



## Abstract

*Face-to-face interviews with 16 Irish senior executives and 20 companies responding to an on-line survey confirm that the Irish "humanitarian instinct" is very present in the Irish private sector. While these are not representative samples of the sector, they provide important information regarding private sector humanitarian engagement, interests and views. It appears that it is important to the businesses to be seen as socially engaged, especially for attracting and retaining good staff. While few specially target humanitarian organisations for social/community involvement, humanitarian organisations are prominent on their list of recipients or partners. Therefore, it can be concluded that there is a good level of receptivity to collaboration and partnership between the Irish private sector and the humanitarian community. It is up to the humanitarian community to reach out, and in using language and thinking that are more understandable to the private sector. Beyond the status quo, these interviews and survey results point to a number of key issues for the continuing transformation of humanitarian action. These include better understanding of the concept of risk, better communications with disaster affected people, empowerment of local communities and acknowledgement of the effectiveness of national actors. But most importantly, the Irish private sector is also very keen on innovation. The advice of the senior executives is to build an innovative culture through a solid platform or an institutionalised structure, rather than simply encouraging brilliant ideas. There seems to be a high degree of support for establishing "R&D hubs" for humanitarian innovation that could be a private-public partnership, or a multi-sectoral collaboration.*

## Introduction

The Irish humanitarian community is using the opportunity of the World Humanitarian Summit<sup>1</sup> to re-affirm its national commitment to principled humanitarian action and to articulate a new humanitarian agenda to better respond to current and future humanitarian need. The consultation process, which involves four phases,<sup>2</sup> brings together the breadth and diversity of opinion within the different humanitarian groups of actors in Ireland that are engaged in humanitarian action. These groups include the public sector (primarily, the Departments of Foreign Affairs, Defence and Environment); the private sector (private companies involved in humanitarian action); the diaspora of disaster-affected countries living in Ireland; humanitarian NGOs and other agencies involved in the sector; and academia. In addition to the national consultation, a series of global, regional and online consultations are ongoing.

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<sup>1</sup> The WHS is an initiative announced by UN Secretary-General Ban Ki-moon in 2014 to build a more inclusive and diverse humanitarian system by bringing all key stakeholders together to share best practices and find innovative ways to make humanitarian action more effective. A three year consultation process will lead up to the summit itself, which is scheduled to take place in Istanbul in May 2016. The process is being managed globally by the UN Office for the Coordination of Humanitarian Affairs (OCHA).

<sup>2</sup> **Phase 1** (September - December 2014): Review its current status and formulate positions on key humanitarian issues post 2016. Each group will be supported to present its position on issues related to the four thematic areas and select representatives for each area in Phase 2.

**Phase 2** (January - April 2015): A thematic group (with representatives from each of the five stakeholder groups) will be established for each of the WHS's themes. The output will be a position paper on each thematic area.

**Phase 3** (June 2015): Ireland will host its own humanitarian summit to share information from the previous two phases and discuss the submission of Ireland's contribution to the WHS in July 2015. In the lead up to this summit there will be a process for agreeing and disseminating the final documents. This summit will target members of all of the stakeholder groups and key actors relevant to the WHS from outside of Ireland.

**Phase 4** – leading to the WHS (phase 4)

All of the consultations address four broad thematic areas.<sup>3</sup> The first theme concerns *humanitarian effectiveness*. Improving the effectiveness of its work has long been a concern to the humanitarian community and while progress has been made in professionalising the sector and enhancing accountability, partnership and humanitarian financing, further work remains to be done.<sup>4</sup> The second theme concerns the *reduction of vulnerability and the management of risk*. The importance of this theme becomes clear when the challenges posed by global trends such as unplanned urbanisation, demographic trends and environmental changes to lives and livelihoods are considered.<sup>5</sup> The third theme relates to *transformation of the humanitarian sector through innovation*. Innovation is considered to include new technologies and partners together with new products and services to help better address rising humanitarian need.<sup>6</sup> The fourth theme concerns *servicing the needs of people in conflict*.

The Irish consultative process is supported by the Irish Government. The process is being managed by University College Dublin's Centre for Humanitarian Action and guided by a Steering Committee that comprises representation from all the aforementioned humanitarian groupings. The Irish consultative process will culminate in an Irish Humanitarian Summit in June 2015. As part of phase I of the Irish consultation process, representatives from the private sector in Ireland were consulted and their views concerning humanitarian action and their engagement with it were gathered, documented and analysed. This paper presents the results of these consultations.

## Background and Rationale

The private sector has long been a contributor to humanitarian action, whether through financial donations or provision of goods and services to support the work of humanitarian agencies. In recent years, it is increasingly at the forefront of humanitarian preparedness, response and recovery, with partnerships between aid agencies and businesses more and more common. These partnerships go beyond businesses as suppliers to the procurement of aid agencies, or as providers of pro-bono goods and services to meet the enterprise requirements of aid agencies. According to a recent study (ODI, 2014), business's greatest direct contribution to humanitarian action of late has come in the form of new technologies and other innovations and the sharing of technical capacities in areas such as logistics, telecommunications and cash transfers. In addition, businesses, as seen in the growth of social enterprises, are increasingly developing models which are commercial in nature but which ultimately help to meet humanitarian needs and reduce vulnerability to future disasters.

In the Irish context, the role of Irish private sector companies, such as Digicel in Haiti, in humanitarian disaster recovery is well known. Humanitarianism is well engrained in Irish society. A small country, it ranks 21<sup>st</sup> in volume of humanitarian spending while ranking 122<sup>nd</sup> in population and 44<sup>th</sup> in GDP. It is home to three major international humanitarian agencies (Concern Worldwide, GOAL and Trocaire). Ireland is ranked as the third most charitable country according to the World Giving Index, with 72% of the population having donated to charities. While there are no official statistics on participation rate in terms of corporate contribution and support to humanitarian agencies, anecdotal information indicates the level is high. Humanitarian agencies report receiving substantial private sector charitable donations.

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<sup>3</sup> These four themes were first articulated by UN OCHA as part of the WHS - see [www.worldhumanitariansummit.org/file/437077/download/475965](http://www.worldhumanitariansummit.org/file/437077/download/475965)

<sup>4</sup> Ibid, 1-2.

<sup>5</sup> Ibid, 2.

<sup>6</sup> Ibid, 3.

In light of global development in the increasing prominence of the private sector in humanitarian affairs and in recognition of the role of Irish businesses has played, the private sector was included as an important humanitarian stakeholder in the national consultation process.

## Methodology

The private sector consultation was originally designed to include key informant interviews, with the findings then validated with senior private sector executives at an "Executive Breakfast". A number of developments prompted modifications to this plan:

- UN OCHA piloted a business survey earlier in 2014. One of the preliminary results of the business surveys in Asia and Africa indicates that most decisions regarding engagement with humanitarian actors are made at the Board, CEO or Executive Committee level. Corporate social responsibility (CSR) personnel, while knowledgeable at the operational level, are usually not the most influential, nor strategic.
- In preliminary discussion with a few key people within the Irish business community, it became apparent to the consultation team that it would be difficult to gather a critical mass of senior executives for a group discussion. This is not only because of time pressure on them, but also the likelihood that the executives would not wish to engage in open discussion of their policies or positions with their peers.
- The UNOCHA survey gave some guidance as to the topics that the Irish private sector consultation should follow, thus allowing cross-regional and global comparisons later on.

In light of these developments, the methodology was changed to include two components:

### *(a) Individual Senior Executives Interviews*

These were face-to-face individual interviews with senior executives of major companies in Ireland. The interviews were informal and unstructured, and were conducted as a conversation. Each interview lasted minimally 45 minutes and predominantly took place at the executives' place of work.

The interviews all covered six topics, based on the UN OCHA survey:

1. The nature of involvement of the company with humanitarian action.
2. Corporate decision-making regarding humanitarian engagement.
3. The motivation for the engagement and the perceived or expected benefits.
4. The nature of their partnership or coordination in their humanitarian engagement.
5. Barriers to humanitarian engagement and inclusion in humanitarian affairs.
6. Innovation in humanitarian action.

Interviews were requested from Chief Executive Officers (CEO) or equivalent, or senior executives of 36 companies (see Appendix 1) and 16 interviews were granted. The 36 companies and associated executives were identified through contacts and recommendations from people within the Irish humanitarian community. The 16 interviewed companies were a mix from the food, financial, consultancy/management services, and IT/social media industries. In compliance with the promise of confidentiality, this report will not contain the identity of the companies nor the executives who gave interviews. The interviews were conducted by a member of the Project Steering Committee or by the Project Manager.

*(b) An on-line survey of a broad range of private sector companies.*

In total, 940 companies received invitations to complete the survey. These companies were all listed in the 2014 Corporate Social Responsibility Directory (of Ireland) with valid email addresses and a name for contact. The survey is modelled on the one used by UN OCHA globally. The topics covered correspond to the four themes of the World Humanitarian Summit. The on-line survey was launched on January 7, 2015, with an open window of 5 weeks, including reminder multiple e-mails and over 400 reminder phone calls. In total 20 companies responded to the survey, below an expected response rate of 5%. Of the 20 companies, seven also participated in the Senior Executive interviews.

Half the survey responding companies are multinationals and the remaining divided equally between national and regional companies. Half of the companies have over 1,000 employees with one-quarter with over 100,000 employees globally. The responding companies operate in Europe, the Caribbean Islands and Central America, with 2 also in China. With the exception of Central American, the responding companies are not in disaster-prone areas. The 20 companies are from a broad spectrum of industry sectors, with one-quarter in the food and beverages sector.

One of the original objectives of the on-line survey was to establish a typology of Irish private sector companies and their humanitarian engagement. Given the low response rate, the on-line survey was unsuccessful in this regard. However, by responding to the survey and from its results, it can be construed that the companies were indicating an interest in, and some prior engagement with, humanitarian issues. Considering there is an overlap between the survey and interview samples, it was felt that the survey results could be used as supplemental information to the findings from the interviews.

It should be noted that the Irish on-line survey results will also be rolled-up and tabulated with findings from similar surveys conducted by UNOCHA in other countries and geographic regions of the world as part of the World Humanitarian Summit consultation process.

## **Findings**

The interview and on-line survey samples are not construed as representative of the Irish private sector and findings are taken as only indicative.

### *1. Nature of Involvement in humanitarian action*

As is the case of the survey respondents, many of the companies who granted interviews were multinational. For the purpose of this in-person consultation, the interviews focussed on the approach of the companies in Ireland. They did not cover the approach or activities of the company as a global entity, nor the corporate policies or programmes in Head Office.

The majority of the companies interviewed have a corporate social responsibility (CSR) programme which generally involves:

- direct donation to charities,
- funding of, and volunteers participation in, projects of the charities, and
- employee secondment/support to work in an overseas (usually) development, but not necessarily humanitarian, setting.

With only few exceptions, the charities (or NGOs) involved are Irish. UNICEF is the only multilateral organisation mentioned in these conversations, while Irish Red Cross, a member of the international Red

Cross Red Crescent Movement, is frequently mentioned. The charitable causes they support are usually local. However, the two Irish international humanitarian NGO, Concern Worldwide and GOAL, as well as Irish Red Cross, also appear frequently as recipient of donations and often in relation to a humanitarian crisis overseas. When the engagement with the charities goes beyond financial donation, the activities tend to be an extension of the company's business, in terms of nature of business, employees skills and corporate geographic footprint. More than a few executives cited personal experience involved in the governance structure of the Irish NGOs.

Only two companies described any systematic community development or disaster preparedness/response/recovery involvement with a local community of their global corporate footprint. Others only mentioned ad hoc involvement, usually as a result of idiosyncratic arrangements related to specific individuals. Only two companies can be described as taking a "Creating Shared Value" approach (i.e. commercial activities that address a social need). In the case of survey responding companies, one-third had responded to a major humanitarian disaster. It usually involved staff-organised fundraising, donation to humanitarian agencies, but in some cases, donation of in-kind goods, as well as offers of staff resources.

## *2. Decision-making*

From the interviews, there seems to be a mix of set-ups when it comes to decision making on humanitarian (or other corporate social responsibility) engagement. A number of the major companies have a charity foundation at global Head Office, to which Irish activities would contribute. These foundations operate with a formal structure and decision-making board and management. Other Irish companies without foundations are also national parts of larger multi-national structures, with national decision-making following guidance from Head Office level. The majority, though, seems to be much less formal, much more decentralised, with the lead in initiating action mostly from "bottom-up".

From the surveys, 100% of responding companies referred to the CEO and/or Executive Boards as the decision-maker on humanitarian involvement with heads of corporate social responsibility units and other heads mentioned in half the cases. This conforms to survey results from other countries or regions. However, since respondents did not have to give exclusive answers, it would appear that the more complex decision-making set up revealed by the Irish interviews is more illustrative. This also aligns with respondents' agreement (100%) with the statement that their involvement in emergency relief was ad hoc to each disaster, though a few companies also indicated they had applicable corporate policies, processes or programmes.

## *3. Perceived benefits and motivation*

Without exception, all the companies interviewed mentioned the importance of being seen as socially engaged in order to attract and retain good staff, especially young staff. This was even more important than the company's image vis-a-vis the public, clients, customers and stockholders. A few admitted that they felt that their charitable and community involvement was expected of them. For staff reasons, most interviewees said that while they would continue philanthropic donations ("cheque-writing"), they valued employee participation more, even when it comes to fundraising.

A number of executives point to the fundamental value of the company founders or the history of the company (be it faith-based, or part of unions or cooperatives) as rationale for their solidarity with those less fortunate or with the communities where they do business (e.g. sourcing and supply chain).

At least three interviewees spoke to the newer expectations of a "two-way street" between benefits to the company and benefits to recipient agencies. The two companies that follow a "Shared Value" approach to their enterprise put their engagement in both commercial and social benefits terms, with more emphasis on the welfare of the people than the recipient agencies.

The survey results revealed a slightly different picture. Responding companies were more likely to cite as "very important" or "somewhat important" the welfare of the communities where they operate, than company-related reasons (including employees welfare) as the benefits they sought by their involvement in emergency relief. One hundred percent of respondents indicated as "somewhat important" that they did not look to benefit from their involvement.

#### *4. Partnerships and Coordination*

The majority of interviewees defined "partnership" as joint projects with a trusted NGO, with the nature of the project as contributory to the work of the NGO. Projects are more often than not ad hoc in nature, and situationally defined, even if they are repeated over the years. Projects are chosen by the companies very often on the basis of idiosyncratic or personal relationship or interest of someone in the company, and often involves an extension of the business of the company (in terms of competencies, resources and place of business).

Only one company spoke of a campaign, i.e. a sustained collaboration on an issue, with a major multilateral humanitarian agency, on something unrelated to the business of their company. The company also have "joint ventures" with the same multilateral agency that are business-related. The companies that have adopted the "Shared Value" approach to business choose partners that are both commercial and socially beneficial. To them, partners are not just fellow implementers of social programmes who are non-profit agencies; they could be "co-optitor" who are commercial competitors, but social partners. Both companies have experience in humanitarian crises situations. One interviewee suggested that, even though presently there was no appetite for institutionalised relationship between humanitarian organisations and the business sector, one can be fostered, especially through an umbrella organisation. "Coordination", when raised in the interviews, drew a blank.

The results of the survey are consistent with those of the interviews in pointing to the ad hoc nature of partnerships. A full 40% also admit to not coordinating with anyone in the public sector. An interesting finding, though, from the survey is that while community-based and faith-based organisations were mentioned more often as past partners than international agencies (United Nations, international NGOs, or the Red Cross), the level of confidence is reversed. When allowed multiple, non-exclusion, choices, only 15% saw community-based organisations, and none saw faith-based organisations as the most effective emergency relief responders. International NGOs are mentioned by 50% of the responding companies and 33% mentioned the UN and the Red Cross. Notably, 50% also believe national NGOs to be the most effective responder.

#### *5. Barriers to Partnership and Inclusion*

Generally speaking, interviewees did not offer the impression that they had sought out partnerships with humanitarian organisations as deliberate corporate strategies. When such partnerships were sought, it seemed that it was as reaction of a major humanitarian crisis in the news (e.g. Typhoon Haiyan, or Ebola). The difficulties encountered seemed invariable related to lack of mutual understanding. An example was a donation of sizeable quantity of fresh food, which was then left to waste at the airport, because of lack of understanding as what could be transported. This finding is echoed in the survey. Half of the responding companies indicated a major barrier was not sure of who

to approach or what could be done to help. In addition, two-thirds of the responding companies felt they had insufficient technical or human resources to manage an intervention.

From the point of view of Irish businesses, there is great concern regarding the governance of charities, which was frequently named as the number one problem in seeking a partnership by the interviewees. A respondent to the survey wrote additional comments on this issue.

#### *6. Innovation*

Three themes emerged in the interviews on the topic of innovation generally and for humanitarian action:

- First, to build an innovative culture towards successful innovative products and processes, there must be a solid platform, facilities or institutionalised structures, rather than simply encouraging brilliant ideas.
- Second, these platforms etc. are to bring people together for cross-sectoral problem solving, with emphasis on collaboration, networking and even co-opetition (combination of cooperation and competition).
- Third, private sector can be more supportive of innovative endeavours if they are presented with concrete projects. In the words of one interviewee, one needs to be able to "pictorialise" the issue.

The three discernible themes indicate that there is in fact a real appetite on the part of the Irish private sector to support a platform or an institutionalised structure for humanitarian innovation. This could possibly be in a private-public partnership, or in establishing multi-sectoral (private, academic, agencies, government) institute(s) dedicated to developing innovative products and processes for humanitarian use, and where the risk of engaging in "R&D" could be supported and more broadly shared. When asked, there seems to be a high degree of support for the idea of establishing "R&D hubs" (globally) for humanitarian innovation.

Complementing the interview findings, survey respondents saw better communication, especially through information technology and networks, with affected people and the sharing and scaling up of local innovative approaches as the two areas with the most potential for humanitarian innovation.

#### *7. Disaster Risk Reduction*

In addition to the common six topics above, the on-line survey also asked a number of questions regarding disaster risk reduction.

The majority of responding companies indicated that they had business contingency plans to address the needs of their employees. One-third had taken, or considered taking preventive measures to mitigate disaster on communities where they operate. They saw the factors contributing most (ranking higher than 2.5 on a ranking scale of 5) to the risk of disasters as weak governance and limited resources invested in, and insufficient attention to, reducing risks and building resilience. The action considered by them to best reduce loss to disasters (ranking higher than 4 on a ranking scale of 8) were capacity building on disaster risk reduction for international NGOs, local civil society and governments, as well as capacity building delivered by international relief and development partners. In addition, responding companies also considered empowerment of affected communities on building resilience themselves to also be important.

## Conclusions

From the interviews and survey, the Irish "humanitarian instinct" is very much present among Irish businesses. They do not necessarily target humanitarian agencies as recipient or partner "of choice" in terms of their intended philanthropic, community involvement, or corporate social responsibility activities. When deliberately sought out, it is usually following major humanitarian disasters overseas. At the same time, well known and trusted humanitarian organisations are prominent in the list of the NGOs the private sector supports. Business executives are very often on executive boards of NGOs, some of which are humanitarian organisations.

It is evident that (major) Irish companies see the value in, and even the necessity of, engagement of some kind with charities/NGOs, including humanitarian organisations. While fundraising and financial donations continue to be undertaken in the face of major disasters, the private sector also favour employee-involvement in activities that are extensions of their business. Irish businesses have confidence in relief organisations, whether international or national. Therefore, it is up to the humanitarian community to extend to these companies the desired partnership, and think beyond recruitment as only financial donors. Even with only 16 interviews and 20 survey response, one could see a broad spectrum and sophistication of working relationship between business and NGOs that is just not donation-based.

The Irish private sector invariably sees engagement in humanitarian action as THROUGH established humanitarian organisations. They see themselves as not having the competence to function directly in a humanitarian crisis setting. For this reason, the issues around humanitarian principles were never raised in the interviews, as they have already "bought into" the values of the organisations they support. In approaching the Irish private sector, it seems that it is not necessarily to be preoccupied with issues of adherence to humanitarian principles. From the survey and interview response, the private sector is not interested in the "marketisation" of humanitarian action. Market and profit advantages to the company by involvement in humanitarian action seems not to be a primary concern to them.

In fact, compatibility of values was often cited by the interviewed executives among reasons for choosing a recipient or partner organisation. A major obstacle to partnership cited relate to poor governance and management practice and non-transparency. Humanitarian organisations seeking partnerships should be ready to meet the expectations of the private sector on this front.

Another major obstacle cited, in both the interviews and in the survey, is the lack of understanding between the two sectors. As also recommended by a recent major ODI (2014) report, more efforts should be made, and opportunities created, to foster mutual understand. One of the factors of lack of mutual understanding is the difference in approaches. Business thinking emphasises "risk calculus" and "concrete" projects and results. In order to foster collaboration, the humanitarian community has to think and learn to speak to their private sector counterparts in their language.

Gleaning through the findings and conclusions to illuminate the process of the formulation of the Post-2016 Humanitarian Agenda, the private sector interviews and survey point to a number of areas beyond the status quo:

1. The understanding of the concept of risk management (and what the humanitarian sector can learn from the private sector).

2. Humanitarian actors' relationship with disaster affected people. The private sector raised the issue of communications, especially through the use of information technology and networks.
3. Empowerment of local communities and acknowledgement of the effectiveness of national actors (important to half of those surveyed).
4. Creating cross-sectoral collaborative innovation platforms or institutionalised settings beyond simply good ideas.

## Annex 1

Irish companies from whom interviews were requested/conducted:

- 1 United Drug Group (UDG)
- 2 Glanbia plc
- 3 Ulster Bank
- 4 Accenture
- 5 IBM
- 6 Bank of Ireland
- 7 AIB
- 8 Jacobs
- 9 Niall Mellon
- 10 DHL
- 11 Praesta
- 12 Board Bia
- 13 Eli Lilly
- 14 Ericsson
- 15 Microsoft
- 16 Western Union
- 17 Java Republic
- 18 A&L Goodbody
- 19 Tullow Oil
- 20 Hewett-Packard Ireland
- 21 PriceWaterhouse Coopers
- 22 Smurfit Kappa Group
- 23 NTR plc
- 24 ESBI
- 25 Compass Group
- 26 Allegro (Total Produce)
- 27 Google
- 28 FaceBook
- 29 Mainstream
- 30 Investec
- 31 Eircom
- 32 Deloitte
- 33 Fyffes
- 34 KPMG
- 35 Mason Hynes and Curran
- 36 Davy Stockbrokers

## Annex II

### Irish Private Sector On-line Survey Results (manager by Vantage on behalf of the Irish Consultative Process to the WHS):

vantage partners



#### Ireland Business/Private Sector Consultation Report

March 2015

Brighton Landing West · 10 Guest Street · Boston, MA, USA 02135 · [www.vantagepartners.com](http://www.vantagepartners.com)

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### Report outline

- Methodology overview
- Demographics
- Humanitarian assistance organizational processes
- Contributions to humanitarian response
- Humanitarian assistance coordination
- Humanitarian assistance effectiveness

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## Methodology overview

- The UNOCHA World Humanitarian Summit Business/Private Sector Consultation survey was amended for the Irish context and sent to business contacts in Ireland
  - ▶ 20 of the 940 targeted recipients responded to the survey
- The purpose of the survey was to help the Irish Consultative Process to the World Humanitarian Summit map out the key challenges and opportunities for private sector engagement in humanitarian action
- Vantage Partners managed the collection and analysis of all survey responses to ensure respondent confidentiality

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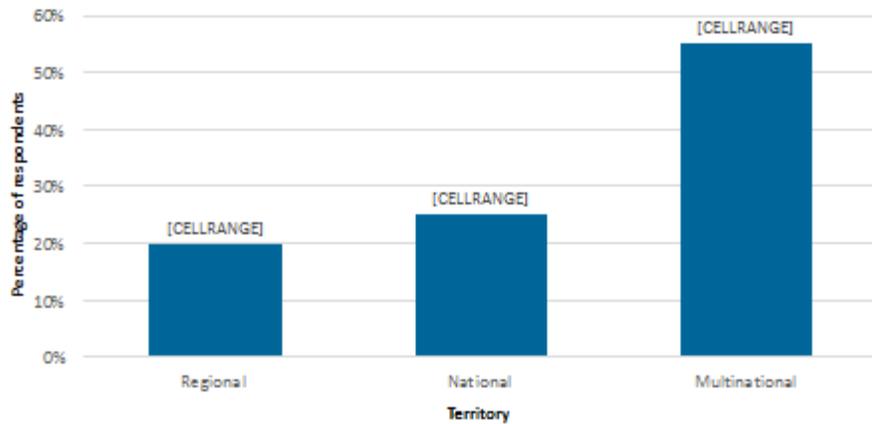
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Demographics

## Company type

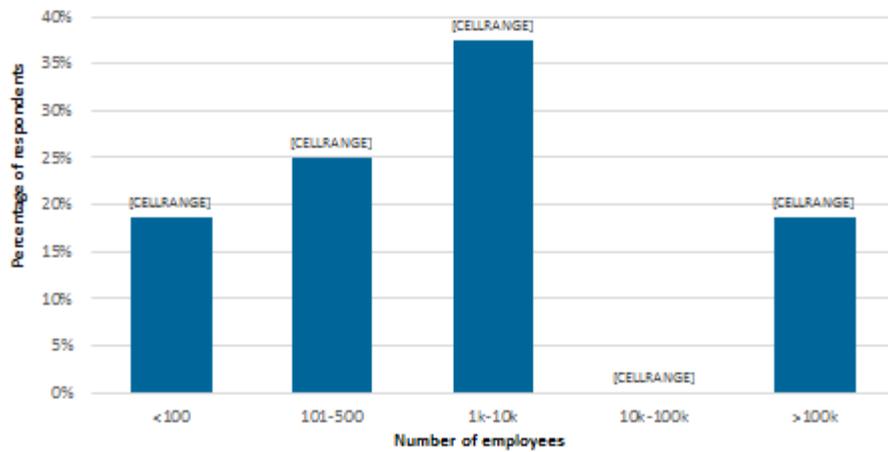
Which of the following best describes your company?



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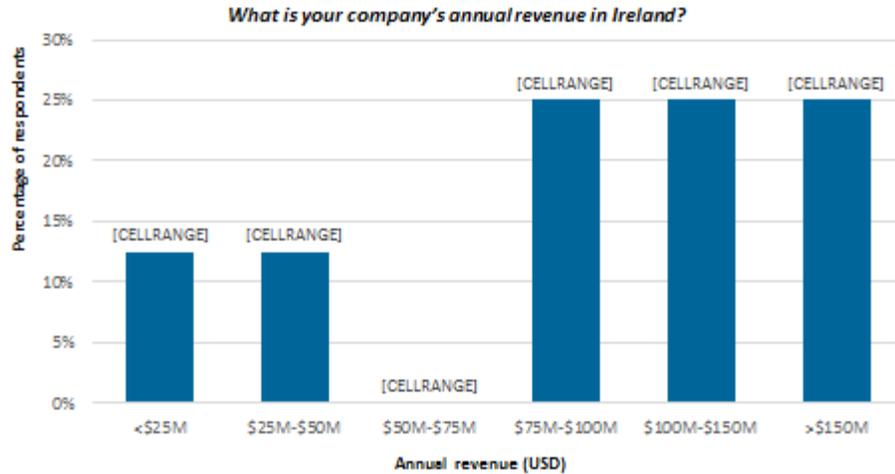
## Company size



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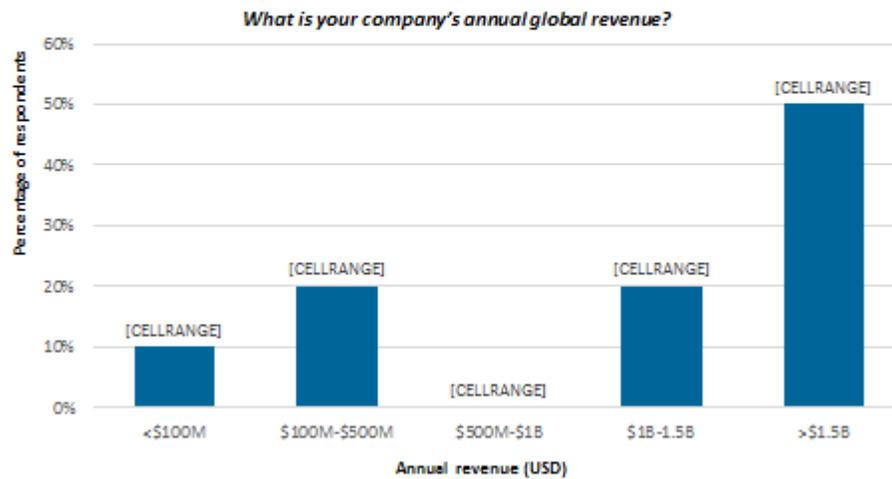
## Company revenue



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## Company revenue

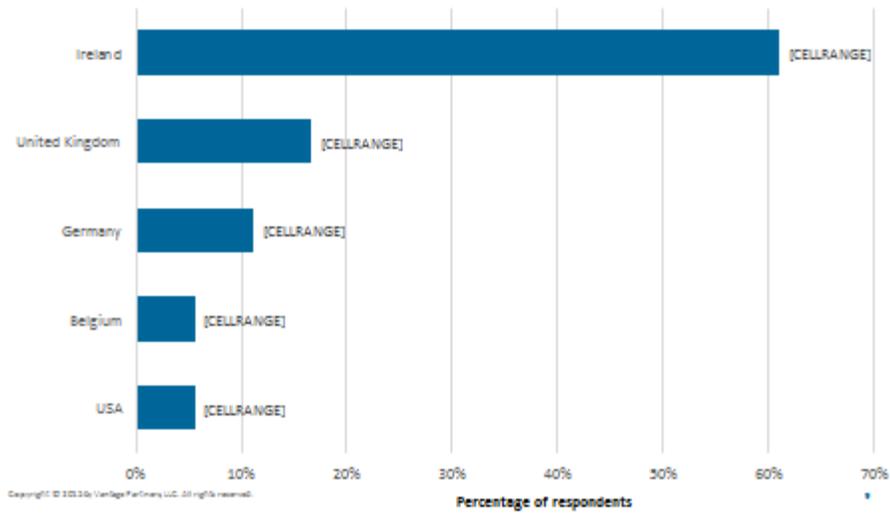


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## Location of headquarters

Where is your company headquartered?



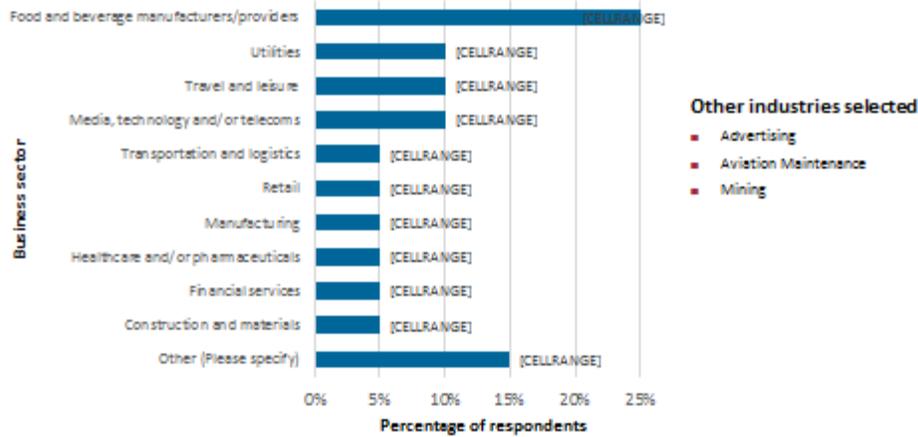
## Operating countries

Where does your company operate?

- Ireland(6)
- United Kingdom(2)
- China (2)
- Northern Ireland
- Germany
- Bulgaria
- Hungary
- United States of America
- Puerto Rico
- Malta
- Philippines
- Costa Rica
- Colombia
- Belize
- Dominican Republic
- Ecuador
- Honduras
- Guatemala
- Other responses:**
  - European Union
  - Caribbean Islands

## Industry

### Which sector would best describe your business?

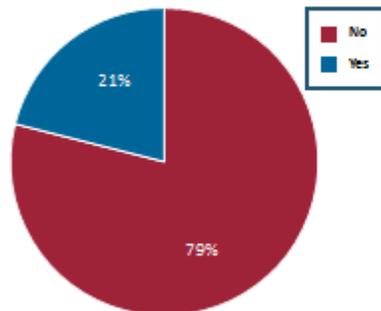


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## Exposure to humanitarian emergencies

### Has your organization ever been affected by or involved in a natural and/or man-made disaster?

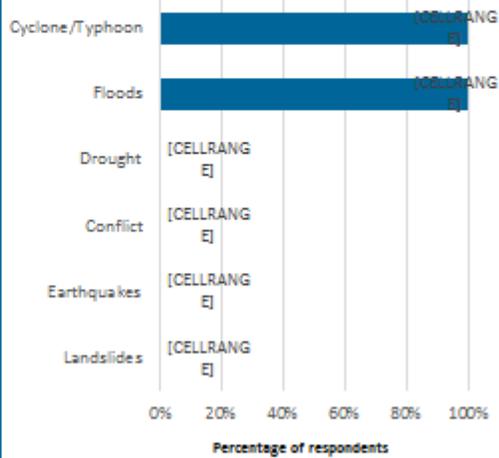


### Ways in which respondents have been affected or involved in a natural or man-made disaster

- "Disruption of operations and ability to do business. Employees affected."
- "Halt to disaster"
- "Hurricane damage in the producing regions"

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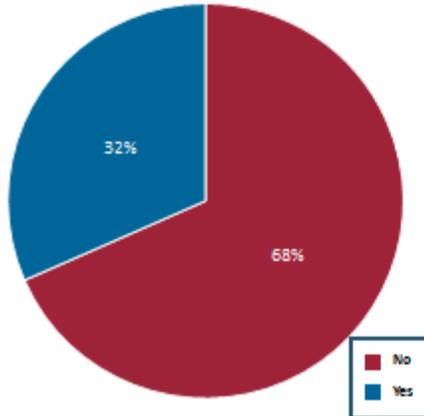
### What type of disaster (check all that apply)?



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## Involvement in humanitarian response

*Has your organization ever been involved in the response to a natural and/or man-made disaster?*



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*Ways in which respondents have been affected or involved in a natural or man-made disaster*

- "Support for the 2005 disaster in Asia"
- "Yes, the management team and employees have organized fundraising and support initiatives for disasters such as the Haiti earthquake."
- "We have specific business continuity and contingency plans for our company's operations and for our customers. We also respond to humanitarian crises and natural disasters with in-kind support through relief organizations"
- "Staff collection for [the disaster in Haiti]"
- "Practical support and advice on the ground together with supply of materials for rebuilding efforts"
- "Fundraising"
- "Fundraising initiatives and supply of employees on the ground to review technology damage and restore communications where possible."

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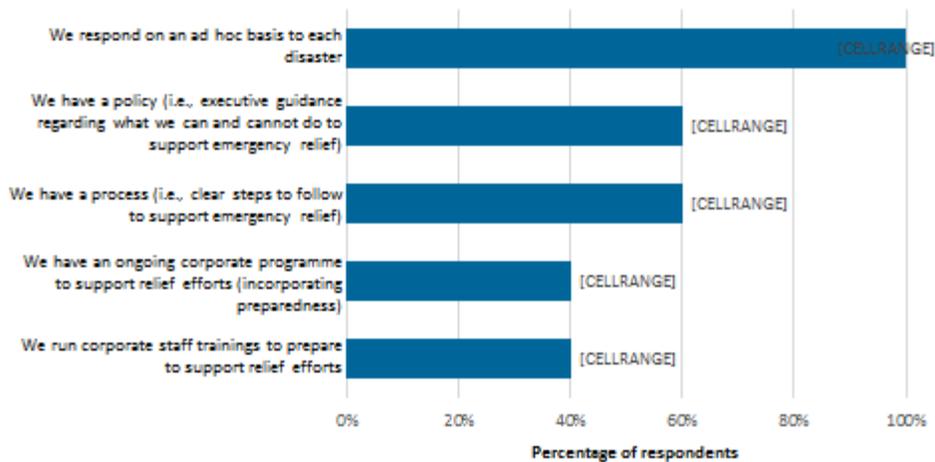
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Humanitarian assistance organizational processes

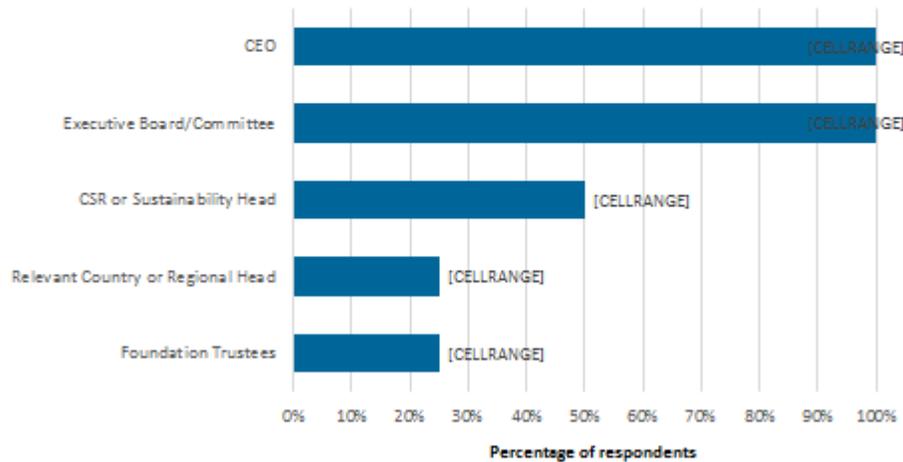
## Approach to emergency relief

Which of these apply to your approach to emergency relief? (select all that apply)



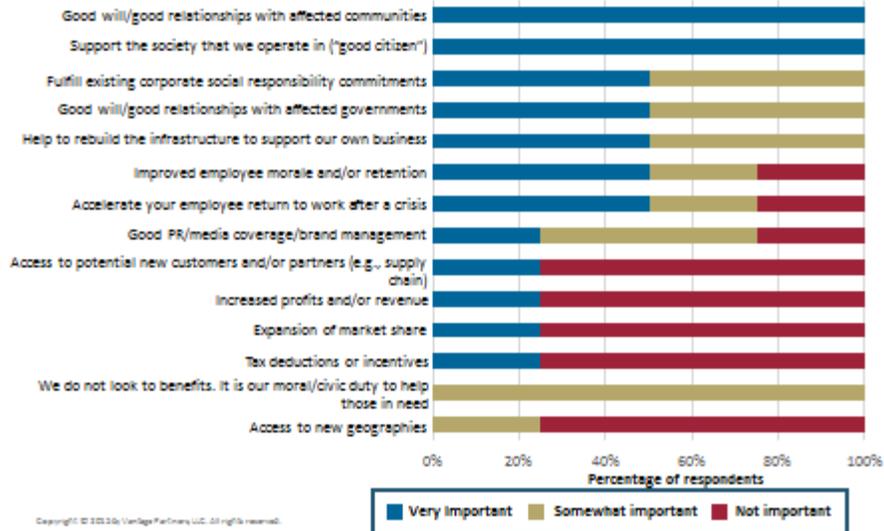
## Decision making process

In your organization, who makes the decision regarding whether and how to provide relief in a disaster? (Please select all that apply)



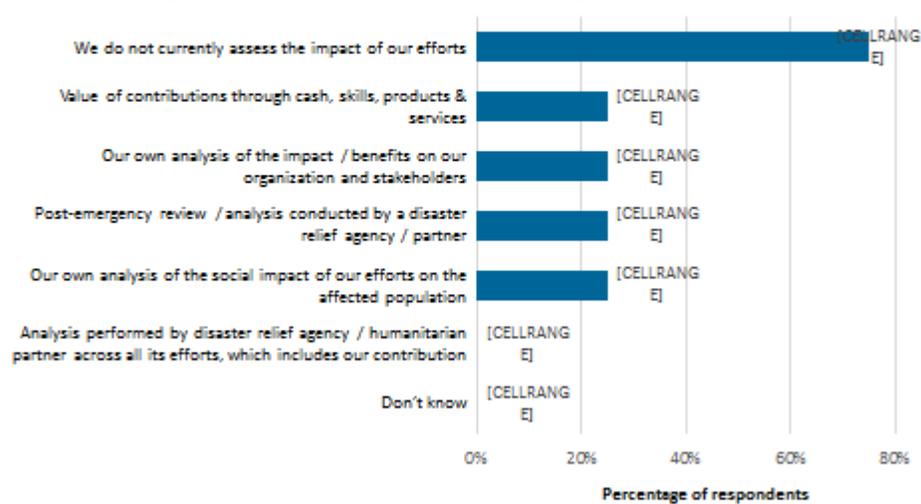
## Desired benefits from relief contribution

*What benefits does your organization look to get out of contributing to emergency relief?*



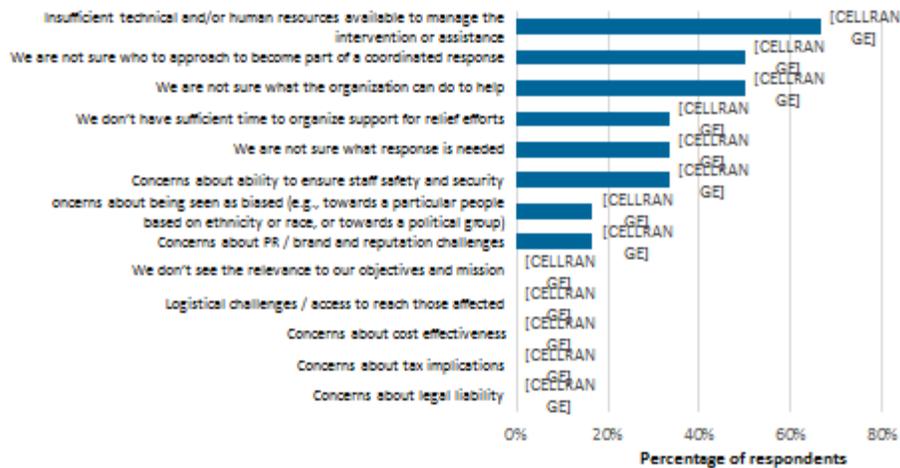
## Impact assessment

*How does your organization measure the impact of your relief efforts? (Please select all that apply.)*



## Barriers to offering support

*What are the barriers to offering private sector support to preparedness for and response to humanitarian emergencies?*

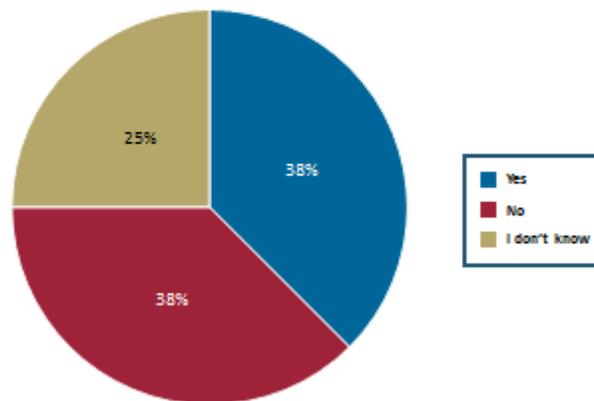


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## Mitigation decisions during investment

*Does your company consider how it might mitigate the impact of a disaster on the communities where you operate?*

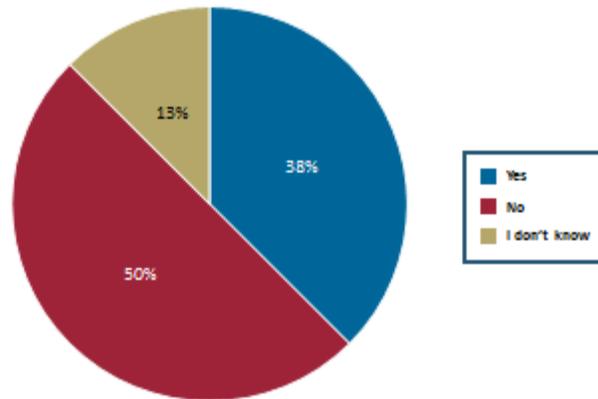


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## Measures to reduce risks to communities

*Has your organization taken any preventive measures to reduce risks associated with its business in the communities where you operate (i.e. measures to protect against waste spillage into surrounding areas during a natural disaster)?*

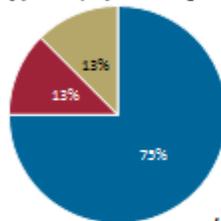


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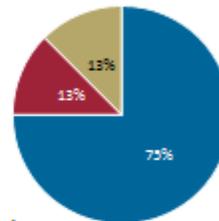
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## Business continuity planning

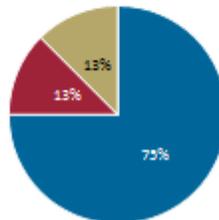
*Does your business continuity plan address the needs of your employees during a disaster?*



*Does it include scenarios of both natural and man-made disasters?*



*Is it multi-hazard (i.e. does it apply to different types of disasters that may occur)?*



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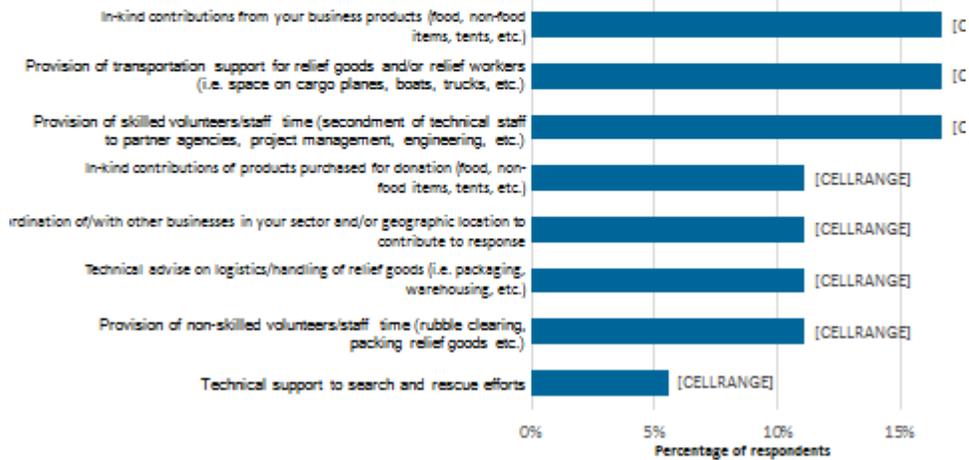
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## Contributions to humanitarian response

### Non-financial relief contributions

Please indicate the nature of any non-financial contributions you have made (select all that apply)

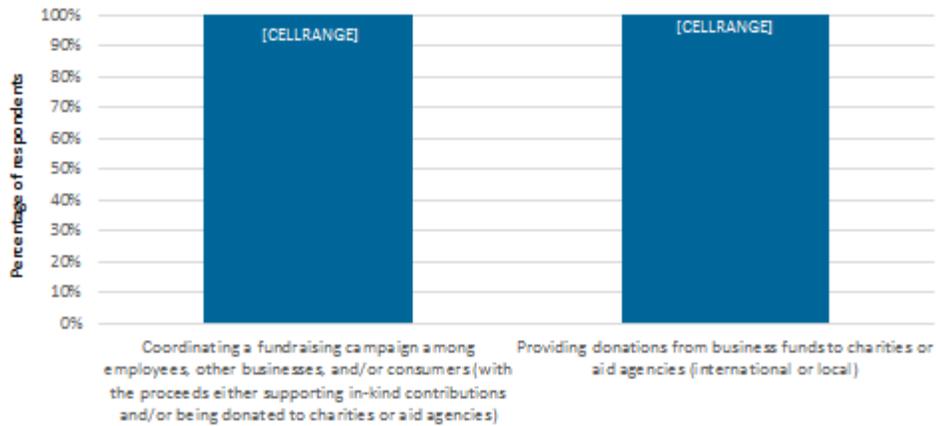


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## Financial relief contributions

Please indicate the nature of any financial contributions you have made  
(select all that apply)

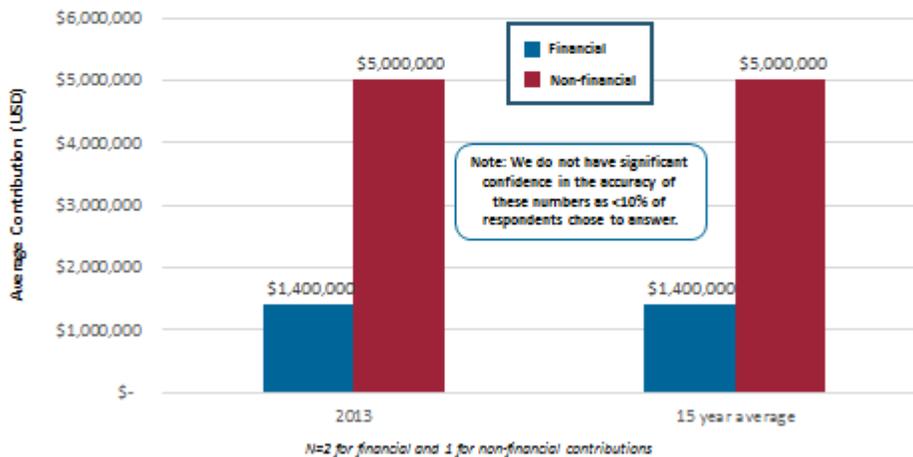


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## Value of support to humanitarian causes

Please estimate the value of your organization's support in 2013 and also, if possible, what has been on average per year for the past 15 years. Please indicate currency.



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## Humanitarian assistance coordination

### Experience with partner organizations

*Which, if any, partners have you worked with on emergency preparedness and/or relief efforts?  
(Please select all that apply.)*



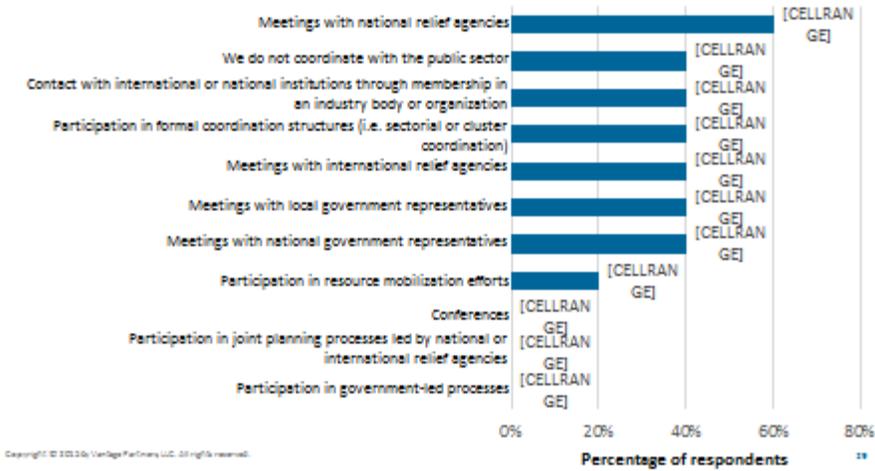
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## Approach to align with the public sector

*How does your organization communicate, coordinate and/or align with public sector coordination mechanisms (i.e., the government and/or national or international humanitarian community) on disaster preparedness and/or relief efforts? (Please select all that apply).*



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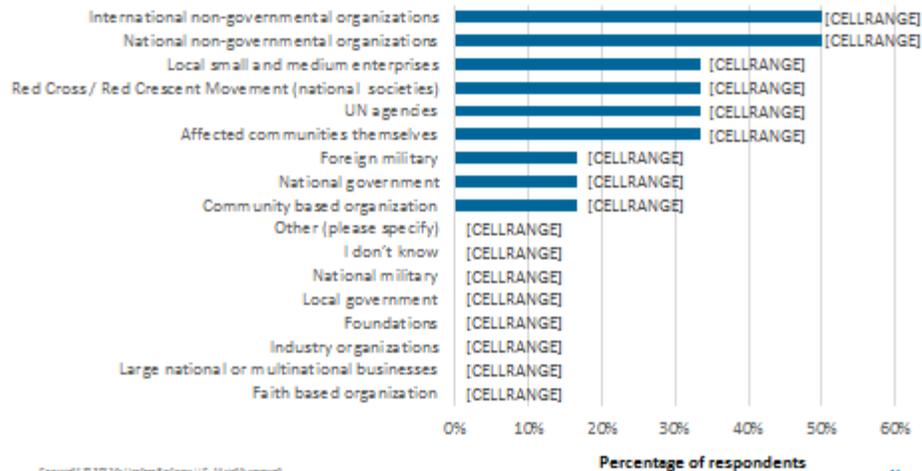
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Humanitarian assistance effectiveness

## Organizational response effectiveness

*In your experience, who responds most effectively to the needs of communities affected by disasters? (please select up to three of the below)*



## Important characteristics of an effective emergency response

*What do you think are the most important characteristics of an effective emergency response?*

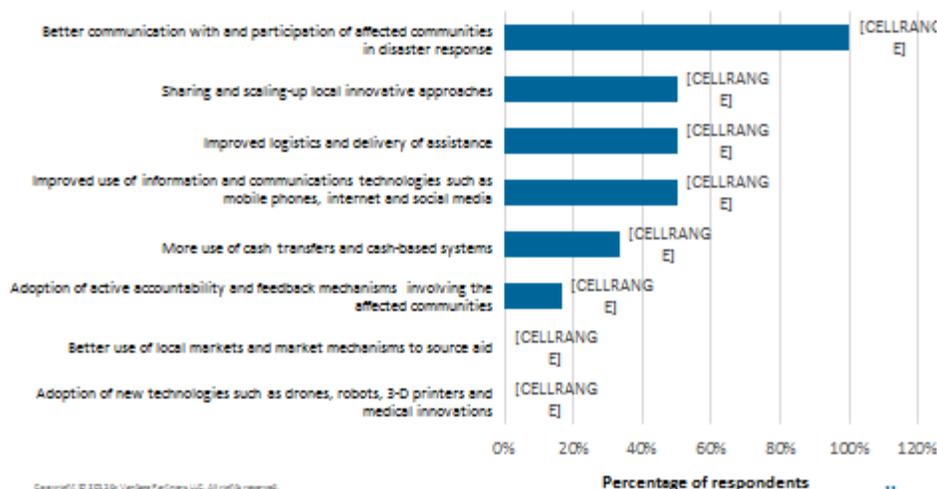
Characteristic	Average Rank
Speed in the delivery of relief goods	1.8
Participation by local communities and organizations	3.0
Number of people reached	3.4
Responsiveness to views from the affected community on the usefulness and appropriateness of the assistance provided	3.6
Proportion of people reached (as a sub-set of those in need)	3.8
Quality of goods/ services provided	5.4

**Other comments:**

- *"All of these are important and inter-related. Speed without quality and scale of coverage is irrelevant."*

## Areas of innovation

*Which areas of innovation do you believe have the most potential to improve emergency response? (select up to three)*



## Factors that increase the risk of disaster

*In your opinion, which factors most increase the risk of disasters in the context (i.e. at the country, regional or global level) in which you operate? (Please rank the factors below with 1 as most important and 5 as least important)*

Factor	Average Rank
Weak governance (such as inability of the government to prioritise disaster risk reduction (DRR), absence of legislation, and minimal enforcement of building codes)	2.1
Limited financial investment in initiatives focused on reducing disaster risks at all levels	2.3
Insufficient humanitarian focus on reducing risks of future disaster and building resilience (as opposed to reactive disaster management)	2.7
Not enough focus among stakeholders (including government, UN agencies, and NGO's) to empower communities to reduce their vulnerability and manage disaster risk	3.6
Poorly executed development programmes	4.3

**Other factors identified:**

■ "Corruption"

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## Actions to reduce disaster loss

*In your opinion, which of the following actions would most reduce disaster loss in the country (including loss of life, livelihoods and infrastructure)? (Please rank the actions below with 1 as most important and 8 as least important)*

Factor	Average Rank
Capacity building on disaster risk reduction (DRR) for various international and regional relief agencies / charities	2.4
Capacity building of local civil society and local government in DRR	2.7
Empowerment of at-risk and affected communities to reduce disaster risks and build resilience themselves	3.1
Increased capacity building activities delivered by international relief and development partners (UN agencies, international NGOs, Red Cross/Red Crescent Movement)	3.8
Collaborative hazard risk mapping	4.0
Integrating DRR in all disaster response and development projects	4.9
Stricter laws and regulations	7.0

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## Additional information

What is the best way for the humanitarian community to be more inclusive of participation from businesses and the private sector? Please provide examples.

- "Engagement and communication with relevant business networks in Ireland such as IBEC"
- "Transparent and effective governance"

If you could tell other emergency responders and donors of humanitarian aid how to make it more effective, what would you suggest?

- "Business need to know what the emergency issue is and where we can help. Engagement and communication is key."

How best can additional resources (financial, human and/or technical) be mobilized to support disaster risk reduction at national and local levels?

- "Communication is key for corporates, the requirements be they financial, human or technical must be requested and dialogue maintained throughout."
- "Collaboration at industry level"

How best can the general business community support disaster risk reduction at national and local levels?

- "Education, publication of best practice guidelines and policy, audits and measures put in place and reviewed."
- "Monitoring compliance with local/national laws and driving awareness amongst employees of risk avoidance measures and disaster response plans"

In relation to addressing humanitarian needs, has your organization created new or innovative products, services or markets and how can these be supported in order to bring them to scale?

- "Yes"
- "No"

What innovative ideas do you potentially see your organization having on addressing humanitarian needs?

- "Swift and safe international payments mechanisms"
- "Better use of technology, and technology enabled processes"

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## Vantage Partners

A spin-off of the Harvard Negotiation Project, Vantage Partners helps companies achieve breakthrough business results by transforming the way they negotiate with, and manage relationships with, their suppliers, customers, and alliance partners – and the way they collaborate internally across business units and functional groups.

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