only the dry run. The hard reality of an actual deployment quickly reminds volunteers why preparation is so vital. For example, one of the first important steps is building relationships and trust on the ground with the UN logistics cluster, the airport authorities, international organizations and other players on site. Teamwork is paramount if the DRT is to be able to effectively offer help and apply their knowledge and skills to solve problems and optimize the flow of relief goods.
Over a decade of experience has helped the DRTs learn to make the right moves both before and after they arrive at an airport so that they can get to work right away. That experience is precisely what counts in a deployment to a disaster situation.

Seeing how their experience, commitment and teamwork makes a real difference on the ground is deeply satisfying to the DRT members. “To be a part of such action is priceless and cannot be explained in words,” says Amardeep Choudhary, a DRT volunteer who deployed to Nepal in 2015. “One has to feel and live this experience to really understand the joy and peace it brings within.”

“It’s hard to describe,” says Gilberto Castro, when asked what it is like to deploy on a DRT mission and see all the training and hard work pay off. “It’s exhilarating and exhausting, it’s frustrating and fulfilling. But it’s absolutely worth it.” He has deployed over 10 times, including to Peru and Haiti.

DHL volunteers who take part in the GARD preparation program share very similar experiences. It’s a lot of work, but the trainers – all seasoned aviation logistics experts – agree that it’s worth it. Not only do they see local airport administrators and government authorities take a keen interest in their know-how during their workshops, they also experience a high level of gratitude from the participants.

”You not only feel it in the room, the participants voice their excitement about what they are learning and the cooperation we are building,” says Kim Melville, GARD lead trainer. “And we benefit, too, by getting to know the airports and the people we will likely work with in the event of a disaster. The fact that they see DHL in a whole new light is an added bonus.”

A winning combination
The GoHelp program both draws from and feeds Deutsche Post DHL Group’s two greatest assets: dedicated people and logistics expertise. The keys to success are the company’s unique skillset and global network, employees who selflessly volunteer their time and energy to
help others, and the many colleagues around the world they motivate and inspire.

“Experiencing first-hand how volunteer work can ease the pain of others in difficult times makes me proud of both my company and my team,” says Mario Arévalo Meléndez, DRT team leader. “And it inspires me to keep on helping.”

The result is a virtuous cycle. Deutsche Post DHL Group taps into the skills of its employees, trains them in disaster management and deploys them to help those in need. And the work and volunteer spirit of a few becomes a source of inspiration and motivation to many within the company and in society. That winning combination makes all the difference.
THE HUMANITARIAN CONNECTIVITY CHARTER LAUNCHED BY THE GSMA

Humanitarian emergencies resulting from natural disasters and conflict present a challenge too great for a single sector to solve. At the same time, communication and connectivity are increasingly recognized as basic human needs and as important as traditional forms of humanitarian assistance, such as food, water and shelter.

The life-changing and lifesaving potential of mobile connectivity, and the access to information and communication it enables, has positioned mobile as a critical tool in disaster preparedness and response. From the Haiti earthquake of 2010 to Typhoon Haiyan in the Philippines in 2013 and the April 2015 earthquake in Nepal, there has been a growing expectation of and demand for Mobile Network Operators (MNOs) and the services they provide before, during and after a crisis, from both subscribers and the humanitarian community. This has meant that the mobile industry, humanitarian organizations, vendors and government agencies must work together more collaboratively both before, during and after disasters to discuss shared challenges and opportunities.

The GSMA’s Disaster Response Programme has worked in numerous disaster-affected countries with these different stakeholders to identify best practices and areas for development. This series of consultations has culminated in the creation of a set of principles called the Humanitarian Connectivity Charter, which aims to focus the efforts of the mobile industry and improve coordination and predictability of response. Launched in March 2015 at Mobile World Congress in Barcelona, the Charter builds a framework for a more coordinated and predictable response to disasters, strengthening preparedness and collaboration within the industry. Through the Charter, MNOs will ensure that they are undertaking measures to prepare their own operations, support subscribers and equip responders to face the growing challenge presented by humanitarian emergencies around the world.

Charter principles:

- To enhance coordination within and among Mobile Network Operators before, during and after a disaster
- To scale and standardize preparedness and response activities across the industry to enable a more predictable response
- To strengthen partnerships between the mobile industry, government and the humanitarian sector

The ultimate aim of the Charter is to strengthen access to communication and information for those affected by crisis in order to reduce the loss of life and positively contribute to humanitarian response.

To deliver on the principles of the Charter, a set of best practices has been identified by the GSMA’s Disaster Response Programme, ranging from the prior agreement of standardized information sharing, through to activities directly increasing access to communication, such as the provision of generator-powered mobile charging centers when commercial power fails. Some of these activities, such as agreements around the approval of common humanitarian short-codes, are dependent upon supportive and enabling regulatory environments and require close collaboration with governments and national authorities, and the humanitarian sector. Many MNOs will go above and beyond these activities, implementing initiatives dealing with specific challenges faced in their markets or implementing country-appropriate variations. For example, following the Nepal earthquake, MNOs provided sub-
sidized or free access to mobile services for those impacted, as well as for humanitarian responders. Operators around the world also responded to the disaster, with Ooredoo Group sending critical backup equipment to the country and many MNOs activating SMS-based fundraising platforms.

In Iraq, in response to the ongoing humanitarian crisis, MNOs have collaborated and provided a single short-code in partnership with the United Nations. This ‘hotline’ now feeds to a dedicated call center, where calls are managed by trained staff who are able to share verified humanitarian information.

During a water shortage crisis in the Maldives at the end of 2014, caused by a fire in the capital’s water treatment plant, Ooredoo Maldives was one of the first organizations to respond. The MNO adapted its existing location-based logistics service to provide coordination assistance to those transporting fresh water supplies, and made the data available to developers who created an app for local people to monitor the delivery times. Access to this information reduced uncertainty and panic and increased the effectiveness of the national response.

Experiencing over 20 typhoons a year, MNOs in the Philippines have had to become effective in disaster preparedness and response. Sharing MNO restoration updates and details of emergency activities has allowed both affected populations and responding humanitarian organizations to build a clear picture of where they can access emergency services, leading to more effective recovery and response.

The Charter is supported by the United Nations Office for the Coordination of Humanitarian Affairs, the International Federation of Red Cross and Red Crescent Societies and the Emergency Telecommunications Cluster, as well as global telecommunications vendor Ericsson. It is such collaboration and engagement, not only from mobile network operators, but also from the wider mobile industry and with active support from the humanitarian sector, which will contribute to the Charter being a success. At Mobile World Congress 2016, three additional MNO Charter signatories were announced. This means that as of March 2016, there is at least one Charter signatory present in more than 50 countries worldwide. As the numbers of signatories rise, so too will the levels of industry preparedness and the ability to effectively collaborate across sectors when the time comes. Work is being undertaken to continue to increase the global footprint of the Charter.

I congratulate the GSMA and its membership for developing this partnership with the humanitarian community, which will enable people affected by crises to gain access to vital communications.

UN Secretary-General, Ban Ki-moon

It is hoped that the collective work of the Humanitarian Connectivity Charter signatories will result in better prepared and more resilient networks, enabling more effective coordination with government and humanitarian response agencies. Above all, the aim is to enable more dependable and far-reaching access to communication and information for communities prior to, during and following disaster and humanitarian crisis.

About the GSMA

The GSM Association represents the interests of mobile operators worldwide, uniting nearly 800 operators with more than 250 companies in the broader mobile ecosystem, including handset and device makers, software companies, equipment providers and Internet companies, as well as organizations in adjacent industry sectors. The GSMA also produces industry-leading events such as Mobile World Congress, Mobile World Congress Shanghai, and the Mobile 360 Series conferences.
How were the Disaster Response Teams (DRTs) born?

Chris Weeks: For as long as I remember, DHL has been asked for help after natural disasters, usually to ship relief goods to the country affected. After one particular earthquake in Gujarat, I remember seeing our office car park in Dubai swamped with 100 tons of blankets, food parcels and old clothes that we were expected to fly to India.

It wasn’t until 2003 that we started to question whether this effort was really worthwhile and effective, and concluded there was a better way. We realized the UN agencies and the NGOs need help on the ground, not in the air. Time after time it seemed, airports in disaster zones would choke up with relief goods due to lack of planning, poor equipment and inadequate infrastructure.

So, DHL decided to channel its charitable efforts into providing expert volunteers to help with airport ground handling, rather than donating aircraft that would simply exacerbate the problem. DHL did this by setting up a global network of DRTs in Panama, Dubai and Singapore, to assist with freight handling at airports in disaster zones.

What makes the DRTs so special in your view?

We’re organized, ready to go and self-sufficient! When a disaster strikes, we can be on-site within 48 hours, upon request of the United Nations to help the airport manager for a period up to three weeks. We know what we can and cannot do. And we just get on with it.

One of our most important capacities is our good organization on the ground. Often the crews on the aid aircraft need a fast turnaround and are pushing to get the relief material offloaded quickly so they can get off to their next mission. With knowledge, training, and two or three fork-lifts, you can do a heck of a lot.
What are the main challenges you have to face when arriving at an affected airport?

The first thing we must do is get airside access for the DRT volunteers. Security at airports is much tighter these days and getting airside badges can be problematic.

Communications can be a challenge as transmission masts and power cables get disrupted after natural disasters like cyclones or earthquakes. Also freight handling at the airport is always a big issue. Our deployments in developing countries often mean simply not having enough equipment to move the freight from the tarmac to temporary storage areas. We have to be very resourceful in finding forklifts, dollies, tractors and labor to get the job done.

And then, there are of course often challenges due to local climate conditions. When we were in Myanmar, for example, it was mostly about 30 degrees with the heavy humidity that you only get in that part of the world. The mosquitoes swarmed in at 6 o’clock in the evening to feast on us. Basically we had to get spray on, cover up and keep moving.
But no one got sick – we looked after each other and made sure everyone rested, ate and drank regularly.

**What does a typical day at the airport look like?**
A typical day normally starts with a 7 a.m. breakfast together. We always make a point of that so we can talk about the day ahead. Then we try to be at the airport early: usually we work from 8 a.m. to 8 p.m. Once a day I make a call to update our headquarters in Bonn and visit the UN compound, which acts as the ‘control tower,’ for a coordination meeting. The team spends two hours each morning and an hour each evening just clearing up loose freight, broken equipment, empty pallets, straps and general debris, to make as much space as possible for whatever goods will arrive. If the ramp is a mess it’s not just a danger to aircraft and everybody who has to work there, it’s also inefficient and a bad advert for the relief effort.

**Is the job dangerous? In an earthquake zone, for example, does the team have to be aware of the aftershocks?**
Yes, we do need to be aware of the risks, but that’s where the training comes in. We tell team members that there may be aftershocks and how to deal with them. But we stay at the airport and if we need to get out quickly there will always be an aircraft available; plus there are plenty of medics. So we try to manage and limit the risks

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**One of the things we do is make sure that medicines are given priority and kept as cool as possible and in shade.**

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**What has been the toughest mission?**
Our first deployment to Colombo airport, in Sri Lanka, in the aftermath of the tsunami in 2004. That was because we were testing a model to see if it would work and we were unprepared for what we would find there. We had no connections on the ground so we struggled to get set up and worked with little equipment or information on the overall situation. But we learned so much from that mission.

**What’s the most problematic kind of aid to organize?**
Medicine can be tricky because it needs to be handled properly in transit and often there is not enough awareness during ground handling. If it is left out in the open and exposed to severe temperatures its quality can be affected. One of the things we do is make sure that medicines are given priority and kept as cool as possible and in shade. We’re also developing an inventory system to create an accurate and timely on-line inventory of all medical donations.
Who are the people working in the Disaster Response Teams?

Disaster Response Teams are made up of trained DHL employees who have volunteered to take part in humanitarian missions. Each volunteer has been trained in skills like team building, operational processes, basic first aid, working with the military and has a good idea of the situation he or she will face at the airport. The teams include experts in cargo handling, warehouse management, road operations, security and other areas.

Will the DHL Disaster Response Teams deploy to any country?

A DRT will be deployed after consulting our UN partner and at the invitation of the government of the country or territory affected by the natural disaster. Normally we are sent to developing countries. Most developed countries have sufficient capacity to handle a surge in incoming air charters – however, deployment to such states is also conceivable.

The actual decision to deploy to a specific country or territory will take into account a number of important criteria, such as the extent...
of the disaster, the security and political situation, and the capability of the airport to manage on its own.

**What do you do between the crises?**

The DRTs are constantly evolving through each deployment. Between crises we do not just sit and wait. We continuously work to professionalize the team and to carry out necessary preparatory tasks such as recruiting, training, upgrading equipment, and presenting to associated groups. In 2007 comprehensive standard operating procedures were developed for DRT covering stages like assessing how serious a situation is, alerting volunteers, and assessing the DRT’s contribution on completion of the deployment. The group also developed a comprehensive training program for airports in disaster-prone regions (GARD) to foster preparation.

**Where does your inspiration and motivation come from?**

Every new mission is always a challenge for the DRT volunteers and a chance to use new skills and improve our response. We are constantly pushing ourselves to get things done better and faster by using new techniques or equipment. But most of the time we work with wonderful people in the international aid community and the nationals in the country affected. Local volunteers from the DHL office supporting us often makes a real difference and during many deployments we get to know them better by visiting their shattered homes and
learning more about their hard lives. Being able to see how much our work will help them is extremely heartwarming. What we do is very satisfying and for us it’s quite easy to make a difference.

How have the DRTs developed so far and will they still be around in 10 years?
The original idea of the DRTs helping to keep airports clear after a disaster hasn’t changed. We still use DHL volunteers, we travel light and fast, we only stay for three to four weeks, and we help anyone who needs help in handling freight. What has changed is how we execute the mission. We handle more aid with fewer people, but rely heavily on having equipment like forklifts.

Most relief freight from the UN agencies and NGOs is now containerized so moving it manually is no longer an option. I am absolutely convinced that the DRTs will still be needed in 10 years’ time because airports in developing countries aren’t prepared for huge surges in freight and passengers, and no one knows where disaster will strike next.

What are the most valuable lessons you have learned from the partnership with OCHA?
Firstly, choose your partner organization carefully, which we did. The humanitarian space is complicated so it’s good to have an experienced and reputable partner like OCHA to guide us. Second, leverage your core competency. The best part of the job is the fact that we can make a huge contribution to a humanitarian situation by using our expert logistics knowledge. Third, make sure the CEO is totally on board. It won’t work if he isn’t a true believer and an active supporter. Then you need to make sure your plan works for the long term. The aid community is tired of seeing projects fizzle out. Lastly, communicate vigorously but honestly. I call communications the oxygen that keeps the fire going. Everyone needs recognition and the project will grow if it gets noticed and appreciated.
In mid-2013, in a joint workshop, a group of humanitarian organizations challenged MasterCard to use its technology to solve what at first seemed like a relatively simple payments issue. They wanted an aid delivery mechanism that leverages local economies and enables recipient choice. We discovered quickly that we had a lot to learn about payments in a humanitarian context.

We learned that traditional paper voucher-based programming was heavy on administrative burden and expense, and thin on analytical tools and replicability. And, while much progress has been made in using mobile money, there appeared to be a service gap. Our NGO partners made a long, detailed list of success criteria. Things we take for granted (like network connectivity) were eliminated. This shared effort, coupled with the practical guidance offered by agencies like the Better Than Cash Alliance, provided the foundation for our solution development.

Within 12 months, the team at MasterCard designed a prototype that utilized simple chip cards, everyday Android tablets, and a highly visual application. To move from a prototype to a useful tool requires field testing. So we asked Save the Children, an early development partner, if they would like to pilot our MasterCard Aid solution.

The team suggested Yemen. Save the Children was operating a USAID-funded Food for Peace program, providing critical humanitarian assistance.
they clearly committed to their local clients, they wanted to test the new solution. So, in addition to the three test criteria above, we added the ability to conduct remote monitoring of the program from outside of country.

Save the Children staff worked with the local communities and merchants to familiarize them with using a secure chip-enabled card. What would seem obvious to a tech-savvy consumer (insert the card, select your goods, enter your PIN and complete the transaction) cannot be assumed to be so in the humanitarian space. Technology most frequently fails not because it doesn’t work, but because it isn’t simple to learn to use. Here the local team proved invaluable – not just in executing the pilot, but also in providing valuable insights that have been fed back into the system and its training materials.

The test of the MasterCard Aid Network with Save the Children in Yemen was a success – first and foremost because vulnerable people were given access to food. Save the Children also deepened their reservoir of technology experience, further refined their aid practices, and strengthened their case for the use of flexible aid.

MasterCard similarly benefits. Our work in the aid space is a long-term investment with important near-term returns. As a company – and individual employees – we want to contribute to the critical work of the humanitarian and development community. From a business perspective, every partnership we strike, and every time our services go into the field with an NGO, we learn a little bit more about local markets. We strengthen our business skills. And we develop new capabilities that allow us to deliver relevant value to our clients.

Our NGO partners operate in inherently complex environments, doing important work. MasterCard’s partnership with them reflects carefully defined mutual goals to which we are deeply committed. To us, this shared value is the heart of a successful public private partnership.

About MasterCard and Save the Children

MasterCard is a global technology company in the payments industry. We pride ourselves on building simple to operate tools that move financial and non-financial data securely, creating actionable insights. Save the Children is a globally respected non-governmental organization (NGO) that promotes children’s rights, provides relief, and helps support children around the world.
One of the biggest logistical challenges of a humanitarian relief effort is often distributing the relief aid to remote or inaccessible areas. Cardboard boxes are too flimsy to be dropped from helicopters, resulting in damaged goods. DHL solved the problem with a common logistics item and some innovative thinking.

DHL Speedballs are tough, brightly colored DHL shipping bags that are waterproof and sturdy enough to withstand a 35-meter drop. Cushioned with mattresses, blankets and clothing, this solution is a fast, easy and durable method for delivering much-needed supplies to areas where an airdrop is the best or only option.

Disaster Response Team (DRT) members came up with this simple yet effective idea after several early deployments. And the best part is that the bags are never in short supply. As one of the world’s leading logistics companies, DHL has millions of them and they are always on hand.

Advantages of a Speedball:

| **Efficiency**  | Helps to utilize unsolicited relief goods in a targeted way |
| **Access**      | Able to reach even remote areas                           |
| **Survival**    | Each DHL Speedball contains food and supplies for a family of seven for 10 days |
| **Preparation** | Can be prepackaged at airports where many volunteers are available |
| **Durability**  | Woven polypropylene is water-resistant and can withstand a 35 m drop onto rocky, uneven terrain |
| **Color**       | Easy to spot on the ground                                |
| **Size**        | Holds up to 50 pounds (23 kg) and can be carried by one person |
| **Availability**| DHL shipping bags are cost-effective and in almost limitless supply |
| **User-friendliness** | Easy to pack, tie up and carry                             |
| **Performance** | Design allows air to escape on impact so bag doesn’t burst |
THE MAKING OF A SPEEDBALL

1. Unsolicited relief aid arrives at the airport
2. The goods are sorted and organized...
3. ...then packed into DHL shipping bags
4. These DHL Speedballs are then loaded on helicopters or other vehicles, such as barges or pickup trucks...
5. ...and distributed, i.e., dropped from the air in affected areas
Cushioning
The speedballs need to be properly cushioned. If available, a folded mattress forms the base, protecting the bottom of the Speedball. A second mattress lines the bag’s inner wall. Tarpaulins, blankets and clothing protect relief items. A blanket and mattress on top act as the cap.

Food
Examples: tea, pasta, rice, biscuits, sugar, flour, dates, powdered milk, tinned food, cereal, baby food

Hygiene
Examples: soap, toiletries, antiseptic pads, water purification tablets, washing powder

Other supplies
Examples: plastic fuel containers, small cooking pots, shoes, mosquito nets
CASE STUDY ON HAITI: HUMANITARIAN CRISIS, EMERGENCY PREPAREDNESS AND RESPONSE – THE ROLE OF BUSINESS AND THE PRIVATE SECTOR

Over the last decade, Haiti has been one of the largest recipients of humanitarian assistance in the world. This case study analyzes the role of the private sector in humanitarian action in Haiti, with a particular focus on the response to the devastating earthquake that struck Port-au-Prince in 2010.¹

During the response, international and Haitian businesses participated in humanitarian efforts – both directly assisting populations and working with aid agencies – for commercial and philanthropic reasons. Much of this private sector engagement revolved around cash transfer programming and mobile communication. Aid agencies, financial institutions and mobile network operators worked together to provide cash and vouchers, and text messaging was used to channel information from humanitarian agencies to people affected by disaster, as well as to solicit information from them on their needs.

Cash transfers, vouchers and mobile money

Several aid agencies gave money to households as an alternative to in-kind assistance. Aid agencies used cash-based programming for a range of objectives, including supporting livelihoods, access to food, shelter and basic needs.

Some aid agencies worked with mobile network operators (MNOs) to provide cash transfers via mobile money, distributing $5.7m to more than 24,000 beneficiaries. Aid agencies and MNOs also partnered to design and implement electronic voucher initiatives. As part of the United Nations Development Programme (UNDP) and Haitian government’s Community Support Centers for House Repairs (CARMEN), households received $500 in electronic vouchers to purchase construction materials, such as cement, iron and wood, at preselected stores.

Cash transfer programming has proved fertile ground for collaboration because businesses are motivated to facilitate payments in order to make profits from transaction costs and expand their services and reach. Cash transfers are also a way to support the recovery of the small, informal businesses on which the majority of Haitians rely for goods and services.

Unlike distributing free commodities that are in competition with locally available ones, cash transfers increase the purchasing power of consumers. According to business people consulted, providing cash demonstrates a willingness to support the local economy, and there was a general feeling that cash transfers have been vastly underutilized compared to their potential.

Communication, crowdsourcing and population tracking

MNOs and web-based platforms played an important role in disseminating information and promoting communication with disaster-affected people. Immediately after the earthquake, Voila and Digicel responded positively to multiple requests from NGOs to send out information via text messaging (SMS) (e.g. notifying people about assistance and providing information about hygiene).

SMS communication was not just one-way, either. Along with platforms like Facebook and Skype, SMS was used to get information from Haitians related to needs and population movements to inform humanitarian efforts. Shortly after the earthquake, a platform was created whereby people with mobile phones could text information to the shortcode ‘4636’. ‘Mission 4636’ relied on a large group of Kreyol (Creole)- and French-speaking volunteers working on crowdsourcing platforms to translate, categorize and extract essential information from the text messages; the structured data was then streamed back to the relief effort in Haiti.

The large volume of information gathered through 4636 and other platforms was also used in mapping exercises. Digicel and Flowminder partnered to track populations displaced after the earthquake and the subsequent cholera outbreak, with the aim of improving information and aid allocation. Using analysis of mobile phone records and the geographic positions of SIM cards, the movements of mobile phone users were monitored. The results suggest that estimates of population movements during disasters and outbreaks can be delivered quickly and with potentially a high degree of accuracy in areas with high mobile phone use.

Role of the private sector

The role of the private sector in humanitarian response tends to be a divisive topic amongst international humanitarian actors. On the one hand, the private sector is held up as offering a way of improving efficiency and promoting innovation; on the other, it is seen as a bastion of profiteering that runs counter to the humanitarian mission.

At the same time, trust, or rather the lack of it, was a significant obstacle to humanitarian and private sector engagement in Haiti. Some local businesses and service providers suffered or failed because aid agencies provided goods and services for free and attracted staff from local providers to higher-paid jobs with aid agencies.

Nevertheless, in the end, mutual benefits, favorable organizational culture and preparedness, and early action all facilitated private sector and humanitarian engagement in Haiti. Recent experience in Haiti shows that humanitarian and private sector engagement offers the potential for increasing financial resources, accessing technical capacity and supporting the local economy. Several aid agencies and businesses utilized the flexibility of the humanitarian and business environments to take new approaches to humanitarian assistance in Haiti.

Yet, organizational cultures that prioritize private sector engagement are the exception rather than the rule amongst aid agencies, and collaboration was only possible because individuals, companies and aid agencies stepped outside of their normal approaches and thought creatively about how businesses could support (and benefit from) humanitarian efforts, and vice-versa.

Thus, as the Haiti example shows, moving beyond stereotypes and developing a more nuanced understanding of the possibilities and limitations of engagement between businesses and humanitarian agencies is necessary in order to take advantage of potential opportunities, and to support the markets and businesses people rely on for their livelihoods.
Disaster risks as a serious global challenge

The combined impact of a changing climate, urbanization, and rapidly growing exposure to disaster risk presents the world with an unprecedented challenge. For developing countries, both less able to cope with the impact and more likely to be affected, the challenge is particularly severe. These countries face mounting losses from a range of natural hazards, from earthquakes and tsunamis to severe flooding, storms and drought. For many countries and communities, decades of development progress risks being rolled back and poverty becoming entrenched. Meanwhile, climate change cuts across society, from agriculture to health, to energy and water resources.

The impact of this can already be seen. Over the past decade, more than 1.5 billion people were affected by disasters that cost more than US$1.3 trillion. Worldwide this figure now stands at US$250 billion to US$300 billion every year¹, far outstripping humanitarian aid. As the world embarks on ambitious plans to achieve Sustainable Development Goals (Agenda 2030), the potential scale of disaster-related losses in the period to 2030 and beyond is also cause for considerable concern. This is particularly true for the poorest and most vulnerable, many of whom lack the resources and capacities to adequately reduce, prepare for, and manage risk. For UNDP, support to developing countries includes efforts to identify risk, strengthen early warning and preparedness, enhance governance systems to enable risk reduction, support resilient recovery and, perhaps most importantly, work with local and urban populations to take action.

UNDP plays a major role in Disaster Risk Reduction

The United Nations Development Programme (UNDP) works through a network of 170 country offices and is one of the largest...
global public sector actors in the area of Disaster Risk Reduction (DRR). UNDP’s DRR and recovery programs are spread over 163 countries with average annual expenditures of over US$195 million. Over the period 2005-2014, UNDP invested US$1.7 billion in building resilience and providing support to countries in DRR and recovery. UNDP plays an important and unique role in supporting high risk countries to achieve their development goals by reducing loss of life and assets, and by strengthening long term resilience. In doing so, UNDP works with governments at national and local levels to ensure that DRR is a nationally-led and owned process that is integrated into development planning at all levels.

At UNDP, disaster risk reduction and sustainable development are one and the same. Disasters, while linked to natural hazards, are exacerbated by poor, risk-blind development decisions that expose people and communities to risk. Conversely, disasters destroy development gains and trap people in poverty. It is clear therefore that sustainable development cannot happen without DRR. UNDP’s work integrates issues of climate, disaster risk and energy at the country level, focusing on building resilience and ensuring development remains risk-informed and sustainable. To do this, UNDP’s DRR mission is categorized into three strategic objectives:

- **Understanding and communicating risk:** support local governments on DRR awareness, risk assessment/risk information database, and the establishment of an early warning system

- **Reduce risks:** support governments in ensuring appropriate legislative, policy, institutional and financing mechanisms at the national and sub-national levels so as to enable and mandate disaster risk reduction

- **Manage the remaining risk:** help countries manage and mitigate remaining risk through preparedness measures, pre-disaster recovery planning, recovery programming, and the implementation of post-disaster needs assessments

**Disaster preparedness and early warning**

When risk is understood and communicated it helps reduce the impact of disasters should they occur. UNDP uses its extensive experience to
support communities with the development and implementation of preparedness measures to respond to disasters. This includes hazard monitoring and early warning systems, information management systems, contingency and response planning, preparedness training and exercises, needs assessment preparation, and preparedness policies. It also means that UNDP seeks to engage actively with government, private sector and NGO partners.

UNDP also works together with other agencies, in particular with OCHA, on capacity development for disaster preparedness. As a result of this partnership, UNDP and OCHA have jointly developed training programs for government officials and assisted in the development of national disaster preparedness plans.

**Preparedness for Resilient Recovery**

UNDP has been supporting countries in post-disaster recovery over the last two decades. It has worked with governments, NGOs, the private sector and civil societies in supporting recovery across sectors. For UNDP, recovery is seen as an opportunity to restore links with development and to build back better by addressing those underlying risks and vulnerabilities that have turned a natural hazard into a disaster. In order to ensure efficient and effective recovery processes, UNDP supports countries in building recovery management capacities and appropriate institutions and policies.

However, capacities of countries across the world to manage recovery processes still remain limited. While progress has been made in strengthening Disaster Risk Reduction, the focus still remains mostly on emergency response. Therefore, UNDP is currently implementing a global initiative to strengthen capacity for resilient recovery in disaster-prone countries. The initiative is being implemented in five African countries – Angola, Burkina Faso, Cabo Verde, Niger and Rwanda – through the regional project, "Preparedness for Resilient Recovery."

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The Sendai Framework for Action clearly states the need to strengthen engagement with the private sector and civil society.

Partnership with the private sector and civil society in DRR

The Sendai Framework for Action clearly states the need to strengthen engagement with the private sector and civil society. This is critical not only in supporting capacity building for government officials, but for mainstreaming DRR throughout any and all development (most development is done by the private sector), and to ensure a comprehensive, all-of-society approach to reducing and managing disaster risk.

The private sector invests significant resources into disaster prone areas every year. This also means that not only development gains, but also private assets are at risk. The way these risks are managed will be crucial for sustainable development in these countries and regions. It will impact the achievement of both the Sendai Framework goals, as well as the ambitions of the Sustainable Development Goals, or Agenda 2030. UNDP thus supports national governments in collaborating with private sector and civil society partners on capacity development for disaster preparedness and emergency response.

Partnership with Deutsche Post DHL Group on disaster preparedness for airports

Since 2005, Deutsche Post DHL Group and UNDP have partnered to implement Get Airports Ready for Disaster (GARD) – a disaster preparedness program specifically targeting airports. The goal is to strengthen the capacities of national authorities and airports and facilitate the rapid delivery of post-disaster support services to affected communities. As experts in logistics, including road, sea and air freight, Deutsche Post DHL Group partners with UNDP to help prepare airport staff to better facilitate relief, boosting airport readiness and making aid delivery faster and more efficient.

The program is implemented by the Climate Change and Disaster Risk Reduction team at UNDP’s Bureau for Policy and Programme Support, and receives funding from the Government of Germany. It is designed to optimize the preparedness levels of airport facilities and key personnel to ensure that they have
the surge capacities to manage additional flight loads carrying humanitarian supplies and services.

**Partnership with Microsoft Innovation Center in Nepal earthquake recovery³**

The Microsoft Innovation Center (MIC) in Nepal stepped up to help with the post disaster response activities in Nepal following the 2015 earthquakes. Working with the UNDP Nepal team, the MIC developed and tested a smartphone-based debris management app in less than a week. Soon, UN volunteer engineers in the field were equipped with smart phones loaded with the app that harnessed cloud servers.

UNDP staff in the field were able to register hundreds of workers in real-time, and to log exact GPS coordinates of damaged houses. More importantly, as a promising prototype, the app offered a potential for online project management and the payment of thousands of workers, which promised to significantly reduce delays and create expedited livelihood support. Within the first three months, with the help of this app, UNDP assessed, demolished and removed debris from over 3,000 houses, employing over 3,500 local people and benefiting around 17,000 community members.

As experts in logistics, including road, sea and airfreight, Deutsche Post DHL Group partners with UNDP to help prepare airport staff to better facilitate relief, boosting airport readiness and making aid delivery faster and more efficient.

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Partnership with civil societies
UNDP also works in partnership with civil societies and donor agencies to support and develop local communities’ capacities on emergency preparedness and disaster response.

For example, DIPECHO, in partnership with UNDP, the Red Crescent Society of Kazakhstan and the Kazakhstan Ministry of Emergency Services, initiated ‘Reducing Disaster Risk with the Involvement of Local Communities in Southeast and East Kazakhstan,’ an effort to strengthen resilience in the region. Between January and May 2013, volunteers from the Red Crescent Society conducted training sessions in 15 schools in the Semey region, teaching over 4,000 students how to react during disasters. Topics covered included what to do during an evacuation, staying warm in extreme cold, identifying the symptoms of hypothermia and performing life-saving first aid.4

The way forward
In the majority of Least Developed Countries (LDC), the private sector, civil society organizations and media are still not considered as primary stakeholders and therefore not invited to participate in national preparedness and response coordination forums.

UNDP sees it as crucial to strengthen the role of these actors in disseminating early warning to at-risk communities and communicating the response needs of the affected populations to authorities. For the private sector in particular, the unprecedented growth of information technology has opened vast opportunities for improving the dissemination of early warning and managing emergency responses. There are numerous examples of the use of IT for early warning, e.g., the use of SMS for early warning, and the use of social media, internet, etc.

UNDP is exploring global, regional and national opportunities to institutionalize the role of the private sector in disaster risk reduc-

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Working with the UNDP Nepal team, the Microsoft Innovation Center developed and tested a smartphone-based debris management app in less than a week.
tion, and this emphasis is included in UNDP’s new global initiative on DRR: ‘5-10-50’, a partnership aiming to support 50 countries over 10 years in five critical areas, including disaster preparedness. This 5-10-50 partnership initiative is tied to the insight that a step change in the partnership arrangements at country level is needed in order to support transformative change. It is dedicated to bringing a multi-partner, global and comprehensive approach to risk-informed development.

UNDP is exploring global, regional and national opportunities to institutionalize the role of the private sector in disaster risk reduction.
ERICSSON RESPONSE: ENABLING COMMUNICATIONS FOR HUMANITARIAN RELIEF

Ericsson Response was founded in April 2000 when Ericsson employees wanted to contribute their experience and skills in disaster relief situations. Since then, hundreds of employees from all over the world have volunteered, been trained and deployed to support over 40 humanitarian relief efforts in more than 30 countries.

Every year since 2000, Ericsson Response has supported humanitarian efforts around the world, from extreme floods in Algeria, to the postwar situation in Afghanistan and Iraq, earthquakes in Pakistan and Haiti, the tsunami in Indonesia and Sri Lanka, to humanitarian relief efforts in South Sudan and, most recently, the Ebola outbreak in West Africa and earthquake in Nepal.

The connectivity provided to humanitarian workers during the Ericsson Response missions allows them to do their job efficiently and effectively. Without this connectivity, aid workers might not be able to stay permanently in an area and would need to travel or incur very high costs to communicate with fellow responders and home offices. Most workers cannot do their jobs without internet connectivity.

Today, Ericsson Response has formal partnership agreements with several UN agencies, including OCHA, WFP and UNICEF. Ericsson Response is also a member and standby partner of the Emergency Telecommunications Cluster (ETC). Ericsson provides both equipment and technical expertise to the ETC data and voice communication solutions to support the overall humanitarian effort in terms of efficiency, reliability and cost.

In the case of the ETC, WFP leads and supports the field operations, including the management and security of our volunteers while on mission. Ericsson Response provides equipment and expert staff to support connectivity during emergency operations.

An example is how Ericsson Response responded to the official request for support in the Philippines within one day. The specific WIDER (Wireless Internet in Disaster and Emergency Response) connectivity solution was developed in close collaboration with WFP to fill a very specific gap in services. Ericsson carrier-grade WiFi is used for reliable distribution to the humanitarian aid workers, and at the same time managing users to ensure the best quality of service over the very limited bandwidth available in such complex environments.

Throughout the years, Ericsson Response has been a constant, reliable and present partner. Its volunteers have made their skills and personal time available to address some of the biggest humanitarian challenges – be that through the support in developing new solutions or through direct intervention in disaster and war zones. Volunteers have traveled to some of the most difficult places on earth, lived in camps and improvised facilities, prepared and then worked with people they had never met before, and responded within hours of a disaster.

For Ericsson Response, it is key to have active collaboration and consistent volunteer deployments with our partners. This all leads to increased
employee satisfaction through engagement in the program. Employees are proud to work for Ericsson, which in turn also helps with employee retention and recruitment.

The capacity made available through the program and its direct life- and cost-saving benefits have been essential, especially in times where humanitarian organizations simply could not face global challenges alone. Ericsson Response is amongst the few ETC partners who truly understand the value of preparedness. In return, partners treat Ericsson Response volunteers like their own staff on mission and the results are a true team effort. And, with the current number of ongoing emergencies globally, all organizations are being pushed to their limits, requiring closer collaboration and planning in order to fulfill the ETC mandates.

Ericsson was founded on the belief that communication is a basic human need and should be available for all. By contributing to emergency response, we can help alleviate human suffering during disasters by contributing our company’s key assets – technology and the expertise of our employees. The company is able to use its experience and know-how to make an impact – to use technology for good.
The humanitarian partnership between the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and Deutsche Post DHL Group was founded in 2005. What makes this partnership unique?

Christof Ehrhart: This is a partnership where both sides use their specific expertise to serve a common goal – that is to alleviate bottlenecks at airports after natural disasters. At its center is a global network of specially trained logistics experts: our Disaster Response Teams. These highly experienced employees are used to coping with difficult logistical situations and stand ready to be deployed to airports in emergency situations. So, our partnership is very close to our daily business and enables us to contribute with our core competences. It really fits perfectly with our identity as a logistics company and our purpose – connecting people, improving their lives. That’s what makes it so special for us.

Stephen O’Brien: Our partnership stands out because it has worked so well for 10 years at both an operational and, more recently, a strategic level. Operationally, this means that when a disaster strikes, UN response teams are collaborating with DHL teams to get airports ready, and to coordinate and move relief materials to people who need them throughout the world as quickly as possible. Strategically, we work together to promote wider private sector engagement in the humanitarian sector. Our partners at DHL provide us with a valuable private sector perspective to help us overcome obstacles to collaboration with other businesses. This publication is an important effort to collate and share examples of private sector partnerships for humanitarian action.
Mr. O’Brien, OCHA is instrumental for an effective humanitarian response to emergencies and disasters. What role does collaboration with the private sector play in these efforts?

Stephen O’Brien: The capacity of the humanitarian sector is incredibly stretched as protracted and sudden-onset crises lead to mounting humanitarian need and vulnerability year on year. The complexities of the challenges we face surpass the capacity of any single sector or institution to cope. To address these challenges and to deepen our response, to not only meet humanitarian needs but also to reduce them by tackling their root causes, we have to draw on the technical expertise, experience and capacity of a far more diverse set of actors including, crucially, the private sector.

Present long before disasters occur, international and local businesses are often best placed to respond quickly and efficiently, building on their extensive local networks and knowledge of the local context. When Nepal was hit by an earthquake in 2015, a Nepali company with generations of local experience deployed its staff all over the mountains to conduct search and rescue within hours of the earthquake occurring. When the international humanitarian organizations arrived, this company was able to support them in their response. Businesses such as this one will also be present long after disasters occur, positioning them well to contribute to long-term recovery and rebuilding efforts.

Businesses know that unless they continually innovate and deliver cost efficiency, they will not keep up with their competitors. These qualities can be harnessed to improve humanitarian action. Indeed, the private sector has driven a lot of innovation in the humanitarian sector over recent years: banks and telecommunications companies have helped transform cash-transfer responses, while supply chain companies are increasingly applying their resources and expertise to help coordinate, track and deliver aid.

For OCHA, which coordinates humanitarian response, coordination works best with the private sector when we have pre-existing agree-
ments set up so that the overall humanitarian response team and sector-coordinating teams (clusters) can engage with businesses as soon as a disaster hits.

What are the greatest strengths that your respective partner contributes to the collaboration between OCHA and Deutsche Post DHL Group?

Stephen O’Brien: Three things stand out. DHL’s incredible global reach through its local presence and regional hubs means it can deploy its Disaster Response Teams all over the world, from Nepal and the Philippines to Sri Lanka and Pakistan. DHL moves quickly – it can respond within hours of a disaster hitting. For instance, following the April 2016 Ecuador earthquake, DHL offered to mobilize response teams to help with logistics and deliver supplies within 48 hours. This close collaboration with humanitarian agencies assists in improving the logistics in the response.

Christof Ehrhart: We have benefited tremendously from the professionalism and experience of OCHA. They have established a strong network of national and international partners to ensure coordinated humanitarian action. This network deals effectively with emergency relief situations. OCHA gives us the mandate to participate in these humanitarian relief efforts. We really appreciate the fact that our Disaster Response Teams have become an integral part of OCHA’s network and add to its capabilities. Needless to say this also ensures increased efficiency for our initiative.

Mr. Ehrhart, why are partnerships such an important pillar of your responsible business approach?

Christof Ehrhart: We believe that all actors – and especially the private sector – have a responsibility towards the environment and the societies they operate in. While business is often seen as a source of societal problems rather than a solution, this perception has fortunately changed quite a lot in recent years. In fact, no one has all the answers to today’s complex challenges. And we see growing recognition that there is no other way to move forward than to join forces.
When different stakeholders team up and bring together what each of them does best, they can make a powerful difference. For us, working with established partner organizations, such as OCHA or UNDP, has boosted the effectiveness of our corporate responsibility efforts tremendously. Our successful partnerships have also enabled us to channel our expertise, financial support and our employees’ volunteering efforts – we have trained more than 400 volunteers for disaster response purposes – to a cause that is very close to our own identity.

**What are the most important success factors for creating an effective partnership?**

**Christof Ehrhart:** I believe there are several: First, both organizations have to have a common goal. In our case, it’s ensuring a smooth flow of relief goods into an area affected by natural disasters. Second, both need to make sure they secure high-level support from their top ranks, in addition to maintaining good collaboration on the working level, including exchange of know-how and learning from mistakes. Third, preparedness and routine are key. A long-standing partnership based on clear, up-front agreements, mutual trust and regular interaction makes it much easier to react rapidly in crisis situations. This then leads to the fourth success factor – a good track record of delivering on shared missions – which in turn ensures that the partnership will have a sustainable impact.

**Stephen O’Brien:** I agree with all of Mr. Ehrhart’s points. To add to them, I think that the equality of our partnership has been key to its success. We come together to define problems and solutions, with a willingness to listen. This is because we have a mutual respect for the value that each of us brings to the table. On a practical note, it’s important when bringing diverse actors together to establish a common language and understanding of what we are trying to achieve. In a jargon-rich industry, even something as simple as establishing what each person means by commonly used terms such as ‘rapid deployment’ or ‘data security’ can transform our joint response.
How can we measure the success of such partnerships?

Christof Ehrhart: Success can only be measured if you have set a common goal that both partners have agreed to achieve. This could be, for example, the uninterrupted flow of relief goods into a country affected by a natural disaster. Once you have jointly identified that goal, you need to find indicators that you can effectively assess, such as the amount of relief goods handled at the affected airport, or the number of humanitarian actors that have benefitted from your coordination work. What is most important, however, is to remain realistic and not to become overambitious. Even a well-functioning partnership needs time to grow. So, be honest, take every opportunity to learn from deployments and initiatives and be willing to adjust things if needed. Giving a partnership enough time to develop is the safest route to success.

Stephen O’Brien: Once we have set our common goals, measuring our success rests on close monitoring so that we can accurately evaluate to what degree we met them. Did we deliver relief supplies to the most vulnerable communities within the allotted time frame at the capacity that is required? It’s important to note that in humanitarian work, success may not always have a financial component (though we will, of course, always aim to deliver value for money), as the work we are doing cannot necessarily be measured in financial terms. The fact that DHL continues not only to show up to but also to design emergency trainings shows that it shares a deeper vision of what we need to achieve over the long term. More broadly, our collaboration with the private sector will be measured more through the impact of the response on the ground, in our openness to innovation and our knowledge exchange. In OCHA and DHL’s case, a sign of our success is in the durability of our partnership. We have collaborated in deeply challenging situations for 10 years – that alone is an indication that we’re doing something right.
Mr. Ehrhart, why is collaboration with institutions like the UN a smart idea for businesses and what would you recommend to interested companies?

Christof Ehrhart: Based on my experience, this is a great way to leverage your special know-how and combine it with the unique skills of an experienced partner institution. In doing so, you have the chance to create something entirely new – something that is more than the sum of its parts and makes a real difference in the world.

Let me also add a point which is key for us and too often ignored by other companies: public-private sector collaboration results in engaged and motivated employees. At Deutsche Post DHL Group, our employees know about the DRTs and they are proud of the work they do. This is not only true for the United Nations, but also our other partnerships, such as those with SOS Children’s Villages and Teach For All to improve educational opportunity worldwide. It really drives employee engagement and, moreover, helps us to attract, retain and engage talent around the world.

What I would recommend when entering into such a partnership is always have a long-term perspective. This is because such comprehensive partnerships need time to fully develop and to establish their own identity, based on mutual trust.

Mr. O’Brien, OCHA and other UN bodies have entered into various partnerships with the private sector, some of which are profiled in this publication. Where do you see the potential for further partnerships?

Stephen O’Brien: The cases in this publication are excellent examples of some of the different types of partnerships at play, and more are continually emerging. Whether it is to conduct training, needs assessments, deliver aid or send cash transfers, these partnerships are transforming humanitarian and resilience response. The most important area that future partnerships need to focus on is to build local, national and regional capacity. It is local businesses that have
the greatest stake in a resilient society and economy – their employees, families, infrastructure, supply chains, markets and their very existence require this. OCHA has launched the Connecting Business initiative with our partners from the UN Development Programme and the UN Office for Disaster Risk Reduction. This initiative identifies local business networks or helps create them where they do not yet exist in crisis-prone areas.

Stephen O’Brien

Where do you both see public private partnerships in 10 years?

Stephen O’Brien: As we move forward and try to take a more resilience-oriented approach to reduce needs, I think we will see more multi-stakeholder partnerships involving not only humanitarians and business networks, but also development partners, Governments, crisis-affected people and other actors in crisis-prone areas. The partnership with the Philippines Disaster Resilience Foundation is a good example of working concretely to capitalize on local resources. We will need to vastly expand our collaboration to prepare for disasters and to mitigate risks to try to break the endless cycle of need and response. While UN agencies and international NGOs will continue to have an instrumental role to play, the ownership and control will shift more towards local actors as is already the case in some places. In other words, to those who are directly affected.

Christof Ehrhart: I believe public private partnerships will increasingly gain in importance because the global challenges we face are too complex to be solved by single actors. Partnerships can bring together the stakeholders and skills needed to adequately address difficult issues. For businesses, they are also a great way to become more deeply involved and use one’s core capabilities to benefit communi-
ties everywhere. Thus, I am convinced that partnerships will become central to business strategy and global problem solving in the coming years.

Going forward, it will be essential that new partnership efforts build on the experiences of today’s successful cooperation models. Making a partnership work requires dedication, but it doesn’t mean reinventing the wheel. Existing initiatives have come up with many tried and tested elements – successful governance models, proven ground rules or reliable processes – that can easily be adopted or adapted. I am sure that this would in turn maximize the potential of partnerships to drive progress on a global scale and thus contribute to a better world.
More than 250 million people each year are affected by natural disasters. The number of natural disasters per year has more than doubled since 1980 as a result of climate change, population increase and urbanization. Disasters such as the 2015 earthquake in Nepal, in which over 8,800 people were killed and more than 3 million displaced, demonstrate how pressing the need is for humanitarian assistance. A new understanding of the crucial role that the private sector can play is now changing the thinking of traditional humanitarian actors.

Disaster Resource Partnership
The Engineering & Construction Disaster Resource Partnership (DRP) is a new model for coordinated private sector partnership in response to natural disasters. The main objective of the DRP is to establish ongoing collaboration between private industry, the public sector and humanitarian organizations to utilize the strengths and capacities of the Engineering & Construction (E&C) community to deal with disasters. This ensures a fast and effective deployment of E&C companies and improves humanitarian response through the direct application of E&C skills and assets. The engagement depends on each company’s proximity to the disaster area, its assets and skills, and the needs of the affected communities.

Structure
The DRP offers two levels of engagement:

- At the national level, through its national networks¹
- At the global level, via the DRP global secretariat² to facilitate the deployment of technical experts to support humanitarian action after large-scale natural disasters through the international humanitarian cluster system

DRP governance
The governance of the DRP has two internal bodies: the global secretariat, which provides overall coordination and global support to the national and international networks, and the steering board consisting of:

- Ajit Gulabchand (Chairman, Hindustan Construction), and Nicolas Mariscal (Chairman, Grupo Marhnos) representing the Forum’s E&C industry

¹ National networks currently exist in India, Indonesia and Mexico, with a new one being considered in the Philippines.
² Currently hosted by Hindustan Construction Company.
The heads of the International Federation of the Red Cross and Red Crescent Society (IFRC) and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), representing the global humanitarian community

The World Economic Forum

Resilience, response and mitigation
The DRP builds on the core strengths and existing capacities of the companies involved and leverages the contribution that companies already make in times of natural disasters.

Before any disaster happens, well-established relationships with local communities play an important role in strengthening risk resilience and improving disaster preparedness at grassroots level.

In the immediate aftermath of a disaster, a construction company already operating in the affected area is well-placed to contribute labor, materials and equipment, as well as mobilizing networks and supply chains that can save lives and reduce suffering.

In the months after a disaster, the E&C industry has specific knowledge and technical expertise that is essential to promoting early recovery, particularly the reinstatement of critical infrastructure to establish supply chains and make health and education facilities operational. Equally, the industry can provide damage and hazard assessment, hydrological surveys, seismic expertise, design, planning and program management.

Early engagement in the relief and recovery phases means that E&C companies are well-placed to contribute strategically to long-term reconstruction planning, a critical role in mitigating the risk of future disasters.

Key E&C Skills

- Food & Water Supplies
- Shelter Materials
- Tools
- Equipment
- Vehicles
- Power
- Labor
- Communications Equipment
- Space
- Networks
The humanitarian imperative is the most significant driver for companies to join DRP. Experience based on a detailed assessment of a collection of selected case studies involving E&C companies demonstrates that important internal value is created within the companies involved. In addition, long-term business opportunities in the recovery and reconstruction phases arise as a result of companies’ involvement in the initial stages.

Partnerships
The DRP aims to strengthen its existing partnerships and create new types of collaboration with public and private actors.

Private sector and disaster response networks:
- E&C companies
- Other sectors: telecom, IT-enabled services, logistics and supply chain, insurance companies
- Logistics emergency teams (LET)
- World Economic Forum Global Agenda Council on Risk & Resilience

Humanitarian organizations and development banks:
- United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
- International Federation of the Red Cross and Red Crescent Society (IFRC)
- United Nations Office for Disaster Risk Reduction (UNISDR)
- Development banks: The World Bank Group, Asian Development Bank

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At 11:56 on the morning of Saturday, 25 April 2015, an earthquake with a magnitude of 7.8 struck near Kathmandu, Nepal, killing over 8,800 and injuring 22,309.¹ The majority of those affected lived close to the earthquake’s epicenter, in the districts of Lamjung and Gorkha. It was the worst natural disaster to hit the country since the 1934 Nepal-Bihar earthquake.

In the days that followed, Nepal was rocked by continuous aftershocks, landslides and avalanches, which served to make an already dire situation worse. The most significant was a 7.3-magnitude earthquake that struck on 12 May 2015 near the Chinese border between Kathmandu and Mount Everest. According to Government of Nepal evaluations, 8 million people – almost one-third of the population of Nepal – were impacted,² and UNICEF estimates that more than 1 million children were severely affected by these earthquakes.

In the aftermath of the disaster, 2.8 million people were in need of humanitarian assistance, including more than 860,000 people living in remote, hard-to-reach areas who required urgent assistance.³ Approximately 800,000 homes were left partially or completely damaged,⁴ resulting in several million people being made homeless or displaced, and entire towns and villages destroyed,⁵ including centuries-old buildings of architectural and historic significance. The arrival of the monsoon compounded the situation, making it increasingly difficult to access remote areas.

The effects of these earthquakes were also felt in neighboring India, China and Bangladesh, with serious damage reported.

**The request**

The International Federation of the Red Cross and Red Crescent (IFRC), together with the Nepal Red Cross Society (NRCS), led the Global Shelter Cluster – an inter-agency coordination mechanism to support people affected by natural disasters – in Nepal. The Cluster, as well as other humanitarian organizations such as Care India, RedR India, ResponseNet, ChristianAid and Seeds India, was requested to communicate any specific capacities and expertise that the Disaster Resource Partnership (DRP) could provide.

Access to safe water and sanitation services was of particular concern. Specific requests came to the DRP for trained engineers in water, sanitation and hygiene (WASH) to be deployed in disaster-prone areas for assessments as well as for rebuilding. The DRP also received requests for materials to build shelters, such as tarpaulins and tents, as well as for medical kits.

**The response**

Disaster Resource Partnership operations and deployments were mobilized in Nepal via two

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⁵ The UN reports that approximately 3 million people countrywide were displaced following the Nepal earthquakes: http://www.un.org/press/en/2015/ga11644.doc.htm.
channels — through the DRP secretariat and, in parallel, via an independent deployment of individuals from the DRP National Networks and partner companies, as part of official humanitarian delegations.

Following the disaster, the DRP secretariat immediately got in touch with several humanitarian organizations, offering engineering support and the deployment of trained engineers. The DRP also contacted IFRC and OCHA, offering any support that could be organized through its members.

In addition, the DRP secretariat reached out to all DRP members seeking availability of engineers trained in WASH, logistics and supply chain management. Three DRP members responded to the request and their information was shared with RedR, which in turn shared it with Nepal’s Ministry of Urban Affairs. RedR conducted an emergency needs assessment and initiated immediate disaster response training for first responders. Unfortunately, none of the DRP engineers were shortlisted for deployment. However, one of the volunteers, who had administrative experience with a focus on logistics and supply chain management, was selected by ChristianAid to help with relief efforts.

National Networks

DRP Mexico

Following the 25 April earthquake, DRP Mexico, with support of its chairman, Nicolas Mariscal, sent a trained team of volunteers to Nepal from CADENA – a non-profit that delivers assistance to victims of natural disasters – as part of the Mexican government delegation. The main focus of their mission was to rescue people trapped under debris using special equipment. Their deployment was a great success, which included the rescue of a woman who had been buried alive for six days after the earthquake. CADENA also installed water filters, providing safe drinking water for thousands. The organization returned to Nepal with tents prior to the monsoon season. They also evaluated long-term needs and assessed the possibility of helping with housing.

DRP Indonesia

Following the earthquake, Indonesian president Joko Widodo ordered the Indonesia National Agency for Disaster Management to offer assistance to Nepal. The agency called upon DRP Indonesia to be part of the country’s humanitarian assistance team to Nepal. Working in partnership with the Humanitarian Forum Indonesia, DRP co-led coordination efforts both in Indonesia and in the field in Nepal. DPR Indonesian Chairman Murdaya Po gave the green light for DRP members to support the government of Indonesia in any way and to collaborate with NGOs and humanitarian organizations.

The main task of DRP Indonesia Manager Victor Rembeth in the field was to coordinate with UN agencies and the government of Nepal, and to support the establishment of a medical team and to build a field hospital in the district of Satungal in Kathmandu. A team of four surgeons and an orthopedic surgeon worked with a local hospital in Kantipur, assisting patients recovering from surgery.

In addition to coordination and assessments, DRP Indonesia supported the Indonesian ambassador to Nepal and the Indonesian honorary consul in Nepal in distributing aid supplies to remote areas affected by the earthquake.

Ongoing efforts

Months after the earthquake, Nepal recovery efforts were still ongoing, especially the need to clear debris and rebuild. The DRP expressed its willingness to help provide engineering support, including trained engineers and heavy equipment and machinery. The DRP secretariat communicated any specific requirements to members to help in these efforts. The secretariat was also in
touch with other industry associations such as the International Federation of Asian and Western Pacific Contractors’ Associations (IFAWPCA) and the Federation of Contractors’ Associations of Nepal (FCAN), which is a member of IFAWPCA.

Lessons learned
The level of cooperation demonstrated between private sector actors in the wake of the Nepal earthquake has provided insight into how the international community can mobilize to help other countries deal with disaster emergencies. Considering the complexity and importance of rescue and recovery activities, the experience from the Nepal earthquake serves as an example for future DRP involvement and deployment.

Lessons learned during the Nepal mobilization can be summarized as follows:

1) Need to create a DRP database of trained engineers: In event of a disaster, a rapid deployment is vital to save lives and reduce suffering. In the Nepal case, sourcing engineers took too long. To facilitate the identification of qualified and available engineers for deployment, an online database should be available. The DRP community should maintain this database and target the right people once the DRP is called into action.

2) Mapping the skills of candidates for deployment: The database should have a skills map, which includes a candidate’s previous experiences and related training (e.g., logistics, WASH, emergency assessments). The DRP secretariat should facilitate the creation of such a database on a common platform.

3) The deployment process took too long: Deployment needs are still being worked out. A World Bank assessment on the requirement of heavy equipment and machinery (currently under preparation) should bring more clarity on required technical expertise and facilitate deployment of engineers and other engineering support through DRP companies in the future.

4) Basic familiarity with humanitarian contexts is necessary to apply technical skills: To be able to effectively apply technical engineering skills in a humanitarian context, some prior exposure to humanitarian affairs is important; there is no time to learn on the job in an emergency. Whenever possible, DRP candidates should be encouraged to complete basic humanitarian training. This will not only better prepare candidates for deployment, but will also help to screen those individuals who are truly interested in working in humanitarian affairs. Establishing a voluntary pool of trained individuals, perhaps through existing internal company volunteer programs, will greatly facilitate expediting future DRP deployments.

Based on the lessons learned, the DRP secretariat will:
- Liaise with the World Bank and humanitarian organizations working on the ground and facilitate deployment of engineers and other engineering support through DRP companies.
- Explore interest in establishing a DRP Nepal National Network in association with FCAN and other local humanitarian partners like OCHA Nepal and RedR Nepal, and work toward the rebuilding process.
- Develop a common database platform of engineers trained in emergencies.
- Inform DRP members of training opportunities with humanitarian organizations and other partners.
- Develop a mechanism that can act as a standard operating procedure for deployment and other support that the DRP can provide.
The most important area that future partnerships need to focus on is to build local, national and regional capacity. It is local businesses that have the greatest stake in a resilient society and economy – their employees, families, infrastructure, supply chains, markets and their very existence require this.

Stephen O’Brien, UN Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator
III. REACHING BEYOND:
WHY PARTNERSHIPS ARE HERE TO STAY
The international humanitarian system has seen many changes in the funding, organization and delivery of humanitarian aid. One of the most significant changes is the increasing number of actors contributing to humanitarian action, including the private sector, the military, and southern actors. Many of these actors are not necessarily ‘new’: the private sector, for instance, has been a long-standing contributor to humanitarian action. However, businesses today are often at the forefront of humanitarian action, and their contribution is increasing.

Businesses use materials and resources to help communities affected by crises, enabling local markets and supply chains to recover, and crisis-affected people to access basic goods and resume livelihoods. Businesses are also working to support humanitarian objectives: this occurs directly, such as through national or multinational firms providing cash to humanitarian organizations, or increasingly through providing specialist skills and in-kind donations of goods or services. It also occurs indirectly, for instance where large firms resume operations in crisis-affected areas, which helps the return to normality and the recovery of livelihoods and employment opportunities.

The greatest direct contribution that businesses have had on humanitarian action is through their innovations in technology, including in logistics, telecommunications and cash transfer mechanisms, transforming entire aspects of humanitarian action. Businesses themselves are evolving, as seen, for instance, in the growth of social enterprises. Social enterprises are commercial, but also exist to meet humanitarian needs and often aim to reduce vulnerability to future disasters, either eschewing profits or re-investing them. For example, Inveneo (www.inveneo.com) is a non-profit social enterprise that provided internet connections to support the Ebola response in West Africa and the humanitarian response in Dadaab refugee camp in Kenya.

Applying corporate resources and capacities to emergency preparedness and response has immense potential and wide-ranging benefits. However, the growing role of businesses in humanitarian action also poses a significant challenge to the humanitarian sector as tradition-
ally conceived. One of the important challenges we face is to shift the perception that the role of these ‘non-traditional’ actors is solely to supplement the existing humanitarian system, and the belief that these actors must work within the traditional humanitarian architecture. Some ‘new’ actors view the existing system as bureaucratic, costly, cumbersome and inadequate (all problems that the system has struggled with for decades), and are finding their own approaches and mechanisms for responding to humanitarian crises. By working outside the traditional system, they can operate in a more dynamic and flexible way – particularly with regard to funding.

Consequently, the challenge is to alter existing preconceptions as to how and where the private sector should engage in order to respond effectively to humanitarian needs. This is starting to happen to a degree, but more needs to be done. Another challenge is improving coordination of the various processes and mechanisms used by both the traditional system and the private sector, while recognising that there will be contexts where existing humanitarian models will still be essential. This is the case, for example, in elements of protection work that deal with sexual and gender-based violence, in highly sensitive conflict situations and in protracted crises. Coordinating mechanisms to respond to humanitarian needs will enhance the coherence and accountability of humanitarian action by strengthening the division of labor based on comparative advantage. This is for instance what occurs through various standing agreements between logistics organizations and the UN and sectoral clusters.

Other barriers to the greater engagement of private businesses in humanitarian action are more basic. For example, humanitarian agencies and the private sector use different specialist technical vocabularies, which neither can clearly interpret. Another obstacle is the lack of opportunities for businesses and the aid community to meet beyond contacts with public relations staff and discussions around fundraising. One solution would be increased online and face-to-face forums where businesses and the aid sector can connect, build a common understanding of each other and recognize opportunities to work in parallel or together. This will create stronger, more innovative partnerships, and more effective humanitarian action.
More effective engagement between the private sector and aid agencies could be furthered by implementing the following recommendations:

- Develop strategic communications materials to capture the wide variety of private sector collaboration with aid agencies
- Ensure aid agency country offices and businesses’ branches are able to draw upon and ‘activate’ existing global partnerships
- Where feasible, establish a private sector focal point in countries that are disaster-prone and which have a record of private sector engagement in humanitarian issues
- Create a roster of private sector focal points to respond to crises and help encourage and coordinate business engagement
- Develop information-sharing systems to allow for joint analyses of vulnerability and risks as well as joint monitoring and accountability of various stakeholders’ responses
- Review the effectiveness of portals that attempt to link businesses with aid agencies and others, and consider the potential to develop a new and improved system
- Initiate exchange programs between key businesses and aid agencies
- Explore the potential to work with chambers of commerce and the Global Compact Local Networks on promoting business-to-business humanitarian and preparedness efforts
- Analyze and promote incentives for joint approaches to humanitarian crises, resilience and sustainability
- Establish innovation hubs dealing with key problems facing humanitarian action
- Study how to support small and medium-sized enterprises (SMEs) to be more resilient during and after crises and to play a role in responding to disasters

Barnaby Willitts-King

Barnaby Willitts-King is a Research Fellow at the Humanitarian Policy Group (HPG) at the Overseas Development Institute, the UK’s leading independent think tank on international development and humanitarian issues. He has worked in humanitarian action for over 18 years, including for the UK Department for International Development (DFID), Save the Children, and as a consultant to international agencies including the World Food Programme, the UN Office for the Coordination of Humanitarian Affairs (OCHA) and the International Federation of Red Cross and Red Crescent Societies (IFRC). His current research focuses on state-centered approaches to international humanitarian action, non-traditional donors and aid actors including the private sector, and the architecture of the international system.
LESSONS FROM EBOLA – THE EBOLA PRIVATE SECTOR MOBILIZATION GROUP

by Alan Knight

The Ebola Private Sector Mobilization Group – EPSMG – has received notable recognition for its role in helping West Africa tackle the Ebola outbreak. But what and who was behind the group? What actions did EPSMG take and can it offer any lessons to NGOs, the public and private sectors?

The 2014 outbreak of Ebola in West Africa is now accepted as the most severe outbreak in the nearly four-decade history of the disease. Guinea, Liberia and Sierra Leone suffered more than 28,000 cases of reported, probable and suspected Ebola, along with more than 11,000 deaths, according to the World Health Organization.¹

The countries at the heart of the epidemic were already among the poorest in the world. In Guinea, Sierra Leone, and Liberia, over half the population lives below national poverty rates. In the face of such poverty, concern soon mounted around the potential impact of the outbreak on regional healthcare infrastructures – and regarding the quality and availability of trained medical personnel.

As operators of an iron ore mine in Liberia, we worked hard to understand the virus. We hired experts to advise us, trained and counselled staff, mobilized equipment, including personal protective equipment and specialist medical equipment. We reviewed and strengthened our emergency response and evacuation procedures, and set up a management committee, procedures and systems.

We were not the only company in the region, and we knew that we must be able to learn from others and share what we knew to help drive a stronger response to the crisis. That’s why a call was made to companies we knew, inviting them to join an informal conversation to share information about the outbreak, compare best practices, and collaborate to limit commercial impacts across the West African natural resources sector.

ESPMG started in July 2014 as a one-off gathering of 11 companies sharing what they could do to help combat the threat of Ebola. These initial companies all had an operational footprint in the affected region. We talked openly about how our teams were responding and we agreed to meet again, invite others and be accessible by conference call.

The existence of the group spread and more companies asked to be involved. The number of companies dialling into EPSMG calls quickly grew, and we were joined by representatives of aid organizations, institutions and government representatives. At the peak there were over 100 companies and almost 50 public bodies and NGOs joining the calls. For one of our December 2014 calls, we believe we had over 400 participants.

What started as an inter-company information exchange evolved to advocacy for a global response. Aid organizations had the humanitarian and health response expertise, but we had heavy

¹ Please see: http://apps.who.int/gho/data/node.ebola-sitrep.ebola-summary.
lifting equipment, transport and accommodation to help their response. EPSMG provided a quick and simple hub for bilateral arrangements to emerge between donors and recipients.

We believe that EPSMG companies gave away at least 50,000 liters of chlorine, 4 million latex gloves and 55 vehicles – but more importantly, we trained over 50,000 employees who we estimate would have reached 350,000 dependents, let alone the communities. One more outcome was the very low infection rates within member companies. Thanks to rigorous planning and precautions taken by our Liberian colleagues, not one of our employees on our concession contracted the virus.

With people dying of a highly contagious disease, it was shocking how much time was spent having to manage travel restrictions. Governments had no policies on what was the right approach to the movement of nationals to and from countries at risk.

By January 2015 the Ebola growth-in-outbreak curve had been bent. Many private sector companies began disengaging from the EPSMG, instead channelling their efforts into the daily operations of running a business in post-Ebola West Africa.

EPSMG’s best contribution was the preventative action. While a death toll of more than 11,000 is a disaster, the forecast number of cases exceeded 250,000 in September 2014. Perhaps the forecasts were wrong, or more likely the joint government efforts with NGOs, the public sector, and the private sector were successful. Either way, this success story is about what was prevented.

Parallels can be drawn with the long track record many businesses have in managing HIV in their workforces, notably the need to change behaviors, the need to have the right medicines, the value of peer to peer education and the issues of stigma are all similar. But perhaps the most significant was the need for an employer to engage in conversations with employees about topics that they normally would avoid – for Ebola it was about attitudes to funeral rites and traditional care behaviors.

Chairing EPSMG gave me the rare privilege of getting closer to the workings of the public sector. While I deeply respected the individuals with whom I engaged, I saw that their desire to deliver results quickly and pragmatically was constrained by governance, process and politics. It is now clear that the private sector has more to offer than donations, and I hope EPSMG serves as a proof point. The challenge for the public and NGO sectors is figuring out how to utilize that in the future.

**Alan Knight**

Alan Knight is General Manager for Corporate Responsibility at ArcelorMittal and chairman of the Ebola Private Sector Mobilization Group.
The power of business
Trends suggest that the frequency, severity and duration of conflict, natural disasters, displacement, epidemics and other crises are likely to increase in the 21st century. The costs of addressing the priority needs of affected people are growing faster than the ability of traditional donors to contribute. Governments, international organizations and other sectors of society must therefore work together with the private sector to create more resilient communities – by increasing local capacity to reduce the likelihood of such events, to prepare for them when they cannot be avoided, and to respond and to recover from them when they do occur.

The engagement of public-private and business-to-business partnerships in disaster risk reduction, emergency preparedness, response and recovery can have a significant positive impact and contribute to building resilience against future disasters. Micro, small and medium sized enterprises as well as multinational corporations are critical components of communities and have a direct interest in the resilience of those communities.

Businesses have philanthropic motives to engage, but there are also genuine corporate interests at stake. There is value in business continuity, in rebuilding and extending current and future markets, protecting supply chains and assets (both material and human), enhancing employee motivation, ensuring current and future brand loyalty, and testing internal risk processes. By addressing such core interests, businesses are helping address humanitarian challenges.

Such collaboration is the exception and not the norm. There is a vast untapped potential to engage the business community, particularly
micro, small and medium-sized enterprises. These types of businesses are often nimble, allowing them to respond quickly and efficiently to urgent needs. They are well-entrenched in and trusted by their own communities and are already present and engaged before a crisis occurs.

In order to harness the full power of business, the private sector must be an equal partner at all stages. Effective collaboration must be founded upon common interests and the co-creation of projects and outcomes.

Businesses are self-mobilizing to reduce risks, respond to emergencies and to rebuild after crises, as in the cases of Typhoon Haiyan in the Philippines and the Ebola crisis in West Africa. The networks they are creating are proving to be effective mechanisms for mobilizing the business community and encouraging coherence in their actions.

Transforming business engagement

Building on the momentum generated by the World Humanitarian Summit Process, businesses, governments, and international organizations are joining forces to launch the Connecting Business initiative. This is a multi-stakeholder initiative that will transform public-private partnerships and business engagement in a holistic approach to disaster risk reduction, emergency preparedness, response and recovery. It will do so by increasing the scale and effectiveness of business engagement in a coherent manner.

Throughout the World Humanitarian Summit Business Consultations, businesses and other actors made strong calls for engagement on a ‘business case’, ‘common interest’ or ‘co-creation’ basis, where all stakeholders are treated as equal partners. They called for the creation of networks at the sub-national, national and regional levels and among industry, and thematic groups to effectively mobilize and coordinate business engagement. They also called for the creation of a global mechanism to connect these networks. Businesses further called for a clear entry point or ‘one-stop shop.’ Similar recommendations were made by the Secretary-General’s High-Level Panel on Humanitarian Financing.
The Connecting Business initiative is an opportunity to transform business engagement and public-private collaboration for disaster risk reduction, emergency preparedness, response and recovery by putting these recommendations into practice. It will:

1) Create opportunities for businesses, international organizations, governments, civil society and local communities to come together and co-create activities
2) Strengthen existing networks for effective business collaboration and replicate those structures in high-risk countries and regions
3) Provide access to existing tools and resources designed to help businesses effectively engage in disaster risk reduction, preparedness, response and recovery, and
4) Connect businesses with other potential partners

The networks supported by the Connecting Business initiative provide a mechanism for harnessing the resources, competencies and influence of businesses and create a dedicated space for businesses to collaborate with governments and organizations committed to risk reduction, preparedness and response. The initiative encourages practical partnerships for sharing and learning from experience, and provides access to tools for planning, preparedness, response and recovery.

In addition to business networks at local, national and regional levels, industry networks are also being encouraged (including the logistics, telecommunications and construction industries) to address specific humanitarian challenges, for example around innovation, remittances, digital cash transfers and community engagement.

The Connecting Business initiative will create a global portal to connect the networks with each other and with local structures, and to help them reach global partners when needed. It will provide access to capacity building materials and examples of leading practices for

The United Nations and business need each other. We need their innovation, their initiative, their technological prowess. But business also needs the United Nations. In a very real sense, the work of the United Nations can be viewed as seeking to create the ideal enabling environment within which business can thrive.

United Nations Secretary-General Ban Ki-moon
business networks. The global portal will ensure that, in the event of a crisis, companies and individuals outside of the affected region have an opportunity to support the humanitarian response, as well as the immediate needs of local businesses in order to continue operations.

The Connecting Business initiative is a multi-stakeholder initiative led by the United Nations Office for Disaster Risk Reduction (UNISDR), United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the United Nations Development Programme (UNDP), with the support of partners from the private sector, governments and civil society.

Commitments are being sought to:

1) Create, sponsor and participate in business networks
2) Engage in business networks to form partnerships, share best practices, match needs to resources and systematically engage on issues of common interest
3) Provide funding or pro bono services to support the ongoing operation of the Connecting Business initiative; and
4) Champion and mobilize business engagement in disaster risk reduction, emergency preparedness, response and recovery

Contact

ConnectingBusiness@un.org or visit
www.worldhumanitariansummit.org/whs_business/connectingbusiness
to explore how your organization can support the Connecting Business initiative.
TELMA FOUNDATION: A MODEL FOR PRIVATE SECTOR HUMANITARIAN ENGAGEMENT

Telma Foundation of Madagascar represents a model of private sector engagement in humanitarian action. Notably, it took the lead in establishing the ‘Private Sector’s Humanitarian Platform’ in Madagascar in December 2014.

Telma Foundation came to prominence in the humanitarian field after winning the Best Humanitarian Actor of 2013 prize in Madagascar. The competition was organized by the United Nations Resident Coordinator Office, OCHA, and the National Disaster Management Office (BNGRC), in order to increase the private sector’s awareness and understanding of the importance of humanitarian assistance. As prizewinner, Telma Foundation has taken the lead in encouraging its peers within the private sector to contribute to the country’s humanitarian activities, under the 2013 World Humanitarian Day’s theme, ‘The world needs more heroes’. Telma Foundation has also represented the private sector in regional forums and consultations, particularly for the preparation of the World Humanitarian Summit.

The recently-established Private Sector’s Humanitarian Platform in Madagascar aims to promote corporate social responsibility and facilitates the coordination of private sector support for humanitarian needs. It also endeavors to increase the involvement and effectiveness of the private sector in risk reduction, preparedness and response, as well as to optimize the use of existing services, equipment, financial, technical and human resources. The Platform comprises some 80 companies across various sectors that have expressed their readiness to be involved in the country’s humanitarian actions.

Since its creation, a number of initiatives have been launched through the Platform, including:

1) Participating in the update of the national contingency plan and simulation exercise

2) The reception and dissemination of meteorological alerts and other emergency documents (situation reports, bulletins, etc.) through Telma Foundation in partnership with the NDMO and the National Meteorological Department

3) Facilitating the donation of internet connections and SIM cards with data management in emergency response situations in collaboration with Telma Foundation
4) Conducting a post-disaster lessons-learned exercise supported by OCHA

5) Testing the use of cash-transfers during an emergency response in collaboration with Telma, Telma Foundation, the BNGRC, UNICEF and Madagascar Oil

6) Facilitating the partnership between CARE International and Leader Price to prepare dignity kits to be donated to communities

7) Responding to calls for assistance from the government and from UN agencies by connecting private companies directly to communities through the BNGRC and/or UN agencies, facilitating partnerships, the collection of food and clothing, and organizing national and international fundraising (mobile money), etc.

During the 2014–2015 cyclone seasons, the Platform also provided assistance to many people, both at the national and local levels, targeting several sectors. In total, there were 93,206 victims of whom 39,319 needed shelters in five regions affected by the flood. Some 35,922 of them were from Antananarivo, which was the most affected region.

Despite these important achievements, the Platform noted various challenges and areas for improvement during its first post-disaster lessons-learned exercise. It identified the following needs in order to improve intervention and humanitarian support activities in future:

- Capacity building of Platform members, targeting the management and focal points at a technical level, including training in humanitarian intervention principles and operating standards

- Planning tools: internal contingency plan specifically customized for the platform and a Business Continuity Plan for private sector members in the case of a major disaster. As many of
the Platform members already have their own BCP, the objective is to ensure that these BCPs are coherent and all members are integrated into a joint BCP

• Increasing communications from the Platform through its website and raising awareness about its existence: development of an interactive, standalone web portal, where all humanitarian actors can share information and experiences

• Eventual contribution to the Platform basket fund (if enough funds are available): This is one of the recommendations stemming from the private sector lessons-learned exercise conducted by the Platform, in order to allocate resources in a timely manner during emergencies. This contribution aims to establish and manage an emergency preparedness response fund

• Documentation of process, learnings, case studies and best practices

To address the above needs, Telma Foundation and OCHA Geneva have signed a grant agreement.

At Telma Foundation, we sincerely hope that this private sector initiative in Madagascar can inspire other companies and institutions to set up similar partnerships. No matter the country or industry, we believe it is extremely important to come together, form networks and think about where your organization’s contribution can have the greatest impact. We have a lot to learn from each other, regardless of where we come from.

“Together to build the future”
“Ensemble pour construire l’avenir”

About Telma Foundation

Telma Foundation was created in 2008 by TELMA Group as a vehicle for its humanitarian and social activities. Its objective is to respond efficiently to Madagascar’s development needs and assist the country in responding to its social and environmental challenges.

TELMA Group is the Malagasy incumbent telecommunications operator, privatized in 2004. It is the biggest investor in telecom infrastructure in Madagascar through more than 8,000 km of fiber optics covering the main axes and cities, the connection to the EASSY Cable international consortium, and a large coverage in mobile technology.

Being an active stakeholder in humanitarian action is one of the priorities of Telma Foundation, by using the funds, the expertise and the infrastructure of TELMA Group all over the country. So, the involvement of Telma Foundation and TELMA group in the Risk Management and the Emergency Preparedness & Response is clearly a priority and a proud achievement.
UN OCHA & DHL COOPERATION
DISASTER RESPONSE TEAM
10 KEY FACTORS FOR A SUCCESSFUL PARTNERSHIP

1. CHOOSE YOUR PARTNER CAREFULLY

Take your time to identify a partner who matches what you would like to achieve.

Finding the right partner for one’s own core competencies and for the planned focus of collaboration can be the difference between success and failure. So be prepared to do some ‘due diligence’ to find out if it really is the right organization. You may even consider doing a joint pilot project first before entering into a full-fledged partnership. Generally, professionalism from both sides (trained people, good equipment) is critical to ensure successful joint operations.

2. ALIGN ON YOUR JOINT OBJECTIVES

Make the effort to clearly state a joint mission, spelling out what you would like to achieve as partners.

Public private partnerships will significantly gain in focus and stability if all sides manage to agree on a clear-cut mission. Such joint objectives don’t need to come as a detailed set of rules, but they should make the in’s and out’s of the engagement sufficiently clear. For example, the collaboration between Deutsche Post DHL Group and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) centers around the mission to reduce logistics bottlenecks at airports after a natural disaster. Agreeing on common goals in this way can contribute greatly to managing expectations internally and externally and will increase the mutual trust of all parties involved.

3. AGREE ON WHAT EVERYBODY SHOULD – AND SHOULD NOT – BRING TO THE TABLE

Develop a common understanding in terms of which competencies and assets each partner can and will provide. But also define explicitly what remains outside of the agreement.

To maximize the scope for mutual cooperation, it is important that partners leverage their core competencies and not try to do things that don’t come naturally. Each side should strive to define which of their key assets they are able and willing to contribute to the partnership. In the case of Deutsche Post DHL Group’s Disaster Response Teams (see p. 47), the company supports relief efforts extensively with its own logistics experts. Not within the scope of its engagement, however, is free shipping to affected regions. OCHA, on the other hand, has the mandate and experience to assure access to and coordination in disaster situations. This enables Deutsche Post DHL Group to operate legitimately and effectively and thus contribute to global relief efforts in a meaningful way.
4. GET TOP MANAGEMENT BUY-IN

Ensure that top management from both parties is familiar with the partnership and supports it. Ideally, the leadership teams should show personal commitment and actively endorse it.

To make any partnership a success, it is crucial for each side to secure the backing of their top ranks. This is critical, because most partnerships come with a substantial and long-term commitment in terms of resources. Therefore, close cooperation can only be sustainably pursued if the leadership teams believe in and support the partnership from both a financial and a moral perspective. Ideally, top management should show their personal commitment and actively champion the partnership’s goals. For example, a major success factor for the GoHelp initiative is regular interaction between the leaders of both OCHA and Deutsche Post DHL Group.

5. HAVE DEDICATED FOCAL POINTS AT WORKING LEVEL

Choose a ‘one-face-to-the-customer’ approach on both sides as a prerequisite to align and maintain stable processes between the partners.

While top management’s endorsement is important for any partnership, lasting collaboration also requires good day-to-day working relations. Designating contact persons at working level is fundamental to establishing and maintaining processes that are viable for all parties. More specifically, a ‘one-face-to-the-customer’ approach has proven to be a critical factor in making such partnerships work.

6. BE AWARE THAT A PARTNERSHIP NEEDS RESOURCES

Be mindful that partnership management comes at a price: it requires personnel, time and money. These need to be budgeted in like any other project.

For any partnership to make a tangible difference in the real world, the parties must commit the appropriate resources and required assets. Normally, this means assigning skilled employees, ensuring sufficient time and project budgets, and providing financial or in-kind contributions. What is more, successfully jump-starting the partnership requires project management know-how. Special focus should be put on creating effective processes, planning and good communication. Finally and most importantly, each side must be prepared to stay in it for the long term to achieve a sustainable impact.

7. TALK TO EACH OTHER REGULARLY AND OPENLY

Make sure that frequent interaction is fostered – ideally at all levels of the partnership.

Like any partnership, a public private partnership is more than just a signed document. But it can only become a stable and living relationship through mutual
trust based on frequent exchanges that take place in person and at every level of hierarchy. Moreover, the world is changing and so may partnership requirements. Only if partners find the time and opportunity to talk to each other regularly will they be able to adapt and change direction if the situation demands it. Besides, partners may have different ways of solving problems. Regular and honest sessions to discuss missions and lessons learned – e.g., in the form of workshops or annual conferences – help to better adapt to each other’s needs.

8. MEASURE YOUR IMPACT

Evaluate regularly whether you have achieved or come close to achieving your objectives (see No. 2). If not, find ways to change that.

Only a good track record of delivering on a shared mission can ensure that the partnership will achieve a sustainable impact. Thus, measuring the effect of one’s joint activities helps to improve transparency on what has been achieved and this is increasingly becoming an established practice in partnerships. Only a clear-cut evaluation will enable the partners to recognize unwanted developments early enough to adapt if necessary. Remember, you can’t manage what you can’t measure. It goes without saying that what exactly is being measured needs to be a good and valid yardstick for the key goals and activities of the partnership.

9. COMMUNICATE INTERNALLY AND EXTERNALLY

Develop and agree on internal and external communication strategies.

Put some passion into your communications – but keep them honest – both internally and externally. Everyone needs recognition and the project will grow and achieve more impact if it gets noticed and appreciated. Raising awareness of the partnership internally and externally will help you get support. Also, businesses need to make other actors in the field aware of their pro-bono activities. This is important for their credibility.

10. CELEBRATE SUCCESS

Actively recognize what has been achieved and celebrate success stories as the essence of the partnership.

Good working relations, top management support, effective processes, convincing communication and joint success stories are all great. But they are not the whole story. Any long-lasting partnership also needs phases in which all sides take a moment to look back at their track record and celebrate what they have achieved. In today’s fast moving world, being caught up in the daily routine, it is easy to forget how far you’ve come. Celebrating joint achievements and being proud of them is not only legitimate but a key ingredient for a partnership that is enriching for all sides.
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The Deutsche Post and DHL corporate brands represent a one-of-a-kind portfolio of logistics (DHL) and communications (Deutsche Post) services. The Group provides its customers with easy to use standardized products as well as innovative and tailored solutions ranging from dialog marketing and e-commerce related logistics to industrial supply chains.

Approximately 500,000 employees in more than 220 countries and territories form a global network focused on service, quality and sustainability. With programs in the areas of environmental protection, disaster management and education, the Group is committed to social responsibility.

UNITED NATIONS OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

OCHA is the part of the United Nations Secretariat responsible for bringing together humanitarian actors to ensure a coherent response to emergencies. OCHA also ensures there is a framework within which each actor can contribute to the overall response effort.

OCHA’s mission is to:
- Mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies
- Advocate the rights of people in need
- Promote preparedness and prevention
- Facilitate sustainable solutions

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