Disaster Communication: Lessons from the Asian Tsunami Tragedy

An Initiative Commissioned by the Global Alliance

Introduction

It is with a sense of inadequacy that we present this report. It feels like a slight contribution to help ameliorate or possibly prevent the destruction and suffering caused by massive natural disasters such as the tsunami of December 26, 2004.

I was approached in early January 2005 by GA founder Toni Muzi Falconi and current President Jean Valin with the message that there was a groundswell of pressure within the international P. R. community eager to help. The need was felt for recommendations as to how the profession should respond to the tsunami and large scale disasters in the future. I was asked to lead an effort to meet this need and I agreed to undertake the project.

I shared the urge with millions of human beings around the world to do something, anything almost, if it would help those who had lost children, parents, relatives, friends, homes, and their livings – but retained the will to live and rebuild their lives.

However, on a moment’s reflection I knew that any undertaking for the profession - beyond a personal contribution of time or money - would need to have clear guidelines and some conditions.

The first thing was to determine if there is a relevant role for the GA to undertake in a disaster of this magnitude. If the answer is yes, then what kind of role? What can it do over and above what is being done already?

We must avoid the danger of stepping in with too little understanding, too few resources and nothing of practical value to contribute to help those immediately affected and those giving aid. The GA should only take an initiative (beyond conveying solidarity with the individuals in P.R. directly engaged in relief work) if it can be constructive.

Having considered all this and, based on the feedback from our surveys and interviews, it has become clear that the GA can and should undertake an initiative and that it can make a real contribution in certain very specific ways.
The conditions are:

- That all focus is on the future; to ensure that when the tsunami disaster is displaced as front page news that the interest is kept alive; to help resolve the problems that will certainly arise when funds are misdirected, misappropriated or do not reach the intended recipients; and to examine ways in which communications can be used to help prevent or lessen the impact of future natural disasters.
- That no attempt is made to reach beyond advice by the PR community on its particular area of expertise—communications.
- That any initiative is led by the nations affected with assistance from the wider P.R. community.
- That GA acts as a facilitator only, not as an activist organization.
- That it is recognized that GA’s resources are very limited.

In such an initiative as this it was also essential that the entire Global P.R. community be united so I insisted that it have the blessing and cooperation of the IPRA. This was readily given by Baron Charles Van Der Straten Waillet, current President of IPRA.

The next step was to seek support and collaboration in what promised to be a major enterprise. I was fortunate to be introduced to Sriramesh Krishnamurthy, Associate Professor at NTT University, Singapore, who volunteered without hesitation. He has brought intellectual rigor to the process along with a deep personal commitment.

Together we have modeled and sent out questionnaires to those whose views we felt would be valuable. We covered affected countries as well as others (which we refer to as ‘donor countries’). We have reached out to humanitarian aid organizations and other experts.

And what has been the response to the question raised in my first message to the GA Board?

- The response to the questionnaire from the P.R. community, in particular from the ‘donor countries’, has been extremely limited, indeed embarrassingly poor. What we have must by necessity be sufficient to draw conclusions.
- The responses we have point clearly to
  - The importance of communications in almost every facet of natural disaster prevention and relief.
  - The need for a policy white paper to guide the global P.R. Community on how to organize itself to play an effective role.
  - The institution of mechanisms, including training, through which the powerful human and technological resources of the P.R. profession can be channeled in the event of major disasters.

This report will endeavor to expand on each of these points.

Michael Morley
Is P.R. Really Important?

“There are two challenges in each disaster. First, the relief work itself, but a close second is communication and fund raising. Reporting to donors and keeping them up to date is a vital function.” These are the words of Marsha Evans, the CEO of the American Red Cross.

“Besides the Government of India, the Public Relations departments of the State Governments of the Tsunami affected regions have been the focal point of all relief coordination activities. Besides coordinating with the state machinery, the PR depts. also coordinated the relief activities offered by volunteers, NGOs and various other organizations.”

―Ajit Pathak

Public Relations Society of India

These two quotes should be assurance - if assurance is needed - of the importance of the role of public relation professionals in both donor countries and at the point of need.

It is also true in the case of the 26th December tsunami that P.R. people played a pivotal role behind the scenes:

- Organizing and promoting ‘spectacular’ money raising events, and encouraging stars of sport and entertainment to perform and give cash.
- In boardrooms of business, prompting corporations to be generous with cash and in kind support.
- Undertaking pro bono activities for relief organizations.

Without the efforts of these people, their creativity and specialized skills, it is reasonable to suggest the money raised - estimated by the BBC at over $7 billion just one month after the wave struck - would have been very significant, but a great deal less.
**Listening and Research**

The first step in a project of this nature is the collection of views and data.

In particular, we were eager to obtain views from experts in the P.R. profession in both affected and donor countries. Although we were seeking any and all input of relevance, we felt it would be helpful to create questionnaires. These would both prompt thoughts from interviewees and help us to analyze results in an organized fashion. Different questionnaires were developed for (a) affected countries and (b) donor countries. They were e-mailed to GA contacts and to others known to us personally. The questionnaire was also shared with all members of the Board of GA and leaders of the profession drawn from IPRA and other national and regional associations.

We also searched the internet for relevant Tsunami coverage, seeking to distil information directly useful to our mission, in particular that contained in media coverage of the event. Whenever possible we will provide source references for those who are interested in delving deeper.

A conference call was held with Catherine Bolton, the COO of the PRSA and John Paluszek. A meeting was held with the CEO and senior officials of the Red Cross and the CEO of the Prince of Wales IBLF was interviewed. Discussions have been held with P.R. academics and members of the CIPR in London. Members of the Board of GA have been canvassed for their views.

It was and still is our intention to conduct a Media Analysis study of Tsunami coverage. The purpose is to track the trajectory and tone of coverage over several months. In this we have enlisted the expertise of Sandra MacLeod, CEO of Echo Research and the volunteer help of students of Professor Anne Gregory at Leeds Business School and Professor Liese Hutchinson of St. Louis University who will analyze representative coverage in the media when they return to college in September.
Methodology

Because of the diversity of countries and stakeholders who are involved in this issue, we sought to gather data from primary and secondary sources on the basis of which we have made the recommendations contained in this report.

A. Surveys: The first research instrument we used consisted of three open-ended questionnaires. The first questionnaire sought responses from public relations industry leaders of the five countries that were affected by the disaster. We divided this questionnaire into two sections – seeking information on the immediate response during the week following the tragedy (December 27 – Jan 5) and the response since January 5, 2005. In this questionnaire we sought information on such things as the ways in which the public relations community in the affected countries responded to the tragedy, the relationship between the PR industry, NGOs, and local and national governments in the region, challenges faced by the PR industry, etc. We chose to use broad open-ended questions to elicit data because we presumed that the local conditions of these countries would lead to a great deal of variance in the data (See Appendix 1). We e-mailed the questionnaires to the heads of the local public relations associations in India, Thailand, Malaysia, Indonesia, and Sri Lanka.

We received a comprehensive response from the president of the Public Relations Society of India (PRSI) who described a rather active cooperation between the public relations industry in India and the various other stakeholders such as the government and NGOs (See Appendix 2). The state and local governments in India do have large public relations (public information) departments which seem to have played a key role in such things as information sharing (with other government agencies, the media, and NGOs, for example), archiving and disseminating information about relief activities and the identification of missing persons, coordinating aid efforts such as setting up relief camps, and offering help with fundraising activities.

A second questionnaire sought responses from approximately 25 PR industry leaders hailing from donor countries (See Appendix 3). These consisted of the members of the Board of the Global Alliance, heads of national and international PR associations such as IPRA, etc. as well as prominent individuals. One of the first questions we asked was what goals the PR industry ought to have toward improving disaster communication. We also wanted to know whether respondents could share with us any case studies of best and worst practices associated with offering disaster relief, practices that would help in benchmarking. Finally, we wanted to know whether the public relations industry should develop/proposal a blueprint (based on the tsunami experience) that could be used for future disaster communication efforts.

The response from Jean Pierre Beaudoin of I & E, Paris reflects the sentiments of many PR professionals. He cautions against any organization seeking to use the opportunity of such a disaster to promote itself and recommends rather that good practice calls for the “provision of accurate information on the needs and the way to respond to emergencies, thus helping those willing to do what really helps”.

He applauds the move, seen as controversial in France, of Médecins sans Frontières, who announced at a certain point that they would no longer accept donations specifically for tsunami relief because they had received sufficient for the task. In the USA, the American Red Cross announced a similar halt on acceptance of tsunami donations on January 26, 2005, exactly one month after the disaster. In both cases donors could
continue to be generous with "non-directed" gifts because of other compelling needs, from malaria to the crisis in Darfur, being met by these and other similar organizations.

Jean Pierre suggests that there are two by-products of genuine corporate intervention and assistance. The first is the transformation of connections built solely around business transactions into deeper relationships with the affected communities. The second is to bring about a much closer bonding between members of a corporation based in affected and non-affected countries. The responsibilities of MNCs become much less theoretical when employees become sensitized and sympathetic to the human predicament of their colleagues in remote countries that are hit by a disaster.

If there is a common thread that recurred in all our studies for this report it was that efforts should be local and not over-ambitious and Jean Pierre was no exception. In response to our question whether there ought to be a blueprint for disaster communication, he warned that "developing a blueprint may be overly ambitious." He suggested that "putting together a set of ‘lessons drawn’ from the tsunami” might be more useful.

A third questionnaire was designed to get input from government officials and information officers whose role in disasters is of supreme importance. We received one response from the communications department of the Government of Singapore. Although this city/state was not one of the immediately affected countries its geographic position at the center of the regions that were hit gave its government and people a very special interest and placed it in a position of advantage to offer help (See Appendix 4).

The respondent says: “In this crisis, the cooperation between government communications officials and PR professionals from the other sectors was critical as it was a national effort to help other countries. In Singapore, the cooperation was extensive and very positive. The government sector worked with NGOs and relief organisations to reach and support the people in tsunami hit countries.

“The communications efforts by the government or the NGOs were not extensive but people having seen the media stories and the extensive coverage on CNN, were emotionally moved. The Singapore Red Cross was faced with the pleasant challenge of coordinating enormous donations (in cash and in kind) and large numbers of volunteers.

‘The NGO and relief organisations now have to think about their structure and processes in dealing with public relations for handling such crises. They should also think about crisis communications and beefing up their PR plans to project their organisations in such situations.”

The Singapore Government spokesperson has two recommendations:

- Firstly, the PR industry could think about a blue print for NGOs to improve handling of their communications.
- Secondly, it could help companies shape their corporate social responsibilities and play their role as good corporate citizens in such major crises.
B. Open-ended Interviews of experts: We also deemed it useful to gather data from those who are at the forefront of disaster relief such as the Red Cross, International Business Leaders’ Forum (IBLF), CARE, and the World Economic Forum.

Several key issues surfaced during these interviews. For example, the response from IBLF suggested that commitment from the Chief Executive Officers of businesses was the best indicator of the level of commitment from corporations. Further, only senior public relations professionals were influential in facilitating corporate interest in relief work. There is clear evidence that humanitarian organizations are unable to go beyond relief as they are neither equipped nor mandated to help in an extended recovery phase. This is an area in which corporations are prepared to help for reasons that are both altruistic and commercial. It is in everyone’s interest that economic vitality be reestablished as soon as possible. Further, we learnt during these interviews that international aid agencies such as the International Red Cross and CARE do not have well-oiled structures and systems for coordinating their global PR efforts. This provides the public relations industry an opportunity to help such donor agencies with its expertise.

Aid organizations are faced with other challenges when a new disaster strikes. For example, the tsunami arrived while CARE and other aid organizations were still trying to alleviate the suffering caused by the disastrous floods in Haiti. The new crisis displaced the earlier disaster in the headlines but the needs of the homeless Haitians had not changed one bit. CARE was also still trying to recover from the shocking murder of Margaret Hasan, head of CARE Iraq, who had been kidnapped by terrorists, placing a severe burden on all the charity’s resources, including communications.

In each case the first priority of humanitarian aid organizations is to respond with aid, food, shelter, medicines, etc. The second, almost equally important, is the function of communication. “While the goal is to be proactive, usually circumstances provoke a media feeding frenzy and they are all over you, sometimes to the point where the core department cannot cope. So our aim is better advance planning and preparedness” says Debra Neuman, CARE USA’s SVP of External Relations. “For an organization like CARE, which is very lean and takes pride in its low proportion of overhead to funds applied directly to aid, it means being prepared with prepackaged materials such as b-roll, photos, backgraders, etc. It is also good to have the ability to boost manpower swiftly in time of need and to have a well-organized database. We have benefited greatly by having an executive ‘on loan’ from Starbucks and are participating in an initiative of the Fritz Trust which has a focus on the use of logistics in emergencies.”

The Power of Two (Appendix 5) is a joint initiative of the American Red Cross and the Public Relations Society of America that grew out of the tragedy of September 11, 2001. The immediate response of hundreds of PR professionals was to call the PRSA to ask advice about how they could offer help. At the same time the American Red Cross called asking for help to manage media calls that had overwhelmed the resources of the organization. Volunteers were matched with ARC units in need and the idea of “The Power of Two” was born.

“The Power of Two” is a partnership designed to recruit, train and utilize public relations professionals to help manage disasters on local and national levels. The American Red Cross is in need of trained public relations professionals to serve as volunteers during these times of disaster. Whether you have 2 hours, 2 days, or 2 weeks of time to give, the American Red Cross will train you in your local area to become a
volunteer either for local disasters or to help out at disaster sites across the globe,” says the PRSA website.

By becoming a registered member of this national database of communications professionals ready to serve, PRSA and PRSSA members can translate their compassion and skills into immediate action for the American Red Cross disaster relief efforts.

The value of the experience gained after the 9/11 tragedy paid off when the tsunami struck.

Within a few hours more than 150 PR professionals registered to become Power of Two volunteers...soon 200 communicators had volunteered...and by February 2005 the total number of new registrants signed up for the Power of Two program reached 300.

One of them is Bob Howard, a PRSA member for 25 years. As a disaster public affairs specialist, he worked with an Emergency Response Unit responsible for the distribution of non-food relief supplies in southern Sri Lanka. Bob not only provided PR support such as giving reporters information about Red Cross relief activities and arranging "eyewitness" interviews with relief workers. He often accompanied relief teams to emergency shelters and helped pass out life-saving supplies such as tents, hygiene kits and cooking equipment.

We believe the “Power of Two" model can and should be replicated on a global scale, representing a powerful contribution by the international PR community.

Some “best practice” principles that emerged from these interviews:

- "Master Plans" are ineffective because they are usually out of touch with local realities. Localizing disaster relief is key to increasing its efficacy as is evident from the work of Standard Chartered Bank who empower local managers rather than coordinating centrally.

- Local experts/people should be relied upon as they know what is needed and are going to be around long term to help and monitor aid. Even if some of them have to be trained, it is good to train them to establish local capacity. The IBLF called local businesses such as small merchants, hoteliers, and enterprises the “unsung heroes” (Appendix 6).

- Media coverage often helps “encourage” greater giving from corporations

- It appeared that American companies were better prepared to respond quickly based on the lessons learned from the 9/11 tragedy which can be summed up as “Be trained; Be prepared".
C. Media Analysis and literature review: As mentioned earlier, the media obviously has a significant impact not only in the reporting of disaster relief, but also in inducing greater responsiveness on the part of individuals and corporations. We therefore decided to monitor media reports and used a variety of methods. We conducted keyword searches of databases looking for stories that were relevant to the objectives of our initiative.

At the very outset, it is important to point out one striking feature of our media analysis which was that communication was invisible as an important element of relief, recovery, and prevention of future disasters.

A range of stories came up during these searches. For example, less than ten days after the disaster, there was a report that donations from corporations in Britain, France, and Germany totaled more than Euro 6 million (Appendix 7). The same report described the various efforts of individual corporations from throughout Europe ranging from chartering jets to repatriate the wounded to delivering food and other materials to the needy in the affected areas. Another report appearing about two months after the disaster quoted the US Chamber of Commerce and reported that US companies had raised US dollars 452,565,905 for tsunami relief – second only to the donations received after the 9/11 tragedy (Appendix 8). Another report appearing about thirty days after the disaster gave the breakdown of the $ 7 billion in donations received (Appendix 9).

On May 28, 2005, The Economist reported that “a promising new body” called the Rehabilitation and Reconstruction Agency (BRR) had just been formed in Indonesia to rebuild the affected areas within four years. The report called the new government body “clean, efficient, well managed and results-oriented.” The report also indicated that under the leadership of a former minister known for his integrity, the agency had jettisoned “most of the government’s 12-volume reconstruction blueprint in favour of a community-driven approach…” (Appendix 10)

We also accessed some web sites as part of our literature review, which yielded interesting results (Appendix 11). For example, the briefing prepared by the UN Global Compact Office just ten days after the disaster, reported several highlights and trends. First, the report stated that private-sector response was “immediate, strategic, and impressive in size and scope.” The report also highlighted the fact that virtually all business sectors such as apparel, banking, construction, energy, high-tech, pharmaceutical, and shipping/courier were actively participating in the relief efforts. It singled out the Disaster Resource Network of the World Economic Forum as being “noteworthy” for mobilizing resources to enable airport and delivery activities in support of relief efforts.

On May 31, 2005, CNN’s web site reported that in the first three months, the 160 or so US-based aid groups had used only about 17 per cent of the 1.48 billion they had received for the tsunami relief operations (Appendix 12). The story juxtaposed the frustration of the victims who felt help was not coming fast enough with the caution of aid agencies who felt that there should be “responsible spending” so that agencies “make sure that the money is spent properly.”
Seven Recommendations:

- Following the 9/11 tragedy, the PRSA and the Red Cross instituted *The Power of Two* program that is described as “a partnership to recruit, train, and utilize public relations professionals to help manage disasters on local and national levels.” The GA and the Red Cross should adopt a similar strategy and encourage its local chapters to recruit public relations professionals to provide their expertise to local relief agencies.

- The national association members of the GA should encourage corporations to train and release P.R. executives so they can be released on short notice to work with relief agencies for a designated period during emergencies. There is an existing model in the “Executive on Loan” program of the United Way. This initiative could be most effective if it is managed and promoted in partnership with an organization such as the WEF Disaster Resource Center.

- In the ongoing debate about central vs. local planning in disaster relief, we believe “thinking and acting local” is the most efficacious strategy. In order to bring about such “local planning,” local P.R. professionals can play a key role by:
  - Gathering data on the needs of the affected people (the GA can provide the research guidelines and templates to local offices);
  - Helping coordinate the communication activities of the different regional governments

- Senior P.R. leaders should use their personal influence with key government officials to encourage cooperation between members of the central and local government.

- Local P.R. professionals should share their expertise in fund raising and donor communication with local relief agencies who can use this expertise to garner resources. Local GA chapters should hold seminars and conferences or develop position papers, etc. to achieve this objective.

- The P.R. Community should try to help maintain long-term interest in the issue by using effective media relations strategies.

- P.R. agencies and consultancies should establish specific relationships with selected aid organizations or charitable clubs (Rotary, Lions, etc.) on a pro bono basis.

- The PR profession should investigate ways in which communications can be used to give early warning of natural disasters so that measures can be taken to save lives and property.

- PR experts should enlist the support of corporations that can supply logistics support and equipment needed by communications professional at the site of emergencies.
Next Steps

We recommend that following the adoption of this report as modified after full discussion, the Global Alliance in cooperation with the IPRA should outline detailed initiatives in the form of an industry-wide White Paper. This should be completed and made available before the first anniversary of the 26 December 2004 tsunami.

The GA and IPRA should nominate a working group led by a chairman of distinction and experience. In order to make the work more manageable we also recommend that the working group be split into sub-groups, each of which will address a specific aspect or initiative as recommended in this preliminary report. For instance, individual sub-groups should be formed to work on the “Executive on Loan” initiative, the “Power of Two” globalization project, the creation of the GA Database of PR, etc.

In the meantime, the full contents of this document should be published on the GA and IPRA websites and, if possible, on the websites of national member associations. The purpose will be to attract comment, discussion and debate as well as to bring out additional ideas and, it is hoped, volunteers who will be willing to help take this to fruition.

Acknowledgements
We acknowledge the following friends, colleagues and well wishers who contributed views and ideas and invested their own time to make this report possible:

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Cartherine Bolton, COO of the PRSA
Robert Davies, CEO of the Prince of Wales IBLF
Sandra MacLeod, CEO of Echo Research
Professor Anne Gregory
Professor Liese Hutchinson
Ajit Pathak of the PR Society of India
Alison Clarke, Huntsworth Group PLC
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Betty Fong, Institute of Public Relations of Singapore
Marsha Evans, CEO of the American Red Cross
Darren Irby, Vice President of Public Relations, ARC
Debra Neuman, SVP of External Relations, CARE USA

* * *

Submitted by:

Michael Morley, Deputy Chairman, Edelman
Assoc. Prof. Sriramesh Krishnamurthy, NTT University, Singapore
June 2005
-Appendix 1-

Letter sent to the affected countries with the questionnaire attached.
8 February 2005

Mr Ajit Pathak  
President, Public Relations Society of India

Dear Participant,

Please accept my sincere condolences on the loss of life, livelihoods and homes and injuries sustained by your compatriots in the 27th December 2004 tsunami.

Nothing I or my colleagues in the worldwide public relations community can say or do can compensate for the loss sustained by the people of your country and the others in the path of the devastating waves, even though I am aware that there has been an enormous effort to help by thousands of individuals and many organizations in P.R. around the world by contributions of professional skills, time and money.

Now, following the immediate aftermath of the disaster and the unprecedented outpouring of sympathy and donations – official, corporate and individual – for the affected regions and a huge number of relief organizations, it is time for the worldwide Public Relations Community (estimated to number approximately 3 million individuals) to consider and coordinate how it can ensure:

- that the momentum of interest is maintained after the topic loses its place on the front pages of the media and the TV news bulletins.
- that there is transparency and consensus as to how the donated millions are spent and seen to be spent and that scandal is avoided
- that there is an appropriate level of cultural, political and religious sensitivity displayed towards the affected regions

This effort is being coordinated, as is appropriate, by the Global Alliance for Public Relations and Communication Management as the representative body of most of the world’s P.R. Associations, Institutes and Societies. I have been asked to lead this effort and I am writing to ask you for your help. It is of vital importance that the deliberations of the advisory group I am assembling be primarily driven by the needs and views of the P.R. representatives working within the affected communities.
Our mission will be to:

- analyse lessons from the handling of this and similar natural disasters, including the way that communications during and after the disaster period were handled in different societies and under different conditions

- suggest how longer-term issues such as debt relief can be kept ‘live’ so that poorer countries are better able to cope in such situations

- analyze the role of the public relations industry in instilling high levels of confidence among donor nations, corporations, and individuals

- offer recommendations and possibly create a communication blueprint (based on the “lessons learned” from the tsunami experience) that can be used in the future for using publications to minimize the impact of natural disasters

At the risk of troubling you at a difficult time when you must have a very pressing agenda, I am sending you a questionnaire so that comments from different sources can be more readily organized and analyzed. However, feel free to comment entirely in your own format, if you prefer.

In due course, based on input from you and other leaders of our profession GA will prepare and return to you a ‘green paper’ for consideration and comment. Following that a ‘white paper’ will be prepared outlining the considered P.R. industry position, possibly with suggestions for action that could or should be taken.

I hope you can send me your response as soon as possible but in any events, by 24th February 2005.

I thank you in advance for your cooperation.

Michael Morley

Please respond to michael.morley@edelman.com
Questionnaire

The Tsunami of December 2004:  
The Role of the Public Relations Industry

Analysis of communication during a disaster

Overall Question: What goals do you think the public relations industry should have vis-à-vis disaster communication?

I. Immediate Response (December 27, 2004 – January 5, 2005)

1. In what ways did the public relations community in your country respond and help in the week immediately after the tsunami on December 27? Simply list them.

2. How would you characterize the relationship between the public relations industry, and local and national government in your region?

3. How would you characterize the relationship between the public relations industry and NGO relief organizations during this period? How are they now?

4. Describe/List the biggest challenges faced by P.R./communications professionals during this week.

5. Can you let us know of any instances where P.R. played key role in helping those affected by the tsunami?

6. Do you know of any instances where P.R. colleagues outside the affected region offered help? Were such offers accepted?

II. Since January 5th, 2005

1. Has there been any offer of financial, personal or other help from the PR community in unaffected parts of your country or abroad?

2. How would you characterize the local media attitude (in your region) toward the PR profession and its efforts to help?

3. What, if any, has been the local media attitude towards the P.R. profession and its efforts to help?

4. What problems have arisen of which PR people should be aware?

(For example: there have been media reports of certain communities rejecting overtures from charity/relief organizations with religious affiliations)
5. Describe/list any successful initiatives from the PR community regarding disaster relief.

III. The Future

1. Give your view as to how the public relations industry might:
   a) Assist in the recovery – human and economic – of the affected areas, communities, families and enterprises
   b) Ensure that interest is kept alive when media attention is reduced and funds dwindle but many needs have not been met.
   c) Identify the most productive role that can be played by concerned public relations practitioners from non-affected countries.

Overall Question: Do you think the public relations industry should develop/propose a blue print (based on the tsunami experience) that can be used in the future?
-Appendix 2-

Questionnaire received from Ajit Pathak of the PRSIA

The Tsunami of December 2004:
The Role of the Public Relations Industry

Analysis of communication during a disaster

Overall Question: What goals do you think the public relations industry should have vis-à-vis disaster communication?

I. Immediate Response (December 27, 2004 – January 5, 2005)

1. In what ways did the public relations community in your country respond and help in the week immediately after the tsunami on December 27? Simply list them.

Besides the Government of India, the Public Relations departments of the State Governments of the Tsunami affected regions have been the focal point of all relief coordination activities. Besides coordinating with the state machinery, the PR depts. also coordinated the relief activities offered by volunteers, NGOs and various other organizations.

The major response of these PR depts. have been:

- Information sharing – with other government departments and agencies, media and the NGOs/ institutions
- Putting up information regarding relief activities, missing persons.
- Facilitating Coordination for routing Aid, setting up of relief camps, etc.
- Motivational communications calling for help and contribution.

2. How would you characterize the relationship between the public relations industry, and local and national government in your region?

The Public relations industry is very much an integral part of the national /State/local government. Almost every government undertaking, department, agency, public sector companies, have a cell executing the public relations functions (In certain situations they may not be demarcated as 'PUBLIC RELATIONS', but execute the same functions)

Information sharing with the public and media is an important function of the Government of India at all levels of governance. This is achieved through the public dissemination systems like the Press Information Bureau, etc., numerous Government websites, newsletters, circulars, etc. During the Tsunami crisis they played key role in communicating the government’s initiative on relief operation.
3. How would you characterize the relationship between the public relations industry and NGO relief organizations during this period? How are they now?

The NGO relief organizations or their patron organizations have used PR during this period in the following ways:

- Highlighting the enormity of the disaster through the media
- Facilitating information sharing about missing persons
- Facilitating aid collection through various media
- Garnering support and involvement of Public Figures in joining hands for generating aid, etc.

4. Describe/List the biggest challenges faced by P.R./communications professionals during this week.

Some of the challenges faced by the PR professionals included:

- Ensuring correct / authentic information sharing about the extent of the disaster through the various media, treading the tightrope of maintaining objectivity while at the same time tugging at the heart of the public to garner support and aid for the victims.
- Facilitating the plethora of media persons who flocked to the disaster sites.
- Ensuring objectivity and authenticity of media reports
- Curbing exploitation of the disaster to create more viewership / readership through exaggerated stories

5. Can you let us know of any instances where P.R. played key role in helping those affected by the tsunami?

PR departments of the government machinery played a key role in helping the victims through the following:

- Facilitating wide and extensive dissemination regarding missing persons through the print and electronic media
- A notable effort has been the setting up of websites by the State Governments giving updated information about the disaster.
- Various campaigns to spread awareness about the extent of the disaster to garner support from the public throughout the length and breadth of the country to help the victims through their physical presence or by donating cash / relief items / medicines, etc.

6. Do you know of any instances where P.R. colleagues outside the affected region offered help? Were such offers accepted?

Public Relations dept. across the country – Central / State / local governments were involved in the helping the affected during the relief and rehabilitation phase. This was an instant where regional boundaries faded and the PR community came together to contribute in helping the victims and facilitating aid / rehabilitation of the affected.
II. Since January 5\textsuperscript{th}, 2005

1. Has there been any offer of financial, personal or other help from the PR community in unaffected parts of your country or abroad?

PR community from all over India has galvanized financial and other help for the tsunami victims. The apex body of PR professionals, PRSI (Public Relations Society of India) has through its various chapters located in various cities of the country facilitated collection of financial help for the Prime Minister’s Relief Fund to help the tsunami victims.

2. How would you characterize the local media attitude (in your region) toward the PR profession and its efforts to help?

The various initiates of PR bodies like the PRSI in donating aid to the tsunami victims have been reported positively by the local media

3. What, if any, has been the local media attitude towards the P.R. profession and its efforts to help?

The local media has been appreciative of the efforts of the PR community in generating awareness about the tsunami and aid relief provided to them

4. What problems have arisen of which PR people should be aware?

PR community needs to be aware of the following while offering relief during disasters:

- The locale-specific sentiments need to be considered before any action plan is created and during the phase of relief / rehabilitation
- They need to inform the various media persons about the culture of the people affected by the disaster
- They need to strive for maintaining objectivity of information shared and observe basic norms of human dignity while sharing information about the people affected.

5. Describe/list any successful initiatives from the PR community regarding disaster relief.

In order to handle Tsunami crisis Public Relations of the country has worked hand in hand with the respective departments to inform, create awareness, motivation for support and help for the cause of humanity.

(Some success stories will be available on other attachments / sites)
III. The Future

1. Give your view as to how the public relations industry might:

a. Assist in the recovery – human and economic – of the affected areas, communities, families and enterprises

   In the long term the PR industry can undertake the following for disaster mitigation and relief

   - Ensure a PR disaster management action plan
   - Start a fund for helping disaster victims – If we can have a fund of respectable size an orphanage may be developed which will take care of Tsunami affected children as well as the ones who fall in the same category due to any such disaster in future. Efforts can be made to get subsidized land for the project. Recurring help can be generated through U N organization.
   - Keep the issue of the plight of the surviving victims in the media and the public eye after the initial outpouring of aid and attention.

b. Ensure that interest is kept alive when media attention is reduced and funds dwindle but many needs have not been met.

   - Announce International Awards for outstanding contribution for different categories viz. Government, NGOs, Public Relations and Print / Electronic media.
   - Organize fund raising events involving Tsunami affected people
   - Facilitate follow-up stories to be highlighted in the media about the rehabilitation issues
   - Create public interest campaigns to garner long – term / sustained support for the affected regions

c. Identify the most productive role that can be played by concerned public relations practitioners from non-affected countries.

   - PR professionals from non-affected areas can play a major role by sharing of experiences learnt from disasters faced by their countries
   - Work out a communication system (like the Ham sets or something better) at a time of disaster when traditional communication system gets destroyed.
   - Route aid to the affected country, if needed.
   - Highlight the role played by the PR community of the affected region to motivate the PR community and generate goodwill towards the community from the public at large
   - Create a common platform for the PR professionals from various countries to work together during disasters
Overall Question: Do you think the public relations industry should develop/propose a blue print (based on the tsunami experience) that can be used in the future?

Yes, there is a felt need for the Global PR community to join hands and engage in meaningful dialogue and learning through experience sharing in order to be more productive when such disasters strike.

The development of a blue print based on the tsunami experience will be an invaluable tool for the PR community to bring relief to disaster victims.

Summing Up

There was one killer wave of Tsunami which destroyed the property and took lives of millions of people, made many orphans and shelter less. But soon after the unfortunate mishap there was another Tsunami of humanity, concern, care and commitment in the country. India emerged as one united lot to support the affected communities.

- Individuals, corporates, NGOs and the governments of various states contributed whole-heartedly. A record amount of was contributed for the relief work to the ‘Prime Minister’s Relief Fund’.

- Charity was at its best with NGOs, corporates and even small business houses opening their doors for all kind of immediate relief viz. LPG – for cooking food for the affected people, the diesel and petrol to mobilize resources and transportation and medical camps to provide healthcare facilities and medicines.

- Events like cricket tournament and Star Nites were organized where star attractions in their respective field came forward to lend their support by participating in the event for fund raising.

- Newspapers and TV channels created Tsunami Funs which also attracted contributions in a big way.
The following articles helped Ajit Pathak form his conclusions.

http://www.international.ucla.edu/article.asp?parentid=19168

**INDIA: Indian ham radio buff unites families**

*One woman helps tsunami victims find missing relatives through a ham radio system in the Andaman islands*

The Straits Times
Saturday, January 1, 2005

A New Delhi housewife in the Andaman islands has organised a multinational effort by ham operators to unite thousands of families separated by the killer waves. The Andamans account for about a third of India's reported death toll of 11,330 but thousands more are missing or have been separated from families in the archipelago's 572 islands because of massive damage to harbours, bridges and local ferry services. The Indian army is supporting Mrs Bharti Prasad, 46, with gear and batteries as she networks ham operators across nations to reunite families and help in relief and rescue operations.

Ham radio buffs had not been permitted to operate in the Andamans since 1987 but the ban was lifted in November. Mrs Prasad was among the first to arrive to help establish a radio footprint in the string of islands near Thailand.

'We arrived here on Dec 15 to support Andamans as a radio country ... Amateur stations across the world wanted a footprint in these beautiful islands.

'I did not expect a disaster like this. It is no longer a game and now we must help,' she said as her headset crackled with tsunami-related traffic in Port Blair.

'When the tidal waves struck, we just turned the beacon towards India and since then we have been flooded with messages which we rely on local telephone lines.'

She has already handled around 30,000 emergency calls since disaster struck the tropical paradise. 'The only thing I am now afraid of is our telephone bill,' she said.

Mothers were separated from their children and husbands from their wives in the desperate scramble to escape the killer waves.

Further chaos ensued when rescuers randomly plucked survivors from islands and sent them to special shelters.

'I thought I had lost my family but soon an official told me that he had received messages from a 'radio station' that all my relatives were safe in Port Blair,' said survivor Roby Dey in Car Nicobar island.

The 'radio station' was none other than Mrs Prasad, said a military rescuer in Car Nicobar.

Amateur stations in Kolkata, Bangalore, Hyderabad and Chennai are now linked with Mrs Prasad and the network is growing beyond Indian territory, said co-volunteer Suresh Babu.

Mrs Prasad's radio crackles with a voice from Indonesia: 'Bharti, you take care. You are the Angel of the Seas. Without you out there, rescue will halt.'
Ham Radio Operator on a Chance Visit to a Remote Indian Island Becomes a Lifeline

By Rama Lakshmi
Special to The Washington Post
Sunday, January 2, 2005; Page D01

PORT BLAIR, India -- About one month ago, Bharathi Prasad and her team of six young ham radio operators landed in this remote island capital with a hobbyist's dream: Set up a station and establish a new world record for global ham radio contacts. In the world of ham slang, it was called a "Dxpedition."

"It is a big honor to come to the Andaman and Nicobar Islands and operate. There is no ham activity here because it is considered a very sensitive area by the Indian government," said Prasad, a 46-year-old mother of two from New Delhi.

In fact, the last ham activity in these scattered islands in the Bay of Bengal, 900 miles east of the Indian mainland, occurred in 1987, when Prasad set up a station in Port Blair and made 15,500 calls. "I had always wanted to come back and break that record," she said.

This time, Prasad set up an antenna in her hotel and turned Room 501 into a radio station. She made more than 1,000 contacts every day and said she operated "almost all day and all night, with just three hours of sleep."

In the early hours of Dec. 26, while the other hotel guests were fast asleep, Prasad's room was crackling with the usual squawks and beeps. At 6:29 a.m., she felt the first tremors of an earthquake. The tables in her room started shaking violently. She jumped up and shouted, "Tremors!" into her microphone. Then the radio went dead. She ran out and alerted the hotel staff and other guests.

But with that one word, she had alerted the world of radio hams, too.

Within a few hours, the extent of the damage was clear to everyone in Port Blair. But the tsunami had knocked out the power supply and telephone service of the entire archipelago of 500 islands, leaving the capital virtually cut off from the rest of India.

Undaunted, Prasad set up a temporary station on the hotel lawn with the help of a generator -- and put the city back on the ham radio map.

"I contacted Indian hams in other states and told them about what had happened. The whole world of radio hams were looking for us, because they had not heard from us after the tremors," she said later. "But I also knew this was going to be a big disaster. I immediately abandoned my expedition and told all radio operators to stop disturbing me. I was only on emergency communication from then on."

While news of the death and devastation caused by the tsunami in other parts of India was quickly transmitted around the world, the fate of the Andamans and Nicobars was slow to unfold.

Prasad kept broadcasting information about the situation to anyone who could hear her radio. Over and over, she repeated that there was no power, no water, no phone lines. On Monday morning, she marched into the district commissioner's office and offered her services. "What is a ham?" he asked her. After she explained, he let her set up a radio station in his office, and a second one on Car Nicobar, the island hit hardest.

For the next two days, as the government grappled with the collapsed communication infrastructure, Prasad's ham call sign, VU2RBI, was the only link for thousands of Indians who were worried about their friends and families in the islands. She also became the hub for relief communications among officials.
"Survivors in Car Nicobar were communicating with their relatives in Port Blair through us," she said. When the phone lines were restored on Tuesday, Prasad's team in Car Nicobar radioed information about survivors to her team in Port Blair, whose members then called anxious relatives on the mainland to tell them that their loved ones were alive and well.

Prasad also helped 15 foreign tourists, including several from the United States, send news to their families. Offers of relief aid poured in from around the world through her radio, and she directed them to government officials. She also arranged for volunteer doctors to be sent from other Indian states.

Now she has become so popular in the islands, and in the ham world, that she said she has been affectionately nicknamed the "Teresa of the Bay of Bengal.

When the earthquake occurred, Prasad's worried husband called her from New Delhi and asked her to return home immediately.

"He reminded me that I have two children to look after back home," she said, laughing. "I told him that as a ham radio operator, I have a duty in times of disaster." Under India's strict communications laws, a ham cannot leave home with his or her radio without going through an elaborate bureaucratic process to obtain permission from various ministries.

Prasad said that after her first expedition to Port Blair, she spent 17 years begging and badgering officials before she was allowed to return.

Now she hopes her work in the aftermath of the tsunami will ease the path for other hams in India.

"She looked like a simple housewife when she checked in," recalled Ravi Singh, the hotel manager in Port Blair. "But now I marvel at the courage she has shown."

http://www.uniindia.com/

TSUNAMI AFTERMATH

Enmay, a small tribal Jarawa boy coming in contact with the 'outside world' has transformed the attitudes of the tiny 300 strong commune from a 'hostile to a friendly tribe', virtually ending its life of isolation in the serene rain forest islands of Andaman and Nicobar islands.

Jarawas, the Negritoid tribes of Andamans living in peace with nature in equitorial rain forests for centuries were an aggresive lot shooting arrows at intruders to indicate they were 'not welcome' in their territory. Their bows did not spare even reconnaisance helicopters and the tribe was branded as "hostile" by the Union Territory Administration.

Enmay, an injured boy who the administration found after he slipped into an animal trap was admitted to the Port Blair hospital. Enmay was so scared that he would not even let doctors or the hospital staff anywhere near him and would use 'spit' as his weapon to keep them away. However as time passed, Enmay realised that his 'captors' were not his enemies and started responding to their friendly overtures.

After he was treated with love and affection, Enmay was taken back to the forests where he belonged and he has now become a 'bridge' between his people and "new found world."
The Jarawas, who do not hesitate to shoot an arrow at an outsider are now a changed lot although they view outsiders with certain amount of suspicion. They are not averse to taking help from outsiders for their health problems and now accept coconuts and eatables. "They initially communicated in their own language but have picked up some Hindi words too. This has prompted sociologists to rightly dub this change as the "Enmay Revolution."

"He is our link with his tribe," an administration official told visiting journalists from Delhi.

Later there were attempts by the administration to understand the language of the Jarawas with the help of experts from the Institute of Indian Languages in Mysore. Considering the sensitivity of the situation, the Administration isolated the tribal patients to keep them out of public gaze. After the December 26 Tsunami disaster struck the archipelago, there were two Jarawa female inmates, a woman and her daughter in the Port Blair hospital recouping from illness.

The Jarawa tribe which was on the door verge of extinction in 1931 with only 70 people swelled to 500 in 1961. However its strength once again dwindled to 250 according to 1981 and 1991 Censuse. The tribe was little more than 300 people according to the figures of Anthropological Survey of India in 1998.

The Jarawas live in huts made from bamboo and dried coconut leaves and mud stoves find a central place in the huts for cooking meat and fish. They love bananas and hang a raw bunch from the ceiling and consume the ripe ones at leisure.

The display of wild boar skulls in the hut is also an indicator of the status of a person in the tribe. Besides the Jarawas, Onges, Sentelenese and Great Andamanis are the Negritoid tribes in the archipelago and their background and origin is a subject of speculation among scholars and anthropologists.

The islands inhabited by the tribes are not easily accessiable and special permits are required even for Indian citizens. This step is an effort to protect the tribal way of life.

http://tsunamiandaman.tn.nic.in/

Earthquake & Tsunami Relief Operations in A&N Islands; site put up by the A&N Administration

This site has info on the following:
Information about A&N Islands
Earthquake & Tsunami
Control Room
Damages Island Wise Info.
Rescue & Relief Operations Island Wise Requirements
Camps Missing Persons
Relief & Rehabilitation Measures
Photo Gallery Press Releases
LG's Relief Fund Central Assistance
http://www.pibchennai.tn.nic.in/Andaman/releases/tsunamireleases.htm

Press Information Bureau
Government of India
Media Facilitation - cum - Information Centre, Port Blair

http://www.pibchennai.tn.nic.in/nagai%20releases/tsunamireleases.htm

Press Information Bureau
Government of India
Media Facilitation - cum - Information Centre
NAGAPATTINAM

http://www.prd.kerala.gov.in/prd2/

Efforts by Public Relations Depts of State Governments
Dept. of Public Relations, Government of Kerala
Put up photos of unidentified victims of the Tsunami
Letter published on the website seeking contributions to the relief fund; along with contact nos. of control rooms as part of the Government’s disaster management efforts.

Efforts by Corporates

PM appreciates IndianOil contribution

February 2, 2005

The Prime Minister’s Office has appreciated the generous contribution made by IndianOil employees to the PM’s Relief Fund for tsunami victims. The letter from PMO to the Chairman says that the "PM appreciates the thoughtful gesture and conveys his gratitude. The amount will be of immense help in rehabilitating those affected by the
tsumani." It may be recalled that as a noble gesture, IndianOilPeople donated one-day's salary, amounting to Rs. 2,11,34631, to help victims of the cataclysmic tsunami. IndianOil stepped in with relief right after the devastating tsunami which had left many parts of coastal India crippled, along with other parts of south-east Asia.

Relief to Tsunami victims- APSO
Hyderabad, January 24, 2005

By V V Prasad, Manager (HR) / APSO
As Tsunami hit southern Asia on 26th December 2004, APSO, Hyderabad immediately swung into action to help in all possible ways.

A spontaneous appeal was made to all Hyderabad based locations including APSO to contribute their might in kind by way of non-perishable food items, clothing, utensils etc. the very next day.

There was an overwhelming response from all corners of Hyderabad, including employees and even our IndianOil dealer fraternity, who mobilized substantial quantities of essential items.

This material was handed over to Dr. K Rajyalakshmi, the state secretary, Indian Red Cross society, AP state branch, Hyderabad on 31.12.2004 in the presence of Mr.S Aravamuthan, GM i/c, APSO.

The Indian Red Cross society, AP state branch appreciated the initiative and efforts put in by IndianOil Corporation.


Jet Airways announces additional relief measures for the tsunami victims
31 Dec 2004

To enable evacuation of the needy residents of the Andaman & Nicobar Islands to the mainland, Jet Airways will offer a 50 per cent rebate on 30 seats in the Economy Class of its daily flight from Port Blair to Chennai effective Saturday, January 01, 2005 till Friday, January 07, 2005.

Already over 1,900 stranded residents and tourists on the Islands have been evacuated from Port Blair on the 18 flights, which Jet Airways has operated from Port Blair to Chennai and Kolkata from Sunday, December 26, 2004 till date.
Additionally, Jet Airways will uplift 3,000 kgs of relief cargo everyday, comprising of packaged water, clothing material, foodstuffs and medicines for urgent despatch to Port Blair and Colombo in Sri Lanka from Chennai. Over 21,000 kgs of relief cargo sent by Governmental agencies and recognised voluntary agencies in different parts of India have already been flown to the tsunami-ravaged archipelago and the Island Nation of Sri Lanka in the Indian Ocean.

Jet Airways has also extended the validity period for the waiver on cancellation charges for tickets issued for travel on Chennai-Port Blair-Chennai and Chennai-Colombo-Chennai sectors until Saturday, January 15, 2005. Tickets issued separately on domestic sectors in conjunction with onward journey on these routes are also entitled to this benefit.

Jet Airways has also contributed Rs.50 lakhs to the Prime Minister’s Relief Fund for rehabilitation of the tsunami victims of India. The Airline has also made a contribution of USD 55,000 for similar efforts in the Island Nation of Sri Lanka. Additionally, approximately 7,000 employees of Jet Airways have contributed one day’s salary for relief efforts of the tsunami victims of the coastal areas of India.

Jet Airways operates a fleet comprising 34 Classic and Next-Generation Boeing 737-400/700/800/900 aircraft and eight ATR 72-500 turbo-prop aircraft. On an average, Jet Airways currently operates 1,924 flights weekly to 44 destinations, which include daily flights to two international destinations, Colombo in Sri Lanka and Kathmandu in Nepal. Since inception on May 05, 1993 until November 30, 2004, Jet Airways has flown about 47.7 million passengers.

**Indian Idol contestants to perform at the concert for the tsunami relief fund**

Media release, February 2, 2005
New Delhi

Sony Entertainment Television is proud to showcase ‘Saathi Hath Badana’ a show with a purpose. For the first time ever Indian Idol contestants and the Indian music fraternity comes together on a single platform to raise funds for Tsunami Relief fund. The Art & Artistes (India) Pvt. Ltd supported by Singers Association of India have made this exclusive initiative possible. The show will feature classical, contemporary music by renowned play back performers such as Sonu Nigam, Alka Yagnik, Kumar Sanu, Udit Naryan and many more. The two hour episode will be telecast on on February 05,2005, Saturday at 8.30 pm only on Sony Entertainment Television
Viewers can pledge their support via SMS & phone lines for the Prime Minister's Tsunami Relief Fund. Eminent personalities like Sunidhi Chauhan, Hema Sardesi and Kaliash Kher along with Indian Idol finalists enthral and entertain the viewers with renditions of some memorable songs. Veterans Hari Harian and Suresh Wadekar will also play goodwill messages on the show.

None other than the experienced Gulzar and Javed Akhtar will be seen inspiring poetry readings. The renowned designer Shaina N.C. has added more glamour and glitz to the show by designing the clothes for all the performing celebrities.

On the occasion Tarun Katial, Executive Vice President and Business Head of Sony Entertainment Television said, "We have a choice, we can either look away or help. The combination of Singers' Association of India and 'Indian Idol' contestants is a great platform for the music industry to come together and value add to the impending macro issues of the society."

Most of the music fraternity was still reeling with shock as the stars narrated stories of the tsunami disaster, and shared photographs of the devastating waves.

Durga Jasraj, Director, Art & Artistes (I) Pvt Ltd said, "'Saathi Haath Baadana' is the biggest get together of all the playback singers from the singing fraternity for a just cause to raise funds for the Tsunami victims. Music is the apt medium since it has healing powers and through Sony Entertainment Television it would reach out to the masses. This platform was most appropriate and it bought the best performances by the best performers from our industry."

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http://www.centralchronicle.com/20050116/1601028.htm

PRSI donates Rs 5001 to Tsunami relief
The Bhopal Chapter of Public Relations Society of India will donate Rs 5001 to Chief Minister's Relief Fund. Dr Shashikant Shukla, Chairperson PRSI Bhopal Chapter disclosed the aid in executive meeting.
-Appendix 3-
Letter and questionnaire sent to donor countries.
Dear Participant,

I am writing to you as leader of a task force that the Global Alliance for Public Relations and Communication Management has requested prepare a white paper on the P.R. industry’s response to the 27th December 2004 tsunami disaster.

In this my principal partner will be Dr. Sriramesh Krishnamurthy, Associate Professor of Nanyang Technological Institute (NTU), Singapore.

Our mission will be to:

- analyse lessons from the handling of this and similar natural disasters, including the way that communications during and after the disaster period were handled in different societies and under different conditions

- suggest how longer-term issues such as debt relief can be kept ‘live’ so that poorer countries are better able to cope in such situations

- analyze the role of the public relations industry in instilling high levels of confidence among donor nations, corporations, and individuals

- offer recommendations and possibly create a communication blueprint (based on the “lessons learned” from the tsunami experience) that can be used in the future for using public relations to minimize the impact of natural disasters

The report will demonstrate the power of communications in such situations

The only way to undertake such a daunting task is first to seek the help of the leaders of the P.R. profession in each of the affected countries and, second, call on the experience and counsel of the wisest heads in our field, wherever they may be. I know that you fall in this second group which I am limiting to no more than about 15 people. I think of the combined groups as an ‘advisory board’ which will ensure our work is relevant and stays on course and on schedule.

We hope to conduct most of our work remotely via e-mail and phone so there will not be heavy demands on your time. This will also contain costs as my hope is that all efforts will be contributed ‘pro bono’ and any travel and disbursements can be written off as a business expense.
While I hope to receive any personal insights you can give, I also know the demands on your time and, through you, welcome the input or any of your colleagues you may wish to involve.

I look forward to hearing from you that you agree to associate your name with this initiative.

I hope you can send me your response as soon as possible but, in any event, by 24th February 2005.

Yours

Michael Morley

Questionnaire

The Tsunami of December 2004: The Role of the Public Relations Industry

Analysis of communication during a disaster

Questionnaire for PR professionals in non-affected countries

1. What goals do you think the public relations industry should have vis-à-vis disaster communication?

2. Benchmarking: Are you aware of any cases that are instructive in illustrating the good and the bad connected with disaster relief? American Red Cross? Live Aid? 9/11? UN Iraq Food For Oil? What can go wrong? How to keep interest alive in the cause?

(You may direct us to read case study articles that analyse prominent large scale disasters that will help us shape our thoughts).

3. Do you think the public relations industry should develop/propose a blue print (based on the tsunami experience) that can be used in the future?
-Appendix 4-
More information on the Power of Two program
Overview

In an effort to channel the specific skills of public relations professionals in times of crisis, PRSA and the American Red Cross joined forces to create "The Power of Two" a partnership designed to recruit, train and utilize public relations professionals to help manage disasters on local and national levels.

By becoming a registered member of this national database of communications professionals ready to serve, PRSA and PRSSA members can translate their compassion and skills into immediate action for the American Red Cross disaster relief efforts.

Benefits of Participation

Involvement in "The Power of Two" provides PRSA members with several important benefits:

- On-the-job crisis communications training and experience
- Chance to use communications talents in times of need
- The reward of working to help disaster victims in their time of need
- Satisfaction knowing that you have participated in the development and execution of communications that help save lives
- Maintenance credits for your APR credential

South Asia Disaster Relief Message to PRSA Members

Dear PRSA Member,

We at PRSA are deeply saddened by the recent tragedy in South Asia and would like to extend our heartfelt sympathies to those who have lost loved ones. During this great time of need, one of the best gifts you can give to the victims of this tragedy is a monetary donation to the American Red Cross disaster relief efforts. There are three ways to donate:

- Call 1-800-HELPNOW
- Make a secure on-line donation at redcross.org
- Send a check or money order to:
  American Red Cross
  International Response Fund
  P.O. Box 37243
  Washington, D.C. 20013
  (designate South Asia relief)

BECOME AN AMERICAN RED CROSS PUBLIC RELATIONS VOLUNTEER - JOIN THE POWER OF TWO NOW
The American Red Cross is in need of trained public relations professionals to serve as volunteers during these times of disaster. So, if you have not already become a part of the PRSA/American Red Cross Power of Two program, please consider signing up now by clicking here. PRSA and the American Red Cross established this program after September 11 as a way for public relations professionals to use their talents to help. Whether you have 2 hours, 2 days, or 2 weeks of time to give, the American Red Cross will train you in your local area to become a volunteer either for local disasters or to help out at disaster sites across the globe.

To learn how PRSA members have volunteered, click here.

For more information on the Power of Two program, click here.

The Power of Two Newsletter - February 2005 issue

Sharon J. Alfred, Editor
Red Cross PR Volunteer

PRSA’s Plea for Tsunami Relief Harnesses Hundreds of Volunteers

In December, after the world heard about the devastation that the tsunami caused to people in South Asia, a group of Public Relations Society of America (PRSA) leaders mobilized to support relief efforts. They sent a mass e-mail message which asked PRSA members to make a financial contribution or to become an American Red Cross public relations volunteer by joining the PRSA/American Red Cross Power of Two program. Within a few hours more than 150 PR professionals registered to become Power of Two volunteers...soon 200 communicators had volunteered...and now the total number of new registrants signed up for the Power of Two program nears 300.

After watching videos of the horrible situation on television news, Michael Cherenson, APR, a member of PRSA's National Board of Directors and vice-president of The Cherenson Group in New Jersey, wanted to "do something." Cherenson contacted Judith Phair, APR, PRSA Fellow, current PRSA President and CEO, a former member of the board of the American Red Cross Central Maryland Chapter, and president of Phair Advantage in Maryland. During their conversation, Phair mentioned Power of Two, a program for which Cherenson volunteers.

Cherenson and Phair then enlisted the help of Grace Leong, APR, and Cedric Bess. Leong is a former PRSA national board member who was instrumental in developing and implementing the Power of Two project more than three years ago, and president of Hunter Public Relations Communications in New York City. She serves as the unofficial...
liaison between PRSA and the American Red Cross. Bess is the Public Relations Manager for PRSA.

The four got to work, drafting, editing and sending a message to PRSA members. “We at PRSA are deeply saddened by the recent tragedy in South Asia and would like to extend our heartfelt sympathies to those who have lost loved ones,” they said. In addition to financial donations, “The American Red Cross is in need of trained public relations professionals to serve as volunteers during these times of disaster. So, if you have not already become a part of the PRSA/American Red Cross Power of Two program, please consider signing up now.” This message is also permanently posted on the PRSA website. It was sent to about 20,000 professional PRSA members and another 8,000 members of the Public Relations Student Society of America (PRSSA).

“The message asking PR people to help with the tsunami victim relief efforts was a no brainer,” says Cherenson. “The Power of Two program is the perfect vehicle for public relations professionals to get involved.”

Almost instantly people began to respond to the message by signing up for the Power of Two project. Bess remarks that PRSA is very excited about the tremendous response. So is the American Red Cross—dozens of local Red Cross chapters across the U.S. will now have communications support from volunteer PR professionals. These volunteers, who are contributing 2 hours, 2 days or 2 weeks, will help Red Cross chapters better publicize their services, raise funds, and tell the story of tsunami and other relief efforts.

How the American Red Cross Is Helping the Tsunami Survivors

It has only been a month since the tsunami disaster literally turned some peoples' lives upside down. And in its wake, the American Red Cross is making serious efforts to bring relief to an estimated 500,000 tsunami survivors.

Bob Howard, a PRSA member for 25 years and a 35 year veteran with the American Red Cross, is one of 29 Red Cross employees and volunteers sent to South Asia. As a disaster public affairs specialist, he is working with an Emergency Response Unit responsible for the distribution of non-food relief supplies in southern Sri Lanka.

Bob is not only providing PR support such as giving reporters information about Red Cross relief activities and arranging "eyewitness" interviews with relief workers. He often accompanies relief teams to emergency shelters and helps pass out life saving supplies such as tents, hygiene kits and cooking equipment.

The Red Cross raised nearly $240 million to aid the survivors, and due to the phenomenal outpouring of generosity from the American people, has sufficient funds to move ahead with short- and long-term tsunami relief efforts, and is no longer engaging in new tsunami relief fundraising activities. Tens of thousands of tents, hygiene kits, sleeping mats, cholera kits, cooking sets, bed sheets, mosquito nets, and more have already been sent. In addition, the Red Cross has

Bob Howard, a public affairs specialist, is a skilled provider of media coverage of the American Red Cross relief efforts in Sri Lanka.
deployed disaster relief experts to help provide fresh water, sanitation rehabilitation, psychosocial training, and family linking-related activities to relieve the suffering of the thousands of victims in the hardest hit parts of tsunami-stricken South Asia. And, the Red Cross has partnered with the United Nations World Food Program, announcing a $50 million commitment toward the emergency food aid service. The American Red Cross also committed $35 million to the United Nations Foundation to fund measles vaccinations and coordinate a health campaign in Indonesia to assist over 10 million children and their families.

A six-member American Red Cross Relief Response Unit is coordinating activities in Sri Lanka with the International Federation of the Red Cross and Red Crescent Societies. The relief team is assisting the Sri Lanka Red Cross Society as it distributes emergency relief items such as blankets, kitchen sets, hygiene kits and water containers. And in Banda Aceh and Meulaboh, Indonesia, deployed American Red Cross workers have been supporting relief supply distributions of the International Red Cross and Red Crescent Movement. Since some roads are still impassable, helicopters and boats are often relied upon to distribute relief supplies. Three American Red Cross workers were deployed to Jakarta, Indonesia, to support the Red Cross partnership with the World Food Program. Five American Red Cross psychosocial support experts are in Maldives training relief teams throughout the region to meet the immense emotional needs of the tsunami survivors. Nearly 13,000 people in Maldives have already received psychosocial first aid.

Visit [http://www.redcross.org/](http://www.redcross.org/) to learn about the latest American Red Cross relief efforts.

**Upcoming National Volunteer Activities**

Do you live in the Bay Area and want to help the Red Cross with public relations activities? Volunteer to help with the 2005 American Red Cross National Convention to be held in San Francisco May 27-29. If you are interested, contact Cecilienne Fructuoso in the American Red Cross national headquarters public relations unit at FructuosoC@usa.redcross.org.

We’re seeking public relations volunteers who live in the Washington D.C. metropolitan area to help with activities surrounding the 125th Anniversary of the American Red Cross in 2006. If you are interested, contact Cecilienne Fructuoso in the American Red Cross national headquarters public relations unit at FructuosoC@usa.redcross.org.

**A Message to New Power of Two Volunteers**

PRSA and the American Red Cross want to express our sincere gratitude to those who responded to the PRSA plea and signed up for the Power of Two program. We have received your applications, and are working to connect you with a conveniently located American Red Cross chapter. Due to the overwhelming number of volunteers we may not respond to you as quickly as we’d like. Please don’t get discouraged if you haven’t heard from us yet. We will be in touch soon. In the meantime, if you have any questions or concerns please don’t hesitate to contact Sharon Alfred, American Red Cross public relations volunteer, at alfreds@usa.redcross.org.
Red Cross News

This spring, wear an American Red Cross vintage T-shirt commemorating the organization's long-standing commitment to our soldiers. Or relax while knitting socks just like the millions made by Red Cross volunteers during World War II. Visit the RedCross.org store to purchase these classics and more.

NBC-Universal hosted A Concert of Hope which benefited the American Red Cross International Response Fund for tsunami victims.

A recent Wirthlin Report finds that Americans are not well prepared for disasters and are not taking the steps necessary to protect themselves, their families and their communities.

Blood supplies are typically low during the winter months. The Red Cross asks you to give the gift of life. Schedule a blood donation by calling 1-800-GIVE LIFE.

The Power of Two Newsletter - November/December 2004 issue

Sharon J. Alfred, Editor
Red Cross PR Volunteer

Eye of the Survivor

When Hurricane Isabel lashed the Atlantic Seaboard in 2003, the American Red Cross housed over 25,000 people in more than 100 public shelters in the southeastern Virginia area. And within 48 hours, the Red Cross had mobilized approximately 4,500 volunteers in the Virginia area alone!

One of those volunteers was Mike Smith, a PRSA member and Power of Two volunteer. Mike spent much of September 2003 answering press inquiries and providing safety tips and other encouragement to families sheltered from the storm. Mike, trained to be a part of the Red Cross Rapid Response Team, took on the public relations task of getting eyewitness accounts of hurricane survivors living in Red Cross shelters. Battling 83-mph winds, Mike told the Red Cross story to numerous national media sources, including on-camera interviews with Wolf Blitzer and Soledad O'Brien of CNN and an appearance with anchorman Brian Williams on MSNBC News.

A year later, September 2004, the American Red Cross again tapped Mike's skills. Mike worked from the State of Florida Disaster Operations Center, providing communication support during the Hurricane Ivan relief effort. This time Mike wasn't in the field; he was ensconced within the interior of a municipal building located inland, some distance from the chaos that a major storm brings to the coastal regions. Working alongside Florida's Emergency Response Team, one of Mike's roles was to give responders information about Red Cross shelter locations so families could know where to go to find emergency food and housing. All in all, more than 545,000
Floridians evacuated during Hurricane Ivan. And during Hurricane Ivan, Mike was part of several memorable events—he assisted the Today Show coverage of babies born in Red Cross shelters.

Mike serves as an active Red Cross disaster volunteer, always on-call when the Red Cross Disaster Response Team needs him. Mike puts his volunteer commitment this way. "I'll go wherever the wind blows," he says. And, he means it. Literally.

**Have It Your Way**

All across the country Red Cross chapters are showing Public Relations Society of America volunteers just how accommodating the Red Cross can be about busy work schedules. Whether you have two hours, two days, or two weeks, your service is welcome at the American Red Cross. You'll find Red Cross chapters to be flexible and willing to design an assignment matched to your availability.

For example, Power of Two volunteer **Dr. Suzannah Patterson**, an assistant professor in the Department of Communication Arts at Georgia's Valdosta State University, is so busy she cannot personally come into her local Red Cross chapter to work. But Patterson promotes the Red Cross to community leaders whom she knows, and also sends the chapter high quality student interns.

**Michael Thurwanger**, an assistant professor in the Department of Communication at Peoria's Bradley University, is also planning to involve his students in the Power of Two program. Red Cross Service Area Communications and Government Relations Officer David Rudduck is very excited to have Thurwanger's help and says it "couldn't come at a better time."

Power of Two volunteers **Tom Burke, Nicole Miller**, and **Shellyn Shoenthal** are currently getting chapter-required training and disaster-related experience. Burke, working with Chief Development Director Anita Foster in Fort Worth's Chisholm Trail Chapter, is starting a series of disaster training classes. Burke says "he's committed to the Power of Two program and looking forward to helping out." And at the Greater Milwaukee Chapter, Director of Media and Communications Kate Hinze reports that Power of Two volunteer Nicole Miller attended Public Affairs and New Media courses and First Aid/CPR/AED training. When she has completed all this training, Miller will volunteer in the chapter's Disaster Public Affairs department.

Carol Yelverton, the Northeast Service Area Communications and Government Relations Officer, hopes Power of Two volunteers can be shared among several Red Cross chapters. One chapter in her service area is the Southwestern Pennsylvania Chapter, where Communications Director Jill Berardi has partnered with Power of Two volunteer Shellyn Shoenthal. This fall, Shoenthal provided public relations assistance during the Pennsylvania floods.

As you can see, ways in which Power of Two volunteers are involved in their local Red Cross chapters vary widely from one chapter to another. The common thread—mutually agreed upon assignments that make the best use of the volunteer's skills and meet important needs of the Red Cross chapter.
Red Cross News
Fight the frigid conditions of the winter months by following basic winter health and safety tips that will help you and your family cope with cold weather hazards.

Visit the Spanish version of RedCross.org, the American Red Cross Website. You'll find tips for disaster preparedness, news stories and more in the Spanish language.

The Disaster Relief and Preparedness Calendar lists some major events in American Red Cross disaster relief history.

Welcome to the inaugural issue of the Power of Two Newsletter!

Sharon J. Alfred, Editor
Red Cross PR Volunteer

Riders in the Storm
As Hurricane Charley headed for Florida's West Coast, two million people, trying to get out of his path, evacuated the area. But Liese Hutchison and other American Red Cross communicators rode into the storm. They were going in, armed with a desire to help and the media skills to do so.

Their assignment? To provide hurricane preparedness tips, to get out the message that the Red Cross has shelters, and to publicize the Red Cross "Get Info" hotline, which provides assistance to storm victims and those seeking to locate family and friends in the affected area. After the hurricane's landfall, these PR volunteers and employees worked through local and national media to spread the word about available Red Cross disaster assistance, including food, clean-up supplies, toiletries and counseling. And they promoted the Red Cross Help Now program which allows Americans to contribute to disaster relief.

In 2002, Liese was one of the first Public Relations Society of America (PRSA) members to sign up as a Power of Two volunteer. Already a seasoned public relations professional, a communications professor and a leader in her local PRSA chapter, she's learned a lot about disasters. Liese has become a member of the Red Cross Rapid Response Team, trained specifically for hurricane work.

This August and September she pitched in during Tropical Storm Bonnie, Hurricane Charley and Hurricane Ivan. Liese criss-crossed the State of Florida. In five days, she and a colleague worked in Pensacola, Panama City, St. Petersburg, Tampa, Port Charlotte and Orlando. They put 1,200 miles on their rental car. And they got out the information that made it possible for the Red Cross to mount the largest response to a natural disaster in its history—more than 415,000 people sheltered and more than 10 million meals served.
Now an experienced disaster communicator, Liese talks about the need to be flexible when on disaster assignment, because you don't know where you'll be staying that night or when you'll be eating your next meal. And she has some advice for fellow Power of Two disaster volunteers. "Sleep when you can," she says. "Keep plenty of water with you, and grab gas when you can."

**Have You Connected With Your Local Red Cross Chapter?**
PRSA volunteers are currently helping their local Red Cross chapters throughout America. Right now, Red Cross Power of Two volunteers are responding to the Pennsylvania floods, raising funds for disaster relief, publicizing a community project, writing press releases for local media, and getting disaster training.

Red Cross community offices need and welcome your communication skills. If you haven't yet been in touch with your local Red Cross chapter and want to contribute two hours, two days, or two weeks, please contact Sharon Alfred, American Red Cross national headquarters, at (202) 303-4250; alfreds@usa.redcross.org.

**Red Cross News**
View a photo essay of other Red Cross volunteers as they assist victims of Hurricane Charley within hours of landfall.

The American Red Cross offers safety tips to help families prepare for a safe and enjoyable Halloween.

Browse the American Red Cross Online Store where you will find safety tubes, emergency preparedness kits, first aid kits, and more

**Levels of Involvement for PRSA Members**

Regardless of the amount of time you feel you have to give, there is a role for you in "The Power of Two" program. The national database enrolls communications professionals in four levels of involvement.

- **2 hours:** For those who want to help, but can only donate two hours a year to Red Cross efforts. Volunteers will be asked to write copy such as PSAs or video segments for training classes.

- **2 Days:** For those who want to be more involved. Volunteers will serve as media spokespersons at the beginning of a local or national disaster.
• **2 Weeks:** For those professionals who can travel to a disaster site in their area or across the country to provide PR support for large-scale disaster relief operation.

• **2 Times Per Year:** Provide expertise as a member of the Red Cross PR Planning Committee

**Special Programs for Educators and Students "Spend the Summer With the Red Cross"**

During the summer months when hurricanes ravage the Caribbean, the Red Cross deploys hundreds of volunteers, including communications professionals, to manage disaster relief efforts. Students and educators that may have time and talent to donate during the summer are needed to volunteer for this special level of service.

Complete the [registration form](#) and you will be listed in a database of communications professionals "on call" to help with disaster relief efforts during the summer.

**Programming Ideas for PRSA Chapters**

Involvement with "**The Power of Two Program**" provides PRSA chapters with the opportunity to deliver value to members, create programming and garner publicity for the chapter's *pro-bono* public relations efforts. Consider the following ideas:

- Invite the executive director of the American Red Cross to a chapter to present best practices in disaster relief communications efforts during a chapter workshop.

- Plan a Chapter-wide Red Cross training session. In order to qualify to work with the Red Cross on disaster relief efforts, all volunteers must undergo basic Red Cross Training. Usually this training is administered on a one-to-one basis, over several sessions by the local office of the Red Cross. Through the Power of Two alliance, PRSA and the Red Cross can arrange to have large groups of PRSA chapter members trained together in a few short hours.

"**The Power of Two training session is not only a great way to learn about the Red Cross, it's also an opportunity to get involved in your community and to further assist the Red Cross in their mission. This session is just a stepping stone to the next level of crisis training offered by the Red Cross, which would benefit any public relations professional.**"
Our members left this session with a renewed commitment to community and an eagerness to lend their services to the Red Cross in times of crisis."

Michelle Egan and Celine Kaplan
Alaska Chapter 2002 Program Chairs

Several PRSA chapters have already held trainings including:

- Alaska
- Little Rock
- National Capitol Chapter
- New Jersey
- New York
- San Antonio
- Toledo

For information on Chapter-wide training, send an e-mail request to Cedric Bess at cedric.bess@prsa.org.

Get involved with the local Red Cross chapter. Many local chapters of the Red Cross do not have trained communications specialists. Call the local chapter and volunteer your chapter's specific services in the area of event management, crisis communications or program writing.

About the American Red Cross

All Red Cross disaster assistance is free and made possible by volunteer contributions of time, money and skills from the American public. Led by volunteers, the American Red Cross is dedicated to helping make families and communities safer at home and around the world. A humanitarian service organization, the American Red Cross annually mobilizes relief of victims of more than 63,000 disasters nationwide and has been the primary supplier of lifesaving blood and blood products in the United States for more than 50 years. For more information visit www.redcross.org.
-Appendix 5-
Response from Betty Fong, Institute of Public Relations of Singapore
The Tsunami of December 2004: The Role of the Public Relations Industry

Analysis of communication during a disaster

Questionnaire for Govt. PR Officials

1. Where government public relations resources (personnel, etc.) adequate to respond to the communications needs generated by the tsunami disaster?

In the case of Singapore, our resources were adequate because we were not one of the immediate affected countries. Singapore provided assistance to a) affected relatives whose loved ones were missing in the tsunami hit countries b) affected countries in the form of donations, resources and assistance in rescue and recovery efforts.

2. How would you characterize the cooperation between government communications officials and public relations professionals from the private sector, NGOs, and relief organizations?

In this crisis, the cooperation between government communications officials and PR professionals from the other sectors was critical as it was a national effort to help other countries. In Singapore, the cooperation was extensive and very positive. The government sector worked with NGOs and relief organisations to reach and support the people in tsunami hit countries.

What was particularly interesting was the huge outpouring of funds and assistance by various organisations and individuals. Coordinating the relief efforts was massive and sometimes, problematic. Many spent time and energy, took leave from their work to help in the efforts. There were many amazing stories including doctors were keen to go to the affected countries to help in any way possible. Volunteers from all walks of life came forward.

3. Has the tsunami experience made you rethink some of the structures and processes of the public relations department(s)?

I think it is the NGO and relief organisations which now have to think about their structure and processes in dealing with public relations for handling such crises. They should also think about crisis communications and beefing up their PR plans to better project their organisations in such situations.

4. Do you think the public relations industry should develop/propose a blue print (based on the tsunami experience) that can be used in the future?

There are two areas which could be considered. Firstly, the PR industry could think about a blue print for NGOs to better handle their communications. Secondly, it could help companies to shape their corporate social responsibilities and play their role as a good corporate citizen in such major crises.
IBLF Situation Briefing

Challenges in post-tsunami Recovery
The tsunamis that devastated many coastal communities in countries around the Indian Ocean following the Sumatra earthquake on 26th December 2004 triggered an unprecedented humanitarian response from the public, businesses, governments and agencies around the world. Donations for appeals, offers of in-kind support and engagement, followed by aid pledges from governments and international agencies reached record levels as media coverage rose of personal and community tragedy effecting poor fishing villagers and tourists. What can be learned three months later from the response on the ground? Is the rescue and relief effort transitioning to recovery? Are the expectations of public and corporate donors realistic that they are aiding recovery? What are the challenges and lessons for business?

Staff and associates of IBLF have made field visits to tsunami damaged areas in Sri Lanka (both South and East coasts including the Tamil area) and Thailand (Phuket, Phi Phi Island and Khao Lak), talking to fisherman, local traders, business and community leaders, and drawn on contacts in Aceh Indonesia and Tamil Nadu, India and intelligence from UN and humanitarian NGO sources. What we have discovered is some most interesting conclusions about the extensive and little recognized role played by local business in many areas, yet some disturbing observations on relief aid not materializing beyond initial relief efforts in the form of assistance for recovery of people in coastal communities.

The tsunami disaster resulted in at least 160,000 orphaned children, over 270,000 dead, millions homeless and displaced. 60,000 boats were lost in Sri Lanka alone, and across all countries an estimated $10 billion in damage. The West (South) coast of Aceh Indonesia was particularly devastated with 90% losses of life and structures.

We have drawn three striking conclusions: First, the organizations engaged in relief are specialized in relief work and generally inexperienced in recovery. Assistance for recovery is not taking place in many of the areas with many of the coastal communities and fishermen who are in desperate need of assistance to return to livelihoods. Secondly, the contribution made by local businesses and traders to rescue and relief has been greatly understated, together with involvement of business leaders and organizations, close to the ground with good local knowledge, to practical recovery projects. Thirdly, some of the official government actions and policies appear to be undermining the chances of recovery not least the adoption of ‘master-plans’, the inflexible enforcement of 300 metre ‘buffer zones’, inadequate local consultation, proposed relocation of communities and weaknesses in local government capacity. Indonesia is different from the other countries.

We believe there are some lessons to learn that are applicable to business engagement in disaster and development initiatives elsewhere.

Lessons from initial responses
Lack of early warning - throughout the region there was no warning or inadequate early warning, even though in Thailand, exceptionally, some warnings got through. The force of the tidal wave, surge and inundation was selective, and with a few exceptions of low lying land which was damaged by salt and silt inundation, most devastated areas were relatively narrow strips adjacent to wholly untouched areas. The west coast of Aceh being hit by 15 metre waves with inundation to 6-7 kilometres was exceptional.
Value of natural defences - the existence of natural reefs, mangroves, coastal planting and natural defences mitigated the impact in some areas, and the force varied with the profile of beaches and angle of waves.

Importance of solid structures and foundations - the weakest structures were wiped out, stronger ones withstood the pressures, as did coastal areas with natural protection.

Priority to avoiding epidemics - disease epidemics were avoided, and rescue (while chaotic) did take place due to mutual aid, the armed forces and later official efforts, with most isolated communities being left to their own devises.

The importance of mutual aid - much can also be learned from the self-help efforts of the villagers themselves. One of the striking conclusions from hearing the heroic stories of rescue from the explosive waves and inundation was what communities did themselves to rescue others, tourists even total strangers on that morning three months ago.

Leadership from local businesses - the unsung heroes were thousands of small merchants, hoteliers and enterprises set back from the coast with the assets, equipment and initiative to commit all to the humanitarian crisis long before outside help was at hand. Few if any appear to be consulted about what should now happen.

Logistical role of bigger businesses - In parallel to local business mobilisation was the less known efforts behind the scenes by international companies to unblock the logistical blocks at key airports such as Colombo and Aceh in the immediate hours after the disaster. Others provided water from bottling plants, solar lighting, telecommunications, onshore boat and transport logistics as well as specialist medical and back-up.

Tourism sector action - in more popular tourism areas, larger hotels provided relief centres, management assistance and communications as well as dealing with their own personal and commercial tragedies. Tourism industries have unique local synergies in which big businesses and micro-businesses from beach stalls and fishermen to turtle watchers and diving schools co-exist in a vibrant if fragile coastal economy.

Negative impact of uncontrolled food aid on market prices and farmers - among the unfortunate side effects of uncontrolled food aid in Sri Lanka was the collapse of rice and prices in local markets impoverishing inland farmers otherwise safe from tsunamis devastation. Emergency aid policies could give higher priority to supporting the functioning and early recovery of local markets vital to long term economic development.

Weaknesses in local government – not surprisingly, the disaster showed up severe weaknesses in the ability of governments and local authorities to deal with the consequences after the emergency services and military had initially engaged, though Thailand is reported to have proved more effective. Logistical and coordination problems occurred early on. There is little evidence that UN involvement added much to improved coordination. Responses also revealed the opportunities for political manipulation – giving priority to areas of political support – and even corruption in local administration and law enforcement.

Coordination – In Indonesia a more effective job has been done in Aceh through the Office for the Coordination for Humanitarian Affairs (OCHA) with the 400+ NGOs that were originally confused and competing. Co-ordination is poor in Sri Lanka with little UN visibility.

Local consultations – consultations with local communities on future plans have been highly selective in most countries. Many communities have had little or no consultation on future plans and "what is happening", and there is not always a culture of consultation. Aceh consultations on the 'master-plan' resulted in some radical rethink in policy from initial proposals of a 3.5 kilometre coastal exclusion zone to lowering this to 500 metres and then recognising it was neither enforceable nor practicable for villages making their living from the sea and where land had not been washed away.
Emerging needs for assistance with recovery

The challenges faced by these coastal communities are not in fact insurmountable and recovery is possible. The countries and communities in Indonesia, Thailand, Sri Lanka, India and the Islands are diverse. But a common pattern is that those most affected were mainly poor and fragile coastal communities. Their relationship with the ocean as a source of jobs is key to future economic opportunity and sustainability. Few fishing families benefited from having legal title to their flimsy property, licences for their now lost boats and engines, or safe havens for their washed out savings. In Indonesia there was massive loss of the title records themselves as well as land being washed away. Local fishermen, with their high-prow mono-hulls and small catamarans, are called ‘gypsies of the sea’ and many operate informally. Two thirds of the fishing boats lost in Sri Lanka were unregistered.

Micro-industries are the fabric of coastal areas and it is these very industries that the relief efforts, with their well meaning top-down and donor driven master plans, risk undermining. These are the communities with least political influence, whose economic recovery needs seem least understood by the official humanitarian agencies. Needs are often simple and there is scope for new partnerships. Even with families and friends lost they ask simply for loans, tenure of their coastal plots, help with boatbuilding, engines and fishing gear. They also want tourists to return and markets to sell their produce in the next fishing season. One of the earliest and most moving symbols of recovery was the urge to put children back in homemade school uniforms. Many families are squatting in tents on their former plots. House building and small guesthouse repair has commenced amidst the clean up. Some guests have returned as volunteers. The key lesson is that there is an overwhelming desire for normalisation and restoration of livelihoods and a strong aversion to the relief camps with lack of privacy and relocation from their traditional plots.

The challenges of transition from relief to recovery

Few communities three months after the disaster are receiving assistance from official sources of humanitarian organisations to recover livelihoods, fishing boats, housing and repair of guesthouses and commercial premises. Governments and local authorities are holding back to implement ‘master plans’ and are not orientated towards recovery tasks. In many cases repair and reconstruction projects within 300 metres of the shore are not able to get funds or loans (this has been relaxed in Aceh). The larger relief agencies arriving from outside to provide emergency shelter and medical relief tend not to have experience, expertise and local knowledge to engage in recovery and economic development, even though they may have access to substantial funds. Many of the humanitarian relief agencies who appeal upstream to the business sector for funds, and their staffs on the ground, lack experience of markets, business practices and typically display suspicion and even hostility towards the private sector in country. This could be overcome by working selectively in partnership with local initiatives that are “getting on with the job” and workshops to break down barriers.

UNDP in Aceh Indonesia is playing a key role in coordination and recovery strategy. The voluntary humanitarian agencies also tend to have procedures for funding initiatives that cannot be adapted to needs of spontaneous and flexible local support, and are inhibited by an operational philosophy of ‘universalism’ that discourages assisting one community when they may not be able to help another on equal terms. A few smaller external groups appear to have religious motivations that exceed recovery skills. However, we have seen many ad hoc examples of ‘foreign volunteers’ with practical skills and sensitivity, some original tourists returning as volunteers, who are playing
highly effective project management roles on the ground, blending in with local
community leaders and jump-starting recovery projects.
The exceptions are often the smaller locally based groups and private initiatives that are
assisting recovery. The result is that recovery needs are not being effectively addressed
by the groups who appear to have access to funds. There is a different pattern in Aceh
where the specialist skills of UNDP are being engaged, even though the position
regarding water and sanitation has not yet been effectively addressed and the position is
said to be dire.

The value of supporting groups with local knowledge and contacts
Those initiatives that have got an early start in recovery projects tend to be locally
based, independent organisations, groups and even individuals with local knowledge
and contacts. We have seen some excellent examples of practical projects such as
housing, loans, boat building and repair, engine repair, guest house and tourism
services rehabilitation and employment projects supported by independent local
initiative.
The activity of ‘Adopt Sri Lanka’ and the Rotarians, are good examples of local networks
to provide direct funding and project management assistance. In Aceh,
OCHA can play an effective coordinating and brokering role.

Conflicts in official policies for relocation and recovery
As the official recovery plans and the promised multi-millions materialise on the horizon,
another spectre is emerging which it may be untactful to raise as most of the
Governments draw up recovery ‘master-plans’. They appear intent on enforcing, with
little flexibility if with good intentions as a precaution against future tidal waves, buffer
zones within which the coastal dwellers cannot rebuild their houses and livelihoods. In
some cases this is clearly justified – in others pure madness as was realised in Aceh
when the position was rethought following consultations and protests.
Extensive relocation of villages is being contemplated often with multi-lateral donor
funding. Plans are also being contemplated to reorganise the informal and unregistered
fishing industries into larger and more efficient industrial fleets. The tsunamis hit
countries could be embarking on one of the largest social re-engineering exercises of
modern time as a consequence of the recovery promise.
Many local communities are sceptical from past experience that governments have the
organisational capacity, and are sufficiently free from political impartiality or local
corruption, to achieve this. Some small guesthouse owners in Sri Lanka are reported as
being stopped and intimidated with arrest for rebuilding destroyed properties within the
zone. In the vacuum, risks of coastal property speculation are real at prime beach edge
locations once seen as valueless.

Pointers for the future
IBLF suggestions for businesses and employees keen to assist in post-tsunami
recovery, and future disasters are:

- Recognize that locally based business have a significant and distinct role to play
  in applying core business competencies.
- Partner with organizations that have sound local links and local knowledge,
  preferably with known local contacts who have on the ground capacity for
  example]
- Check whether Office for the Coordination for Humanitarian Affairs (OCHA) and
  UNDP are playing an effective role, and whether they can be used as brokers.
If possible arrange for employees to visit the areas and organizations to determine what effective organizations can be reliable local partners, and build long-term contacts.

Give urgent priority to projects engaged directly in economic recovery and livelihoods – such as boat building and engine repair, tourism facility repair, women's employment, micro-enterprise and housing.

Ensure that you know what projects are being supported and how intermediaries are accounting for funds.

IBLF has been engaged in early initiatives to support a positive business response to the tsunami disaster including by the tourism industry. One of our objectives is to enable relations built during the emergency to be converted to enduring partnerships.

April 6, 2005

As far as possible we have endeavoured to ensure that this is a true and accurate reflection of the position, based on local discussions. We are aware that conclusions and lessons have been drawn at an early stage and may reflect trends even though there will be exceptions.

Robert Davies is the CEO of The Prince of Wales International Business Leaders Forum

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IBLF and business responses to disaster

The IBLF is involved in a number of activities to support business engagement in post tsunami recovery and ensure business responses to the crisis become enduring partnerships, and in February 2005, IBLF President and CEO visited affected regions to see recovery efforts first hand.

In addition to practical projects, the following products have been developed in consultation with business leaders, as well as with field workers and managers who are leading recovery efforts on the ground:

What role for business leadership in the wake of Asia's coastal disaster? December, 2004. Within 24 hours of the tsunami, the IBLF issued and circulated a management action brief to its network of business leaders. The brief addresses contributions at each of the rescue, relief and recovery stages, and aims to help managers and business leaders think through their longer-term strategic role in the wake of this disaster.

Disaster management and planning: An IBLF framework for business response; February, 2005. This executive briefing provides companies with a basic framework that can assist them in developing their own response to natural and manmade disasters. It builds on the IBLF Management Brief issued following the Asian tsunami disaster (above) and adds further advice to those emergency planning systems.

After the flood: Opportunities and challenges for responsible business engagement in post-tsunami recovery; March, 2005. This IBLF policy paper focuses on the specific challenges and opportunities that businesses and foreign companies face in the recovery process. The opening sections outline the post-disaster context, describe the role of the business sector and make the case for business engagement. The later
part highlights key principles for companies to address in their efforts to meet the challenges of post-disaster recovery.

Although the focus of these papers is on the role of business in the post-tsunami situation, the challenges and opportunities presented are relevant to other post-disaster situations.

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Corporate Europe opens wallets
Jan 05 2005 08:51:06:573AM

Paris - Companies across Europe on Tuesday continued to pour funds into the Asian tsunami relief effort, supplementing government donations with tens of millions of euros in financial aid, food and supplies. While it was difficult to compile an exact figure for aid granted by private European companies, donations by corporations in Britain, France and Germany totalled more than €6m ($8m) per country.

In Sweden, where an anxious public awaited news of 800 citizens missing and 1 500 unaccounted for after last week's Indian Ocean catastrophe, carmaker Volvo and telecoms giant Ericsson chartered a jet to repatriate Swedes wounded on the Thai resort island of Phuket.

From Wednesday, Scandinavian Airlines will ask its employees and customers to donate funds that will be given to Save the Children. The carrier will match all donations made to the relief effort.

In France, food distribution giant Systeme U chartered a plane carrying 20 tonnes of materials to the stricken Indonesian province of Aceh. German-owned international courier service DHL will also send planes transporting aid.

Europe's major pharmaceutical firms like Germany's Altana and Bayer, and France's Sanofi-Aventis, have sent massive shipments of medications to the affected countries in south and southeast Asia.

In Britain, where officials say nearly 200 of its citizens may have died in the disaster, oil giant BP, mobile telephone operator Vodafone and banking group HSBC all have made significant donations.

Upmarket London department store Harrod's pledged to donate 2% of its New Year's sale earnings on Monday to the tsunami relief effort - an estimated €215 000.

British department store chain Marks and Spencer has donated €357 000 through the Disasters Emergency Committee, an umbrella group of British charities, and has also donated clothes to survivors returning from Thailand.

Mobile phone companies in France, Italy and Spain appealed to the technologically savvy to help the tsunami survivors, pledging to donate between 90c and a euro for every SMS sent to an Asia crisis hotline. In France alone, some €1.25m poured in this week.

Rather than sending cash, some companies sent experts to the region, with engineers from British Telecom and DaimlerChrysler working to re-establish downed communications lines.

Across the continent, corporate giants like Vodafone and German chemicals giant BASF also pledged to match all donations made by their employees with an equal contribution.
Among the new donations announced on Tuesday, French telecoms group Alcatel offered $1m, Norwegian energy and metals giant Hydro donated €608 000, German insurance group Allianz gave €1m, and the Swiss insurer Zurich Financial Services $2m.

But not all corporate relief efforts went off without a hitch. In Italy, a plan by Sicilian employees of the Fiat group to donate money initially raised for their out-of-work colleagues fizzled out due to disagreements.
Update on Corporate Tsunami Aid

As of April 18, CCC has received reports and updates from 409 companies, and total corporate aid to date is $522,287,110. One hundred thirty U.S. companies have reportedly made cash commitments to Tsunami aid in excess of $1 million. The breakdown is as follows:

Cash Contributions: $266,372,246 – by the company or by the company foundation.

Employee Matching Contributions: $52,463,615 – this number reflects only the corporate match component. This means business employees have donated an additional $52,463,615 as well, and at least 73 companies have reported that they are doing employee matching programs but have not specified the dollar amount yet.

Product Donations and Services: $203,451,249 – this number is under-reported, because all of the pharmaceutical and medical supply donations have yet to be tallied up and aren’t likely to be for quite a while. Other products and services donated include: transportation, bleach, shirts, sandals, packaged meats, money routing services, kitchen supplies, fishing tackle, hauling services, linens, fuel, computer software and hardware, generators, tractors and heavy equipment, solar lanterns, coffee supplies, water purifying equipment, cereal, and emergency response services.

Customer Contributions: Amazon.com alone, has mobilized $15 million in customer donations. Grocery stores, web sites, coffee houses, and other retailers are also mobilizing customer contributions. On January 15, many major networks including the networks of NBC (NBC, USA, Bravo, Trio, Sci-Fi, MSNBC and CNBC) aired a benefit concert featuring a variety of celebrities and musical acts,
which raised $18,300,000.

How does this compare historically? The U.S. Chamber began compiling information about corporate aid for major disasters in 1998 after Hurricane Mitch. This is already the largest corporate aid effort for an international disaster recorded in that time frame, and is second only to the outpouring of aid after September 11.

Donor Tips from Ollie Davidson

If your company is going to give to tsunami relief, visit http://www.cidi.org/ for background information, needs assessments, and links to reputable disaster service providers.

Give to established, credible organizations. Start-ups may have the best of intentions, but the lack of experience can be costly, and in some cases, they may be set up for fraudulent purposes.

If you want to research a non-profit, visit http://www.guidestar.org/ or http://www.charitynavigator.org/, or http://www.give.org/, the Better Business Bureau’s Web Site.

When deciding what to give, bear in mind that most disaster relief agencies prefer cash because it gives them greater flexibility to meet needs on the ground. If you are looking to donate products, http://www.giftsinkind.org/ is reputable, and usaid.gov and cidi.org can also provide advice.

Don’t feel guilty about aligning your philanthropy with your business services. Do what you do best. Also, philanthropy is not a sustainable solution for the long-term. Job creation, business restoration and economic development are vital for the rebuilding of impacted communities.

Ollie Davidson is the CCC’s Senior Disaster Assistance Advisor and a thirty-year veteran of the Office of Foreign Disaster Assistance and a consultant with numerous disaster relief and reconstruction agencies.

Business Leaders in Indonesia and Sri Lanka Set Up Initiatives

The American Chamber of Commerce of Indonesia has just established a Disaster Relief Committee, chaired by John Jaskula with Marriott International and Mike McGowan, Treasurer of AmCham Indonesia. For more information:

Visit http://www.amcham.or.id/aceh.html

Adam Day is coordinating many of the current inquiries at DisasterRelief@amcham.or.id

David Finneren is the corporate lead for AmCham Indonesia’s corporate social responsibility initiative at Finnindo@cbn.net.id

Sri Lanka business leaders report displaced people in that country number over 1 million
at the moment and are encouraging support for organizations working specifically with displaced persons.

The Sri Lanka business community works closely with the Rotary Club of Metropolitan Colombo and they have established the "Rotary Colombo Metro Rehab Fund."

The group visited Trincomalley on 31st December to meet with the Rotary Club of Trincomalley and other people involved with the relief efforts. Based on these discussions, the group will focus on areas such as water supply, health care in the short term and medium term and housing in the longer term. They also hope to assist in organizing counseling of victims by facilitating experts to get out there.

The fund will be audited by a reputed international auditing firm and these reports will be made available to anyone. For more information about this fund, contact Lalith Gunaratne (24/1 Abdul Gaffoor Mawatha, Colombo 3, Sri Lanka, Tel/Fax: +94-11-2574722, E mail: lalithg@sri.lanka.net).

Other Notes

South and South East Asia AmCham Contact Information


Tsunami Relief -- January '05 Contributions Deductable on 2004 Tax Returns
More information is available on the IRS website: http://www.irs.gov/newsroom/article/0,,id=133273,00.html

The State Department has an excellent section on its website that includes all of Secretary Powell's public remarks about his trip to the region and the highlights of the Jakarta Tsunami Relief Conference. Read Secretary Powell's comments: http://www.state.gov/p/sa/tsunami/index.htm

The United Nations has also established a news center for the Tsunami. Read more: http://www.un.org/apps/news/infocusRel.asp?infocusID=102&Body=tsunami&Body1
Tsunami aid: Who's giving what

Donations of money and assistance have been pouring in to international aid agencies from governments and individuals in the wake of the tsunami disaster in Asia.

Here is a breakdown of the $7 billion plus that has been pledged so far:

**Japan**

$500m (£264m) in government donations, half of which Tokyo has promised to make available immediately in direct grants. $70m of the aid has been allocated to Unicef and $60m to the UN World Food Programme. 120 civilian emergency workers were sent to tsunami-hit countries.

**United States**

$350m in government donations, although this is expected to rise to $650m. Washington also sent military assistance involving 12,600 personnel, 21 ships, 14 cargo planes and more than 90 helicopters. Around $200 million of private donations, with $120m donated to the US branches of the Red Cross, Oxfam and Save the Children, and to Catholic Relief Services.

**Norway**

$183m in government donations, (approximately $39.50 per citizen), plus an estimated $30m raised in private donations.

**FROM THE WORLD'S POOREST**

Russian town of Beslan - scene of a bloody school siege last year - pledged 1m roubles ($36,000) from the fund set up after the mass hostage-taking

Mozambique - one of the world's poorest nations - has donated $100,000

Nepal and East Timor have also pledged donations

**Britain**

$96m in government donations, plus an estimated $466m in private donations which the government has pledged to match. Two RAF planes, a C-17 and a Tristar, are helping to deliver aid to the region. Chancellor Gordon Brown is pushing a proposal for the debts of the affected nations to be frozen.

**Italy**

$95m in government aid. Prime Minister Silvio Berlusconi has contributed $7m from his personal fortune. Six to eight police forensics specialists have been sent to Thailand to help to identify bodies. Public donations totalling $20m had been collected by New Year's Day.

**Sweden**

$80m in government donations, of which around $20m has been disbursed, plus at least $75m in private donations including money raised during two telethons.
Denmark
$75m in government aid. Copenhagen has sent a field hospital, transport vehicles and a ship to the UN aid effort, Prime Minister Anders Fogh Rasmussen has said.

Spain
$68m in government donations, and a medical team has been sent to Sri Lanka.

France
$66m in government donations, plus an estimated $90m raised in private and business donations. A medical team has been sent to Sri Lanka.

Canada
$343m in government donations, plus at least $75m raised in private donations. Ottawa has already placed a moratorium on debt from the affected countries. It is also deploying its highly-specialised Disaster Assistance Response Team to Sri Lanka.

China
$83m in government donations, plus $1.8m donated to the Chinese Red Cross.

South Korea
$50m in government aid. The prime minister’s office said the funds would be spent on rehabilitation of the devastated areas over the next three years. Private donations have reached nearly $13m, the South Korean foreign ministry says.

North Korea
North Korea has pledged $150,000 to the aid effort in Indonesia.

Australia
The Government has raised its offer of aid to $764m over five years. Half of this sum is in bilateral loans. Prime Minister John Howard has been sceptical about supporting the debt relief initiative being pushed by other wealthy countries. Donations from the Australian public total $77m. About 350 military staff, four military helicopters, a troop transport ship, a military health support team and a water purification plant are being sent to Indonesia, as well as a team of volunteer medical professionals.

Netherlands
$34m has been donated by the government as emergency aid. A further $259m has been allocated for reconstruction. Aid groups say a further $35m has been raised in private donations. A Dutch police identification team has been sent to Thailand.

Russia
Around $10m in government aid to be distributed over the first half of the year. Moscow is sending additional aid, including grain and water purifiers.

Germany
Berlin has raised its government aid to $647m over three years. Germany is also sending a mobile hospital to Aceh and a military ship with two helicopters, aid supplies, water treatment equipment and an operating theatre on board. The public have donated an estimated $586m.
Qatar
$25m in government aid. Qatar is also sending food, medical and logistical supplies to affected countries.

International organisations

World Bank
$250m diverted from existing programmes to cover emergency needs while longer-term reconstruction needs are assessed.

European Union
$628m in reconstruction and humanitarian funds, of which $130m is humanitarian aid. This brings the total sum donated by the bloc (the EU plus its member states) to roughly $2bn.

IMF
The IMF has offered up to $1bn in financial assistance to afflicted countries. It has also extended the schedule of Sri Lanka's debt repayments, which will have the effect of reducing interest payments by about $114m this year.

Asian Development Bank
$500m has been allocated to Indonesia, Sri Lanka and the Maldives in the form of grants and highly concessional funds. The bank says up to $175m more could be diverted from ongoing programmes.

Countries in the region

India
The Indian government has outlined a $600m reconstruction package for the tsunami-affected regions in India. The military staged its biggest relief operation ever in Sri Lanka, the Maldives and Indonesia. This involves at least 16,000 troops, 32 navy ships, 41 aircraft including at least 16 helicopters, several medical teams and a mobile hospital. The air force has so far lifted 10,000 tonnes of relief supplies.

Bangladesh
Bangladesh has dispatched 111 soldiers to Sri Lanka and the Maldives, with a further 46 expected to join them. Two planes and two helicopters will carry the troops together with aid supplies.

Pakistan
Pakistan has 500 military staff in medical and engineering teams in Indonesia and Sri Lanka.

Afghanistan
Afghanistan has pledged to send around a dozen medics and a planeload of medicine and equipment to India and Sri Lanka. Citizens have also donated blood.
Indonesia

At last, progress
May 26th 2005 | BANDA ACEH
From The Economist print edition

The government begins rebuilding what the tsunami destroyed

IT IS two months since Indonesia declared the end of emergency relief operations in its tsunami-wrecked provinces of Aceh and North Sumatra—where more than 165,000 were killed or went missing, and 595,000 were made homeless on December 26th—but only now is it getting serious about reconstruction.

To a dire mix of official inertia, frustrated donors and survivors depending on aid from non-governmental organisations, a promising new body, the Rehabilitation and Reconstruction Agency (BRR), has been added. It has been given four years to rebuild the region and, if its first three weeks are anything to go by, it will be a government body like no other: ie, clean, efficient, well managed and results-oriented. Leading the agency is Kuntoro Mangkusubroto, a former energy minister known for integrity, who agreed to take the job only after being given cabinet rank and freedom to hire a staff of about 150. One of his first moves was to bin most of the government's 12-volume reconstruction blueprint in favour of a community-driven approach that aims to give people hope without making unrealistic promises. So far Mr Kuntoro has approved projects worth $1.2 billion. These range from the crucial, such as rebuilding the road running down the west coast, from the provincial capital of Banda Aceh to the town of Meulaboh, to less urgent schemes, such as a plan to bring broadband to Aceh. By the first deadline for reconstruction proposals, May 20th, the BRR had 181 ideas.

Serious concerns remain over whether the momentum can be maintained, with money the biggest obstacle. Mr Kuntoro expects little government funding until September, although the planning minister, Sri Mulyani Indrawati, predicted this week that up to 4 trillion rupiah ($423m) will have been disbursed by the end of June. Included in the bureaucratic backlog is $500m committed to the World Bank-co-ordinated multi-donor trust fund, which is being channelled through the central government's budgeting
process. The Bank chose this route in order to set a good accountability example to the government, but is already making provisions to take some of the funds off-budget if the delays continue. Meanwhile, the BRR is relying on two other cash sources. The largest consists of non-governmental organisations and international agencies, which have hundreds of millions of dollars available and are behind all 181 of the submitted proposals. The second is a special bank account created for people who want to donate but don’t know where to send the money. It is currently empty.

Preventing—or, more realistically, limiting—corruption among Aceh’s officials is another big challenge. Examples abound of local chiefs siphoning off a little bit here and there from aid budgets, or insisting aid agencies use certain suppliers. The army, which in effect ruled Aceh for a decade before the tsunami, also needs handling with care. Mr Kuntoro has powers to ensure that those convicted of corruption in Aceh receive double the standard sentences. But tackling such deeply entrenched interests is often impossible.
Executive Summary

Amid the on-going humanitarian catastrophe in South Asia caused by the tsunami on 26 December 2004, private-sector organizations around the world have stepped in with unprecedented donations in the form of financial aid, food and medicine, and other supplies and services.

The contributions from the global business community are serving to supplement government donations, making the current relief effort among the largest in human history, measured in aid and contributions.

Often leveraging sophisticated supply chains, and enabled by advanced communications technology, including the internet and mobile telephony, the global business community has contributed many hundreds of millions of dollars in aid and resources since the disaster began. In some instances, national private-sector giving exceeds state contributions.

At the same time, it is important to note that some businesses themselves have been victims of the disaster, with operations in the affected areas destroyed or seriously damaged.

In an effort to inform UN agencies and officials on the nature and scope of the private sector response, the Global Compact Office this week undertook an analysis of the business relief effort and prepared this briefing paper.

Among the highlights and trends:

- The private-sector response has been immediate, strategic and impressive in size and scope.
- Measured in U.S. dollars, contributions – both financial and non-financial – run into the hundreds of millions of dollars.
- Companies from all regions have given generously, with individual U.S. companies demonstrating especially high levels of aid. For example, one pharmaceutical company, Pfizer, has contributed $35 million in medicine and money thus far.
- A partial, approximate geographic breakdown of estimates includes: U.S.: $200 million+ from business; Canada: $5 million+; Europe: $100 million+; Australia: $16 million+; India: $8 million+. (Data is not currently available for other key regions.)
- Virtually all business sectors are represented, including: apparel; banking; construction; energy; high-tech, pharmaceutical; shipping/courier.
- In many cases, responses have been highly strategic, involving corporate interdepartmental coordination and leveraging supply chains, rather than a “one-off check-writing exercise”.
- A noteworthy coordinated, collective effort is the Disaster Resource Network of the World Economic Forum, which has mobilized resources to enable airport and delivery activities in support of relief efforts. Courier
company DHL is one of the companies leading this effort, providing chartered flights and facilities to deliver relief supplies.

- A number of business guides on developing and implementing relief efforts have been published and are being distributed and accessed through the internet.

Analyzing the Private-Sector Response to the Tsunami Disaster

In the wake of the tsunami disaster that ravaged areas of Asia and Africa, the outpouring of support from business around the world has been unprecedented. This note outlines the preliminary information that the Global Compact Office has been able to gather thus far on the magnitude and type of the business response to the disaster.

In addition, the Global Compact Office has undertaken a survey of companies participating in the Global Compact initiative to ascertain the nature of their response to the disaster, what prompted it, whether they acted alone or with others, and whether they contributed through international relief organizations or on the ground. It is hoped that the results will be useful in the future development of a strategic planning for use by UN agencies and other organizations.

Initial results of this survey indicate that many Global Compact participants are leveraging the full extent of their business operations to meet the needs of those hit hardest. Airline group SAS, for example, operated 24 evacuation flights from Thailand to Scandinavia, including nine flights with aircraft wholly or partly reconfigured to accommodate stretchers. Compass Group PLC, a food company, made a donation of $1 million to the disaster emergency committee, a UK relief effort, and collected 1.3 tonnes of goods for distribution. Tata is distributing, through the Tata Relief Committee in Mumbai, relief material and rehabilitation projects involving housing, and the replacement of lost means of livelihood. Newmont, a mining company, contributed $5 million in cash and equipment to aid communities, and the families of local employees.

The following graphic illustrates some of the key features of the business response.
From the beginning of the tsunami disaster, the business response was immediate and built momentum with astonishing speed. While pledges are still being made, contributions from business of all sizes and from all sectors have included:

- **Substantial cash donations**: Business in the United States alone has already pledged in excess of US$200 million. Pledges from companies in European countries are estimated at more than $100 million. As the full extent of the disaster is becoming known, many companies have increased the size of their initial pledges. Some notable examples of sizeable cash donations include Global Compact participating companies such as Pfizer, which has pledged $35 million in cash and in kind donations. Many of the donations have been made to established relief organizations such as Red Cross/Red Crescent, UNICEF, MSF, Save the Children, CARE, Oxfam, and World Vision. Others have been made to NGOs closely related to the industry in which the company is involved.

- **Scores of companies have also offered** to match or double their employees' contributions or to offer a portion of their profits over a particular period. In addition, some companies are planning to stage fundraising events.

- **In kind donations** have been substantial and include medical supplies and equipment from drug companies and medical equipment suppliers, aircraft and chartered flights to transport relief supplies, vehicles, blankets and clothing for victims, on-site assistance in transportation and distribution, storage facilities for relief supplies, repairing of fixed and mobile telephone networks, emergency shipping services, food and water, telephone services to affected regions, power generators, disinfectant, free advertising space for relief organizations, water sanitation kits, and protective apparel and equipment to protect relief workers from contamination and disease. To deliver the in kind donations, many companies are partnering with disaster relief and humanitarian aid NGOs.

- **Adoption of destroyed villages** (e.g. French pharmaceutical giant Sanofi-Aventis).

- **Employees volunteering time** to help the relief efforts (e.g. Honeywell employees in India) or to assist with fundraising efforts (Australian telecommunications company Telstra).

- **Companies collecting or facilitating donations from customers and/or employees for established relief organizations** (e.g. online retailer Amazon and auction website Ebay).

- **Waiving by financial institutions of credit card fees on donations paid by credit card to relief organizations.**

- **Expertise such as advice on logistics.**

- **CEOs sacrificing a percentage of their salary to NGOs and employees donating a portion of their wages/salaries**

- **Use of the internet to promote business contribution to the relief effort**, such as the website Tsunami Challenge (www.tsunamichallenge.org). Created by some small business people, it is challenging business worldwide to pledge $2.2 billion by 31 January 2005 and is inviting companies large and small to post the details of their contributions.

It is also remarkable that, in a number of instances, competitors have come together to pool resources or to respond as an industry. The World Economic Forum is spearheading a coalition called Disaster Resource Network, which includes both DHL and TNT. Commercial television networks in Australia are co-operating to stage a fundraising concert for the relief effort.
Many multinational companies have elected to contribute both through their headquarters and their overseas subsidiaries on the ground.

The generosity cuts across sectors, with contributions flowing from companies in sectors as diverse as apparel, mining and metals, retail, transportation and storage, aviation, chemicals, pharmaceuticals, energy, banking/finance and insurance, information technology, media and communications, telecommunications, and tourism and leisure.

Many business associations have been encouraging their members to contribute to disaster relief appeals, especially established aid organizations, and have been helping business to identify appropriate organizations. They have also been inviting business to consider the contribution they can make in the medium to longer term towards reconstruction in the affected areas such as through technical expertise, infrastructure (re)-development and economic investment. They are also monitoring events and providing advice and information to members and industries through their networks. Some business associations have even produced guides tailored to the disaster that they are distributing via e-mail and making available on the internet to help business think through their response (e.g. Global Compact partners International Business Leaders Forum, with “What role for business leadership in the wake of Asia’s coastal disaster?”, and Business for Social Responsibility, with “Business Brief: Response to the Indian Ocean Tsunami”). Some are urging their members to take note of the importance of providing some flexibility in working arrangements and appropriate leave and counselling to employees in affected workplaces, as well as allowing staff to discuss their feelings with work colleagues.

Conclusion
From the onset of the tsunami disaster, the response from global business has been rapid and impressive. In many respects, the globalization of business and the world economy has enabled these efforts through the use of sophisticated supply chains, logistics and communications technology. Large multinational companies have worked at the global level as well as through their local affiliates to contribute to the relief. At the same time, small- and medium-sized enterprises in affected regions and elsewhere have made generous contributions. Indeed, the response has been unprecedented when one considers that previous disaster-relief efforts have been quite localized, largely in response to national crises. Another noteworthy feature has been the coordinated nature of these efforts, involving work with established relief agencies, both global and local, as well as partnerships with other companies. In this sense, the response has been a highly unified effort.
A spending rate of 17 percent in 3 months, group says

WASHINGTON (Reuters) -- U.S. aid groups used about 17 percent of private donations to help tsunami survivors in the first three months after the Indian Ocean tragedy in December, according to a report released Tuesday.

InterAction, an umbrella group representing more than 160 U.S.-based aid organizations, detailed how some 60 member groups used funds donated by the public in the first 90 days after the tsunami, which devastated coastal communities from Somalia to Indonesia.

Millions of Americans -- from schoolchildren handing over pennies, to wealthy business leaders -- responded quickly after the December 26 tsunami in one of the biggest charitable fund-raising efforts in history.

Of $1.48 billion in private funds raised for tsunami victims, InterAction said in its "accountability report" the aid groups used up $254.2 million, a spending rate of 17 percent, in the first three months.

Many of InterAction's members had not previously been in the areas where they were starting operations. Those who had faced the usual obstacles to humanitarian work in areas hit by catastrophic natural disasters.

"These are among the reasons why expenditures during the initial 90 days, though very substantial, were modest in relation to the total funds received," said the report. It added that most aid groups planned to use up all their funds in the next three to five years.

The U.N. special relief coordinator, Jan Egeland, complained this month that frustration was growing among people displaced by the tsunami, who had expected faster spending and more rapid reconstruction.

InterAction president Mohammad Akhter said the spending rate was consistent with most U.S. aid groups' plans to stay engaged in affected areas for three to five years in recovery and rebuilding programs.

"What this report shows is responsible spending by our members. You can't just throw money at the problem. We need to really know how we can make people's lives better and have very careful planning," Akhter told Reuters.

He added: "We all rely on the public's trust and goodwill and we want to make sure that the money is spent properly."
Careful planning needed

As a former refugee himself from Pakistan to India during the turmoil of partition, Akhter said he understood the frustration of those who had lost everything in the tsunami.

"But translating dollars and cents into buildings, hospitals, clinics and schools takes time. We want to move as fast as we can but it's important to have coordination," he said.

Giant waves caused by an undersea earthquake swept across the Indian Ocean, leaving more than 200,000 dead or missing and destroying the homes and livelihoods of an estimated 5 million people.

At least $9 billion in private and official aid has been raised for countries battered by the tsunami and Akhter said one of the biggest challenges was to ensure that governments followed through with their pledges.

The report does not cover programs InterAction members undertook using funds from the U.S. government, U.N. agencies, other foreign governments and their overseas affiliates.

The American Red Cross pulled in the biggest funding with private donations totaling $481.3 million, said the report. Another big donor was aid group AmeriCares with $115 million.

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