



**USAID**  
FROM THE AMERICAN PEOPLE

## Building Alliances Series:



**EMERGENCIES**



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# GDA SECTOR GUIDE: NATURAL DISASTERS AND COMPLEX EMERGENCIES

Welcome USAID Alliance Builders!

Public-private partnerships done right are a powerful tool for development, providing enduring solutions to some of our greatest challenges. To help familiarize you with the art of alliance building, the Global Development Alliance (GDA) office has created a series of practical guides that highlight proven practices in partnerships, demonstrate lessons learned, and provide insight on the identification and design of strategic partnerships that meet your sector-focused development objectives.\*

The purpose of this guide is to show you how to build public-private partnerships in Natural Disasters and Complex Emergencies. This guide is specifically designed for US Government technical officers (including officers of the Democracy, Conflict and Humanitarian Assistance bureaus and Mission Disaster Response Officers) responsible for crisis\*\* preparedness and response and overall emergency management. Whether you are new to using alliances in this sector or a seasoned expert, in the following pages you will find tips, resources, and information that are designed to assist you in building alliances to meet the challenges you are facing.

While this guide is meant to promote your partnership efforts for Natural Disaster and Complex Emergencies, additional resources and guidance are available to you on the GDA website: <http://usaid.gov/GDA> or at <http://inside.usaid.gov/GDA/resources/tools.pdf>.

IF YOU ARE IN A LOCATION  
THAT HAS JUST EXPERIENCED  
A CRISIS OR DISASTER,  
PLEASE START ON PAGE 36

\* The terms “alliance” and “partnership” are used interchangeably in this guide, but both terms refer to the type of collaboration that can be designated as a GDA.

\*\* The term “crisis” encompasses both natural disasters and man-made complex emergencies.

# USAID'S RESPONSE TO DISASTERS

USAID responds to a range of emergency situations that generally fall within the areas of natural disasters and complex emergencies. Natural Disasters are the consequences of a natural hazard and its effects on a population and include events such as floods, earthquakes, tsunamis, storms, volcanic eruptions, and droughts. Some disasters, however, are directly or indirectly caused by humans such as chemical spills, wild fires, crashes, and pandemics. Complex Emergencies, on the other hand, are long-term man-made disasters that threaten the lives and livelihoods of populations, such as civil strife, civil war, acts of terrorism, international wars, and industrial accidents.

## **Office of U.S. Foreign Disaster Assistance**

USAID responds to disasters through the Office of U.S. Foreign Disaster Assistance (OFDA). In the event of a large-scale and urgent emergency, OFDA will deploy a Disaster Assistance Response Team (DART) to assist the U.S. Chief of Mission and the USAID Mission. DARTs are comprised of disaster specialists in the areas of search and rescue, water and sanitation, food and nutrition, health, shelter, infrastructure, logistics, communications, and media. OFDA provides humanitarian assistance for all types of natural disasters and complex emergencies. The range of disaster relief that OFDA can provide includes relief commodities, services, transportation support, grants to relief organizations, and

technical assistance. In addition to emergency assistance, OFDA supports disaster planning, mitigation, and local capacity building activities to reduce the impact of recurrent disasters.

## **USG Response to Disasters**

The United States Government (USG) has established a procedure for responding to natural disasters and complex emergencies that includes the steps outlined below. Different funding sources are available in different phases; understanding USG processes will avoid looking to the wrong source for funding or other resources.

1. The US Ambassador declares a disaster if the scale of the disaster is beyond the country's capacity to respond; the country is willing to accept assistance and; it is in the interest of the USG to provide assistance.
2. OFDA uses the Disaster Assistance Authority to provide \$50,000 to the US Embassy or USAID to purchase relief supplies directly or through a NGO.
3. OFDA may deploy staff to conduct assessments, determine additional needs, and recommend relief supplies and proposals for funding.
4. Depending on the scale of the disaster, the USG may allocate funding via USAID budget reallocation or through supplemental funding designated by the US Congress.
5. USAID Missions and Bureaus develop procurement plans for reconstruction projects that are competed through Request for Application/Proposals (RFAs/RFPs).



# ALLIANCE MODELS IN NATURAL DISASTERS AND COMPLEX EMERGENCIES: WHAT WORKS?

If you are designing a new partnership, a good place to begin is a review of what has already been successful in different phases of crisis response. In the following pages, several kinds of partnerships that have been used by USAID and other organizations are highlighted.

USAID typically organizes its response to natural disasters and complex emergencies according to five phases, each with distinct primary activities. Alliances have been successfully implemented in each of these phases.

- **Preparedness and Mitigation.** Preparation involves developing plans to save lives, minimize damage, and enhance crisis response, while mitigation aims to reduce the probability of crises or reduce their effects. This phase is more commonly associated with natural disasters, although not exclusively.
- **Acute Response.** Involving immediate assistance to save lives, alleviate human suffering, and reduce the social and economic impact of humanitarian emergencies, this phase is more commonly associated with natural disasters, although not exclusively.





- **Recovery.** In this phase, basic needs and livelihoods and the infrastructure that supports them are restored. Recovery takes place after both natural disasters and man-made complex emergencies.
- **Reconstruction.** The reconstruction phase refers to efforts to rebuild vital infrastructure destroyed or damaged by the disaster or emergency. Reconstruction is undertaken in the aftermath of both natural disasters and man-made complex emergencies.
- **Transition.** The transition phase of a crisis may fully or partially overlap with the reconstruction phase. Whereas reconstruction focuses on the rebuilding of physical assets, the transition phase addresses critical windows of opportunity to lay a foundation for longer-term development, through such activities as promoting reconciliation, jumpstarting local economies, supporting nascent independent media, and fostering peace and democracy.

## **MODEL 1: INVOLVE BUSINESS ASSOCIATIONS IN CRISIS PLANNING**

If the private sector is engaged in crisis planning before an emergency strikes, these relationships can be crucial when needed in a response effort. A good way to reach multiple private sector actors is through a membership association. USAID, working with local officials, can make the case for crisis planning, and often contributes funds, technical assistance, guidance regarding local partner selection processes and human resource capacity.

The **Pan American Development Foundation (PADF) Disaster Management Alliance (DMA)** was created to prepare for natural disasters. The DMA promotes the integration of the private sector into disaster response, preparedness and mitigation, mainly through Chambers of Commerce and other associations. Activities include establishment of a disaster management and business continuity committee, leveraging corporate support for community disaster preparedness training, developing emergency plans and practicing drills, and risk reduction initiatives. Alliance members have successfully responded to a number of local emergencies.

*“Supporting evacuation drills, in coordination with disaster management authorities, is a prime example of how companies can work with the communities where they operate in the prevention of loss of life and damage.”*

CHRISTINE HERRIDGE  
PAN AMERICAN DEVELOPMENT  
FOUNDATION

## MODEL 2: CAPITALIZE ON CORPORATE/INSTITUTIONAL COMPETENCIES

Corporations or other institutions with certain types of expertise can play a pivotal role in responding to crises. For example, technology (mobile phones, two-way radios) can be critical after a natural disaster, and transportation and logistics (moving key supplies and equipment) can save lives and minimize suffering. USAID has many ways to facilitate collaboration, including facilitating streamlined customs and tax protocols with host governments, advising on the national/regional context, connecting assistance providers to existing programs in affected areas and furnishing sector expertise.

The **CARE International and Motorola** global partnership provides a good example of how an ICT competency may be leveraged in crisis planning and response. Motorola donates communications products and services to communities isolated by natural disasters and/or recovering from civil strife. CARE's staff help Motorola target this assistance to vulnerable communities. Another example is the range of alliances that the **International Federation of Red Cross and Red Crescent Societies (IFRC)** has established with **Microsoft** and **Ericsson**. Microsoft is helping improve IFRC's real-time communication during emergency





*“The CARE brand name is very much known in the local community in Bangladesh. Our private sector partner needed that trust. Our partner had the technology. CARE needed that. CARE alone could not provide communications connections to the local community.”*

JAMIL AHMED  
CARE BANGLADESH

operations while Ericsson is providing IFRC with telecommunication products and services in exchange for training of Ericsson staff on disasters and disaster management.

**Deutsche Post (DHL) and United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)** have also formed a global partnership to respond to emergencies. UNOCHA trains DHL Disaster Response Teams in various aspects of crisis response and humanitarian assistance, and, when needed DHL sends those teams to manage airport logistics in the immediate aftermath of major disasters. **TNT**, the Dutch mail and logistics company, has invested more than \$57 million in its **“Moving the World”** partnership with the **United Nations World Food Programme (WFP)**. The partnership focuses on school feeding support, private sector fundraising, emergency response, logistics, transparency and accountability. A significant portion of TNT’s investment is employee time and expertise in logistics including air freight, customs, warehousing, and ground transportation, which allows WFP to re-direct an equivalent amount of its budget to aid.



## MODEL 3: INTEGRATE CORPORATE DONATIONS

Many multinational corporations and large national companies donate to emergency relief efforts for humanitarian reasons, especially in high-profile disasters that affect large populations. Some become involved at the request of high-ranking officials such as the US president or leaders of the affected country and others. Where possible, USAID leverages these resources with its own emergency funds to make its acute response and recovery programs more effective. In such instances, USAID might contribute disaster funding, technical expertise, local partner selection advice, program oversight and coordination of services between corporate donors, the US military and international and local NGO partners.

After the 2004 Asian tsunami, USAID forged 18 partnerships with the private sector in Indonesia and Sri Lanka that leveraged more than \$17 million in private sector funds for reconstruction. In Indonesia, USAID formed partnerships with **Unocal, ChevronTexaco, ConocoPhillips, Microsoft, and Mars** that leveraged \$14 million of private sector cash resources. USAID matched dollar for dollar the resources provided by ChevronTexaco and Mars, and provided program oversight of the cash contributions.

# 3



*“After the 2006 Java earthquake, ConocoPhillips wanted to donate cash but required assurance that it would really reach the target community. USAID saw a way to meet the company’s needs by incorporating community oversight activities from an existing USAID-funded, long-term education contract. We collaborated on a partnership for the reconstruction of school buildings based on a community-led process. USAID was able to leverage \$1 million in short-term disaster response because of an existing USAID contract for longer-term development.”*

ELIZABETH SUNINDYO  
USAID/INDONESIA

In Sri Lanka, USAID formed an alliance with the **American Jewish Joint Distribution Committee** and the **Bush Clinton Tsunami Fund** to provide playground equipment to 87 affected communities. The Mission also formed a strategic alliance with **Geneva Global**, an international philanthropic advisory services provider, to create a small grants program to fund local social development organizations, and leveraged nearly \$3 million in additional cash resources. USAID contributed matching funds, sector expertise and on-site human resources from existing programs that advised during the beneficiary selection process.

In the aftermath of the 2005 earthquake in Pakistan, world leaders appealed to the private sector for assistance. Immediately

*“The Fund decided early on to allocate up to \$5 million to immediate earthquake-relief efforts and all remaining donations to mid-to-long-term reconstruction. This was a conscious decision made predominantly to address the varied needs of the disaster but also to avoid any claims that SAERF was ‘holding onto money’.”*

LESSONS  
LEARNED  
South Asia  
Earthquake Relief  
Fund

following the quake, President Bush reached out to five CEOs in the finance, transportation, pharmaceuticals, manufacturing, and technology industries to help raise awareness and funds for relief efforts. These CEOs established the **South Asia Earthquake Relief Fund (SAERF)** and tapped the Committee Encouraging Corporate Philanthropy (CECP) to administer the funds. SAERF generated nearly \$20 million that was granted to seven NGOs for immediate relief as well as long-term reconstruction and rehabilitation. USAID technical staff played pivotal roles in assisting CECP to assess NGO grant proposals and make final awards.



Corporate collaboration can also play a part in post-conflict recovery and reconstruction efforts. In 2003, the **Business Humanitarian Forum (BHF)**, an association that encourages dialogue and mutual support between the business and humanitarian communities, and the **United Nations Development Programme (UNDP)** began a partnership to construct a pharmaceuticals factory in Afghanistan. BHF approached the **European Generic Medicines Association** to donate manufacturing equipment, **DHL** to contribute transport and logistics services and **DEG**, a German bank, for co-financing. The UNDP and BHF assessed and selected a local medical professional, who himself invested 35% of the funding for the project, as the local counterpart. The **Swiss Agency for Development and Cooperation** provides operational support to the alliance in Kabul.



*“Putting together these investment projects takes an enormous amount of work, but there is no other way to attract investment to post-conflict regions....We have developed a unique model which builds on a philanthropic donation by an established business, recruits interested local investors, makes use of the credibility of an international organization and the support of the local authorities.”*

JOHN J. MARESCA  
BUSINESS HUMANITARIAN FORUM



## MODEL 4: ENGAGE DIASPORA GROUPS

When a crisis strikes, members of a country's diaspora are often among the first to mobilize a response. Diaspora groups and home town associations send remittances to families, friends, and organizations to meet emergency needs. USAID works to establish partnerships with diaspora groups in order to amplify the development impact of remittances and other diaspora resources.

When Cyclone Sidr devastated the southwestern coast of Bangladesh in November 2007, twelve diaspora organizations in the US, Canada and the UK came together to form the **United Bangladesh Appeal** to raise funds. The group, led by Drishtipat, a US-based diaspora non-profit organization, successfully raised over \$300,000 to support the victims of the cyclone.



*“The Urban Institute (UI) asked USAID to send a construction expert to [Armenia]. By securing an expert in the field, UI hoped to convince other donors such as the Lincy Foundation, an organization active in Armenian development, to join the developing project. The foundation had already committed \$15 million for new home construction, but....contributed another \$30 million.”*

EARTHQUAKE ZONE RECOVERY PROGRAM  
LEARNING STORY, USAID,

Another example of an alliance involving diaspora members is the **Armenian Earthquake Zone Alliance**. The alliance was established three years after the 1988 earthquake and focused on regional recovery through housing, market development and democratic reforms. A group of foundations (one of which is headed by an Armenian diaspora member), organizations and USAID collaborated on a variety of activities. USAID facilitated the channeling of resources to productive activities. For more information, see the case study at the end of this guide.



Diaspora members can also respond to man-made crises in their countries of origin. For example, in 2006, USAID and the **Lebanese American Renaissance Partnership** brought together successful Lebanese-American business, entrepreneurs and community leaders to assist municipalities and NGOs that needed resources to help Lebanese citizens recover from conflict and rebuild infrastructure. A USAID staff member currently heads LARP's executive committee for current and future endeavors.



## MODEL 5: BUILD ON LOCATION-SPECIFIC CORPORATE INTERESTS

# 5

Sometimes corporations provide disaster relief for business reasons that go beyond philanthropy, such as repairing or reconstructing infrastructure that is critical to their operations. In other instances, companies help communities where their employees reside, by repairing and rebuilding homes, schools, health centers and other community assets. Dynamic alliances that have high impact can emerge from these types of partnerships.

In Sri Lanka, USAID formed partnerships with two key private sector actors to support the reconstruction of vocational education centers destroyed in the 2004 tsunami. **ChevronTexaco**, whose subsidiary **Caltex Lubricants Lanka** had a local presence, workforce and product market, sponsored a vocational education center dedicated to small engine repair. The company donated \$200,000 and provided technical training teams, its lubricant products, and jobs for graduates. The **Joint Apparel Association Forum (JAAF)** sponsored two vocational education centers focused on training and graduating machine operators, pattern cutters, and mechanics for Sri Lanka's garment industry. JAAF provided course curriculum, industry standards, workshop design, training, and access to subsidized equipment to the centers. JAAF also guaranteed jobs to graduates, which were in short supply.

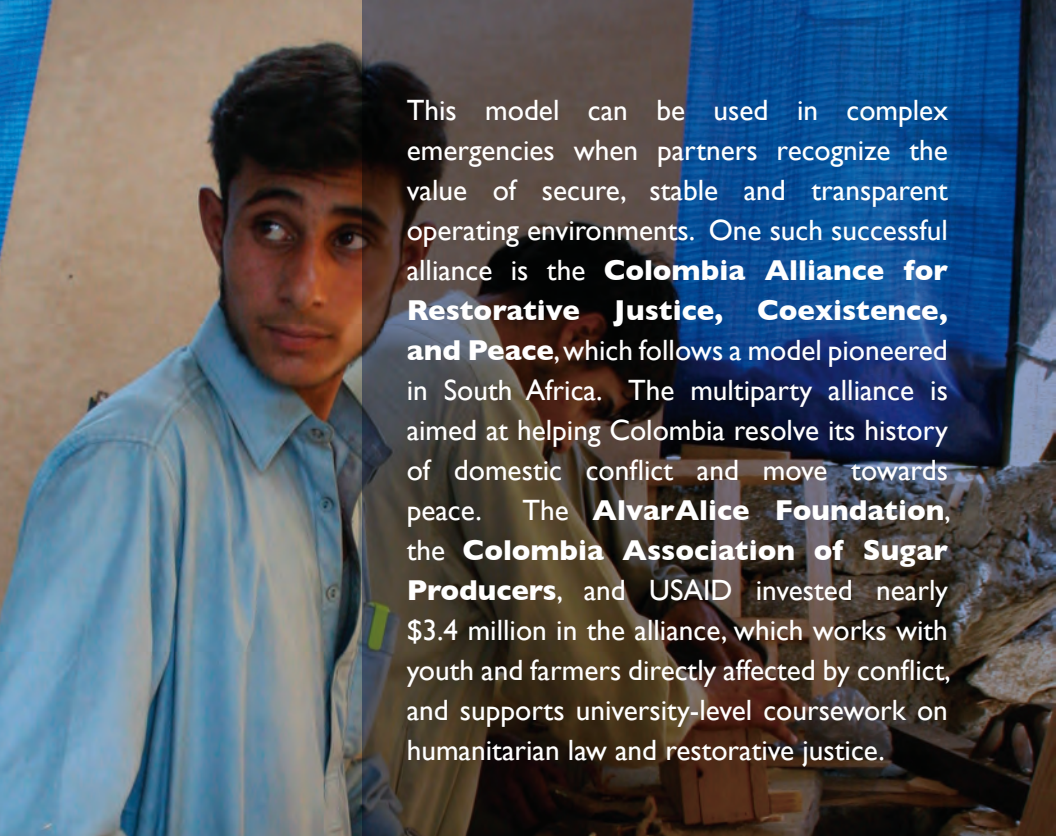






In several post-conflict situations, USAID has successfully implemented partnerships that address livelihoods and enterprise development. Under this model, USAID may commit funding, material resources, technical expertise, training and/or advisory services. In Angola, **ChevronTexaco**, which had a local presence, and USAID each invested \$10 million for post-conflict programs that helped ex-combatants start small businesses, established a private bank that lends to small and medium sized enterprises, and provided agricultural extension and research services through NGOs.

In Sierra Leone's **Kono Peace Diamond Alliance**, USAID is working with a range of diamond sector actors. The partnership's focus is to improve post-conflict working conditions and livelihoods by bringing more diamonds to the legal market and securing a bigger share of profits for diamond diggers. At the Alliance's launch, each member, including diamond giant **DeBeers**, committed to specific action plans, including improving mining sector policies, establishing fair trade diamond mining facilities, monitoring of legal and illegal diamond dealings, and public outreach and awareness. USAID provided technical assistance and equipment to the Ministry of Natural Resources, access to improved technology, economic and financial analysis of the diamond sector and organizational support.



This model can be used in complex emergencies when partners recognize the value of secure, stable and transparent operating environments. One such successful alliance is the **Colombia Alliance for Restorative Justice, Coexistence, and Peace**, which follows a model pioneered in South Africa. The multiparty alliance is aimed at helping Colombia resolve its history of domestic conflict and move towards peace. The **AlvarAlice Foundation**, the **Colombia Association of Sugar Producers**, and USAID invested nearly \$3.4 million in the alliance, which works with youth and farmers directly affected by conflict, and supports university-level coursework on humanitarian law and restorative justice.

*“...Synergos organized a table discussion around the Colombia Initiative for Restorative Justice and one of the invitees was the Deputy Director of GDA. This meeting led to the presentation of a detailed proposal to the Agency and the procurement of a major grant to partially fund the major components of the program....the Colombia initiative’s director was able to use the GDA pledge to successfully raise more than the match, through both in-kind and financial contributions, from a broad array of partners....”*

DAVID WINDER  
SYNERGOS INSTITUTE





# WHAT PRIVATE SECTOR INDUSTRIES MATTER IN THE AFTERMATH OF NATURAL DISASTERS AND MAN-MADE DISASTERS

Type of Company	Company Interest	Notes
Information Technology/ Telecom	Market access, philanthropy, image, testing viability of products or market approaches in an emergency setting	So air data
Extractives	Legitimacy/social license to operate, philanthropy, keeping employees and their families safe and healthy	v
Consumer Products	Philanthropy, image, safety and security of employees and families, repairing damaged infrastructure	v
Transportation	Philanthropy, image, employee satisfaction, increased knowledge of disaster situations	L
Health Care/ Pharmaceutical	Philanthropy, image, employee satisfaction, market access	Pro
Private Foundations	Philanthropy	R pr





# HOW CAN WE COLLABORATE IN RESPONDING TO UNEXPECTED AND COMPLEX EMERGENCIES?

Non-Cash Resources	Illustrative Partner Companies
Software, computers, telephones, satellite, real-time, tracking systems, radios, disaster management, on-site technical expertise	Microsoft*, Cisco Systems*, Intel*, IBM, Motorola
Earthmoving equipment, warehousing, communications equipment, clinics and staff	Chevron Texaco, Unocal, Conoco Philips, Rio Tinto
Warehousing, products, local transportation	P&G, Unilever, Mars, Coca Cola
Logistics, transport, commodity tracking	UPS, DHL, FedEx
Products, transportation, technical teams	Johnson & Johnson, Pfizer, Wyeth
Resources available in existing programs that can be channeled into crisis responses	Mellon, Gates, Ford, Prudential, JDC International







# FINDING A GOOD PARTNER

One of the first steps in identifying private sector partners is to define the fit between unmet needs and opportunities, and the interests and resources of the private sector. The following questions can help you identify the fit between crisis resource requirements and private sector interest, assets, and competencies.

## **1 What are the typical resource requirements in natural disasters and complex emergencies that the private sector can support?**

For each phase of a crisis, what resources are needed? Historically, what are the resource gaps or unmet needs? What resources do companies and private foundations have that they could contribute to crisis response?

## **2 What companies and private foundations have responded to natural disasters and complex emergencies in the past?**

In what phases of a natural disaster did they participate? What resources did they provide and to what organizations did they provide them? Talk to companies that are in sectors which are likely to have their own well-developed emergency plans (oil, chemical, air and sea transportation, insurance).

### **3 What multinational and large regional companies have operations and/or customers in the country?**

Do these companies have crisis response policies and plans in place? Do they manufacture products or have other assets or competencies locally that could be useful in natural disasters or complex emergencies? Do any of the companies and private foundations operating in the country have access to earmarked crisis response resources?

### **4 What areas of the country are prone to natural disasters or complex emergencies?** What companies have operations and business interests in areas that are prone to natural disasters or that are near conflict zones? What companies have manufacturing facilities, markets, or draw employees from these areas?

*“One should always look for the benefit of a collaboration and focus on things each partner can do best. USAID’s certificate program in post-earthquake Armenia was unique. Using Housing Certificates has made this alliance successful for all.”*

STEVE ANLIAN  
URBAN INSTITUTE



# OTHER RESOURCES TO HELP IDENTIFY PRIVATE SECTOR PARTNERS

Below is a list of additional resources that can help you think about alliances and identify private sector partners. Links are available on the GDA website.

- **International Center for Disaster Information** – CIDI is supported by USAID’s Office of Foreign Disaster Assistance, and provides guidance to international corporations (and others) on appropriate disaster donations.
- **American Chambers of Commerce** – Most Amcham chapter websites will have a list of chapter resources as well as a section containing a list of chapter members that USAID can contact about possible partnerships.
- **US Chamber of Commerce, Business Civic Leadership Center** – The Chamber of Commerce website contains publications on disaster response, lessons learned and recommendations for future interventions from a public-private perspective.
- **Business Humanitarian Forum** – The BHF website contains articles, speeches and other information about how to form public-private partnerships.
- **Committee Encouraging Corporate Philanthropy** – The CECP website is aimed at corporations that are already predisposed towards giving. It contains membership lists, publications, case studies and other resources for public-private partnering.
- **USAID Regional Alliance Builders** – The GDA website has a list of USAID contacts who can help you with partnership formulation, whether by sector (agriculture, health, humanitarian assistance, etc.) or by geographic region.

- **Department of Commerce Foreign Commercial Service**  
– The Foreign Commercial Service has a corporate partnership program that seeks to expand the US export base through innovative public-private partnerships. The website contains lists of partners by product/service sector.
- **Business Roundtable** – Business Roundtable’s Partnership for Disaster Response has mobilized millions of private sector dollars in assistance to victims of natural disasters around the world in partnership with the US government and non-governmental agencies. The website contains information on this initiative as well as contact information.
- **Disaster Resource Network, an initiative of the World Economic Forum** – The DRN’s website contains information on how to develop public-private partnerships for humanitarian relief. The DRN’s Humanitarian Response Initiative, which is partnered with the UN’s Office of Coordination for Humanitarian Affairs, also focuses on matching private sector resources with humanitarian needs in advance of crises.
- **The National Council for Public-Private Partnerships**  
– NCPPP defines and demonstrates how public-private partnerships work, offering issue papers, case studies, a speakers bureau and other resources for those interested in designing public-private partnerships across a range of sectors.



# WHAT PARTNERS CAN OFFER

The private sector can add value to alliances in many ways. Consider the following list of resource requirements, listed by disaster phase. In addition to cash, could private sector actors contribute any of these items?

- **Preparedness/Mitigation**

- Warning systems
- Emergency communications
- Evacuation plans
- Improved building codes
- Retrofitting of lifeline buildings
- Seismic monitoring systems
- Improved community infrastructure

- **Acute Response\***

- Medical services
- Food
- Water
- Sanitation
- Transportation
- Temporary shelter
- Settlement camps
- Communications

*\*USAID encourages cash donations because they allow aid professionals to procure the exact items needed (often in the affected region); reduce the burden on scarce resources (such as transportation routes, staff time, and warehouse space); can be transferred very quickly and without transportation costs; support the economy of the disaster-stricken region; and ensure culturally, dietary, and environmentally appropriate assistance.*





- **Recovery**

- Temporary housing
- Temporary water and sanitation and health
- Livelihoods restoration
- Short-term infrastructure
- Psycho-social counseling
- Refugee tracking/databases
- Skills-based volunteers

- **Reconstruction**

- Repair of infrastructure
- Reconstruction of key public services and buildings such as schools and hospitals, bridges, roads, power systems, and ports and harbors.
- Skills-based volunteers

- **Transition**

- Livelihoods
- Jobs creation
- Education
- Restorative justice and governance
- Peace building initiatives

# ISSUES TO WATCH / LESSONS LEARNED

**1** Partnership approaches offer real opportunities to leverage the US government’s resources and extend the scope and impact of our interventions; however, any approach should be consistent with humanitarian principles, represent a “public good”, and be consistent with USAID’s policies and procedures.

**2** Public concern to respond to the impacts of a natural disaster creates a window of goodwill and opportunity to access resources from the business sector; this window begins to close as the response moves from relief to reconstruction.

*“Each collaboration is done on its own merits....As an example, an NGO might agree to locate its new refugee housing on land that is being cleared of temporary shelters (domics) through the USAID program, but with no written agreement or exchange of funds. This would benefit the USAID program because the cleared land would then be promptly put to a positive and attractive use, thus demonstrating recovery.”*

GENE SIENKIEWICZ  
USAID/ARMENIA



- 3 Include local governments from the beginning, as they often have critical hazard and/or planning information. In one country, local officials had information showing that planned sites for gas stations were in a flood zone, but companies did not receive that information until invited to an AmCham meeting by USAID.
- 4 When time is of the essence, as in the aftermath of natural disasters and complex emergencies, the use of existing entities, structures or programs expedites crisis-related alliances and their activities.
- 5 Because USAID funding for GDA complex emergency alliances is often limited, USAID staff can leverage resources from the private sector and other alliance members by offering technical assistance as well as advice on assessment and selection of local NGO implementing partners.
- 6 In some instances, USAID may be able to influence host governments to allow an alliance partnership access to sensitive crisis areas, especially with assurances that the partnership will involve local authorities and communities in the crisis response.

***“It is cheaper and faster to buy the needed items much closer to the affected areas. That way, the supplies get there immediately, plus, the local economy, which is usually in a state of collapse, gets some kind of stimulation.”***

STEPHEN TOMLIN  
INTERNATIONAL MEDICAL CORPS.

- 7 Job creation is a key priority for people displaced by a disaster. Private sector partners often have unique resources to assist in creating employment.
- 8 Non-cash donations may raise other legal, security, or environmental issues. For example, importation of medicines will have implications for both US government regulations and host nation customs statutes -- the same is true of fertilizers, pesticides and certain other agricultural products. Importation of plastics and other non-biodegradables may require environmental compliance procedures. Some products may be prohibited or may require a waiver for USAID collaboration.
- 9 Many corporations may choose not to get involved in complex emergencies because of the risks associated with security and to avoid the appearance of taking sides in a conflict. Companies that do operate in or near a conflict zone may be more interested in making investments in post-conflict responses since security is key to their business operations.





- 10** Asking alliance members to allocate a portion of their donations for research and training in between natural disasters is a good way to maintain important relationships.
- 11** Even when responding to crises, keep the the long term in mind. Plan for delays in the response, recovery, reconstruction and transition phases, but also use the crisis to analyze failures that can be addressed by future development efforts.
- 12** In certain circumstances, USAID can utilize its congressional gift authority to receive funding from private sector partners. The Agency then awards a contract to a contractor that programs and reports on both USAID and the private sector partner's resources. This model is more common during the recovery and reconstruction phases.



# EIGHT THINGS TO DO BEFORE DISASTER STRIKES

Although natural disasters are difficult to predict, most USAID field staff will know if the country to which they have been posted is in a region prone to catastrophes such as earthquakes and hurricanes. Likewise, field staff will also be aware if the country to which they have been posted is a failed or failing state, or at risk of conflict or collapse due to other factors, such as economic cataclysms. Lacking the luxury of time, Mission staff charged with overseeing crisis response, whether newly arrived or already long serving, should take action to establish alliances or expand existing ones. Here are some ways to get started:

## **1 CONSIDER THE INTERSECTION BETWEEN YOUR SCOPE OF WORK AND PARTNERSHIP OPPORTUNITIES**

The best starting place in considering partnership approaches is an examination of your own Mission, Technical Team, or disaster response unit's mandate, program portfolio, and expected outcomes/results – and where these intersect or could be enhanced by engagement and collaboration with private sector and other partners. For example, in all that you are trying to achieve – where are the gaps or shortfalls? How could those be filled through contributions or engagement by the private sector? Consider as well what type of leveraging from these potential partners would be most meaningful for your beneficiaries and operations in your particular context.

## **2 TALK WITH OTHER USAID COUNTRY TEAM MEMBERS**

Some of the best partnership ideas can come from your colleagues. Mission staff involved in other sectors, such as economic growth and health, may already have partnerships or know of international and/or large national corporations in-country that have an interest in corporate philanthropy and working with USAID. Ask for names, contacts and information on these potential partners. Better

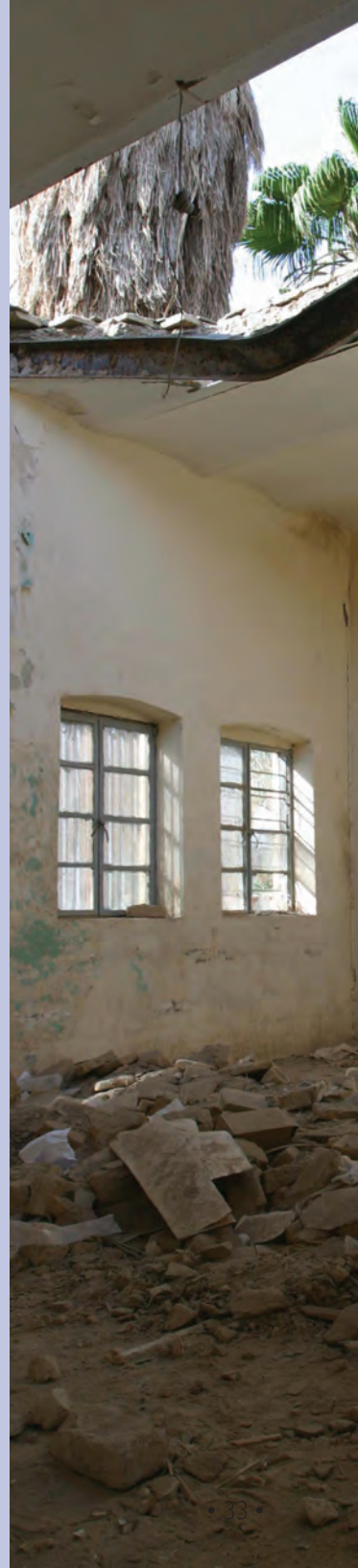
yet, ask your colleagues to arrange an introduction to their private sector partners. They can also advise you on how they designed their partnerships.

### **3 TALK WITH THE US EMBASSY'S ECONOMIC SECTION AND/OR FOREIGN COMMERCIAL SERVICES SECTION**

Members of the embassy's Economic and Foreign Commercial Services sections meet with local and international business leaders all the time. They possess a wealth of knowledge and deep insight into the motivations of businesses with local operations. Share with them information about USAID's country strategy and ask them who they think might make strategic partners to accomplish USAID's crisis response objectives. Ask them to arrange an introduction to those that seem to have potential.

### **4 TALK WITH THE REGIONAL SECURITY OFFICE, DEFENSE ATTACHÉ AND US MILITARY COMMAND**

Whether planning or responding to a natural disaster or a man-made complex emergency, safety and security are the first considerations. In addition, the US military has often played a significant role in logistical and transport operations during emergency response, as was the case during the 2004 Asian tsunami. When designing partnerships, consult the RSO, defense attaché and US military



posted to your country to determine what safety and security issues need to be considered in forming a public-private crisis alliance and what disaster preparedness and response plans they may have in place.

## **5 MEET WITH THE PRIVATE SECTOR**

One way to generate private sector interest in partnerships is to convene an open meeting. You can work with local chambers of commerce or similar organizations to organize the event, which should highlight your Mission's disaster preparedness and response plan. You can invite private sector participants to discuss their company's plans in responding to disasters and gauge their interest in collaborating with USAID on crisis planning and mitigation and, in anticipation of future events, response and reconstruction efforts. This may include discussion of the different types of cash and non-cash investments that the private sector can make in USAID crisis preparedness, mitigation and response programs.

## **6 EMBED CRISIS RESPONSE PARTNERSHIPS INTO EXISTING PREPAREDNESS AND MITIGATION PROGRAMS**

USAID Missions that have ongoing crisis preparedness and mitigation programs can use them to embed partnerships with the private sector. For example, in PADF's



Disaster Management Alliance, the private sector partners work on disaster planning and mitigation activities and capacity building. However, in the event of a disaster, the partners shift their work on disaster mitigation to response and eventually reconstruction programs.

## **7 LEVERAGE EXISTING RELATIONSHIPS**

USAID has relationships with hundreds of private sector organizations worldwide. Search the GDA database to find out if and where we've worked with a potential partner before on crises. GDA Washington has also developed global relationships with groups such as Microsoft, Intel and Rotary International that can be accessed to support USAID's work in emergencies. Visit the GDA website to find out more about these global frameworks agreements. Such partnership preparedness and mitigation programs that have worked in other locations will save you time by not having to be designed from scratch. Besides existing partnership models with these global framework companies, GDA Washington can also leverage its contacts at the company to engage local affiliates in-country on crisis mitigation and response efforts.

## **8 CONTACT THE GDA TEAM**

The staff at the GDA office in Washington, DC and at regional and country levels are available to advise missions on any aspect of partnership building. GDA has guidance to help navigate the most common partnership challenges including procurement, due diligence, relationship management, reporting, and others. The office can also coordinate with OAA and the General Counsel to address particularly challenging situations.

In addition, the GDA has a Rapid Response Task Order in place that is designed to mobilize technical assistance quickly to help Missions identify and develop alliance opportunities with the private sector to support disaster preparedness, response, recovery, and reconstruction activities.

# EMERGENCY!

**The worst has happened. It may be an earthquake or civil unrest. How can you jump start a public private partnership now that disaster has struck?**

- 1. Put into motion pre-arranged disaster response partnerships.**
- 2. Find out which corporations have logistical or transport operations at airports and ports. Contact them about their crisis response and how USAID might partner with them.**
- 3. Contact existing USAID partners operating in or near the crisis zone as well as those in other parts of the country that have crisis response expertise. When time is short, leveraging existing human and other resources may save lives.**
- 4. If USAID programs have offices in or near the affected area, consider leveraging these as coordination points between private sector firms, NGOs and host governments. USAID did this to good effect in Sri Lanka in the immediate aftermath of the 2004 Asian tsunami.**
- 5. Fast track contact with diaspora groups. As mentioned above, diaspora members are among the first to respond to crises in their countries of origin.**



# OTHER RESOURCES

There are many websites that provide useful information on natural disasters, complex emergencies, corporate social responsibility, and private sector involvement in emergencies. In addition to the ones noted above that can help you identify private sector partners, here are a few others that we have found helpful and informative. Links are available on the GDA website.

## **Donors and Other Organizations Involved in Crisis Preparedness and Response**

- International Federation of Red Cross and Red Crescent Societies – The IFRC provides crisis-related information, publications, latest news and a directory of Red Cross and Red Crescent Societies around the world.
- United Nations Office for the Coordination of Humanitarian Affairs – UNOCHA has useful information on humanitarian issues confronting field staff, especially those surrounding complex emergencies.
- Fritz Institute – A non-profit organization specializing in disaster response and recovery, the Fritz Institute offers tools, training and information on preparedness and mitigation as well as disaster response.
- Aidmatrix Foundation – Aidmatrix builds and operates technology hubs that support different groups working together on crisis response. They also provide tools and assistance in setting up and maintaining disaster relief supply chains.
- Business Civic Leadership Center of the US Chamber of Commerce – The BCLC has done significant post-disaster corporate networking and advising.

## **Publications, Reports and Web Resources**

- Report: Business Engagement in Humanitarian Relief: Key Trends and Policy Implications. (Overseas Development Institute 2007)
- Report: Getting the Right Help to the Right People in the Wake of a Natural Disaster: What the Private Sector Can Do. (McKinsey &

Co., publication date unknown)

- Report: Private Sector Activities in Disaster Risk Reduction – Good Practices and Lessons Learned (United Nations International Strategy for Disaster Reduction 2008) – Provides new perspectives and insights into public-private partnerships based on disaster risk reduction work.
- Report: Lessons Learned (South Asia Earthquake Relief Fund 2008) – An excellent resource for those interested in the entire private-public partnership process, from start to finish. Contains actionable information regarding initiating the process and tips for how future crisis response partnerships can be improved.
- Report: Profiles of Success – Involving the Private Sector in Disaster Management (USAID and Pan American Development Foundation 2008) – The report contains miniature case studies of successful public private disaster management alliances.
- Report: International Companies and Post-Conflict Reconstruction: Cross-Sectoral Comparisons (The World Bank, 2005)
- Report: Preventing the Next Wave of Conflict: Understanding Non-Traditional Threats to Global Stability (Woodrow Wilson International Center for Scholars, 2003)
- Website: InterAction. Largest coalition of US-based NGOs.
- Website: Asian Philanthropy Forum – This website devoted to Asian giving has sectoral areas, including disaster, as well as specific country sections. There are also links to a number of other philanthropically-oriented websites.
- Website: PreventionWeb – The site contains information on recent natural disasters and complex emergencies, maps, reports, events calendars and other professional resources for organizations and individuals involved in crisis prevention and response.
- Website: ReliefWeb – ReliefWeb offers information (documents and maps) on humanitarian emergencies and disasters. Designed specifically to assist the international humanitarian community in effective delivery of emergency assistance, it provides information as events unfold.

## Natural Disaster Case Study

<b>Alliance:</b>	Armenia Earthquake Zone Alliance
<b>Objective:</b>	To stimulate regional recovery by developing the housing market, promoting democratic reform and encouraging private investment.
<b>Partners:</b>	USAID, All Armenia Fund, Armenia Social Investment Fund, Government of Armenia, Huntsman Foundation, Jinishian Memorial Foundation, Lincy Foundation, Norwegian Refugee Council (NRC), United Nations Development Programme (UNDP), United Nations High Commissioner for Refugees (UNHCR), Urban Institute (UI), World Food Programme (WFP)
<b>How the alliance worked:</b>	<p>Three years after the 1998 earthquake, newly independent Armenia still had hundreds of thousands of displaced persons. USAID and other partners responded by creating the Earthquake Zone Recovery Program. Under the program, families living in domics, temporary metal shelters without running water and sewage lines, were issued housing certificates to buy pre-existing homes at market prices or complete unfinished houses. USAID targeted partners working within the earthquake zone and among diaspora, foreign and international organizations working in housing and urban development. USAID hosted bi-weekly alliance coordination meetings but dealt with each partner one-on-one. Partners did not pool funds but selected individual collaborations consistent with their organizational objectives, as long as these were complementary. For instance, USAID and the Armenian government issued certificates while the NRC provided temporary shelters and the Jinishian Memorial Foundation contributed funds towards heating systems for completed houses.</p>
<b>Partners' contributions:</b>	<p><u>Foundations</u> – Funding for activities including housing and community reconstruction  <u>Government of Armenia</u> – Funding, licenses, technical assistance  <u>Norwegian Refugee Council</u> – Temporary refugee shelters  <u>United Nations Agencies</u> – Coordination, assistance with refugees  <u>USAID and UI</u> – Funding, coordination, technical expertise and programmatic oversight</p>
<b>Lessons learned:</b>	<p>Although it managed expectations and was frank with partners, USAID chose not to “overstructure” the alliance, allowing it to develop on its own. By focusing on discrete collaborations, partners could choose when and how to participate, enabling USAID to preserve the overall alliance and increase partners' contributions. USAID paid attention to the things each partner could do best and regularized coordination between them. The most important lesson was capitalizing on diaspora resources in crisis response.</p>

## Complex Emergency Case Study

<b>Alliance:</b>	Timor-Leste Hospitality Internship Program
<b>Objective:</b>	To provide opportunities for young people after the 2006 Timor-Leste crisis and connect them to job opportunities as an alternative to violence, civil unrest or involvement in gangs
<b>Partners:</b>	USAID, DAI Small Grants Program (SGP), local hotel owners, private hospitality training schools, Democratic Republic of Timor-Leste (RDTL) Ministry of Tourism, RDTL Ministry of Labor and Solidarity, International Labour Organization (ILO), East Timor Development Agency (EDTL)
<b>How the alliance worked:</b>	USAID and SGP surveyed government, the private sector and training providers in Timor-Leste to determine demand for a hospitality internship program. After a series of meetings with interested parties (listed above), USAID and SGP held a one-day conference to explore a potential collaboration and followed up with private sector actors to gauge interest in an alliance. USAID and SGP awarded grants to three training schools to implement a six-month internship program. As part of the program, the interns were placed with participating local hotels, with USAID and the hotels each contributing half the interns' salaries. At the end of the internship, participants were issued with government-recognized certificates. Many interns went on to full employment at the participating local hotels or other hospitality outlets. USAID has since replicated and enlarged the program to include other private sector partners in the tourism industry. The Ministry of Tourism is also planning to replicate the program on a wider scale.
<b>Partners' contributions:</b>	<p><u>Local hotel owners</u> – Intern salaries, supervisory time</p> <p><u>Training schools (including EDTL)</u> – Teachers' time in coordinating activities for interns, working with the alliance, monitoring interns' performance at the hotels</p> <p><u>RDTL ministries</u> – Officials' time in coordinating efforts</p> <p><u>ILO</u> – Capacity building to Ministry of Labor and Solidarity</p> <p><u>SGP</u> – Pilot program design, implementation and oversight, alliance communications</p> <p><u>USAID</u> – Funding of schools' training inputs, intern salaries</p>
<b>Lessons learned:</b>	The alliance relied on constant communication and a strong hub, which controlled USAID funding and training inputs and ensured that other alliance partners honored their commitments. The demand-driven nature of the internship program ensured maximum private sector buy-in, although the program's time length inhibited greater business participation. The involvement of the Ministry of Labor and Solidarity was critical, given the role they play in engaging Timorese youth at risk. The follow-on internship program added the Tourism Association to the initial planning team, a change that has increased interest from tourism-related companies.







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