Private Sector
Core Humanitarian Standard (CHS) Guide

Table of Contents

MESSAGES FROM MEMBERS OF

The Philippine Preparedness Partnership

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The private sector continues to an important role in enhancing the disaster resilience of businesses, especially those that belong to the micro, small, and medium enterprise (MSME) sector. More importantly, it engages with relevant stakeholders in disaster risk reduction and management in building the capacity of local communities to better prepare for, respond to, and recover from the impacts of disasters.

It is imperative that as the private sector sets out to design and implement development interventions, it remains committed to improving the quality of humanitarian assistance it provides to populations affected by disasters. To this end, the Core Humanitarian Standard (CHS) can be a potent tool in ensuring that humanitarian action adheres to the principles of humanity, neutrality, impartiality, and independence. As business entities and other local humanitarian organizations address human suffering, it is vital that they pay particular attention to the most vulnerable and marginalized sectors of our society.

The Asian Disaster Preparedness Center (ADPC), serving as the Secretariat of the Asian Preparedness Partnership (APP), commends the individuals and organizations that developed this Private Sector CHS Guide. We are in solidarity with the Philippine Preparedness Partnership (PHILPREP) and its partners in further building the capacity of the private sector towards achieving institutional and community resilience. This guide supports our common aspiration to assess and ensure that the private sector's humanitarian initiatives are effective and responsive to the needs of affected communities.

Loreine B. Dela Cruz
Executive Director
The Center for Disaster Preparedness (CDP)

The field of humanitarian aid has always welcomed the private sector as a pivotal partner for development. As with all stakeholders, it adheres to the Core Humanitarian Standards (CHS). However, it is high time to move towards the integration of CHS principles within private sector programming to strive for greater impact.

Through the guidance by the CHS, the private sector can assess the effectiveness and responsiveness of existing humanitarian initiatives, pushing for stronger accountability and realization of its impact as a key stakeholder in the field of humanitarian development. Through the guide, it is with hope that the sector is encouraged to support development assistance in line with the government programming. Maximizing the expertise of the private sector, as complemented by the CHS, can only contribute to monitoring the level of engagement of the government with the private sector and other local humanitarian actors.

The Center for Disaster Preparedness (CDP) expresses its pleasure of partnering with the Philippine Disaster Resilience Foundation (PDRF) within the Philippine Preparedness Partnership (PhilPrep), and commits to the country partnership's pursuit of greater humanitarian action and stronger partnerships with key stakeholders.

Undersecretary Ricardo B. Jalad
Administrator, Office of Civil Defense (OCD)
Executive Director, National Disaster
Risk Reduction and Management Council
(NDRRMC)

This Private Sector Core Humanitarian Standard Guide is another instrument, developed through multisector cooperation, that seeks to ensure that the private sector's humanitarian initiatives are effective and responsive to the needs of the disaster-stricken communities. We are confident that through the guidance embodied in this document, private sector organizations can make sure that their humanitarian and community development efforts under their respective corporate social responsibility (CSR) program are aligned to global humanitarian standards.

We recognize the hard work of the individuals, agencies, and organizations under the Asian Preparedness Partnership – Philippine Preparedness Partnership (APP-PhilPrep) involved in the development of this guide. This valuable knowledge product would have been impossible without their commitment and cooperation.

We are, therefore, delighted to endorse this guide to all our partners and stakeholders in the private sector for their best use in their individual efforts to complement our humanitarian efforts in times of emergencies as well as in building community preparedness and resilience.

Let us continue working together to build a safer, climate change adaptive and disaster resilient Philippines.

Mabuhay!

Rene S. Meily
President
Philippine Disaster Resilience Foundation
(PDRF)

Humanitarian action has always been more effective when it has engaged multiple stakeholders. A key actor is the private sector. Whether during response, recovery or during preparedness and mitigation activities, Philippine business plays an important role in protecting and rehabilitating the nation. The Private Sector Core Humanitarian Standards Guide provides the essential tools to ensure that private sector actors adhere to the highest standards of humanitarian response, elevating both the quality and the impact of their interventions. It will help private companies ensure transparency in their activities, earn trust and acceptance from disaster-stricken neighborhoods, enhance their credibility, and ensure continuous access to life-saving resources during times of crisis.

The Philippine Disaster Resilience Foundation (PDRF) is a proud member of the Philippine Preparedness Partnership (PHILPREP) as it promotes the more effective and impactful engagement of the private sector in building the resilience of businesses and communities all over the country. The capacity building initiatives implemented by this collaboration aim to ensure that everyone involved in humanitarian action can do their best by the people they have chosen to serve.

Dr. Alfredo Mahar Francisco A. Lagmay
Executive Director
Asian Disaster Preparedness Center (ADPC)

We, the University of the Philippines Resilience Institute, congratulate the Philippine Disaster Resilience Foundation for developing tools that can serve as a guide for the private sector in its humanitarian endeavors.

MSMEs have a significant impact on society in various ways. They are an essential foundation of the country's economy and can also be key influencers in raising awareness for building resilience and ensuring the people's safety. In a country so prone to disasters like the Philippines, one of the principal contributions of the business sector is engaging in disaster risk reduction and humanitarian work. Businesses play a significant role in empowering and developing communities. They have the needed capacities and resources that other humanitarian actors may not be able to provide. It is therefore of utmost importance that enterprises take part in humanitarian action within the highest approved standards. Through the Private Sector Core Humanitarian Standard (CHS) Guide, businesses can include humanitarian insight in decision-making and make relevant social contributions. A sustainable business, after all, is "financially secure, minimizes its environmental impacts, and acts in conformity with societal expectations" (UNIDO).

Again, congratulations to PDRF and the Philippine Preparedness Partnership for their support.

List of Acronyms

BCP	Business Continuity Plan
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CHS	Core Humanitarian Standard
CSR	Corporate Social Responsibility
GAD	Gender and Development
IDP	Internally Displaced Population
LDRRMC	Local Disaster Risk Reduction and Management Council
LGU	Local Government Unit
MSME	Micro, Small and Medium Enterprises
NDRRMC	National Disaster Risk Reduction Management Council
DRRM	Disaster Risk Reduction Management
NGO	Non-Government Organization
NIE	Nutrition in Emergency
PS	Private Sector
OpCen	Operation Center
PAGASA	Philippine Atmospheric, Geophysical and Astronomical Services Administration
PDRF	Philippine Disaster Resilience Foundation
SRH	Sexual and Reproductive Health
PHILVOLCS	Philippine Institute of Volcanology and Seismology
WASH	Water Access, Sanitation, and Hygiene

About the Guide 📖

The private sector has been an indispensable partner in humanitarian endeavors in the Philippines. Non-Government Organizations and the private sector alike provide a wide range of humanitarian assistance to partner communities or localities in anticipation of or in response to disasters or emergencies. While there are existing supportive devices for the private sector in their humanitarian efforts, there is still a need to improve quality and accountability through adherence to the highest standards of humanitarian response.

In light of this, the Philippine Private Sector Core Humanitarian Standard (CHS) Guide was developed, primarily through the collaboration of the Philippine Disaster Resilience Foundation (PDRF) and the De La Salle University-Social Development Research Center (DLSU-SDRC), to provide a simple yet concise guide to incorporating the Nine CHS Commitments into organizational programming.

This guide will hopefully provide practical inputs that will allow private sectors to institutionalize their humanitarian efforts. It is also intended to offer guidelines on how humanitarian assistance can be better implemented in the communities affected by a disaster. This guide is principally based on the existing CSH Guide of the CHS alliance. However, some of the commitments have been rephrased in order to make it more appropriate for the private sector.

This CHS guide articulates the humanitarian principles that can serve as guideposts for decision-making in complex situations. If the organization and its members are known for following and staying true to their principles, it can help:

- ▶ Ensure transparency in beneficiary selection criteria and contract tendering procedures
- ▶ Earn trust and acceptance from affected communities
- ▶ Enhance the credibility and reputation of an organization and of humanitarian sector as a whole
- ▶ Ensure continuous access in emergencies and crises situations
- ▶ Practice beneficence and non-maleficence

The Philippine Private Sector Core Humanitarian Standard Guide is a simple yet concise organizational handbook for incorporating core elements of humanitarian endeavors.

CHS in Private Sector Programming

The overall goal of humanitarian actions is to ensure that all individuals will be able to enjoy basic rights including the right to life with dignity. The focus of such actions is to provide assistance of sorts in two phases, namely, pre-disaster preparation and post disaster response. In delivering the services, there are nine core standards that serve as rubrics for the effective delivery of humanitarian actions. There are also networks among the private sector that need to be mobilized in order to provide holistic services and assistance. These are meant to assist individuals and families to recover from a disaster and to develop in them the resilience necessary for future disaster preparedness.

Core Standards

1. Appropriateness of Assistance
2. Accessibility and Timelihood
3. Results-Based Action
4. Community Participation
5. Feedback Mechanism
6. Coordination and Collaboration
7. Learning and Adaptation
8. Competency of Staff
9. Resource Management

Private Sector Network

1. Early Recovery
   a. Livelihood
   b. Shelter
   c. Education
   d. Water, Sanitation, and Hygiene (WASH)
   e. Environment
2. Logistics
3. Finance
4. Telecom
5. Power, Fuel, and Energy
6. Emergency Supplies
7. Health/Medical Services
8. Relief Operations
9. Medical Missions
10. Mental Health and Psychosocial Support (MHPSS)

Phases of Emergency Response

The core humanitarian standards adhere to the program management cycle. Any humanitarian action or effort must include a **needs assessment** phase to ensure that services and assistance are suitable and appropriate and are reflective of the genuine needs of the community members. Such needs assessment shall inform the **planning** stage of the humanitarian action. Once the plan of action is formulated, the company / organization needs to **mobilize its own or its partner organizations' resources** that are necessary for the humanitarian action **implementation**.

The success of the humanitarian action is achieved once **monitoring and evaluation** strategies are embedded in the overall humanitarian action plan. The purpose of monitoring is to ensure that arrangements, processes, and delivery will be implemented as planned and in a timely manner. It also ensures that the action will achieve what it intends to achieve vis-à-vis the overall goal of the humanitarian action. Evaluation is the last phase of emergency response. Its purpose is to evaluate both the intended and unintended outcomes and impacts. Through evaluation, the company or organization can learn lessons for continuous improvement.

While this is the ideal emergency response cycle, private sectors can be involved on a non-sequential basis. In other words, they can engage in any cycle as deemed fit or necessary.

Humanitarian Principles

Private sectors are encouraged to observe some core principles as they engage in humanitarian activities to ensure that interventions are inclusive, gender-sensitive, and ethically sound. Successful humanitarian activities have exhibited a number of these principles. These principles will help private sectors make sure that their humanitarian efforts will be responsive to all sectors in the community they serve.

Humanity - Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.

Impartiality - Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no adverse distinction on the basis of nationality, race, gender, religious belief, class or political opinion.

Independence - Humanitarian action must be autonomous from the political, economic, military, or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.

Neutrality - Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious, or ideological nature.

Rights-based - Humanitarian action needs to ensure that basic rights are enjoyed and protected amongst disaster survivors.

Inclusivity - Humanitarian action must cover all sectors of the society especially the most vulnerable ones such as the elderly, children, persons with disability, the lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI) community, and women.

Ethically Sound - Humanitarian action must do no harm and must ensure beneficence and non-maleficence.

Non-discriminatory - Humanitarian action must not discriminate against people because of race, gender, color, ethnicity, social class and other social categories.

Fairness and Justice - Humanitarian action should adhere to the principles of fairness and justice, making sure that there is equitable delivery of services and assistance with preferential option for the poor.

Cultural Diversity - Humanitarian action must respect and value cultural differences and should observe cultural relativism. This means that humanitarian actions must be sensitive to the cultural standards of the specific community being served.

Evidence-Based - Humanitarian action must make use of scientifically obtained information in making decisions and plans.

Gender Sensitivity - Humanitarian action must be sensitive to the different needs of men, women, and the LGBTQI community.

Activity to be done prior to Humanitarian Action

Before embarking on any humanitarian action, the private firm/company/ organization needs to reflect on the relevance of such action in terms of the company's mission, vision, and core values. The following questions may be asked:

1. What is the mission-vision of the company?
2. What are the core values and principles that guide the company?
3. How relevant is the proposed humanitarian action vis-à-vis its mission, vision, goals, and core values?

What needs to be prepared?

1. Organize a project team to handle the humanitarian action (It can be from the CSR team of the company)
2. Brainstorm to understand the connection between the company values and the potential humanitarian action that will be implemented in the area
3. Consult the affected community about the plan
4. Consult the LGU affected about the plan
5. Secure a copy of rapid post-disaster assessment from the LGU or other groups to know the extent of the devastation and to identify the needed resources
6. If resources would allow, conduct needs assessment in order to identify the real needs of the communities affected and to avoid redundancy of services
7. Re-visit the plan, taking into account the results of the needs assessment (basis for decision making in terms of what assistance to provide, to know whether the assistance is attuned to the mission-vision of the private sector, or to know if there is a need to collaborate or partner with other private sectors for better delivery of the assistance)
8. Implement the plan
9. Monitor progress
10. Evaluate results

What is the Core Humanitarian Standard?

As many in the private sector engage in humanitarian action, it is important to guide responses based on standards of quality and accountability. This prevents redundant and ineffective approaches that result in inconsistent and unpredictable outcomes.

The Core Humanitarian Standard, governed by the CHS Alliance, Groupe URD and Sphere as the copyright holders (*see **Figure A***), lays down **Nine Commitments** that organizations involved in humanitarian response, including NGOs and private firms' CSRs, can adopt to increase the likelihood of achieving positive outcomes from effective actions. Furthermore, as affected communities and people learn what humanitarian organizations have committed to, they can help hold humanitarian actors to account, thus essentially creating an ecosystem of trust and excellence.

In using the CHS, albeit standards may be applied both at the response (in all phases) and program levels, humanitarian organizations are reminded that the commitments are not program cycle specific. Thus, standards can be applied at various phases of the humanitarian program cycle. Each commitment is underpinned by a quality criterion and various performance indicators and key actions, with organizational responsibilities.

Figure A. The Core Humanitarian Standard

Commitment # 1

The private sector should ensure that assistance given to the communities and people are appropriate to their needs.

A private organization that wishes to engage in humanitarian efforts should make sure that the services being offered to the affected communities are felt, expressed and the genuine needs of the communities are addressed. In this way, the crisis relief assistance will truly be suitable or appropriate to the victims or survivors of disasters.

To achieve this, any private organization may need to do the following:

Conduct needs assessment, which could either be qualitative, quantitative, or both. Such needs assessment may be done internally or through an outsider consultant. Needs assessment can be done through focus group discussions, survey, consultative meetings, and interviews.

▶ The private organization may also acquire a copy of the rapid post-disaster evaluation or assessment done by the LGUs in order to know the extent of destruction and the potential needs of the communities affected.

▶ Based on the results of the needs assessment, the organization / company needs to design and implement suitable programs taking into account the different vulnerabilities and capacities of various groups.

▶ Any private organization can coordinate with the LGU, community leader, and other stakeholders (NGOs and private companies) to know the true needs of the communities affected if conducting a needs assessment is not feasible.

▶ The private sector can make use of available resources such as the Emergency Response Planning Guide of the UNDRR.

"Data is king. The work—and hence decision-making—was data-driven. This was not always the case. Because we weren't testing enough, we could not quickly determine how fast or where the virus was spreading. Eventually, better data collection, analytics, and dashboards helped guide decision-making and target-setting. Data was digested and discussed on a daily basis."

Lifted from the article by Guillermo Luz

▶ https://www.pdrf.org/news/public-private-partnership-against-covid-19/

IMPORTANCE OF NEEDS ASSESSMENT

Needs assessment is an important component in program implementation as it serves as basis for program relevance. In other words, such assessment allows the identification of the real needs of the community. In doing the assessment, there are questions that have to be raised, namely:

1. After the disaster, what are the immediate needs of the survivors (e.g., health services, housing, transportation, etc.)?
2. What are other needs that have not been provided by any private sector or humanitarian organization?
3. Is our company/organization in a position (in terms of availability of resources, capacity to provide such resources, and consistency with the mission-vision of the company) to provide any of those expressed needs?

The needs assessment also allows organizations to identify the following:

1. Needs and risks
2. Differences in needs and extent of disaster impact based on location
3. Time duration of delivery of services
4. Severity of disaster impacts on individuals
5. Current resources and capacities
6. Varying needs based on gender, age, ethnic, and vulnerability differences
7. Results can be used as baseline data needed to measure outcomes and impacts

If the private sector does not have the capacity to do needs assessment, the following are the alternatives:

1. Hire external consultant
2. Secure copies of LGU reports (e.g., rapid post disaster assessment, list of survivors, reported needs and concerns)
3. Conduct desk review by looking at existing reports by NGOs, IGOs, etc.

Commitment # 1

Commitment # 2

The private sector needs to deliver humanitarian assistance at the right time.

There are various individual and community needs after a disaster. However, the most important of them all should be given attention in order to save more lives and help people bounce back. The public sectors, therefore, must assess the best time to enter an affected community and evaluate whether the assistance they bring with them is relevant and needed at a given time.

To achieve this, any organization or company within the private sector may need to do the following:

- Design programs that address constraints so that the proposed action is realistic and safe for communities;
- Deliver humanitarian response in a timely manner, making decisions and acting without unnecessary delay;
- Refer any unmet needs to those organizations or networks within the private sector with the relevant technical expertise and mandate, or advocate for those needs to be addressed; and
- Monitor the activities, outputs, and outcomes of in order to adapt programs and address poor performance.

OPERATIONAL CONSIDERATIONS

- Humanitarian programs for the private sector are best delivered if it follows certain standards across the program cycle, addressing constraints and ensuring realistic programming.
- Monitoring system has to be tailored to inform programming and to constantly track the movement of aid vis-à-vis targets.
- Both the responsibilities and processes for decision-making within organizations must be clearly defined and understood.
- Organizations within the private sector should document how humanitarian action improves outcomes, using systematic and rigorous monitoring and evaluation.
- The private sector needs to include in its process the conduct of stakeholder mapping for efficient delivery of services.
- Coordination with the LGUs is necessary in order to ensure that delivery of services is done in a timely manner.

Disaster Supply Packages

Humanitarian actions, more often than not, involve the provision of material resources. These are provided so that families and individuals will be able to cope

well with the impacts of disasters. There are disasters that have devastating impacts on the family which include loss or damage to properties, loss of family resources including food, clothing, shelter and other personal needs.

Organizations or companies in the private sector may consider providing family packages. For instance, the humanitarian action could focus on providing service package for sexual and reproductive health for women in reproductive age (15-49 years old). Another package targeting children could be the nutrition in emergency commodities.

Minimum Initial Service Package (MISP) for Sexual and Reproductive Health (SRH)

Dignity Kits (for women 15-49 years old)

1. Malong	12. Pail 24 liters with cover
2. Bath soap	13. Chamber pot with cover
3. Laundry soap	14. Cotton balls
4. Panties (S, M, L)	15. Shampoo, 12 sachets
5. Brassiere (S, M, L)	16. Alcohol
6. Nail cutter (medium)	17. Tissue roll
7. Face towel	18. Dipper
8. Bath towel	19. Comb
9. Slippers	20. Solar lamp with charger
10. Toothpaste	21. Whistle
11. Toothbrush	22. Sanitary napkin (8 pcs/pack)

Additional Maternity Pack shall be provided for pregnant women, which contains the following:

- Maternity pads (3 packs)
- Baby rubber mat (1 pc)
- Baby clothes (3 sets)
- Baby mittens and socks (3 sets) and 1 bonnet
- Baby blanket (1 pc)

Nutrition in Emergency (NIE)

With effective pre-disaster collective planning, the following commodities and equipment should be forecasted and made available during disasters:

- Food rations for mass and supplementary feeding (i.e. Ready-to-Use Therapeutic Foods (RUTF) and Ready-to-Use Supplementary Foods (RUSF))
- Multiple micronutrient powder
- Vitamin and mineral supplements (i.e. Vitamin A, Iron, Zinc, and multiple micronutrient supplements)
- Equipment and tools for nutritional assessment (i.e. height board, weighing scale for both infant and young children, mid-upper arm circumference (MUAC) strap for both children and pregnant women)

Prohibition of Formula Milk:

Governed by E.O. 51, commonly known as the Milk Code, the active distribution and marketing of breastmilk substitutes before, during, and after disaster to communities are not allowed. Any person who violates the rules and regulations could be punished by a penalty of two (2) months to one (1) year imprisonment or a fine of not less than One Thousand Pesos (P1,000.00) nor more than Thirty Thousand Pesos (P30,000.00) or both.

> **"Our findings also have implications for corporate disaster responses. To this end, we show that disasters are an area in which locally active firms have a comparative advantage over other organizations in contributing to social welfare. Moreover, these efforts appear to be enhanced when responses are fast and leverage firm-specific routines and resources."**
>
> - Source: Ballesteros, L., Useem, M., & Wry, T. (2017). *Masters of Disasters? An Empirical Analysis of How Societies Benefit from Corporate Disaster Aid.* Academy of Management Journal, 60(5), 1682–1708. doi:10.5465/amj.2015.0765

Commitment # 3

The humanitarian assistance to be offered by the private sector should make people more prepared, resilient, and less at-risk.

To achieve this, any private sector organization may need to do the following:

◆ Establish partnership with local actors and engage them in the implementation of humanitarian actions to increase capacity and resilience.

◆ Use the results of any existing community hazard and risk assessments and preparedness plans to guide activities. If the private company does not have a capacity to do this, consultation with the local DRRMO will be helpful.

◆ Incorporate in the humanitarian action plan a transition or exit strategy (project closure) that will ensure longer-term positive effects.

◆ Consider doing humanitarian actions that can that can promote early disaster recovery (e.g., pro-vision of basic needs) and benefit the local economy (e.g., use of local resources instead of bringing in resources from outside the LGU depending on the extent of destruction or partner with local MSMEs in order to procure the goods necessary in the humanitarian action).

◆ Identify and act upon potential or actual unintended negative effects in a timely and systematic manner, including in the areas of: people's safety, security, dignity and rights; sexual exploitation and abuse by staff; culture, gender, and social and political relationships; livelihoods; the local economy; and the environment.

OPERATIONAL CONSIDERATIONS

◆ Local financial infrastructure / services should be used wherever possible, instead of creating new parallel systems.

◆ In collaboration with the authorities and affected population, design services as soon as possible that will continue after the emergency program has finished (for example, introduce cost-recovery measures, use locally available materials, or strengthen local management capacity).

◆ Be aware of cultural practices that may have negative effects on some groups. Examples include biased targeting of girls, boys or specific castes; unequal education opportunities for girls; refusing immunizations; and other forms of

discrimination or preferential treatment.

◆ All staff share a responsibility to prevent exploitation and abuse.

◆ Major construction activities should only be performed following an environmental assessment to avoid unintended environmental degradation that can amplify levels of vulnerability and reduce people's resilience to shock

◆ Organizational policies and procedures should reflect a commitment to the protection of vulnerable people and outline ways to prevent and investigate the abuse of power.

◆ All personal information collected from individuals and communities must be treated as confidential.

Commitment # 3

Commitment # 4

The private sector will educate disaster victims about their rights and entitlements, facilitate access to information, and provide a platform where disaster victims can participate in the decision-making process.

To achieve this, any private organization may need to do the following:

◆ Provide information to communities and people affected by crisis about the organization, the principles it adheres to, how it expects its staff to behave, the programs it is implementing and what they intend to deliver;

◆ Communicate in languages, formats and media that are easily understood, respectful and culturally appropriate for different members of the community, especially vulnerable and marginalized groups;

◆ Ensure representation is inclusive, involving the participation and engagement of communities and people affected by crisis at all stages of the work; and

◆ Encourage and facilitate communities and people affected by crisis to provide feedback on their level of satisfaction with the quality and effectiveness of the assistance received, paying particular attention to the gender, age and diversity of those giving feedback.

"Since last year, during the Taal volcanic crises, Globe has zero-rated Phivolcs website when being accessed by the public using Globe data," Phivolcs director Renato Solidum Jr. told the Philippine News Agency (PNA).

"This means browsing the Phivolcs website using a Globe sim card or through a Globe prepaid wireless broadband will not incur any mobile data charges, Solidum said."

"As a result, the general public has better access to reliable information directly from the source, which is very important for appropriate response and decision making," he added.

▶ Source: https://www.pna.gov.ph/articles/1133125

OPERATIONAL CONSIDERATIONS

- Sharing accurate, timely, understandable, and accessible information strengthens trust, deepens levels of participation, and improves the impact of a project.

- Develop an effective, safe, accessible, and inclusive communication as certain groups may need time talking among themselves in a safe, private setting to process the information and its implications.

- Make use of informed consent to account for expressed willingness to participate.

- Consult affected people and local institutions early in the response to build on existing knowledge and develop positive, respectful relations, albeit with greater caution in conflict settings as encouraging group discussions and decision-making may be construed as a form of political organizing.

- Formal and informal feedback generation can be done, but with great caution as people may fear that critical feedback will have a negative repercussion; thus, a confidential feedback sharing may be considered.

- Promote a culture of open communication such as publicly stating any specific interest (e.g. political, religious) via the organization's website or promotional materials.

- Feedback from affected people should also inform strategy and program development.

- Not all information can or should be shared with all stakeholders, especially that which can identify groups or individuals and may increase people's vulnerability.

- Policies and guidelines relating to external communications should be available to all staff to ensure that details attached to images and covered in stories will not be traced back to vulnerable people and her/his home or community.

Communication with Communities as a Key Component in Humanitarian Response

To satisfy the required responses provided for by Republic Act 10121, the Rapid Communication plays a crucial role in humanitarian response as it provides essential information that disaster victims need to know in order to become resilient and to be able to bounce back as quickly as possible. Information concerning basic rights and available assistance being given to disaster survivors, among others, needs to be cascaded on the ground.

Effective communication can help achieve the following:

1. Save lives
2. Give crisis affected population a voice
3. Hold relief providers to account
4. Facilitate dialogue between the private sector and affected communities
5. Help to understand community complexity and manage community expectations
6. Promote self-help within affected communities
7. Help address rumors and misinformation
8. Provide psychosocial protection
9. Help to recognize community capabilities and needs
10. Help to build and maintain partnerships
11. Empower local action
12. Help to leverage and strengthen social infrastructure, networks and assets

Adapted from: *A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action*

Commitment # 4

Commitment # 5

Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.

To achieve this, any private organization may need to do the following:

◆ Consult with communities and people affected by crisis on the design, implementation and monitoring of complaints-handling processes;

◆ Welcome and accept complaints and communicate how the mechanism can be accessed and the scope of issues it can address; and

◆ Manage complaints in a timely, fair and appropriate manner that prioritizes the safety of the complainant and those affected at all stages.

OPERATIONAL CONSIDERATIONS

◆ Ensure that vulnerable populations have a say in the design and implementation of complaints systems, which consider a mechanism for confidentiality.

◆ Raise awareness about how to make a complaint and complement it with expectations management, as communities may unrealistically expect that all their problems will be solved by the feedback mechanism.

◆ Extra caution should be observed in deciding who in the organization needs to know the confidential information, and that only trained staff should investigate allegations of sexual exploitation and abuse by humanitarian workers.

◆ Ensure that both the organization's staff and the communities it serves can report complaints.

◆ Organizations working with partners should agree on how they will raise and handle complaints (including against each other), and in the case of criminal activity or where international law has been broken, staff should know how to contact the appropriate authorities.

◆ Organizations should have a staff code of conduct that is endorsed by senior management and made public.

Feedback and Complaints Reporting System

1. Feedback and complaints reporting system should be part of organizational culture.

2. Identify goals and objectives for the system and its future use.

3. Include the community in the design of the system.

4. Identify mechanism or system of collecting feedback and complaints.

5. Devise potential strategies to handle different types of complaints.

6. Identify the ways in which the feedback and complaints will be analyzed, validated, and shared with other partners.

7. Design a strategy for community updates, especially changes that were made after feedback or complaints heard from the ground.

Commitment # 5

"Communicating clearly to communities about the role, responsibilities, and limitations of a company mechanism is a must, but it may not suffice in practice. Governments may not have enough capacity (either resources or processes) to handle grievances, or they may be inaccessible to affected communities. At a minimum, such grievances can be captured through the company system, then the companies may choose to pass the grievances along to authorities and let the communities know how to follow up. Companies may provide support or advice to local authorities or devise a joint grievance mechanism in the case of complex projects."

Source: International Finance Corporation, WorldBank

▶ https://www.accountabilitycounsel.org/wp-content/uploads/2017/07/IFCGrievanceMechanisms.pdf

Commitment # 6

Communities and people affected by crisis receive coordinated and complementary assistance.

To achieve this, any private organization may need to do the following:

- Identify the roles, responsibilities, capacities, and interests of different stakeholders;
- Ensure that humanitarian response complements that of national and local authorities and other humanitarian organizations;
- Participate in relevant coordination bodies and collaborate with others in order to minimize demands on communities and maximize coverage as well as service provision of the wider humanitarian effort
- Share necessary information with partners, coordination groups and other relevant actors through appropriate communication channels.

OPERATIONAL CONSIDERATIONS

- Information sharing is required to avoid duplication and to promote humanitarian good practice; thus, sharing information (including financial) between different stakeholders and different coordination mechanisms makes it more likely that program gaps or duplication will be identified.
- Humanitarian organizations must remain clearly distinct from the military to avoid any real or perceived association with a political or military agenda that could compromise the agencies' impartial-ity, independence, credibility, security, and access to affected populations.
- Where authorities are a party to the conflict, humanitarian actors should use their judgement regarding the authorities' independence, keeping the interests of the affected populations at the center of their decision-making.
- Cross-sectoral coordination can address people's needs holistically rather than in isolation (e.g. coordination on mental health and psychosocial supports must be done across the health, protection, and education sectors, such as through a technical working group made up of these specialists).

◆ The mandate and vision of the partner organization and its independence should be respected, albeit opportunities should be explored for mutual learning and development.

◆ The humanitarian efforts should be sensitive to the changing needs of the local population and should take into consideration the responses of the local and national government.

◆ The private sector should be ready to supply the secondary needs of the communities apart from the consumable items being provided such as relief goods, medicine kits, etc.

Resource Mobilization Tips

1. Private sector should consider humanitarian action based on the expressed or felt needs of disaster survivors.

2. Humanitarian actions of private sector should be flexible, depending on the needs on the ground.

3. Decision making of private sector in relation to resource mobilization should primarily be based on the needs of the community.

4. Private sector needs to carry out capacity building among its staff in order to ensure efficient implementation of humanitarian actions.

5. Private sector needs to come up with a contact list of partner organizations that also conduct humanitarian action for collaboration and coordination.

6. Private sector can forge permanent partnerships with national and local channels of communication for effective mobilization of resources.

7. Private sector can make use of available local material and human resources.

Commitment # 6

> **"After a disaster, the capacity of smaller and local businesses to contribute to disaster recovery may not match the skillset and resources of bigger businesses and international organizations. By encouraging synergies between local and smaller businesses with larger businesses and organizations, the capacity of the local private sector can improve."**
>
> ► *Source: World Bank's Global Facility for Disaster Reduction and Recovery (GFDRR), in collaboration with the United Nations Development Programme (UNDP) and the European Union (EU).*

Commitment # 7

Communities and people affected by crisis can expect delivery of improved assistance as organizations learn from experience and reflection

To achieve this, any private organization may need to do the following:
◆ Draw on lessons learnt and prior experience when designing programs;
◆ Learn, innovate, and implement changes on the basis of monitoring and evaluation, and feedback and complaints; and
◆ Share learning and innovation internally, with communities and people affected by crisis, and with other stakeholders.

OPERATIONAL CONSIDERATIONS

◆ Do not collect data that will not be analyzed or used.
◆ Information received from affected people can be used for course correction as they are the best judges of changes in their lives.
◆ People affected by crisis are innovating as they adapt to their own changing circumstances; they may benefit from support that involves them more systematically in innovation and development processes
◆ Collaborative learning with other agencies, governmental and non-governmental bodies and academic bodies is a professional obligation and can introduce fresh perspectives and ideas, as well as maximize the use of limited resources.
◆ Key lessons and areas identified for improvement are not always addressed systematically, and lessons cannot be considered learned unless they have brought about demonstrable changes in current or subsequent responses.
◆ Knowledge management involves collecting, developing, sharing, storing, and effectively using organizational knowledge and learning.

> "However, even before establishing industry benchmarking tools, companies should consider including natural-disaster resiliency metrics in their Corporate Social Responsibility reporting or as part of their sustainability efforts. This would help them pioneer new best practices, standards setting and accountability. Companies have a critical role to play in documenting and disseminating best practices and linking them to a corporate strategy for building resilience."

> ▶ *Source: World Economic Forum, Building Resilience to Natural Disasters: A Framework for Private Sector Engagement*

Commitment # 8

Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers

To achieve this, any private organization may need to do the following:

◆ Staff work according to the mandate and values of the organization and to agreed objectives and performance standards (see also guidance note for 8.2)

◆ Staff adhere to the policies that are relevant to them and understand the consequences of not adhering to them

◆ Staff develop and use the necessary personal, technical and management competencies to fulfil their role and understand how the organization can support them to do this

OPERATIONAL CONSIDERATIONS

◆ Organizations in the private sector should sensitize staff and volunteers to raise awareness of marginalized groups and avoid stigmatizing and discriminatory attitudes and practices.

◆ Organizational policies should make explicit commitments to gender balance with staff and volunteers, as well as to the promotion of a work environment that is open, inclusive, and accessible to persons with disabilities (PWDs).

◆ Staff of the organization or company should also be made aware of the opportunities for growth and development as competencies can be improved through experience, training, mentoring, or coaching.

◆ Performance review schedules must be flexible enough to cover staff who work short-term, as well as those on open-ended contracts.

◆ A staff manual facilitates knowledge of and consultation on policies and the consequences of non-adherence.

◆ Psychological first aid should be immediately available to workers who have experienced or witnessed extremely distressing events.

> "In social investment and philanthropy partnerships, the private sector provides financial support, contributes volunteers or expertise, or makes in-kind contributions, including product donations."
>
> *Source: International Strategy for Disaster Reduction*
>
> ▶ https://www.unisdr.org/files/7519_PPPgoodpractices.pdf

Commitment # 9

Communities and people affected by crisis can expect that the organizations assisting them are managing the resources effectively, efficiently, and ethically.

To achieve this, any private organization may need to do the following:

◆ Design programs and implement processes to ensure the efficient use of resources, balancing quality, cost, and timeliness at each phase of the response

◆ Manage and use resources to achieve their intended purpose, minimizing waste

◆ Monitor and report expenditure against budget;

◆ When using local and natural resources, consider their impact on the environment

◆ Manage the risk of corruption and take appropriate action if it is identified

◆ Assist MSMEs in post-disaster recovery and capacitate them through training on business continuity plan

◆ Use technologies in disaster management

OPERATIONAL CONSIDERATIONS

◆ Deploying experienced senior staff in high-profile acute crises can help to mitigate risks and strike a balance between providing a timely response, maintaining standards, and limiting waste.

◆ Collaboration and coordination between organizations (and communities) can also contribute to a more efficient response (for example, by conducting joint assessments or evaluations and support-ing interagency registration and logistics systems).

◆ All humanitarian actors are accountable to both donors and affected people and should be able to demonstrate that resources have been used wisely, efficiently and to good effect.

◆ Staff are encouraged to report any suspected fraud, corruption, or misuse of resources.

◆ Engaging respectfully with community members and establishing on-site

monitoring mechanisms and transparency with stakeholders can help to reduce corruption risks.

◆ If receiving gifts causes a sense of indebtedness, the receiver should politely refuse them; thus, staff must be made aware of such policies and dilemmas.

◆ Green procurement policies help reduce the impact on the environment but need to be managed in a way that minimizes delay in the provision of assistance.

◆ Organizations should support recognized good practice in financial management and reporting.

◆ Creating a culture where people feel that they can openly discuss and declare any potential or actual conflicts of interest is key to managing conflict of interest.

◆ An investigative audit is executed when an organization suspects a specific problem, usually fraud.

◆ Information gathered from the communities must remain confidential unless such information has to be made public and is done so with permission from the data sources in accordance with the data privacy law.

Commitment # 9

"The Philippine Disaster Resilience Foundation (PDRF) and PayMaya have launched a donation drive supporting the World Humanitarian Day (WHD) campaign against climate change.

PDRF will use the cash donations to buy seedlings for its partner communities and organizations for their tree planting activities.

Moreover, PayMaya expressed its commitment to provide digital financial solutions accessible to all and environmentally sustainable."

▶ Source: https://www.pdrf.org/news/pdrf-paymaya-launch-donation-campaign-against-climate-change/

EPILOGUE

Over the years, the presence of the private sector in disaster management has been thriving. It is a sector that is considered an important partner of the government, considering the limited resources of the latter. As a conduit in disaster management (from preparation to recovery), the private sector's role in various stages of the disaster management cycle has been highly noticeable. For instance, over the years the sector has played a crucial role in conducting disaster relief operations such as donating goods and services in order for the affected communities to fully recover at the soonest possible time.

While its contribution to disaster management is remarkable, not all private sector organizations or institutions are equally prepared, nor have the knowledge in terms of best practices as well as core humanitarian principles that must be adhered to in order to insure inclusive, gender-sensitive, just, and relevant disaster management interventions. Rather than enumerating procedures and processes, this guide is intended to highlight core standards of humanitarian efforts that the private sector can consider as they provide help of sorts in communities following a disaster. It is hoped that this guide will help the private sector in institutionalizing their humanitarian efforts as part of their corporate social responsibility. In addition, it also aims to provide relevant information needed by the private sector in order to ensure that its humanitarian efforts follow the universally-accepted principles of humanitarian assistance.

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Core Humanitarian Standard Checklist

This checklist is intended to guide companies and organizations in the private sector in planning and implementing humanitarian actions, making sure that the necessary elements for an effective, inclusive, and efficient humanitarian action are present. Any item with a "no" answer hints at the need for the company or organization to seriously consider it as they plan for future humanitarian action.

INTERPRETATION

▸ **If your score is above 9**, it means you have followed many of the core standards of humanitarian assistance.

▸ **If your score is between 8 and 9**, it means your organization has followed 50% of the core principles of humanitarian assistance.

▸ **If your score is below 8,** it signals the need for your organization to seriously consider the core principles of humanitarian assistance.

Items	Yes	No
1. Did you consult the community about their immediate needs (e.g., food, clothing, shelter, health services, or nutrition services)?		
2. Did you collect data or information about the possible channels for you to be able to cascade messages related to your humanitarian action?		
3. Did you collect data or information regarding the possible channels that can be used in order to deliver humanitarian goods?		
4. Did you consult the different sectors (e.g., women, elderly, adolescent boys and girls, people with disability) or groups in the community to know their specific needs?		

Items	Yes	No
5. Did you consider some core humanitarian standards during needs assessment?		
6. Did you engage local leaders during your humanitarian relief operations?		
7. Did you consider some core humanitarian standards during your planning?		
8. Did you inform the communities regarding who the beneficiaries will be and how will they be selected for the humanitarian action?		
9. Do you train your staff in order to be able to effectively manage the humanitarian action?		
10. Did you inform the LGU about your humanitarian action in their area?		
11. Did you allocate sufficient resources (human, financial, material) for your humanitarian action?		
12. Did you put a mechanism in place for complaints and feedback?		
13. Did you do a mapping exercise to know the challenges and limitations regarding your courses of action during humanitarian relief operations?		
14. Did you make sure that all sectors in the community (e.g., women, boys, girls, the elderly, PWDs) are equally engaged in your humanitarian action?		
15. Did you make reference to humanitarian principles and core humanitarian standards during the implementation stage of the humanitarian action you conducted?		
16. Did you collect data and analyze them in order to know the gaps as well as the positive aspects of your humanitarian action implementation?		
17. Did you collect data to determine the outcomes and impacts of your humanitarian action?		

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