

PARTNERING WITH THE BUSINESS SECTOR FOR DISASTER PREPAREDNESS, RESPONSE AND RECOVERY

Insights into
strategic cross-sector
partnerships



Acknowledgements

This paper was commissioned by Prudence Foundation and prepared by CSR Asia.

It was informed by discussions among the participants at the Disaster Preparedness Forum held in Hanoi, Vietnam, on 2 July 2015 (The Forum). The Forum brought together thought leaders from the business, government, humanitarian and development sectors to discuss opportunities for collaborative approaches to disaster preparedness, response and recovery.

The Disaster Preparedness Forum 2015 and this paper build on two preceding forums and papers that helped inform business action on disaster response and sustainable recovery. A key takeaway from discussions at the Disaster Preparedness Forums held in 2013 and 2014 was the need for a base of evidence demonstrating that cross-sector collaborative efforts are successful in addressing community needs as well as business objectives.

In this paper, CSR Asia and Prudence Foundation showcase examples of strategic partnerships involving businesses in disaster preparedness, response and recovery initiatives. We have selected case studies that highlight how cross-sector collaborations can leverage

each partner's unique capabilities and deliver results for all involved. Each case study provides insights into critical success factors that helped overcome common partnership challenges and that are replicable.

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We hope this publication will serve as a guide for businesses, governments and humanitarian organisations that are looking for effective ways to build partnerships that lead to positive change on a significant scale.



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Preface

Increasing damages and losses from natural disasters in Asia highlights the need to find new ways to achieve more effective cross-sector collaboration. To reduce the social and economic costs of future disasters requires leadership from government, civil society and business.

In 2013, Prudence Foundation and CSR Asia joined forces to advance cross-sector partnerships that help ensure economies, communities and businesses are better able to withstand and recover from natural disasters. We do this by hosting the annual Disaster Preparedness Forum at which representatives from the region's governments, businesses and civil society organisations come together to discuss opportunities for and challenges of collaboration.

We strongly believe that Asia's companies can and should play an important role in supporting disaster preparedness, response and recovery efforts beyond business boundaries. But we also see a great need to build capacities in all sectors for better communication, cooperation and accountability. Governments and civil society organisations need to facilitate better business engagement around natural disasters and actively invite businesses to contribute to national planning and decision-making processes. Businesses need to move away from philanthropic contributions and become more strategically involved by contributing their unique competencies to achieve lasting positive outcomes. With this paper we aim to inspire all sectors to become more pro-active in building stronger collaborations for safer communities.



Richard Welford
Chairman, CSR Asia

Foreword By Prudence Foundation

Prudential is an integral part of the communities in which we operate. Through our community investment arm, Prudence Foundation, we focus on three areas with respect to disasters: preparedness, emergency relief and long-term recovery. For three consecutive years we have partnered with CSR Asia to host the Disaster Preparedness Forum. We are pleased to have facilitated deeper discussion of disaster planning and management issues in Asia through each of these Forums:

- » November 2013, Jakarta: A Role for Business in Community Preparedness
- » July 2014, Manila: A Role for Business in Disaster Recovery
- » July 2015, Hanoi: Creating Value through Strategic Partnerships

As a leading international life insurer and asset manager in Asia, our core business is focused on protecting the health and livelihoods of individuals and families. With operations throughout Asia, we understand the devastating impact of natural disasters. While there is no simple solution, cooperation between civil society, government and the private sector is key to reducing human and economic loss.

This paper analyses four specific partnerships as examples of effective collaboration for disaster preparedness, response and recovery from varying perspectives. Each example shows how cross-sector partnerships can effectively improve outcomes when the partners share vision, values, and objectives, and leverage each other's unique capabilities.

It is not possible to avoid disasters, but through well-executed partnerships their negative effects can be significantly reduced. We are delighted to offer this paper, containing key insights arising from this year's Forum, as a resource for those considering disaster management issues and to encourage more and better cross-sector cooperation.



Donald Kanak
Chairman, Prudence Foundation

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EXECUTIVE SUMMARY



01

01: On 25 April 2015, a 7.8 magnitude earthquake struck Nepal. This initial earthquake was followed by thousands of aftershocks and then a 7.3 magnitude earthquake on 12 May

Image Source: Asian Development Bank, flickr, <http://flic.kr/p/t5hj2s>

This paper provides insights into four partnerships in which businesses contribute to addressing disaster preparedness, response and recovery needs in the Asia-Pacific region. These partnerships stand out as cross-sector collaborations that leverage the business sector's comparative advantages in addressing key needs and limitations in the government and humanitarian sectors.

The following partnerships are showcased in this paper:

- » **Japan:** A collaboration between the international development organisation Mercy Corps, the local NGO PlaNet Finance Japan and the Japanese cooperative financial institutions known as 'Shinkin banks'. This partnership helped speed up the recovery of micro, small and medium-sized businesses in the aftermath of the 2011 Great East Japan earthquake and tsunami.
- » **Philippines:** The Philippine Disaster Resilience Foundation, a national level business-led platform that facilitates business engagement in disaster preparedness, recovery and rehabilitation.
- » **Regional:** SAFE STEPS, a public disaster awareness campaign developed in partnership by Prudence Foundation and Fox International Channels, which is being implemented across Asia through a diverse and growing group of distribution partners.
- » **Global:** A partnership to develop legal tools to facilitate international humanitarian assistance that was initiated by the International Federation of Red Cross and Red Crescent Societies and the international law firm Allen & Overy. The partnership involved other law firms and drew on the expertise of multiple stakeholders through a global consultation process.

The common themes that emerged from these partnerships and that are discussed in this paper include:

- » accepting differences and the importance of common goals;
- » establishing a shared vision;
- » leveraging core competencies;
- » evaluating the effectiveness of the partnership; and
- » investing in sustainability, replicability and scalability.

Based on the key findings that arise from the analysis of these partnerships, this paper provides examples of points of action for creating a more enabling environment for business engagement in disaster preparedness, response and recovery.

THE ROLE OF PARTNERSHIPS IN ADDRESSING ASIA'S DISASTER RISKS



02

The Asia-Pacific region is the most disaster-prone area in the world. With growing populations and investments in the region, risks of losses and damages related to natural disasters are set to further escalate.

02: A lack of understanding of the term 'storm surge' by the public and some local government units is believed to have impeded evacuation efforts before typhoon Haiyan hit the Philippines in November 2013

Image Source: Asian Development Bank, flickr, <http://flic.kr/p/i4yLSm>

- » The region's economic losses from natural disasters surged from an average of US\$5 billion a year in the 1970s, or 0.16 per cent of regional GDP, to around US\$75 billion per year in 2014 – equivalent to 0.45 per cent of regional GDP. In short, GDP in the region has grown by a factor of five since the 1970s, but there has been a 15-fold increase in economic losses from natural disasters.¹
- » Least-developed countries and developing small-island states are among the most vulnerable and at-risk nations with respect to natural disasters jeopardising hard-earned development gains. Comparing the average annual economic losses from disasters with GDP between 1970 and 2014, least-developed countries have lost 0.97 per cent of their GDP every year on average.²
- » As an example, the recent earthquakes in Nepal have led to a slowdown in the agriculture, industry and service sectors and are expected to bring GDP growth down to 3.8 per cent in the fiscal year ending July 2015, compared with 5.2 per cent in the previous fiscal year.³
- » The region's rapid economic growth combined with high population growth and urbanisation rates has resulted in greater exposure to disaster risks as the number of people and total value of assets in disaster-prone areas increase. The World Bank expects multi-billion dollar disasters to become more common in Asia, with governments having to bear the brunt of the fiscal impact. The organisation notes that "Cambodia, Lao PDR and the Philippines could face costs totalling 18 per cent or more of total public expenditure in the event of a 200-year disaster".⁴

It is evident that new forms of collaboration are required to build preparedness for future disasters at scale and reduce their economic and social costs. Investing in disaster risk reduction and preparedness is an imperative for protecting the region's growth prospects and sustaining development gains in the region's developing

countries. Not only can such actions greatly reduce the impact of natural disasters, they are generally more cost-effective than post-disaster relief and recovery spending. It is estimated that, on average, a dollar invested in disaster preparedness will save seven dollars in recovery spending.⁵ However, at a global level only 4 per cent of disaster spending is on preparedness, with the remaining 96 per cent focusing on response.⁶

Good disaster preparedness initiatives should build capacity to effectively anticipate, respond to and recover from natural disasters. Achieving these objectives requires collaboration among all sectors at all levels. Key actors include:

- » The government sector, from intergovernmental organisations at a regional level to national government bodies and local government units.
- » The humanitarian sector, encompassing a diverse set of key players at global, regional and local levels, including the UN, international and local NGOs, and community organisations.
- » The business sector, from multinational companies to small and medium-sized businesses, smallholders and micro entrepreneurs, as well as industry associations and business networks.
- » The media, international and local networks and outlets, both privately and publicly owned.

There is growing interest in all sectors in making better use of the unique capabilities of these different actors to achieve greater gains in building disaster preparedness in the region.

This paper showcases four partnerships that highlight how cross-sector collaborations involving businesses can make important contributions to disaster preparedness, response and recovery while also supporting business objectives.

¹ UNESCAP (2015) "Overview of Natural Disasters and their Impacts in Asia and the Pacific, 1970 – 2014". Retrieved from http://www.unescap.org/sites/default/files/Technical%20paper-Overview%20of%20natural%20hazards%20and%20their%20impacts_final.pdf

² Ibid.

³ ADB (2015) "Updated economic outlook following Nepal's earthquake – agriculture, industry, services" (blog). <http://blogs.adb.org/blog/updated-economic-outlook-following-nepal-s-earthquake-agriculture-industry-services>

⁴ The World Bank (2013) "Losses from Disasters in East Asia and Pacific Raise Concerns for Poverty Reduction" (press release). <http://www.worldbank.org/en/news/press-release/2013/06/03/losses-from-disasters-in-east-asia-and-pacific-raise-concerns-for-poverty-reduction>

⁵ UNDP (2012) "Act Now, Save Later: new UN social media campaign launched". Retrieved from <http://www.undp.org/content/undp/en/home/presscenter/articles/2012/07/02/act-now-save-later-new-un-social-media-campaign-launched.html>

⁶ Andrew Mc Connell (2014) "Spend more on prevention to cut losses from disasters". <http://www.scidev.net/asia-pacific/disasters/news/spend-more-on-prevention-to-cut-losses-from-disasters.html>

THE WAY FORWARD: CREATING AN ENABLING ENVIRONMENT FOR CROSS-SECTOR PARTNERSHIPS

Several common themes arose during the 2015 Disaster Preparedness Forum and the interviews for this paper that help inform the role of each sector in creating an enabling environment for effective cross-sector collaboration.

Business sector

Multinational corporations, corporate foundations, micro, small and medium-sized enterprises, industry associations and business networks

- » Depart from a responsive approach where there is an expectation for governments and humanitarian organisations to invite companies to contribute. Instead, build an understanding of the important role your business can play in identifying and meeting key needs. This can include community needs and opportunities to enhance efficiency, effectiveness and progress in the humanitarian and government sectors.
- » Consider the whole spectrum of your possible contributions, ranging from expertise and technology to strategic thinking and innovation capacities.

Development and humanitarian sector

United Nations, international non-governmental organisations, community organisations

- » Help support better involvement of and contributions by business by providing a clear access point. This access point should provide businesses with a complete picture of humanitarian actors and key issues and should not be driven by the mandate or mission of a certain organisation.
- » Recognise that there is a diverse range of business organisations and that this will inform the specific roles they can play in building disaster preparedness, response and recovery capacities.

Government sector

Intergovernmental organisations, national governments, provincial and local government units

- » Help establish a systematic approach to business engagement by making existing disaster risk management frameworks more inclusive of business.
- » Help clearly articulate the role of different business organisations in building disaster preparedness, response and recovery capacities from a national to a local level, and guide them to relevant partner organisations.

Media

Private and state-owned media

- » Play a proactive role in building understanding of disaster preparedness and recovery needs at a larger scale and across sectors and groups in society.
- » Contribute core competencies, including social media capabilities, in helping to develop solutions to limitations in the humanitarian sector.

All sectors

- » Create cross-sector partnership opportunities that go beyond project-focused engagements for disaster response, and build understanding of key limitations and challenges in international and national disaster risk management systems that can be addressed through collaborative efforts.
- » Help define the business case for business involvement and understanding of the various business models that can be adopted by companies in helping address key needs in disaster preparedness, response and recovery.

PARTNERSHIP EXAMPLES

PARTNERSHIPS: KEY TAKEAWAYS

Accepting differences and the importance of common goals:

This paper takes an in-depth look at four partnerships in which businesses play an important part in building capacity for disaster preparedness, response and recovery. An analysis of these examples provides useful insights and important lessons for organisations looking to enter into effective partnerships:

Differences in motives, decision-making processes and terminology used are often mentioned as key challenges in cross-sector partnerships. In the partnerships showcased in this paper, transparency and an openness to understanding each partner's motivations helped build trust and commitment. There was a common understanding that the partnership should help meet humanitarian needs but also make business sense, which was understood as making best use of the core competencies of the business.

Establishing a shared vision:

Establishing a shared vision is key for setting the direction of the partnership, helping each partner understand their respective roles and driving commitment to achieve the best results. The showcased partnerships highlight the importance of one organisation recognising the value of having a shared vision and taking the lead in establishing it.

Leveraging core competencies:

A key success factor in most of the partnerships was having taken steps to identify the most suitable partners and then tapping into each partner's core competencies. Most of the businesses and other organisations interviewed mentioned that there was a 'perfect fit' as the partners complemented each other. Committing to this approach often requires engaging a more diverse group of partners and being open to working with competitors. It also requires a willingness to consider new forms of partnerships that may not easily fit into traditional philanthropic or commercial relationship categories.

Evaluating the effectiveness of the partnership:

Most of the partnerships have not evaluated their achievements beyond quantitative outputs such as the number of beneficiaries reached. Monitoring, reviewing and evaluating a partnership are key to understanding if it has met its objectives with respect to the target beneficiaries and if changes are needed to further improve partnership outcomes.

Investing in sustainability, replicability and scalability:

The partnerships illustrate how cross-sector collaborations can help transform the localised impact of individual projects to more long-term systemic interventions. They highlight the importance of investing time in reaching out to relevant partners and establishing platforms that can help sustain and scale up the positive benefits of a programme.



05

JAPAN

TOHOKU SMALL BUSINESS RECOVERY PROGRAMME: A FIRST-OF-ITS-KIND CROSS-SECTOR PARTNERSHIP FOR SMALL BUSINESS RECOVERY

The Tohoku Small Business Recovery Programme, developed and implemented by Mercy Corps, PlaNet Finance Japan and the Shinkin Central Bank, is the first partnership in Japan involving a financial institution and non-profit organisations. The partnership supports post-disaster economic recovery by reinforcing financial access for micro, small and medium-sized enterprises (MSMEs) that were severely affected by the March 2011 Great East Japan earthquake and tsunami.

05: On 11 March 2011, Japan was struck by a magnitude 9.0 earthquake, followed by a devastating tsunami and a major nuclear accident at a power station

Image Source: DVIDSHUB, flickr, <http://flic.kr/p/9qSspN>

The beginning: Assessing disaster impact and recovery needs

Two months after the 2011 earthquake and tsunami, the two non-profit organisations – Mercy Corps and PlaNet Finance Japan – conducted an assessment of the disaster's impact on small businesses in the city of Kesennuma, a port town of 70,000 in Miyagi prefecture. The aim was to identify effective measures to support the early recovery of the local economy. The assessment found that 30 per cent of small business owners were unable to resume business due to the destruction of their facilities or financial difficulties they were experiencing related to the disaster. The assessment also found that small businesses, cumulatively the largest employer in Tohoku region (which includes Miyagi),⁷ were having difficulty accessing capital as government business recovery programmes focused on larger companies and could only be applied to the purchase of physical assets.⁸

The assessment showed that there was great potential in reaching the affected small businesses through regional banks. Shinkin Central Bank was found to be the most suitable partner due to the reach of its nationwide network of banks and its long track record and knowledge as a cooperative financial institution with over a century of experience in the disaster-affected community.

The programme: Grants for micro, small and medium-sized enterprises

The Tohoku Small Business Recovery Programme was established through a partnership between Mercy Corps, PlaNet Finance Japan and Shinkin Central Bank. Shinkin Central Bank is the central financial institution of the network of cooperative financial institutions known as 'Shinkin banks', which serve small and medium-sized enterprises and local residents in Japan. Shinkin Central Bank brought in three of its regional affiliate banks to implement the programme: Kesennuma Shinkin Bank, Miyako Shinkin Bank and Abukuma Shinkin Bank.

The aim of the programme was to support economic recovery by improving financial access for MSMEs that were severely affected by the 2011 earthquake and tsunami.

With a total budget of US\$5 million that was mainly funded by Mercy Corps,⁹ the programme assisted small businesses using three grant mechanisms that were offered from December 2011 to December 2014:

- » **Start-up grants:** Grants of up to JPY 1.5 million (about US\$12,230) aimed to support new businesses and services in the towns hit by the tsunami. A rigorous screening process was applied and conducted jointly by PlaNet Finance Japan and the partner banks. Applicants were required to match grants with their own capital, have a viable business plan, and own or establish a new business with no more than 20 employees that would have a positive impact on local markets and/or value chains. A further requirement was that they were unable to access other sources of financing due to circumstances arising out of the disaster – for example, a lack of collateral.
- » **Re-employment grants:** Cash-strapped recovering businesses were provided with grants to re-employ staff and quickly revive their business operations. Over a period of one year, grants of JPY 100,000 (US\$815) per month per employee were provided for a maximum of two employees per business to support the re-employment of those who were laid off after the disaster. The grant covered approximately half of each employee's salary.
- » **Loan interest subsidies:** Loan interest subsidies were provided to businesses with less than 20 employees that were severely affected by the disaster. Over a two-year period, subsidies paid the interest on loans held by these businesses, with the average loan size being JPY 10 million (about US\$81,510). The subsidies enabled small businesses, many of which were still paying off loans for business operations that were destroyed in the tsunami, to borrow the capital necessary to rebuild.¹⁰ During this period, no payment of principal was required.

⁷ Tohoku region consists of the north-eastern portion of Honshu, Japan's largest island, and six prefectures: Akita, Aomori, Fukushima, Iwate, Miyagi and Yamagata

⁸ Mercy Corps and PlaNet Finance Japan (2015) "Tohoku Small Business Recovery Program: Minami-soma and Rikuchu Tomodachi Fund for Economic Recovery". Unpublished

⁹ Major donors to the programme included NVIDIA Corporation (US\$ 2 million), World Vision America (US\$ 1 million), Japanese apparel company Fast Retailing Co. LTD (US\$ 492,000), and Boeing (US\$ 250,000).

¹⁰ Mercy Corps and PlaNet Finance Japan (2015) "Tohoku Small Business Recovery Program: Minami-soma and Rikuchu Tomodachi Fund for Economic Recovery". Unpublished

Information on the programme was widely publicised through local newspapers, chambers of commerce and the network of the Shinkin banks. The grant application process was simple and fast, taking just one to two months from application to grant disbursement.

The first programme phase was implemented in partnership with Kesennuma Shinkin Bank in four communities corresponding with the bank's area of operation:

- » Minamisanriku and Kesennuma in Miyagi prefecture; and
- » Rikuzentakata and Ofunato in Iwate prefecture.

In 2012, the programme was expanded to two additional geographical areas: Minami-Soma, a town in Fukushima prefecture that was directly affected by the nuclear disaster that arose from the earthquake, and the Rikuchu area in Iwate prefecture, which is north of the Sanriku region. Partnerships were entered into with Abukuma Shinkin Bank in Minami-Soma and Miyako Shinkin Bank in Rikuchu. Another expansion aimed at attracting small businesses serving people with disabilities in the four communities covered by the Kesennuma Shinkin Bank partnership was also implemented.

It was important to all partners to understand how beneficiary businesses were performing, and beneficiary monitoring was conducted by PlaNet Finance Japan and the partner banks.

In tracking the programme's performance, the monitoring process identified common challenges faced by beneficiaries. These included attracting customers, marketing, business networking and increasing business income. Although non-financial support was not part of the programme's terms of reference, efforts were made to address these issues by organising seminars to support the sharing of knowledge and experience among beneficiaries with the aim of helping them overcome the challenges. Approximately 200 beneficiary businesses participated in the seminars and networking events.¹¹

|| The partnership approach

The partnership was initiated by Mercy Corps, which recognised the value of supporting the economic recovery process and of targeting MSMEs given their importance to local economies and the significant challenges that they faced in accessing government-led business recovery programmes.

Understanding the post-disaster situation and working with a well-established local NGO and a business partner was a key concern for Mercy Corps. This led to the engagement of PlaNet Finance Japan, a Japanese NGO that focuses on improving access to financial services through microfinance initiatives.

PlaNet Finance Japan was tasked with conducting an assessment of the post-disaster situation, identifying a suitable operational partner from the financial services sector for a programme to support business recovery and, ultimately, with delivering and monitoring the grant programme. At the time, PlaNet Finance Japan had experience of working on micro-finance projects in developing and emerging economies but not within Japan. However, the NGO had been evaluating its potential role in the recovery process after the March 2011 disaster and Mercy Corps' programme proposal was therefore very timely.

The Executive Director of PlaNet Finance Japan personally drove communications with Shinkin Central Bank. Shinkin Central Bank's large network of affiliate banks and financial expertise made it an attractive operational partner for the programme. Due to the nature of their business, Shinkin banks have an intimate knowledge of the small business community and well-established local and regional networks.

In addition to playing an important role in developing the grant mechanism, Shinkin Central Bank coordinated the engagement of the three regional Shinkin banks in implementing the programme and provided advice in the development of the extension programmes in Minami-Soma and Rikuchu.¹²

Shinkin Central Bank's regional bank affiliates – Kesennuma Shinkin Bank, Miyako Shinkin Bank, and Abukuma Shinkin Bank – became direct partners of PlaNet Finance Japan in implementing the projects and jointly reaching out to affected businesses and screening applications.

¹¹ Mercy Corps and PlaNet Finance Japan (2015) "Tohoku Small Business Recovery Program: Sanriku Tomodachi Fund for Economic Recovery". Unpublished

¹² Ibid.

¹³ New Frontier Services (2014) "Mid-term Evaluation for Tohoku Small Business Recovery Programs – Final Evaluation Report Volume I". Retrieved from <http://www.mercycorps.org/sites/default/files/Tohoku%20Small%20Business%20Recovery%20Program%20Evaluation%20Vol%20I.pdf>

The business case

The programme enabled the Shinkin banks to offer much-needed grant financing and low-interest loans to their core customer base of small businesses, many of which were at risk of closing down due to the impacts of the disaster. This was beneficial with regards to bank-customer relationships, client gratitude and customer loyalty.

The start-up assistance component provided Shinkin banks with access to new clients in a business sector that it had not previously targeted. Kesennuma Shinkin Bank noted that as a result of the programme and the programme evaluation, it has gained greater access to entrepreneurs and key insights into the needs and challenges faced by micro entrepreneurs. This has provided the bank with competitive advantages over other financial banks in the programme area and led to it offering new services such as start-up assistance seminars and individual consultations with entrepreneurs.

Kesennuma Shinkin Bank acknowledges that the programme represented a change from the bank's usual approach of providing funding to programmes implemented by non-profit organisations. It highly values the lessons learned from engaging in a partnership in which each organisation leverages its particular strengths. Since participating in the Tohoku Small Business Recovery Programme, Kesennuma Shinkin Bank has entered into collaborations with two charitable foundations – the Mitsubishi Corporation Disaster Relief Foundation and the Nippon Foundation – to support companies in disaster-stricken areas. The bank regards the networks built through such partnerships as valuable business development opportunities.

Kesennuma Shinkin Bank highly values the Tohoku Small Business Recovery Programme as a model case that encourages partnerships between non-profit organisations and financial institutions in other contexts.

|| The impact

The programme made an important contribution to MSME recovery and local economic development by supporting entrepreneurs who were unable to access other sources of finance. Though relatively small in scale, the support was quick, flexible and effective in providing a significant 'push' for the first step in business recovery and economic development.¹³

The programme offered a total of 505 grants – 114 start-up grants, 114 re-employment grants and 277 subsidised loans. About 2,300 jobs were created as a result of the assistance provided by the programme. Including members of the households of direct beneficiaries, over 6,200 people were reached by the programme.¹⁴

The programme's initiatives continue to record extremely favourable results. Some 97 per cent of the start-ups and 100 per cent of the re-employment grant and interest subsidy grant recipients were still in

business as at March 2015. Close to 90 per cent of the re-employment grantees reported that they continued employment of newly hired employees after the end of the grant period.¹⁵

The programme achieved an extended impact through supporting the creation of social businesses that are central to the community, such as childcare facilities and nursing homes.

A number of beneficiaries also mentioned the psychological value of the programme. Thanks in part to the programme's support, beneficiaries felt better equipped to deal with the personal trauma and loss they experienced due to the disaster and to move forward with re-establishing their lives and livelihoods.¹⁶

¹⁴ Mercy Corps and PlaNet Finance Japan (2015) "Tohoku Small Business Recovery Program: Minami-soma and Rikuchu Tomodachi Fund for Economic Recovery" and "Tohoku Small Business Recovery Program: Sanriku Tomodachi Fund for Economic Recovery". Unpublished

¹⁵ Ibid.

¹⁶ New Frontier Services (2014) "Mid-term Evaluation for Tohoku Small Business Recovery Programs – Final Evaluation Report Volume I". Retrieved from <http://www.mercycorps.org/sites/default/files/Tohoku%20Small%20Business%20Recovery%20Program%20Evaluation%20Vol%20I.pdf>

LESSONS LEARNED

Challenges:

When Mercy Corps and PlaNet Finance Japan reached out to Shinkin Central Bank, there was no precedent of a partnership between an NGO and a financial institution or of a microfinance programme targeting small businesses in Japan.

Kesennuma Shinkin Bank, the bank partner for the first project phase, was itself severely affected by the earthquake and tsunami— 10 of its 12 branch offices were partially or completely destroyed. The bank reopened facilities soon after the disaster, due in large part of the commitment of its staff, many of whom were commuting to work from the shelters that had become their temporary accommodation after the disaster. At such a highly demanding and stressful time for its staff, the bank did have some concerns as to whether it should engage in the programme. However, managers at the bank recognised the great need to support the recovery of the local economy.

The following factors contributed to the success of the programme and partnership:

Clear vision & systematic approach:

Mercy Corps had a clear vision for the programme and a systematic approach for developing the programme and selecting partners. It engaged PlaNet Finance Japan to assess post-disaster needs and potential implementation partners. Mercy Corps also pushed for an external evaluation of the programme to document lessons learned and help all involved to understand the impact of the programme.

Perfect fit:

Mercy Corps sees the “sharing of similar institutional values and a strong commitment to the economic recovery of affected communities” as a crucial factor for success. All programme partners had experience of working with small businesses and therefore had a shared interest. In coming from different sectors they were able to complement each other’s capabilities and collectively make the best use of their comparative advantages.

Partnership negotiations held at the highest level:

With a past career in the finance sector, PlaNet Finance Japan’s Executive Director played a vital role in engaging Shinkin Central Bank. His direct involvement in driving cross-partner communications and the fact that many PlaNet Finance Japan staff had a professional background in the finance sector was an important enabling factor. PlaNet Finance Japan was able to speak the corporate language and understand the banking partner’s perspective. Direct communications between PlaNet Finance Japan and Shinkin Central Bank at the highest level contributed significantly to building trust and a joint commitment, enabling the programme to be developed and launched within a short period of time.

Clear business case:

The programme targeted the bank’s client base and supported these individuals in effectively and efficiently re-establish their businesses.

Urgency of the situation:

Urgency of the situation: Although the grant programme was identified as the most effective and suitable support for affected small businesses, the main line of business for Shinkin banks is the provision of deposit, lending and exchange services, and the programme was a new undertaking. However, the urgency of the situation after the earthquake and tsunami helped in gaining the bank’s buy-in, including extending the grant programme services to severely affected local micro enterprises.

Commitment & credibility:

Since there was no history of a partnership between a NGO and a finance institution in Japan, it was crucial to demonstrate PlaNet Finance Japan’s credibility and the success potential of the programme. The initial disaster impact assessment was critical in securing Shinkin Central Bank’s participation. In addition to demonstrating the competence and commitment of Mercy Corps and PlaNet Finance Japan, the assessment helped Shinkin Central Bank understand the post-disaster needs of affected businesses and the crucial role that Shinkin banks could play in meeting these needs. Kesennuma Shinkin Bank also expressed high regard for PlaNet Finance Japan’s commitment to making frequent site visits during the programme’s implementation to identify suitable businesses, and Mercy Corps’ frequent site visits to evaluate recovery needs and the programme’s progress.

Formalising the partnership:

In order to establish a professional relationship, a formal partnership agreement had to be established between all parties. A contract was developed pro bono by a Japanese partner of international law firm Baker & McKenzie and with detailed input from Shinkin Central Bank and Kesennuma Shinkin Bank. This contract was an important element in securing mutual commitment to the long-term implementation of the programme.¹⁷

¹⁷ Mercy Corps and Planet Finance Japan (2015) “Tohoku Small Business Recovery Program: Sanriku Tomodachi Fund for Economic Recovery”. Unpublished



04

THE PHILIPPINES

THE PHILIPPINE DISASTER RESILIENCE FOUNDATION: A BUSINESS-LED PLATFORM FACILITATING NATIONWIDE BUSINESS ENGAGEMENTS

The Philippine Disaster Resilience Foundation is a business-led platform that supports the collaboration of disaster preparedness, recovery and rehabilitation efforts between the government, humanitarian and business sectors at national, provincial and local levels in the Philippines.

04: Backed by private sector funding, the Philippine Disaster Resilience Foundation supports the recovery of micro enterprises and small-scale producers

Image Source: Philippine Disaster Resilience Foundation

The beginning: Establishing the Philippine Disaster Resilience Foundation

The devastating typhoons that hit the Philippines in 2009 prompted the Philippine government to establish the Special National Public Reconstruction Commission to evaluate typhoon risk factors and lead the recovery process.¹⁸ The Commission was a public-private partnership with a mandate to bring together the government and the private sector in organising the recovery process and to explore solutions to the flooding and destruction triggered by typhoons. The private sector component was led by Philippine Long Distance Telephone Company (PLDT) Chairman Manuel V. Pangilinan and was originally named the Philippine Disaster Recovery Foundation (PDRF).¹⁹ In 2015, PDRF changed its official name to the Philippine Disaster Resilience Foundation.

PDRF was set up as a business-led coordination body with the aims of 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.

The public commission and PDRF worked together on the recovery process and mobilised business resources as well as donations from international humanitarian agencies.

|| PDRF'S operational model

Since its establishment in 2009, PDRF has developed into a nationwide platform that mobilises, informs and directs business contributions and engagement for disaster management. It supports cross-sector coordination and collaboration in dealing with natural and man-made disasters. It engages the country's largest businesses as well as micro entrepreneurs and small and medium-sized enterprises. It aims to enhance national disaster preparedness and recovery capacity, and to strengthen the private sector's ability to respond to disasters and emergencies.

With these objectives in mind, PDRF functions as a partnership broker, grant coordinator and programme creator and implementer.

Businesses can engage with PDRF by supporting its work through financial contributions, in-kind donations or direct involvement in the Foundation's programmes. Businesses also take an active part in the governance of PDRF as CEOs from major companies are eligible to join the Foundation's board of trustees on successful completion of the required appointment process.

PDRF is funded through:

- » corporate membership fees;
- » in-kind donations provided by member companies, such as staff secondments, legal advice or office space;
- » international donations, such as from the Filipino diaspora in the United States, facilitated by crowdsourcing and other fundraising tools;
- » grants from international development organisations; and
- » funding facilitated by the Office of the Presidential Assistant for Rehabilitation and Recovery.

¹⁸ The Official Gazette of the Government of the Philippines (2009) "Executive Order No. 838, s. 2009". Retrieved from <http://www.gov.ph/2009/10/22/executive-order-no-838/> and

The Official Gazette of the Government of the Philippines (2009) "Executive Order No. 832, s. 2009". Retrieved from <http://www.gov.ph/2009/10/12/executive-order-no-832-s-2009/>

¹⁹ The Official Gazette of the Government of the Philippines (2009) "Executive Order No. 838, s. 2009". Retrieved from <http://www.gov.ph/2009/10/22/executive-order-no-838/>

|| PDRF's programme areas

In addition to its own programmes, PDRF supports a large number of programmes initiated by the government, development organisations and individual businesses.

PDRF's own initiatives focus primarily on recovery, rehabilitation and preparedness. The Foundation also engages in fundraising efforts and the mapping of relief interventions to support response efforts after major disasters.

Disaster recovery

PDRF's disaster recovery work 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 programme area is implemented in collaboration with partners from the business, non-government and government sectors.²⁰

Disaster rehabilitation: The Marikina Watershed Initiative

The Marikina Watershed Initiative was set up to restore the local ecosystem and its flood 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 programme. 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.²¹

To date, PDRF has been the leading organisation in implementing and funding the programme, supported by financial and other resources from member companies.

²⁰ Website of the Philippine Disaster Recovery Foundation at <http://pdrf.org/what-we-do/disaster-recovery>

²¹ Pia Ranada (2014) "After Ondoy: Hope for the Upper Marikina Watershed". Retrieved from <http://www.rappler.com/science-nature/environment/62389-after-ondoy-hope-upper-marikina-watershed>

PDRF'S DISASTER RECOVERY PROJECTS

Initiatives

Partners

Livelihood

- » Livelihood-seeding programme to stimulate entrepreneurship, combat unemployment and restore economic health in disaster-affected communities
- » Grants to support the restoration of micro-retail businesses and stores

Department of Trade and Industry, US-Philippines Society, Suy Sing Commercial Corporation, Philippine Business for Social Progress, and local government units

Shelter

- » Emergency and evacuation centres
- » Transitional shelter facilities
- » Permanent housing and community buildings

Operation Compassion, Filipinos Unite, National Federation of Filipino American Associations, United Methodist Committee on Relief, and local government units

Education

- » Reconstruction of classrooms and school buildings
- » Provision of educational and learning resource materials
- » School feeding programmes to combat malnutrition
- » Sports clinics to foster overall wellness and psychosocial recovery of young disaster survivors through sports and camaraderie-building activities

Department of Education, PLDT – Smart Foundation, PLDT Gabay Guro Programme, Embracing the World

Environment

- » Restoration and protection of natural resources by engaging local communities in environmental protection programmes and sustainable livelihood options through the Marikina Watershed Initiative (MWI) and Rehabilitating Ecosystems and Livelihood After Yolanda (RELAY) initiative

Department of Environment and Natural Resources, PLDT-Smart Foundation, Coca-Cola Foundation, League of Corporate Foundations, Manila Water, Meralco, Jollibee Foods Corporation, UP National Institute of Geological Sciences, Flora and Fauna Incorporated, Philippine Tropical Forest Conservation Foundation (PTFCF), Foundation for the Philippine Environment, WWF Philippines, Zoological Society of London, and OML Center for Climate Resilient Communities

Water, infrastructure, sanitation, and health

- » Mobile clinics and e-health centres
- » Health and birthing centre
- » Water filtration systems
- » Debris clearing operations
- » Reconstruction and restoration of public structures, buildings and transportation

Department of Environment and Natural Resources, Department of Health, Makati Medical Foundation, HP, PLDT Community Relations, UNDP, Coca-Cola Foundation, League of Corporate Foundations, Manila Water, Meralco, Jollibee Foods Corporation, UP National Institute of Geological Sciences, and local government units

Disaster preparedness: Disaster Operations Centre

PDRF is setting up the Disaster Operations Centre (DOC) to build the country's disaster preparedness and response capacities through:

- » facilitating coordination and collaboration for disaster risk management among businesses, government and non-governmental organisations, as well as with international humanitarian organisations; and
- » supporting individual companies, including small and medium-sized enterprises, to improve corporate disaster risk management and preparedness.²²

Led by Jaime Augusto Zobel de Ayala, PDRF Co-Chair and Chairman and CEO of Ayala Corporation, the key features of the DOC include:

- » the DOC's Office, which operates as a command and coordination unit that is handled by a dedicated disaster operations team whose capabilities are complemented by staff seconded from member companies and international agencies, and other experts. It is a permanent facility that goes into 24/7 operation following a disaster, with the primary goal of facilitating and monitoring response efforts. In times of no emergency, it is used as a training centre, gathers forecasting and early-warning data for typhoons, and undertakes scenario building to test earthquake response strategies;
- » a network of corporations and partners that can facilitate resource sharing, joint planning and collaborative efforts before and after disasters; and
- » the coordination of field operations centres that are set up in affected areas.

The DOC combines its own resources, which include a powerful centralised database, with additional asset capacity from PDRF member companies. It works closely with operators of critical infrastructure such as healthcare services, water, electricity and telecommunications, as well as with members operating in the logistics sector.

In addition to the DOC, PDRF operates a disaster training programme in partnership with the consultancy Canadian Emergency Risk Management Inc. for staff of companies, local government units and the Philippine National Police.

|| PDRF's achievements

To date, PDRF has run over 22 programmes and engaged with more than 80 businesses.

The Foundation has become an access point for companies seeking to engage in disaster-related efforts and for government and humanitarian organisations that wish to work more effectively with the business sector. This is reflected in the large and diverse set of programmes and projects led or supported by PDRF. Through these programmes and projects, PDRF is continuing to make significant contributions to disaster preparedness, response, recovery and rehabilitation at all levels in the Philippines.

PDRF's achievements to date include:

- » the education programme (see table p.20) has benefitted 35,300 students in 614 schools. This includes a school feeding project that has benefitted 27,000 students;
- » the livelihood grants and seeding programme (see table p.20) has supported 500 entrepreneurs in two provinces; and
- » the shelter programme (see table p.20) has provided a total of 540 transitional and permanent houses.

PDRF has proven itself to be efficient at mobilising resources within short timeframes to help implement projects at scale in situations where the government may be hindered by bureaucratic processes. This is reflected in PDRF's involvement in key government initiatives, including the National Disaster Risk Reduction and Management Council, The Office of the Presidential Assistant for Rehabilitation and Recovery, and the working groups for the Tacloban and Zamboanga Economic Development Zones.

LESSONS LEARNED

Challenges:

PDRF is currently reviewing its strategic direction with the aim of becoming more focused, systematic and impactful. The rapid growth of the Foundation came with an openness towards the idea of supporting the goal of business engagement in any way possible. This has led to a diverse set of programmes and multiple forms of partnership models.

As an organisation that is funded to a great extent through the support of the business sector, financial sustainability is a key concern and PDRF is working on reaching a good balance between donations and corporate memberships.

Factors that supported PDRF's rapid growth from an organisation focused on a single disaster recovery process in 2009 to a nationwide platform for disaster preparedness and recovery include:

Initial funding:

PDRF Co-chair and Chairman of PLDT, Manuel V. Pangilinan, played a significant role in establishing PDRF and providing the initial capital and resources, such as free office space and staff secondments, to get the Foundation up and running.

Business leadership:

As recognised business leaders in the Philippines, members of the PDRF board were a driving force in attracting other business partners and having them commit to the initiative.

Governance structure:

For PDRF to increase its number of business partners, it was crucial to give companies a voice in establishing the direction of the Foundation while also providing a neutral setting in which competitors are able to work together. This was achieved by establishing the board of trustees, which facilitates broad representation among member companies. In addition, key projects such as the DOC require the participation of a diverse set of companies in order to be effective.

Political impartiality:

Political impartiality is important in order to ensure the long-term sustainability of the Foundation. While the Special National Public Reconstruction Commission established in 2009 was closed with the change of government administration in 2010, PDRF was able to significantly grow and sustain funding from a diverse range of sources, with the majority coming from the private sector.

²² Tricia Aquino (2015) "Disaster Rapid Response Hub | PDRF setting up private sector's ops center in Clark". Retrieved from <http://www.interaksyon.com/article/108936/pdrf-launches-disaster-operations-center>



05

REGIONAL

SAFE STEPS: A PAN-ASIA DISASTER AWARENESS INITIATIVE

Prudence Foundation took the lead in creating a pan-Asia disaster awareness initiative and continues to drive its implementation throughout the region by bringing a diverse set of regional and local partners together for a common purpose.

05: Public Service Announcement (PSA) video featuring SAFE STEPS Ambassador, international boxing champion Manny Pacquiao, who advises individuals on what they should do when a natural disaster strikes. SAFE STEPS is available in 10 languages with this image taken from the Vietnamese version of the Flood PSA video

Image Source: SAFE STEPS

The beginning: Learning from first-hand experience

Prudence Foundation's focus on disaster preparedness originates from Prudential Corporation Asia's first-hand experience of the devastating impact of natural disasters. During the 2009 earthquake that struck Padang in Indonesia, the company lost several members of staff. In response to this earthquake and several other major emergencies in the region, Prudence Foundation resolved to establish disaster preparedness and recovery as a key pillar of its work and focus. The Foundation explored ways in which it could make a meaningful contribution within the disaster-preparedness space and identified three core components: advocacy, capacity building, and awareness and education. Through its experience and involvement in disasters in Asia, primarily from on-the-ground volunteering efforts and discussions with various NGOs, the Foundation recognised that risk awareness campaigns run by governments and NGOs were very often only reaching a small number of at-risk communities.

Leveraging Prudential's regional reach and the strong presence of its business units in Asia's most disaster-affected countries, Prudence Foundation set out to establish a pan-Asian public service initiative aimed at providing people with easy access to basic educational information on how to prepare for natural disasters.

Launched in May 2014, SAFE STEPS was developed in partnership by Prudence Foundation and Fox International Channels (FIC) – the international multimedia business that is home to the National Geographic (NatGeo) television channel.

The initiative: SAFE STEPS

Prudence Foundation conceptualised the core structure of SAFE STEPS in cooperation with FIC and brought in partner organisations to support the development, broadcasting and distribution of materials at regional and local levels. With the objective of reaching as many people as possible, SAFE STEPS uses four primary platforms for communication:

- » **On-air 60-second videos:** A central part of the SAFE STEPS programme is a series of 60-second Public Service Announcement (PSAs) videos in which international boxing champion Manny Pacquiao advises individuals on what they should do when a natural disaster strikes. The PSAs cover typhoons, earthquakes, floods, fires and how to prepare an emergency kit.
- » **Infographic hand-outs:** Inspired by airline safety cards, the infographic cards feature simple and easy-to-understand illustrations on what to do in a disaster, expanding on the advice provided in the PSAs.
- » **Posters:** SAFE STEPS posters are designed to highlight the key steps of what to do during a disaster. They are widely distributed and meant to be placed wherever they can reach a relevant target group, including family homes, schools, shopping centres and government offices.
- » **Website:** All these materials can be accessed and downloaded for free from www.safesteps.com.

All information is available in 10 languages: English, Bahasa Indonesia, Bahasa Malaysia, Burmese, Cantonese, Mandarin, Khmer, Tagalog, Thai and Vietnamese.

Prudence Foundation financed the design and production of all materials and drives their distribution throughout the region:

- » The 60-second videos have been aired in nine local languages²³ across Asia on 13 channels on the FIC network,²⁴ reaching 24 million households every day.
- » The videos are also shown in movie theatres in the Philippines and on free-to-air television through the Filipino network GMA, the Myanmar network MRTV-4 and the Cambodian network CTN.
- » The infographic cards and posters are distributed through partnerships with businesses, governments and NGOs at national, provincial and local levels.

²³ PSAs are subtitled or dubbed into Bahasa Indonesia, Bahasa Malaysia, Burmese, Cantonese, Khmer, Mandarin, Tagalog, Thai and Vietnamese

²⁴ These include National Geographic Channel, NatGeo Wild, NatGeo People, FOX, FOX Crime, FOX Movies Premium, FOX Sports, FX, Star Movies, Star Chinese Movies, Star Sports, Star World and Channel V

This multi-platform distribution helps ensure a broad cross-section of society can access SAFE STEPS information – from families in urban environments to those living in rural and remote areas, as well as individuals and households without access to television.

II The partnership approach

Prudence Foundation and FIC worked hand-in-hand to develop the initiative's four core communication channels. Bringing in its NatGeo brand and its team of producers and creative professionals, FIC was tasked with “telling the story of disaster preparedness and making it stick”. From concept, design, scripting and storyboarding to animation, shooting and overall distribution strategy, the two organisations worked in close collaboration. FIC utilised its NatGeo brand and extensive network of channels, websites and production capabilities to reach a mass audience, including the Generation Y demographic and other audiences not normally reached by standard public service initiatives.

As a regional programme funded by Prudence Foundation, establishing a cost-effective distribution system to facilitate its implementation at the national level through various partners was key to ensuring that the messages would reach as many households as possible, both in urban and rural environments. Prudence Foundation was able to leverage experiences from within its own business around multiple distribution platforms and partnerships and integrate these into the initiative.

Partners brought on board to date include:

- » **The International Federation of Red Cross and Red Crescent Societies (IFRC):** The key messages of SAFE STEPS are based on the IFRC guidelines for ‘Public awareness and public education for disaster risk reduction: key messages’. The IFRC reviewed the initiative's key messages to ensure consistency and accuracy. The IFRC logo was placed on all materials to reflect the IFRC's involvement and endorsement.
- » **National government bodies:** The National Disaster Risk Reduction and Management Council (NDRRMC) in the Philippines was the first government partner to get involved in distributing SAFE STEPS materials through existing community programmes in the country. Prudence Foundation has also met with government representatives from Cambodia's National Committee for Disaster Management (NCDM) and, as of the writing of this paper, discussions are taking place on how best to roll out SAFE STEPS.



06



07



08

- » **International NGOs:** Various large NGOs are supporting the distribution of SAFE STEPS posters and infographic cards through their existing community programmes. Such partners include Action Aid in Myanmar, Save the Children in the Philippines and Indonesia, and Plan International in Thailand.
- » **Television networks:** Several free-to-air television networks have also partnered with SAFE STEPS to help reach the large number of people in the region who do not have access to cable television. CTN in Cambodia, GMA in the Philippines and MRTV-4 in Myanmar air SAFE STEPS videos at no charge.
- » **Shopping malls and cinemas:** Fisher Malls and SM Malls in the Philippines run SAFE STEP videos at their cinemas nationwide before screening mass market films. This initiative is supported by the Movie and Television Review Board and Classification Board (a Philippines government agency), which has also endorsed SAFE STEPS.
- » **Service and hospitality industry representatives:** Resorts World Manila – a Manila-based entertainment complex consisting of hotels, cinemas, a mall, theatre and a casino – is an official distributor and licensee of SAFE STEPS in the Philippines. The company, which reaches 19,000 customers per day, uses the initiative's videos, infographic cards and posters at special events and movie screenings, and on LED screens, electronic billboards, online websites and printed materials.

Engaging governments and NGOs has been an important element of the initiative in working to reach remote communities and those without access to television and the Internet. Given the simplicity and universal validity of the key messages, the initiative and its materials can easily be adopted by partners working in various cultural contexts and sectors.

Prudence Foundation is also able to leverage Prudential's local business unit contacts and networks to bring in more partners. In addition, partnerships have been forged by companies reaching out directly to either a Prudential business unit or to the Foundation via its website.

06, 07: One of SAFE STEPS partners, Resorts World Manila who show the PSA videos across its entertainment complex
08: SAFE STEPS event with Plan International in Northern Thailand

A win-win situation

The foundation of Prudential's business is the provision of protection and security. SAFE STEPS is therefore very much aligned to the company's core business objectives, meaning that all its business units can be easily involved and engaged in the promotion and partnership aspects of SAFE STEPS at a local level.

The SAFE STEPS initiative presented a perfect fit for the International Federation of Red Cross and Red Crescent Societies (IFRC). As is the case for many organisations working on public awareness and public education programmes, the IFRC recognised that the reach of its messages was largely limited to the communities involved in its disaster risk reduction and resilience programmes. With the legitimacy provided by IFRC as its endorsing organisation and the fact that its key messages are based on IFRC guidelines, SAFE STEPS is a highly effective and efficient vehicle for spreading and reinforcing the IFRC's public awareness and education work in the region.

The initiative was conceptualised and is being funded by Prudence Foundation. This has included a significant investment in purchasing airtime to reach a mass audience across Asia. This provided the IFRC with a highly visible platform that has significantly improved its position in regards to reaching a large and diverse group of people.

The IFRC is promoting SAFE STEPS among its national societies in the Asia-Pacific region for adoption into their community programmes, including countries in which Prudence Foundation and its business units do not have a strong presence. In this respect, the IFRC and other initiative partners are playing a crucial part in further expanding the reach of the programme across the region.

|| The impact

SAFE STEPS has been growing rapidly across and beyond the Asia-Pacific region, with Prudence Foundation receiving a growing number of requests from governments, NGOs and businesses to use and distribute SAFE STEPS materials within their networks. There has been significant interest among partner organisations in expanding the reach of SAFE STEPS and new distribution channels are in development with existing and new partners.

To give just one example, there is significant growth potential in the Philippines with the NDRRMC interested in distributing materials in local dialects in all barangays (districts).

There are clear indications that SAFE STEPS materials have been successful in reaching targeted households. In the Philippines, the NDRRMC found the involvement of Manny Pacquiao to be very effective in drawing the interest of local communities, and materials have been widely distributed to private households, government offices and malls. The NDRRMC has also seen a larger number of people participating in disaster preparedness activities organised by the Ministry of Civil Defense. While it is difficult to quantify the extent to which these increased numbers of participants can be attributed to the SAFE STEPS Initiative, the NDRRMC has acknowledged the initiative's significant role in

improving awareness of natural disaster risks and in increasing participation rates in government-led preparedness efforts.

The NDRRMC sees the involvement of Prudence Foundation and its Philippines-based business unit as having boosted the Council's outreach to communities by linking it with other businesses and providing effective educational materials.

There has been positive feedback from a wide range of parties across the world via the SAFE STEPS website, particularly with respect to expressing their appreciation for the simplicity of messaging and effectiveness of SAFE STEPS in communicating 'what to do' in natural disasters. The Foundation has received messages from parents wanting to share SAFE STEPS information with schools in Vietnam and universities in Indonesia, and from individuals seeking to promote safety awareness across their organisations in Singapore. Individuals from Bangladesh, Sri Lanka, Kenya and Egypt have also been in contact to express an interest in promoting better disaster preparedness using SAFE STEPS materials.

Prudence Foundation is continuing to work towards expanding its partnerships across the region. Recent new partnerships include those with Palang Merah Indonesia (Red Cross in Indonesia) and the Aceh Tsunami Museum in Indonesia.

SAFE STEPS – Reach in Asia (as at September 2015)

Regional

- » FOX Partnership – 24 million households per day across Asia
- » Including all forms of distribution, SAFE STEPS is estimated to reach over 100 million people (through cable television and free-to-air television channels, and through government, NGO and private-sector partnerships)

Philippines

- » Distribution of SAFE STEPS materials in all 17 regions in the country through the National Disaster Risk Reduction and Management Council (NDRRMC)
- » In each region, provincial governors, mayors and barangay (district) heads lead on the distribution of the materials
- » In total, Prudence Foundation has provided over 1,700 local government units with SAFE STEPS kits (videos, infographic cards and posters) for distribution and replication in their disaster risk reduction programmes
- » The Department of Science and Technology's Project NOAH promotes SAFE STEPS as part of its focus on harnessing technology in its disaster risk reduction activities
- » SM Malls and Fisher Malls show SAFE STEPS videos at all their cinema chains
- » Resorts World Manila uses SAFE STEPS materials across its entertainment complex to reach around 19,000 people a day
- » McDonalds has agreed to use SAFE STEPS as its internal disaster preparedness programme for its employees, reaching 20,000 of its people at 400 outlets across the country

Myanmar

- » Action Aid has distributed infographic cards and posters through its existing disaster risk reduction programme in the country's most vulnerable communities covering eight regions and two townships
- » A total of 100,000 SAFE STEPS infographic leaflets, posters and t-shirts have been distributed across Myanmar. This includes the distribution of 10,000 leaflets at 425 schools and three universities in Kayah state through the Ministry of Education. Action Aid estimates that an estimated 500,000 people have been reached
- » SAFE STEPS videos have been broadcast nationwide on MRTV-4 and Channel 7 free-to-air channels

Cambodia

- » SAFE STEPS videos have been broadcast nationwide on CTN and the MyTV network
- » The National Committee for Disaster Management has shown strong interest and discussions are taking place on how to roll-out SAFE STEPS most effectively in Cambodia

Thailand

- » Plan International has distributed SAFE STEPS materials through its Safe Schools programme, reaching 10,000 children in 2,000 schools

LESSONS LEARNED

Challenges:

A key challenge for the SAFE STEPS initiative has been how to finance the continuing expansion and growth of the programme at a national level.

Prudence Foundation funds the first set of SAFE STEPS materials provided to government organisations and NGOs for distribution across their community programmes. Financing the expansion of the initiative to reach further communities is currently the responsibility of distribution partners. While engaging other companies as distribution partners has undoubtedly been beneficial in expanding the reach of the SAFE STEPS programme, interest in the initiative has reached a point where there is a need to explore more sustainable ways to expand the programme at a national level.

Key programme success factors include:

Vision & branding:

Prudence Foundation had a clear vision for the initiative and understood how to create a powerful but neutral brand that appeals to partners from all sectors. Creating a 'corporate distance' for SAFE STEPS by using a foundation rather than a business unit to drive the initiative has been a key element in it being adopted by a diverse group of partners.

Leveraging core competencies:

Prudence Foundation recognised the importance of engaging with the right partners to build the SAFE STEPS brand and distribute materials at various levels. The Foundation had a good understanding of each partner's strengths and motivations and was thereby able to bring in a diverse set of partners and leverage their core competencies.

Alignment of materials:

SAFE STEPS materials are based on IFRC guidelines and considerable effort was put into developing universally valid messages that could be easily aligned with the programmes of partner organisations. This has enabled Prudence Foundation to partner with local organisations and entities that share common objectives.

Long-term commitment:

Prudence Foundation made a long-term financial commitment to the programme and developed an effective distribution system to kick-start the initiative in target countries with well-established partners, the majority coming from the private sector.

Celebrity ambassador:

This was a key component in the success of SAFE STEPS. From the start, Prudence Foundation wanted an ambassador who was widely recognised and admired across Asia and who understood the effects of natural disasters. It was equally important to partner with someone who embodied what SAFE STEPS was trying to achieve. Manny Pacquiao was ideal in that his life journey has been one of survival and he is widely celebrated and respected in Asia. His involvement as ambassador for the programme has proven to be very effective in attracting a mass audience across the region and in building awareness around SAFE STEPS. This was recognised by PublicAffairsAsia who named Manny as the '2014 Communicator of the Year' as part of its annual Gold Standard Awards. Manny is very committed to the objectives of SAFE STEPS and donated his time at no cost.





10

GLOBAL

LEGAL TOOLS TO FACILITATE INTERNATIONAL ASSISTANCE: THE IFRC CONVENES LEGAL EXPERTS

The International Federation of Red Cross and Red Crescent Societies (IFRC) joined forces with three law firms in a challenging, multi-jurisdictional pro-bono project that leveraged the core competencies and geographical reach of all project partners as they worked to develop legal tools to facilitate international disaster assistance.

10 : A chartered Ukrainian aircraft carrying German Red Cross relief supplies for people affected by the monsoon super-flood in Pakistan in August 2010 brought in relief goods for 500 families

Image Source: International Federation of Red Cross and Red Crescent Societies, flickr <http://flic.kr/p/8tBPx9>

The need: Legal tools to facilitate international assistance

In instances where natural disasters overwhelm the capacity of an affected country, timely assistance from the international community can be vitally important. Such assistance is, however, often impeded by legal and operational barriers. Examples of such obstacles include:

- » delays in the entry of international relief personnel, goods and equipment due to customs and immigration requirements that are inflexible even in the face of a national emergency;
- » imposition of duties, tolls and taxes on relief items and activities;
- » problems with gaining legal recognition of foreign qualifications held by specialised professional personnel from overseas; and
- » difficulties with gaining legal recognition for foreign humanitarian organisations, meaning that such organisations are unable to open bank accounts, hire local staff, lease premises or take other actions that are necessary to provide efficient in-country assistance.²⁵

At the same time, local authorities often feel overwhelmed by waves of ‘helpers’ who sometimes bring in relief items that are unnecessary or inappropriate, fail to meet quality standards, and/or fail to coordinate adequately and respect the primary oversight role of the affected state.

Few governments have adequate systems in place to facilitate and regulate international assistance.²⁶ This creates challenges related to the bureaucratic barriers mentioned above and also leaves governments in disaster-affected countries unable to exercise effective oversight of the international assistance that may be coming from many different places.

The ‘Guidelines for the Domestic Facilitation of International Disaster Relief and Initial Recovery Assistance’ (IDRL Guidelines) were adopted by the state parties to the Geneva Conventions in 2007 to

support governments in preparing disaster laws and procedures for the most common regulatory problems in international disaster operations. The IFRC supports National Red Cross and Red Crescent Societies in providing technical assistance to governments to support the implementation of the IDRL Guidelines.²⁷ In response to frequent requests from government officials for model legislative language to assist them in implementing the recommendations in the Guidelines, the IFRC set out to develop two legal reference tools:²⁸

- » the ‘Model Act for the Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance’ (Model Act); and
- » the ‘Model Emergency Decree for the Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance’ (Model Emergency Decree).

The beginning: Reaching out to business partners

In 2009, the IFRC entered into a partnership with the UN Office for the Coordination of Humanitarian Affairs (OCHA) and the Inter-Parliamentary Union (IPU) to develop the Model Act with the aim of helping national governments to strengthen their legal preparedness for international disaster cooperation.²⁹

The IFRC recognised the need to bring in additional specialist capacity to conduct an extensive analysis of existing legal tools already in use by various governments worldwide. UK-headquartered law firm Allen & Overy had already established a three-year partnership with the British Red Cross – a member of the IFRC’s global network of 189 national Red Cross societies – that included developing educational tools on international humanitarian law for schools, support for disaster relief and assisting recovery in post-conflict Sierra Leone. The proposal by IFRC was therefore considered an excellent fit for this new initiative and was “rapidly accepted” by the law firm as it provided an opportunity for its lawyers to take part in a complex multi-jurisdictional pro-bono project that would have a wide-reaching and long-term positive impact in disaster-prone nations.

²⁵ IFRC (2011) “Model Act for the Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance - Pilot Version November 2011”. <http://www.ifrc.org/PageFiles/88609/Pilot%20Model%20Act%20on%20IDRL%20%28English%29.pdf>

²⁶ IFRC (2011) “Introduction to the Guidelines for the domestic facilitation and regulation of international disaster relief and initial recovery assistance”. Retrieved from [https://www.ifrc.org/PageFiles/125652/1205600-IDRL%20Guidelines-EN-LR%20\(2\).pdf](https://www.ifrc.org/PageFiles/125652/1205600-IDRL%20Guidelines-EN-LR%20(2).pdf)

²⁷ No author (2014) “Draft Model Emergency Decree for the Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance”. Retrieved from <http://www.ifrc.org/PageFiles/125660/DRAFT%20MODEL%20DECREE%200.2%20CLEAN.docx>

²⁸ IFRC (2011) “Model Act for the Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance - Pilot Version November 2011”. Retrieved from <http://www.ifrc.org/PageFiles/88609/Pilot%20Model%20Act%20on%20IDRL%20%28English%29.pdf>

²⁹ Ibid.

Through their early discussions, the two partners realised that the scale of the required research went beyond IFRC's initial expectations and would include countries in which Allen & Overy had a more limited presence. While the law firm possessed the resources to undertake research on the relevant legislation in these countries, its commitment to maintaining the same high standards across its pro bono and paid work led to it proposing that other legal firms with an on-the-ground presence in these areas be brought into the project. The IFRC worked with Advocates for International Development (A4ID) to identify Baker & McKenzie and CMS Cameron McKenna LLP as suitable partners. Baker & McKenzie was also able to draw on the in-house legal expertise of client Microsoft Corporation.

Often competitors in the corporate world, the three law firms worked together in a highly effective alliance to ensure the project was a success.

In developing the Model Act and the Model Emergency Decree, the IFRC drew on the expertise and geographical reach of the three law firms to conduct a comprehensive research exercise and to provide drafting advice on various parts of the legal reference tools. Both tools were also put through an extensive consultation process in order to gather comments from key stakeholders, including experts and technical operational personnel from government ministries and agencies, UN agencies, regional organisations and NGOs. For the development of the Model Act alone, over 200 experts provided advice during a series of consultative meetings held between 2010 and 2012 in Africa, Asia-Pacific and the Americas.

The Model Act provides countries with example procedures, roles and responsibilities related to the facilitation and regulation of international assistance in the event of a disaster. It also provides a reference tool for countries that may have international assistance transitioning through their territory to aid affected states. The Model Act is built on the foundation of and intended as a supplement to the IDRL Guidelines.

The Model Emergency Decree provides temporary rules for incoming international disaster relief that countries hit by a disaster can adopt quickly and easily. It is a voluntary reference tool to support governments in post-disaster emergency situations where legislation for managing international assistance is not in place or in countries where the adoption of comprehensive legislation is not practical. The Emergency Decree is currently available as a draft and is scheduled to be finalised by the end of 2015.

II The partnership approach

The IFRC, OCHA and IPU were the key drivers for the development of the Model Act and Model Emergency Decree, with law firm partners leveraging their core competencies during the extensive research process and in the drafting of both legal tools.

The entire project was overseen by IFRC's Disaster Law Programme Coordinator, who worked with a key contact person at each law firm. At each firm, the key contact person was tasked with overseeing the lawyers engaged in different offices who were involved in the project.

At Allen & Overy, project management was led by a central team based in London that coordinated employee volunteers from other offices and served as the key point of contact for the IFRC. At the conception of the partnership, Allen & Overy held an internal project briefing to establish a common vision and understanding of the firm's involvement. Given the global scale of the initiative and the large number of employee volunteers involved, this meeting proved essential in explaining how individual contributions by volunteers would fit into the wider picture of the project.

For the first stage of the project – the development of the Model Act – the central team mobilised lawyers from 10 Allen & Overy offices worldwide to conduct research on existing national laws and regulations in 24 countries in Asia.

For the second stage of the project – the development of the Model Emergency Decree – Allen & Overy expanded its research to cover additional countries. The central team coordinated communications among three of Allen & Overy's offices that served as regional hubs in Europe, North Africa and Asia. These hubs, in turn, coordinated a team of lawyers in each region. The North Africa hub also coordinated input from Arabic-speaking offices across the Middle East. Allen & Overy engaged 12 of its offices in supporting the development of the Model Emergency Decree.

Overall, Allen & Overy lawyers donated the equivalent of close to £500,000 (US\$766,000) to the project in the form of billable time spent working on a pro bono basis.

INVOLVEMENT OF THE LAW FIRMS

Business Partner	Model Act	Model Emergency Decree
Allen & Overy	<ul style="list-style-type: none"> » Helped set the scope of research required » Covered research in Asia » Lent expertise in drafting parts of the Model Act 	<ul style="list-style-type: none"> » Covered research in Europe, North Africa and Asia » Lent expertise in drafting parts of the Emergency Decree
CMS Cameron McKenna	<ul style="list-style-type: none"> » Covered research in Africa » Lent expertise in drafting parts of the Model Act 	<ul style="list-style-type: none"> » Became engaged in other pro bono projects for IFRC and was not as involved in this project
Baker & McKenzie together with lawyers from Microsoft Corporation	<ul style="list-style-type: none"> » Covered research in the Americas » Lent expertise in drafting parts of the Model Act 	<ul style="list-style-type: none"> » Covered research in the Americas

A clear business case

The IFRC request came at a time when Allen & Overy was significantly expanding its global presence. The scale of the project provided a unique opportunity to take advantage of the firm's extensive international network and to further integrate its new offices into the culture and values of the firm through pro bono work. Allen & Overy's Casablanca office, for example, was set up shortly before the law firm's partnership with IFRC was established, and the office quickly became involved in the project as a regional hub for the research conducted in the development of the Model Emergency Decree.

The partnership also provided an opportunity for Allen & Overy to take its employee volunteer

programme to a global scale and involve a large number of volunteers in a challenging, multi-jurisdictional initiative.

Many Allen & Overy employees have been personally affected by natural disasters. These individuals were excited to go beyond the usual fundraising exercises and to play an active part in a project aimed at building capacities to execute more effective responses during future emergencies. Allen & Overy's involvement in the project also provided the firm with a strong example of its commitment to transformational pro bono work that may serve to inspire and motivate its staff across the world.

|| The impact

To date, the Model Act has been used by the IFRC and its national societies in technical assistance projects for policymakers in 20 countries³⁰ (including Nepal after the 2015 earthquakes) and has been used as a basis to comment on pending legislation in 22 countries.³¹ The Model Decree has been used by the IFRC in its advocacy work during operations, including in the Philippines during the 2013 Typhoon Haiyan emergency response and in Vanuatu during the 2015 Cyclone Pam emergency. It was also the basis for guidelines developed for use in the 2015 Myanmar floods.

Although the Model Emergency Decree is still technically in draft form, the examples given above show that it is already being actively used.

The IFRC considers the Model Act and Model Emergency Decree to be powerful tools with far-reaching and long-term implications for international humanitarian assistance worldwide.

³⁰ Afghanistan, Argentina, Botswana, Cook Islands, Dominican Republic, Ecuador, Guatemala, Haiti, Jamaica, Kazakhstan, Kenya, Malawi, Namibia, Nepal, Pakistan, Paraguay, Peru, Philippines, Tajikistan and Tonga

³¹ Bangladesh, Botswana, Chile, Dominican Republic, East African Legislative Assembly, Haiti, Kenya, Kyrgyzstan, Maldives, Mauritius, Mongolia, Mozambique, Myanmar, Namibia, Paraguay, Philippines, Seychelles, Sierra Leone, South Africa, Rwanda, Uganda and Vietnam

LESSONS LEARNED

Challenges:

The project partnership required Allen & Overy's individual law firm offices to take a global perspective on philanthropic activity, which proved to be an important learning experience.

The international importance of project partner IFRC and the legal tools being developed resulted in a high level of enthusiasm among Allen & Overy's lawyers. Expectation management was important as everyone involved in the project wanted to make a significant contribution and to put in many additional hours to achieve this aim.

Engaging three law firms on one project was not seen as a challenge by the IFRC or Allen & Overy. In fact, the involvement of three firms was viewed as having provided "additional motivation for excellence".

Success factors included:

Clear business case:

The partnership addressed the desire of Allen & Overy's employees to go beyond just making relief donations. It also provided the law firm with a good tool for integrating new offices into the firm's culture.

Existing relationship:

The project benefitted from the pre-existing relationship between the British Red Cross and Allen & Overy as this meant that there was already an established level of trust and understanding between the two partners.

Leveraging core competencies:

The project presented a good fit for all partners as it leveraged their unique skill sets, expertise and geographical reach.

High-level support:

The support of Allen & Overy's senior partners, Head of Social Investment and Human Resources Director in brokering the relationship and publicly promoting the partnership was crucial in gaining a high level of commitment from the firm's global offices.

Inspiring project partner and cause:

The partnership with the IFRC was the first time that Allen & Overy's global offices had worked together in partnership with a single NGO. The chance to work with the IFRC, an internationally renowned NGO that is recognised for its effectiveness and impartiality, resonated with the firm's values and generated excitement and enthusiasm. Allen & Overy's staff saw it as a "real opportunity to deepen the impact" of the firm's skills-based volunteering programme.

Communication:

Clear and frequent communication was a key factor in ensuring the project remained on track and in motivating volunteers who were dedicating out-of-office time to ensure this large-scale project was a success.

Professionalism:

Allen & Overy applied multi-jurisdictional project management skills to ensure consistency of approach and quality, and its lawyers and staff brought the same level of dedication, professionalism and thoroughness to the preparation of project materials as would apply to normal fee-earning work.

ABOUT PRUDENCE FOUNDATION

Prudence Foundation is the community investment arm of Prudential in Asia and was established in 2011. The Foundation brings Prudential's regional community activities to a new level of strategic alignment and focus to maximise the impact of its efforts across Asia. Its mission is to make a lasting contribution to Asian societies through sustainable initiatives focused on the three key pillars: Children, Education, and Disaster Preparedness and Recovery.

Under each pillar, the Foundation has regional flagship programmes as well as market-specific programmes, working closely in partnership with local and international NGOs. The Foundation embodies the long-term and heartfelt commitment of Prudential's people in Asia to provide innovative, focused and practical support to their local communities.

www.prudencefoundation.com



ABOUT CSR ASIA

CSR Asia is a leading provider of advisory, research and training services on sustainable business practices in Asia. Through its expanding global presence and team of specialists, it provides cutting-edge research, strategy advisory, networking and executive education services.

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