Natural Disaster Management in Australia: A Multi-Sectoral Approach

Dr Debbie Haski-Leventhal
The MGSM Corporate Social Responsibility (CSR) Partnership Network is led by MGSM faculty leader of Global Citizenship, Dr Debbie Haski-Leventhal. The Network was launched in 2013 with two aims: to create, through academic research, evidence-based dialogue on various aspects of CSR and to provide participating organisations with a strong network, inspirational practices and tools to enhance CSR and employees’ engagement with it.

The MGSM CSR Partnership Network is an Australia-wide multi-sectoral collaboration which includes over 30 companies, not-for-profit organisations and government departments, all known for their CSR initiatives. In 2014, corporate members included Johnson & Johnson Medical, Johnson & Johnson Pacific, Janssen, the NAB, PwC, IBM, Qantas, Brookfield Johnson Controls, NRMA Insurance, CHEP, ClubsNSW, David Jones, Fuji Xerox Australia, KPMG Australia, Westfield (now Scentre Group), Kimberly Clark, Commonwealth Bank, Unilever, Citi, Optus and Macquarie University. Not-for-profit members were Mission Australia, United Way Australia, The Salvation Army Australia, Habitat for Humanity Australia, World Vision Australia, Volunteering QLD and the Red Cross.

Sponsored by the Johnson & Johnson Family of Companies, the MGSM CSR Partnership Network offers its members workshops, events and participation in an annual study on an aspect of CSR. The first annual study, carried out in 2013, examined corporate volunteering, participation and employee engagement. In 2014 a qualitative study focused on disaster responsiveness of businesses in Australia. The results of this study are presented in this report.

For more information, to join, or to support the MGSM CSR Partnership Network, please contact csr@mgsm.edu.au
Preface

It is our great pleasure to share with you the results of the second annual study, led by Dr Debbie Haski-Leventhal and sponsored by Johnson & Johnson. The study was conducted in collaboration with the companies, not-for-profit organisations and government departments that comprise the MGSM CSR Partnership Network. It examined natural disaster management (including preparation, immediate response and recovery) in all three sectors, focusing on multi-sectoral collaborations.

The Network and the research it conducts are based on the three principles of community-based research (CBR): 1) genuine collaboration which is driven by community rather than campus interests; 2) democratisation of the creation and dissemination of knowledge; and 3) the achievement of positive social change. In this research study, collaboration can be seen in the ongoing workshops in which members of the Network helped to design the research, participated as interviewees, encouraged others to participate, and contributed to the data analysis and the report. Knowledge was shared by all group members in the workshops (particularly in the ‘inspiring others’ sections) and through the research. With regard to the achievement of positive social change, the study aimed to examine initiatives and collaboration around natural disasters in order to contribute to more effective disaster management in the future. This included presenting, in the report, inspirational practices to encourage others to take a proactive role in this important issue.

The study showed that all three sectors are actively involved in responding to disasters, with each sector playing a different vital role - supporter, facilitator or doer. Most participating organisations involved in providing assistance immediately after the disaster occurred, and some involved in preparation for, or recovery from, natural disasters. Responses were innovative and inspirational. Multi-sectoral collaborations were found to be particularly effective, but were not without their challenges. We hope you will find this report and its recommendations useful.

We welcome other organisations to join us in this meaningful conversation.

Dr Debbie Haski-Leventhal, MGSM, October 2014

Acknowledgements

I would like to express my gratitude to the Johnson & Johnson Family of Companies for being lead sponsor of this important study, and for their ongoing support and true partnership. In particular, I would like to express my gratitude to Leisl Guest, Amanda Towe and Helen Ronney, Executive Directors of Human Resources.

I would also like to thank all the members of the MGSM CSR Partnership Network who assisted by developing the research design, participating in the interviews, encouraging others to do the same and by sharing their thoughts and insights in the workshops. A special ‘thank you’ goes to those who contributed to ‘inspiring others’ by sharing what they do in this area and to the members who provided the images for the report.

Thank you to the Minister for Citizenship and Communities, Minister for Aboriginal Affairs, Minister for Veterans’ Affairs and Assistant Minister for Education, Victor Dominello MP, for hosting the 2014 launch event at Parliament House. I would like also to acknowledge the leadership of MGSM for their support for this initiative. Further thanks go to Constance Ellwood for editing the report and to Matt Price and his team at Accelerate Creative Strategies for designing the report.

My special gratitude goes to Andrew McKinnon, the Project Coordinator and research assistant for his ongoing work and support, and to Akriti Mehra, research assistant, for her dedicated contributions to this report.

From the lead sponsor

The Johnson & Johnson Family of Companies has a proud heritage of corporate social responsibility, based on the Credo written in 1943 by Robert Wood Johnson. From its foundation in 1883, Johnson & Johnson has always sought to be focused on more than financial measures. Whether supporting communities affected by natural disasters, working to address infant mortality as part of the Millennium Development Goals or simply getting behind the disadvantaged in the local communities around our offices worldwide, we have always sought to make a difference.

Since our founding we have been involved in providing support to organisations working in disaster relief areas. This commitment to help out in times of extreme need was started by our employees in 1906 when a team of employees drove across the country with a truck full of BAND-AIDS and wound care products for the victims of the San Francisco earthquake. In Australia this desire to support our community has seen our employees standing alongside our charity partners through droughts, floods, fires and hurricanes.

The MGSM CSR Partnership Network, a multi-sectoral and a multi-stakeholder collaboration, aimed at creating evidence-based dialogue on CSR and inspiring others, was therefore a natural fit for our business. We are proud to be the lead sponsor of this important initiative for the second year in a row and to reinforce our credo and its commitment to customers, employees, the community, the environment and shareholders.

This report provides unique insights into the way businesses and communities in Australia pull together in times of adversity to support each other. We would encourage any other businesses that read this report to consider joining the Network. It is only through working together, as we have done on the site of many natural disasters, that we can truly make a long-term difference for Australians.

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Gavin Fox Smith, Managing Director, Johnson & Johnson Medical
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▼ Johnson & Johnson employees engaging with Tsunami victims in Japan, 2011
The purpose of this qualitative study was to understand what the three sectors – companies, not-for-profit organisations and government departments – currently do to assist the community to prepare for, respond to and recover from natural disasters, both in Australia and overseas. The study focused particularly on multi-sectoral collaborations.

The study was carried out using semi-structured interviews with member organisations of the MGSM CSR Partnership Network. Document analysis of publicly available reports was conducted to clarify and support the interview data. A cross analysis of interviews and documents was conducted after which the main findings and themes were collated and presented, along with key recommendations and suggestions for improvement.

The study found that the participating organisations from each of the three sectors played relevant roles and took part in multi-sectoral collaborations in disaster management events. However, there was evidence of a gap in understanding the grass-root requirements and realities of the disaster-struck communities. This gap in understanding curtailed the effectiveness of the efforts applied in disaster management. While it was evident that increasing focus is being given to risk mitigation, readiness, post-disaster analysis and greater collaboration, there appeared to be some ad-hoc and knee-jerk reactions in the immediate response stage of disaster management.

Executive Summary

The study found that the participating organisations from each of the three sectors played relevant roles and took part in multi-sectoral collaborations in disaster management.

Key recommendations for more effective disaster management were as follows: higher rates of collaboration in order to develop a proactive approach, a focus on creating shared value, and a stronger role to be played by the media in providing accurate information both during and after the disaster. It was recommended that private sector organisations develop mechanisms to address immediate needs in disaster-struck areas, and that community organisations build communication systems in order to improve communication with private sector organisations.

All participating organisations had a relevant role to play in natural disasters, with private sector organisations generally playing the role of ‘supporter’, the public sector undertaking the role of ‘facilitator’ and community sector organisations undertaking the role of ‘doers’.

Participating organisations took part in one or more recognised stages of disaster management – prevention or risk mitigation, disaster preparedness or readiness, response and recovery or rehabilitation – with the highest levels of participation in the immediate response. We further identified a fifth stage: post-disaster analysis.

Private sector organisations used their core capabilities, resources and core competencies in their management of natural disasters.

Among private sector organisations, 25% demonstrated a high level of engagement in disaster management by adopting a process-driven approach, and by utilising professional expertise and skills-based volunteering.

Among private sector organisations, 90% catered to the needs of one or more stakeholders in

This research was undertaken as part of the MGSM CSR Partnership Network collaboration, led by Dr Debbie Haski-Leventhal and funded by the lead sponsor Johnson & Johnson Family of Companies.
Red Cross and other Australian organisations assist in overseas disasters: Typhoon Haiyan, 2013

their organisation, prioritising employees, then customers, business partners, and communities affected by disasters.

- **Multi-sectoral collaboration** was perceived as an integral aspect of disaster management across all stages. The main collaborative activities included understanding the needs of other organisations, coordination, donations, finding volunteers, providing infrastructure support and building capacity.

- **Perceived advantages of** multi-sectoral collaboration included the sharing of knowledge and best practices as well as access by community organisations to the resources and core competencies of private sector organisations.

- **Perceived challenges of** multi-sectoral collaboration included differences in culture and systems between organisations in different sectors, limited understanding by private sector organisations of the on-ground needs and requirements of communities affected by disasters, challenges with regards to acquiring real time information about disaster-struck areas and duplication of efforts causing wastage of resources.
Introduction

Australia is a vast country of divergent climates. It has experienced a long and varied history of natural disasters, encompassing events such as droughts, floods, bushfires and cyclones. On 17 October 2013, bushfires spread across much of the eastern seaboard of NSW. The fires, attributed to above average temperatures and windy conditions, caused widespread damage to properties. Nearly 250 buildings were destroyed and 86,000 hectares (212,511 acres) of bushland were burnt. In 2010, floods in Queensland forced the evacuation of thousands of people from around 70 towns, brought about 38 deaths, massive destruction and affected over 200,000 people. In 2009, the Black Saturday bushfires occurred across Victoria during extreme bushfire weather conditions and resulted in Australia's highest ever loss of life from bushfires; 173 people died and 414 were injured.

Alongside the devastating effects of these disasters on lives, property and ecosystems, the local economy and its businesses may also be severely damaged. Despite receiving no fire damage to their tourist attractions, the 2013 NSW bushfires are estimated to have cost the Blue Mountains economy $71 million in ongoing lost revenue due to a reduction in tourism.

In addition to natural disasters in Australia, Australians are affected by or involved in disasters overseas, such as the Christchurch earthquake in 2011, which, in one of the nation’s deadliest peacetime disasters, severely damaged New Zealand’s second-largest city and killed 185 people. Over half of these deaths occurred in the six-story Canterbury Television (CTV) Building, which collapsed and caught fire in the quake. In the same year a major earthquake shook Japan, unleashing a savage tsunami. More than 18,000 people were killed and the tsunami caused a cooling system failure at the Fukushima Daiichi Nuclear Power Plant, which resulted in a level-7 nuclear meltdown and release of radioactive materials. In 2013 Typhoon Haiyan, a powerful tropical cyclone, devastated portions of Southeast Asia, particularly the Philippines. It was the deadliest typhoon on record in the Philippines, killing over 6,200 people in that country alone.

According to the Munich Report, the number of natural disasters has risen sharply across the globe since the 1980s and we can expect this trend to continue with more frequent and more severe natural disasters. These disasters cannot be addressed solely by governments and not-for-profit organisations. Instead, they require the participation of all sectors of the community, including businesses, to support those affected.

JOHNSON & JOHNSON FAMILY OF COMPANIES

In the last few years Australians have been faced with many challenges from natural disasters, be they droughts, floods, fires or storms. As each of these unfolds the Johnson & Johnson Family of Companies calls together its cross-sector disaster relief team formed by our Managing Directors and employees from all of our companies in Australia. This team then works with key charity partners on the ground such as The Salvation Army, Red Cross and St Vincent de Paul to understand the most pressing needs and where we can best direct our support. Due to our on-going relationships with these partners we are able to direct support to where it is most needed. Over the years this support has included: direct financial support, the provision of care packs to people who may have lost their homes and relief kits for service personnel working on the frontlines. Many of our employees also choose to use some of their 3 days of volunteering leave to work side by side with members of their local communities. One particular area of focus for us has been long-term support with programs such as ‘After the Disaster’ with St Vincent de Paul NSW where we provide support for communities a number of years after the initial crisis point when public attention may have moved on from the affected communities that are still recovering. At every step our charity partners are doing amazing work and provide the best support we can, in line with Paragraph 3 of Our Credo.
organisations (NFPs); there is growing involvement from businesses in responding to, preparing for and assisting recovery from natural disasters in Australia. Businesses may assist on their own, using their core competencies and resources, or in collaboration with an NFP.

Natural disasters impact the community in a number of crucial ways. Aside from initial physical impacts (consisting of factors such as death, injury, infrastructure loss and environmental destruction), the affected community must also contend with economic, political, social and psychological consequences. One method of dealing with such issues is the systems-based approach to dealing with disasters, which suggests that a society’s ability to show preparedness for, respond to and recover from disasters is a function of the condition of the society itself. In other words, the problems posed by a disaster are largely reflective of the state of the society in which the disaster occurs, insofar as systems and procedures currently in place determine to a significant degree the vulnerability and resilience of the society.

The systems-based approach to dealing with disasters suggests that a society’s ability to show preparedness for, respond to and recover from disasters is a function of the condition of the society itself.

It is important to effectively utilise human and social capital in order to mitigate the potential consequences of natural disasters. This can be achieved through facilitating bonding within communities, creating bridges between existing communities to foster collaboration, and tying communities to important financial and public institutions. Communities that are more strongly integrated are more likely to receive the necessary resources for recovery.
Natural disasters are on the rise:
Commonwealth Bank employees volunteer at the NSW bushfires.

Because of its links with taking responsibility in society, Corporate Social Responsibility (CSR) has a role in disaster management. Defined as “business decision making linked to ethical values, compliance with legal requirements, and respect for people, communities, and the environment around the world”, CSR, particularly within an approach which utilises multi-sectoral collaboration, has the potential to be a powerful contributor to disaster management.

Research into the utilisation of CSR in disaster management contexts has thus far been limited. One study looked at the role in both domestic and natural disasters of Fortune 100 companies in the US. The authors found that the private sector gets involved most often in immediate post-disaster assistance, although some involvement in longer-term disaster management activities was also identified. The systems-based approach discussed above suggests that a strategic, multi-sectoral collaborative approach to CSR has the potential to be an effective method of promoting positive outcomes in disaster management for all involved. As companies are often able to provide money, time and in-kind donations, the urgent need for these during natural disasters gives companies with a CSR ethos an important role to play.

The aim of the study, therefore, was to expand on current research on the relationship between CSR and responses to disaster management, and specifically, to understand what the various players are currently doing to assist the community to prepare for, respond to and recover from natural disasters, both in Australia and overseas. The study focused on current contributions, multi-sectoral collaborations, challenges and suggestions for improvement.

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Methodology

In order to capture the responses and collaborations of all sectors in the various disaster management stages, a qualitative research study was carried out. The study employed semi-structured interviews with participants from member organisations of the MGSM CSR Partnership Network.

A total of 44 interviews (41 individual interviews and 3 joint interviews) were conducted with 51 participants from 25 organisations. Participating organisations consisted of 16 private sector organisations, eight community sector organisations and one organisation from the public sector (i.e., government department). Participants included 33 females and 18 males. Work roles included Administration/Assistant Manager (9 participants), Manager (27), General Manager (9) and Vice President/Partner/CEO (6).

Pre-determined but open-ended questions were asked in the interview, allowing scope for other questions to emerge. Questions covered the participant’s understanding of activities carried out by participating organisations during recent disasters in Australia or overseas, the organisation’s involvement in the various stages of disaster management (i.e., prevention, preparedness, response and recovery), as well as the types of multi-sectoral collaboration that the participating organisation had been involved in and the advantages and challenges of such collaborations.

Document analysis of online data, made publically available by each participating organisation, was also conducted in order to clarify and support the data gathered from the interviews. In addition, two workshops in which all members participated allowed for additional information to be gathered and for a collaborative data analysis. As such, the information collected for this report was triangulated to increase validity.

In order to identify patterns and decipher the main themes from the study, a cross analysis of interviews and documents was conducted. Multiple interviews with member organisations allowed for replicated findings to emerge, thereby facilitating the development of main themes.

The report presents the main findings and themes, along with key recommendations and suggestions for improvement.
Natural Disaster Management in Australia

Varying roles: Supporter, facilitator and doer
Participants from all relevant sectors – private, community and public – highlighted the role that their respective organisations had played in natural disaster management. The roles varied between the three sectors, with the private sector generally undertaking the role of ‘supporter’, the public sector taking the responsibility of ‘facilitator’ and community sector organisations undertaking the role of ‘doers’.

The support initiatives taken by the 16 private sector organisations that participated in the study were directed towards the not-for-profit and public sector organisations. Activities included spreading awareness about the disaster (internally to employees and externally to customers and business partners); providing emotional support to employees directly affected by the disaster; collaboration with community sector organisations to provide support during disasters; financial and in-kind donations (including donations of goods and services, appeals for workplace giving, and the matching of donations made); offering professional skills and expertise; and providing opportunities to employees to volunteer.

Corporate initiatives were directed towards the other two sectors and included raising awareness; emotional support, donations and corporate volunteering.

The facilitator role undertaken by the public (government) sector involved taking significant responsibility in the coordination of between-sector activities in response and recovery. Responsibilities included conducting forums on
disaster management; facilitating communication between sectors about the nature and impact of the disaster; and developing and implementing policy changes for better disaster management. The following example, given by a representative of the Department of Social Services, gives examples of the role of facilitator that the government plays in disaster management in general and in the leadership of multi-sectoral collaborations in particular:

*From the broader Australian government perspective, a couple of examples of where there’s been very good collaboration between community, business and government is following the Victorian bushfires with the Victorian Bushfire Reconstruction Recovery Authority [...] with the creation of the Queensland Reconstruction Authority. [...] The peak authorities [...] were able to make sure that all of the recovery was community-centred, that there was community involvement, that any of the funding that was contributed [...] was directed to the priorities of the communities and that [the communities] were very much involved in those decisions. It’s a very good model [to ensure] coordination across the whole spectrum from [...] human and social recovery, economic, industry, building, communication and stakeholder engagement with community members and corporate bodies.*

(Manager, Department of Social Services)

**FIGURE 1. ROLES AND RESPONSIBILITIES OF THE THREE SECTORS IN NATURAL DISASTER EVENTS**

**PRIVATE ‘THE SUPPORTER’**
- Spreading awareness about disaster
- Collaboration with community sector
- Extending financial donations
- Donations of goods and services
- Appeal towards workplace giving
- Matching donations
- Extending professional skills and expertise
- Corporate Volunteering

**PUBLIC ‘THE FACILITATOR’**
- Conduct forums on disaster management
- Providing grants for research on disaster management
- Developing & implementing policy changes
- Facilitating communication between various sectors about the nature and impact of the disaster and the damage to the communities affected
- Developing guidelines around disaster management

**COMMUNITY ‘THE DOERS’**
- Providing emergency services
  - ie Accommodation, health aid and safety
- Providing emotional and psychological support to the communities impacted by disasters
- Rebuilding and Restoring communities in the recovery stage of disaster
‘Doer’ initiatives were undertaken by all eight community-sector organisations. These initiatives involved direct responses which took the form of providing emergency services during disasters (such as accommodation, safety and health aid), providing emotional and psychological support to members of affected communities and re-building and restoring communities in the recovery stage of the disaster.

Overlapping roles
There were instances of an overlap of roles between the private sector and community sector organisations. In these instances, the private sector adopted the role of a doer, engaging directly in prevention or mitigation. In one example of ‘enabling cluster development’, a team of global IBM experts worked with the City of Gold Coast’s Disaster Management Unit to analyse and recommend ways to improve the city’s public safety disaster response capabilities. This effort was part of the IBM’s Smarter Cities Challenge, a program which contributes the skills and expertise of IBM’s top talent to address critical challenges facing cities.

Adopting a process for disaster management
Nine of the private sector organisations participating in the study adopted a documented process or step-by-step methodology in response to natural disasters. Certain organisations, such as PwC, were more process-driven and utilised the international disaster response protocols developed by PwC’s global corporate responsibility team, which require the local organisation to assess the seriousness of the disaster and accordingly determine whether a global response is warranted, after which it issues instructions on the relevant actions to be taken. Similarly, NAB’s natural disaster relief framework, developed in the last two years, is now an ingrained feature of the Corporate Responsibility Department, defining how the organisation will respond to disasters according to their severity. While NAB primarily operates in Australia, it provides support in times of international natural disasters, particularly in Asia, due to the high number of employees with families in Asia.

We made the decision [to help] because obviously Asia is a close neighbour of ours, but we also have a lot of employees that work in Australia that have family in Asia and we were very mindful of how they were feeling. […] we need to look after our own people even though they’re not impacted physically having their homes destroyed but they’ve got their aunts, uncles, brothers, sisters, in Haiyan, in that area, you can imagine the stress that they find and also the financial pressure to actually then help their family, […] we felt it was something that we absolutely needed to do.
(Manager of Education, Community Engagement and Giving, NAB)

Optus adopts a ‘Disaster Response Policy’, which varies depending on scale and impact of a disaster, and guides the Organisation to react and respond to a disaster strike:
We do have a disaster response policy, so we have also a very focused approach around what we do in that space. It guides what we do. We know that disasters are very different, the levels of disaster are very different. You can have a category 3 disaster which is much more impactful than a category 1, they’re both disasters but we know that different disasters and the impact that those disasters have on a community can vary.

(Head – CSR, Optus)

Private sector engagement in natural disaster management

The private sector organisations displayed varying levels of engagement in disaster management, ranging from limited to high involvement. As can be seen in Figure 2, three organisations demonstrated limited engagement by focusing on ensuring continuity of business in times of a natural disaster; nine organisations displayed a medium level of engagement by providing financial support, donations of goods and services, some level of corporate volunteering and assistance to employees affected by disasters. The highest level of engagement was displayed by four organisations, each of which enacted a strategic response in disaster management by adopting a highly process-driven approach, utilising professional expertise and providing avenues for skills-based employee volunteering.

Companies shift towards adopting a documented process or step-by-step methodology in response to natural disasters.

Stakeholder management and organisational priorities during a disaster

Stakeholder management played a vital role in responses to natural disasters, with over 90% of private sector organisations highlighting that during disaster management they cater for one or more stakeholders. Responses to stakeholders occurred in stages, with most organisations first assessing and responding to employees’ immediate safety and emotional needs. These responses were then followed by assessing and providing support for the needs of customers, business partners, and communities impacted by the disaster.

FIGURE 2. LEVELS OF ENGAGEMENT FROM PRIVATE SECTOR ORGANISATIONS

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<thead>
<tr>
<th>Level of engagement</th>
<th>Number of corporates</th>
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<tbody>
<tr>
<td>Limited</td>
<td>3</td>
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<tr>
<td>Medium</td>
<td>9</td>
</tr>
<tr>
<td>High</td>
<td>4</td>
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Challenges
Participants highlighted key challenges faced by organisations in responding to disasters. These challenges included the varying nature and intensity of each disaster together with the unpredictability of disaster occurrence, ensuring business continuity even in times of uncertainty, generating cash flow for donations out of business operations, understanding who to contact and at what point of the disaster response stage, and assessing the actual gravity of the disaster in view of the media coverage of it. One corporate member also referred to the ‘disaster fatigue’, which results from the increasing number of natural disasters:

There’s definitely a sense of disaster fatigue. I think in the Australian community we’ve had a number of successive summers of high profile disasters where you’ve got different levels of where the media sort of go into pandemonium about the disaster, and that doesn’t always recognise the actual scale of the disaster. […] So whether it’s a hundred houses that might be lost versus ten thousand houses […] the media response will often be equal, and it makes it hard for the community to actually understand which is the bigger disaster and then what to support.

(Head of Volunteering and Community Engagement, Commonwealth Bank)

Using core competencies in natural disaster management

Private sector organisations utilised their capability, resources and core competencies in various ways in natural disaster events. Optus provided emergency services with open access to its telecom facilities, e.g., during the Queensland floods relief operations. IBM approached Emergency Services agencies and community organisations offering IBM technology and expertise to aid recovery efforts. KPMG Australia provided the government and community organisations with professional expertise on establishing trusts, addressing associated tax issues and auditing the receipt of donations. To help alleviate immediate financial hardship, NAB provided customers affected by natural disasters three months leeway with their mortgage payments and credit card debts.

Publically available reports also demonstrate how companies use their core competencies in disaster management. According to its Annual Report 2013, Qantas used its core competencies as an airline to offer “support to the QF32 A380 incident as well as humanitarian support in response to natural disasters such as the Queensland floods and the Christchurch earthquake” (Qantas annual report, 2013). Westfield (now Scentre) used its Westfield centres across the globe to set up relief aid stations which served as rallying points for community fundraising and as drop-off locations for emergency goods (Westfield Annual Report 2013).
Disaster management stages

The Disaster Management Act of 2003 proposes that actions around disaster management should be planned across four stages: prevention (risk mitigation), disaster preparedness (readiness), response, and recovery (rehabilitation). While this study demonstrated that all participating organisations played varying roles in one or more of these four stages, the study results led us to identify a fifth stage of disaster response: post-disaster analysis.

STAGE 1:
The pre-disaster phase: Prevention and risk mitigation
In the pre-disaster phase, organisations in all three sectors focused on readiness, preparedness and risk mitigation by identifying and collaborating with partners from different sectors, utilising strategic competencies to identify and mitigate risks in disaster prone areas, spreading awareness amongst stakeholders about risks associated with disasters and developing policies for disaster management.

Although only a few private sector organisations conducted tangible initiatives in the prevention and mitigation stage, the study showed a rise in awareness, in face of the rising number of disasters, of the importance of this stage and a consequent focus on conducting mitigation and resilience activities. At this stage, organisations from the private sector largely focused on utilising their core competencies to identify risk prone areas, thereby identifying mitigation strategies and activities to help make communities more resilient. PwC, for example,

[developed a] ‘heatwave’ thought leadership, which was around extreme heat. We used a team and the Bureau of Meteorology and actually developed a model to trial and predict what might happen, so predict where these heatwaves might hit or, if they hit, where people might die or be affected.

(CSR Manager, PwC)

Community organisations, on the other hand, largely focused on educating communities in better disaster response and recovery.

Companies donate money, goods and time when disasters strike. ClubsNSW donated over $1 Million to the Tsunami Appeal in 2005.
Disaster management stages

STAGE 2: The pre-disaster phase: Being proactive through preparedness and readiness

Although this stage was perceived as important, readiness activities were carried out only by 44% of private sector organisations. On the other hand, 75% of community sector organisations engaged in some form of preparation for disaster management.

Activities conducted by private sector organisations focused on internal and external perspectives. In terms of the internal perspective, organisations focused on becoming more effective in ensuring business continuity and the smooth functioning of supply chains during emergency relief while also ensuring the safety of key stakeholders. During this stage some organisations also developed frameworks, processes and protocols to better respond to disasters:

Since 2011, PwC has been working closely with the United Nations Office for Disaster Risk Reduction (UNISDR) to analyze data from past disasters and uncover common themes in how business and government prepare for disaster while providing a framework for long-term public private sector collaboration in disaster preparedness and response. (PwC Disaster Resilience Report)

In terms of the external perspective, readiness activities by private sector organisations focused on community organisations, providing monetary and resource support as well as assisting with capacity building, to ensure community organisations would be equipped to respond to disasters in a more coordinated manner. For example, KPMG is currently conducting a pilot study in Asia to assist a community organisation partner to develop processes and systems to ensure it is able to respond to disasters rapidly:

One of the areas that we’re focusing on with our NGO partners is disaster preparedness. We’re asking how we can apply and transfer our professional skills, to help build the capacity of organisations to be better prepared when disasters do strike. That might be through more efficient business processes, such as better coordination of services with other disaster response organisations on the ground. (Head of Corporate Citizenship, KPMG)

All participating organisations were involved in immediate responsiveness when disasters strike. Companies respond according to various stakeholders, from employees to customers and the community, while community organisations immediately deploy available resources to the disaster-struck communities to provide emergency relief.

For the community organisations, activities in the readiness stage were based on ensuring availability of sufficient resources (e.g., financial and human resources, as well as skills) in order to make sure they could provide immediate assistance and relief to disaster-struck communities. This might involve the community organisation identifying key private sector organisations with similar social goals, and thereafter collaborating with them to ensure the community organisations would have adequate support during times of need. Additionally, at this stage, organisations from all three sectors conducted roundtable discussions on identifying ways to prepare for disasters at the macro level as well as defining how they could utilise each other’s expertise and skill sets to collectively manage disaster response in a more effective manner:

Optus is part of the Australian Business roundtable for Disaster Resilience which also includes companies from the banking and insurance sectors as well as an NGO, the Australian Red Cross. We look at how we can better prepare communities...
Figure 3. Timeline of how various private sector and community sector organisations undertake initiatives in the various disaster management stages.

**DISASTER MANAGEMENT BY COMMUNITY SECTOR ORGANISATIONS**
- Working with communities on risk reduction component
- Awareness building by hosting speakers to educate communities about preventive measures
- Development of Disaster Readiness Index and Emergency Volunteering Crew
- Readiness application and preparedness education program in communities
- Partnering with other community sector organisations (i.e. Red Cross, The Smith Family) and carrying out an immediate response in the welfare and catering side
- Appeal for private sector donations (Mission Australia)
- Facilitate and encourage transformation in affected communities through collaboration with State and Federal Authorities
- Rebuilding lives and re-establishing livelihoods in the Philippines
- Development and execution of 5 year recovery program for communities in Aceh and Sri Lanka, post tsunami
- Assisting people with the psychological side of the disaster
- Post-disaster situation analysis

**DISASTER MANAGEMENT BY PRIVATE SECTOR ORGANISATIONS**
- Disaster Response Policy
- National disaster relief framework
- Facilitating capacity building for community organisations
- Disaster and Risk Reduction proposal and partnership
- Collaboration with Google Earth for disaster prevention
- Australian Business Roundtable for Disaster Resilience & Safer Communities
- Disaster risk reduction partnerships
- Examine disaster risk and employee risk
- Restore operations and ensure business continuity
- Financial donations
- Awareness building and call for donations
- Emergency customer support, mobile banking facilities and fundraising through retail network
- Employee volunteering to rebuild communities
- Assisting farmers financially and through information sharing during time of drought in Central Australia
- Rebuilding communities 2 years post disaster (i.e. Christchurch earthquake and Blue Mountains Bushfires)
- Livelihood restoration and introduction of a campaign to rehabilitate schools (in line with the sustainability agenda around child development)
- On ground support during typhoon in Philippines
- Post-disaster situation analysis

**MGSM NATURAL DISASTERS**
for disasters and collaborate with the Government on a response. Because a lot of money goes into responding to disasters after they’ve happened. I think we all believe that we could do a lot more in being proactive with disasters and minimising the impact of those disasters.
( Associate Director, CSR, Optus)

STAGE 3:
The disaster strike phase: The response
This stage of disaster management was addressed by almost all participating organisations. The approach of the private sector organisations was largely to restore operations, ensure employee safety and support community organisations and disaster-struck communities through awareness building, fundraising and monetary support. A few private sector organisations also utilised their core competencies. One example was PwC’s development of a tool during the Victorian Black Saturday bushfires to provide a larger number of civilians with access to emergency relief operations:

So we worked to develop a tool [where] people could go onto Google Earth and pin the location of their place or their property and then input their current details, so that the rescue authorities had the correct contact details for all of the properties that had been effected.
(CSR Manager, PwC)

The approach of the community organisations, on the other hand, was to immediately deploy available resources to the disaster-struck communities to provide emergency relief. They provided details to partners in private sector organisations on the support they required in order to further assist the disaster-struck communities.

We went in and worked with those communities with our local on-the-ground staff and assisted, and then called on our corporate partners and other donors to

Companies send their employees to help overseas. PwC employees volunteer after Typhoon Haiyan.
help with whatever those communities needed […] as opposed to just giving them clothes or giving them food or giving them money.
(Strategic Partnerships National Manager, Mission Australia)

STAGE 4: The post-disaster phase: Recovery and rehabilitation

Organisations that undertook activities in the post-disaster phase offered ongoing emotional and financial support to employees and communities affected directly by the disaster and utilised strategic competencies to help rebuild communities. The recovery and rehabilitation stages generally lasted between 6 months and 5 years, depending on the scale of damage caused by the disaster.

A significant percentage (88%) of community organisations undertook activities in the recovery and rehabilitation phase, whereas only half the private sector organisations involved themselves in this stage. Reasons cited for the limited involvement from the private sector organisations during this stage were largely around the limited media coverage of the disaster-struck area in the post-response stage which caused limited awareness of the extent of the damage resulting from the disaster. An employee from Johnson & Johnson who was directly affected by the Christchurch earthquake spoke of how the support of various organisations moved away from Christchurch when media attention started to reduce in the aftermath of the earthquake:

I mean three and half years later we’re still dealing with the ramifications of the earthquake. You know, building a new house and the uncertainty around your future, where you’re going to live, and all those sorts of things in the intervening time. But what you do realise is that pretty much you’re on your own. It’s like in life, you break your leg, you know, someone goes, ‘oh, that’s sad,’ and for them they dismiss it, but then you have to hobble around for the next sort of six weeks, eight weeks, while your leg recovers and you have to live with the legacy of that situation. (…) It’s cold comfort, but you have to deal with it and at the end of the day there really isn’t… the ongoing support usually moves with the attention.
(Employee, directly affected by the Christchurch earthquake)

However, it seems that greater focus is increasingly being given to disaster recovery as awareness of the importance of restoring disaster-struck communities increases:

So in terms of the longer term recovery, this is something that we’re kind of in discussions about right now. […] a lot of attention is focused on communities during and the immediate aftermath of a natural disaster, and we would like to see what we could do to develop a framework to go back to communities three, six months, twelve months afterwards and just see how they’re travelling, what’s been the long term impact, and how can we assist either through leveraging the skill of volunteering through our own people if customers and communities are facing difficulties that they need assistance with, perhaps leveraging our supply chain to support communities, you know, helping local business get back on their feet etcetera.
(Corporate Responsibility Manager, NAB)

With regard to rehabilitation, some private sector organisations sent in volunteers to assist with the post-disaster cleanup and community rebuilding. For example, KPMG China assisted in rebuilding a school after the earthquake in China in 2008. Similarly, when the floods hit Pakistan in 2010, as part of the emergency strategy, Unilever with its brands such as Surf and Lifebuoy, engaged consumers to help re-build thirty schools in the disaster-struck areas:

Historically our emergency response was limited to relief work in the form of cash donations, product contributions, employee volunteering and fundraising. This will continue. However, it’s not just about being reactive but being more resilient and better prepared to handle disaster & emergency situations. Unilever’s emergency strategy now has a three pronged approach which looks at preparedness, relief and rehabilitation. We are working with Unilever business functions, brand teams and employees to leverage the full scope of our resources and expertise in areas such as supply chain, behaviour change, communications, retail partnerships and social media networks.
(Global Partnerships Manager, Unilever)
88% of community organisations undertook activities in the recovery and rehabilitation phase, whereas only half the private sector organisations involved themselves in this stage.

Other private sector organisations worked, as part of their response, to ensure that their core product was functional and readily available for use by disaster-struck communities, even when this required long-term effort. For example, it took Optus almost a year after the Queensland floods to fully rebuild and restore its network in order to provide ready access to their services to those affected by the natural disaster. Likewise, two years on, NRMA Insurance is still very closely involved with restoring communities affected by the Christchurch earthquake:

**Christchurch earthquake has just had their two year anniversary, and we’re still heavily involved working with local communities there to help with the rebuild. And if you look at what IAG did, or NRMA Insurance did, as an outcome of the Blue Mountains bushfires, for example, we took on quite a lot of extra responsibility there as an insurer, and will continue to be working in that area for some time to come because the rebuild doesn’t happen overnight. So it’s a long term commitment after some of these major events.**

(Community & Sustainability Operations Manager, NRMA Insurance)

Community organisations, while attending to rebuilding and restoration of infrastructure, also worked on alleviating the psychological effects on individuals and communities of the disasters:

**So we’re really strong on the psychological side of disasters and how we help people through that. We’re not out there building a lot of homes and we’re**
Companies help to rebuild communities in the recovery stage. Optus volunteers in the Bushfire Recovery Boundary Fence Program, Victoria 2010.

QANTAS

Qantas is not just any airline. We are part of Australia’s heritage, a lifeline for regional and rural communities, a great sponsor and supporter of good causes, a major champion of tourism, and a promoter of Australian excellence in food, wine and design. Qantas is, and will always be, a strategic resource for this nation in times of need. Through wars, emergencies and in supporting troop deployments to various parts of the globe, Qantas is proud to support the men and women of Australia. Qantas will always make decisions in the context of the broader community and Australia’s national interests. That is in no way separate from, or in addition to, our shareholder responsibilities. They are interlinked. Our shareholders know that the strength of our brand relies upon being there for Australia and representing the best of Australia in the world.
not out there actually stopping the fires ourselves, we’re about helping the community get back up on its feet. So [in] the evacuation centres, there’s a lot of staff around helping the children, making them safe, providing blankets, providing caseworkers, etc., in those first critical 72 hours. But it’s also about what happens in the next three months, six months, twelve months, two years, after the disaster. So for NSW bushfires we were up there bringing families back together, bringing the community back together, we were up there speaking to individuals who had lost their home, one on one, giving them a caseworker, allowing them to talk to someone,

COMMONWEALTH BANK OF AUSTRALIA:

Commonwealth Bank of Australia has a long history in partnering with communities and organisations during times of disaster to help them recover and rebuild. Our involvement over many years has been recognised by the Australian Red Cross with the designation as a National Humanity Partner.

Our approach focuses on four core elements which are implemented depending on the size and nature of the disaster.

1. Our immediate priority is to ensure the safety of our staff in disaster regions
2. Customer Support and Assistance – special assistance and support packages for customers plus the ability to deploy a mobile branch direct to disaster-affected areas to ensure local communities have access to financial services
3. Enablement of in branch and online donations to the primary relief partner
4. Community support in the form of direct donations, fundraising appeals or providing volunteers to help with the rebuilding effort.

giving them the right agencies that they can go to, basically being the broker in helping them out with all that they need.

(Corporate Partnerships Team, Red Cross).

STAGE 5: Post-disaster situation analysis

At least four organisations, from both the private and community sectors, identified the importance of participating in a ‘post-disaster situation analysis’ for prevention and mitigation of future disasters and in order to build resilience.

In this stage, organisations sought to learn from what had happened in a disaster situation, to determine what could have been done differently, to establish whether technology could be deployed to streamline processes and to draw some conclusions about how to better prepare for disasters. The post-disaster situation analysis essentially functioned as a fifth stage of disaster management and completed the cycle of the stages of disaster management by linking it directly to the prevention and preparedness stages:

We’re using those learnings to ensure that responses to those types of events in the future can be coordinated across, not only the insurance industry, but other industries so they can be coordinated better. In addition at group level, so through the leaders in risk program […] and there’s a roundtable that IAG established and we released a white paper last year, if I’m not mistaken, which really talks to the fact around the importance of mitigation as opposed to putting all of this money into responding to events. So if we actually put the money into mitigation obviously that will make a massive impact.

(Community & Sustainability Operations Manager, NRMA Insurance)
Table 1. A summary of the types of initiatives undertaken by private and community sector organisations in the various stages of disaster management

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<th>INITIATIVES UNDERTAKEN BY THE COMMUNITY SECTOR</th>
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<td>Establish whether technology could be deployed to streamline processes.</td>
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<td>Draw conclusions on how to better prepare for disasters.</td>
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Multi-sectoral collaboration: Partnership types, advantages and related challenges

There is a national disaster resilience strategy that supports that everyone has a role to play in disaster resilience, from community level through to corporations through to government, and that it is a shared responsibility. And I think that’s certainly where we need to be moving towards in the future. (Manager, Department of Social Services)

The study made clear that private sector, community sector and public sector organisations play different roles when responding to natural disasters. As each of the actors has different capacities and resources and a different approach, multi-sectoral collaborations can lead to a more effective response, if done well and if the related challenges are addressed.

Types of collaboration and partnerships

Multi-sectoral collaboration was perceived as an integral element across all stages of disaster management with almost all participating organisations in the study highlighting their involvement in some form of multi-sectoral collaboration. The main activities undertaken as a part of multi-sectoral collaboration included:

- **Co-ordination and understanding needs:** At the time of disaster response, various private sector organisations reached out to their community partners as well as the government in order to understand the impact of the disaster and needs on the ground. In the case of Typhoon Haiyan, Citi worked closely with the Government and the Red Cross in the Philippines to coordinate disaster efforts by providing donations and mobilizing their business clients to provide assistance in the disaster-struck areas.

- **Volunteering:** Private sector organisations provided corporate volunteering to assist community organisations in disaster-affected areas, in particular for rebuilding and the restoration of communities. In addition, some private sector organisations offered skill-based volunteering and business expertise. Unilever conducts employee skills-based volunteering during emergencies and often receives requests for supply chain and logistics expertise to provide assistance.

- **Donations (cash or in-kind):** Some participating organisations, particularly from the private sector, provided financial donations to assist in the various disaster management stages. In addition, a significant number of organisations also provided product support. David Jones, for example, in addition to making financial donations, provided gift cards for those who had been affected by the bushfires in Victoria or floods in Queensland to assist them in buying some of the items they had lost.

- **Core competencies:** Several private sector organisations used their core competencies to prepare for and respond to disasters. Optus formed a part of what it defined as an ‘interagency collaboration’ between the government, the Minister of Communications, the Department of Communications and other telecom organisations, for usage of telecom services (i.e., SMS notifications and location based notifications) for emergency warnings.

- **Infrastructure support:** Private sector organisations also provided infrastructure
support to assist community organisations in responding to disasters. CBA is a national humanity partner with the Red Cross and they have numerous joint programs in place in the event of a disaster. For example, during one event, calls to the Red Cross were diverted to the Commonwealth Bank Call Centre in order for the bank to handle donations on behalf of the Red Cross. This was done to provide infrastructure support to the Red Cross in consideration of its restricted operations, and helped manage the volume of calls that needed to be attended to.

- **Capacity Building:** Private sector organisations also support capacity building in community organisations to ensure the latter are able to respond to disasters effectively and in a timely manner. KPMG is presently working on a pilot with one of its six community sector partners in order to build the capacity of the community sector partner by developing processes and procedures to manage disasters so the organisation is able to respond rapidly and in a more coordinated manner.

Other forms of collaboration include holding roundtable discussions to define macro roles for organisations from all three sectors of the economy, conducting research in disaster prevention, mitigation and preparedness as well as collectively carrying out post-disaster analysis to clarify how to better prepare for disasters.

**DEPARTMENT OF SOCIAL SERVICES:**

In the event of any significant domestic natural or human-related disaster, the Department of Social Services (DSS) may be called upon to:

- Provide advice on DSS programmes and services that may be available to support adversely affected communities and people;
- Advise on any issues that impact on DSS programmes or services and their delivery; and
- Work with the Department of Human Services (DHS) to resolve any issues that arise in relation to payments or services that DHS delivers on behalf of DSS.

DSS also contributes to whole-of-government disaster recovery policy through participation in the Australian Government Crisis Management Framework.
Multi-sectoral collaboration: Partnership types, advantages and related challenges

Most multi-sectoral partnerships aim to be long-term in nature and are based on commonality and fit of strategic goals.

While most private sector organisations highlighted their partnerships with one or more community organisations, activities around collaboration with the government were somewhat limited.

Advantages and importance of multi-sectoral collaboration

Various organisations from the three sectors highlighted that there were many more advantages than challenges from multi-sectoral collaborations and partnerships.

The most significant benefit for effective disaster management highlighted by the study was the combination of private sector core competencies with the knowledge and experience of community organisations. The strength achieved through multiple organisations from various sectors pursuing a common goal facilitated the generation of a wider and deeper impact. The long-term nature of these collaborations allows the partners to follow a tried and tested methodology and therefore to be more efficient during a disaster.

Another significant advantage of multi-sectoral collaborations was the potential to share knowledge, learnings and experiences from regular discussions and interactions, in order to make informed decisions for better planning for the collective benefit of communities and societies at large. For private sector organisations such as Johnson & Johnson and Unilever, another advantage is that multi-sectoral collaborations assist in providing access to communities that private sector organisations can then support through donations or in kind.

Multi-sectoral collaboration leads to effective disaster management. PwC and Red Cross Volunteers in the Typhoon Haiyan relief operation.
Optus recognises that natural disasters are a reality of our planet. Their occurrence is unpredictable and their impact is devastating to the people, communities and businesses they touch. Optus takes a proactive approach ensuring that our response in times of need is effective, strategic and collaborative. We aim to be there for our customers, ensuring they can stay connected with family and friends, supporting our people who have been directly impacted and helping the local communities by partnering with humanitarian aid agencies, supporting efforts in the short term and helping with the rebuilding for the long term. Optus is also part of the Australian Business Roundtable for Disaster Resilience & Safer Communities. As a roundtable member, alongside Investa, Australian Red Cross, IAG, Westpac and Munich Re, we are working constructively with the Government to help make Australian communities safer and more resilient to natural disasters.

Community sector organisations saw benefits in collaborating with the federal and state governments for assistance in gathering a large number of volunteers in times of national or state emergencies while organisations such as Volunteering Queensland spoke of the merits of working with private sector organisations as it assisted them in developing sustainable solutions for natural disasters.

**Challenges of multi-sectoral collaboration**
While there are significant advantages associated with multi-sectoral collaborations, these partnerships are not without challenges. One of the main challenges derived from differences in cultures, systems and processes, causing delay in decision making and delays in getting projects off the ground.

The most significant benefit for effective disaster management highlighted by the study was the combination of private sector core competencies and core competencies with the knowledge and experience of community organisations.

Community organisations such as the Salvation Army and Red Cross commented that some private sector organisations donate products, such as clothing, based on a limited understanding of the needs and requirements of the communities affected by disasters and on a limited understanding of the needs at different stages. While some of these products may be helpful in the recovery and rehabilitation phase, they do not necessarily add value in the response stage. A challenge then arises for the community organisations to use their limited resources to disperse and store these products, which may not be the most critical requirement during the onset of a disaster.

Several private sector organisations highlighted challenges with regard to acquiring real time information from community organisations about the impact, nature and damage caused to and the requirements of the communities affected by disasters. Private sector organisations, also commented that there is often a duplication of efforts leading to inefficiencies, wasted money and relief efforts not being provided where they are most needed.
Suggestions for improvement:

Towards more effective and more efficient multi-sectoral disaster management

In view of the challenges experienced, participating organisations made various suggestions for improvement with the aim of developing more effective and efficient disaster management. General recommendations across the three sectors were:

1. **Higher rates of collaboration** in order to develop proactive responses to disaster management, with a greater focus on prevention, mitigation, resilience building and preparedness. In order to achieve this, the development of an operating model for disaster response and recovery was felt to be essential.

2. **Focus on creating shared value** in order for the private sector organisations to reconceive products and markets, enable local cluster development, and redefine productivity in the value chain in all disaster management stages. Volunteering Queensland suggested that instead of conducting fundraising activities (such as sausage sizzles) which may be entirely unrelated to the core business function, private sector organisations should instead focus on providing more meaningful services. For example, an information technology services organisation could provide IT support to a community organisation, while a bank could provide financial support to a community organisation for a day. Local clusters could also allow the sharing of best practices and experiences between sectors and organisations.

3. **A stronger role to be played by the media** in providing correct messaging at the time a disaster strikes as well as in continuing to report on issues and impacts that exist post-disaster and that have long-term effects.

There were also specific recommendations for each sector.

With regard to the private sector, an employee of one of the member organisations, who was directly affected by the Christchurch earthquake, highlighted the need for private sector organisations to have a better understanding of the impact of disasters and of the grassroots reality for civilians affected. This would assist the organisations in ascertaining the exact requirements of the internal and external stakeholders affected and enable appropriate provision of assistance. Private sector organisations could also significantly increase the usage of technology to spread awareness about disasters and to share best practices and experiences.

For the community sector organisations, suggestions for improvement revolved primarily around developing communication mechanisms and systems in order to improve the frequency and content of communication with the private sector organisations at all stages of disaster management. In addition, it was recommended that community organisations focus on capacity building, with support from private sector organisations, in order to ensure that they are able to respond to disasters in a rapid and effective manner. Private sector organisations also highlighted the need for community sector organisations to report the usage and efficacy of the monetary support provided by the private sector organisations in order for the private sector organisations to report this information to the internal and external stakeholders who had provided this monetary support.

With regard to the public sector, there was a general suggestion that governments improve their preparation for disasters and assume a more significant role in coordinating sectors in order to ensure best use of resources and capabilities during the different stages of disaster management. The common perception was that the government is at the centre of all sectors and therefore should play a larger role in developing blueprints for and facilitating execution of multi-sectoral disaster management.

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Conclusion

This qualitative multi-sectoral study, the second annual study of the MGSM CSR Partnership Network, demonstrated that all participating organisations from all three sectors of the economy had a relevant role to play in disaster management and that all organisations participated in multi-sectoral collaboration for effective disaster management. The study also evidenced a rising awareness of the importance of disaster prevention and preparedness, the need for greater collaboration between sectors and the potential to generate a wider and deeper impact by utilising the key competencies of private sector organisations in conjunction with the knowledge and experience of the community sector organisations.

Participating organisations provided their perceptions of what would constitute more effective disaster management. Issues included working on a more proactive approach, focusing on collectively creating shared value, increasing the content and accuracy of media reports on disaster-affected communities, as well as generating mechanisms for more effective communication and co-ordination between the private and community sector organisations.

Effective natural disaster management can be efficiently achieved with multi-sectoral collaboration, given a shared goal. In this regard, creating shared value and strategic CSR are vital for the success of businesses and the communities in which they operate. There is a need for higher levels of multi-sectoral collaboration in order to effectively respond to natural disasters in Australia and overseas. As the number and severity of these disasters are predicted to rise in the coming years, effective collaboration is of increasing importance. We hope that this report provides guidelines and some examples of inspirational practices for such collaborations.

Study participants suggest more multi-sectoral collaboration in the future