Guidance on Emergency Response Planning: Lessons from the PDRF Experience

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Disclaimer

This Guidance was produced primarily for private sector networks and serves as basis for promoting further discussion and analysis. The contents of this guide remain the responsibility of the author alone.

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ABBREVIATIONS

AAR	After Action Review
CBi	Connecting Business Initiative
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
EOC	Emergency Operations Center
ER	Emergency Response
ERP	Emergency Response Plan
FLEX	Field Logistics Exercise
IM	Information Management
IN	International Name
HANDA	Hazard ad Disaster Analysis for Business Resilience
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
MOA	Memorandum of Agreement
NDMO	National Disaster Management Office
NGOs	Non-Government Organizations
NSED	National Simultaneous Earthquake Drill
OCHA	Office for the Coordination for Humanitarian Affairs
OpsCen	Operations Center
PDRF	Philippine Disaster Resilience Foundation
QRF	Quick Response Fund
RC	Resident Coordinator
RDANA	Rapid Damage Assessment and Needs Analysis

SAR	Search and Rescue
SitReps	Situation Reports
UN	United Nations
OCHA	Office for the Coordination for Humanitarian Affairs

DEFINITION OF TERMS

Those with asterisk (*) are Terms and Definitions lifted from the RA 10121 (Philippine Disaster Risk Reduction and Management Act Section 3)

***Adaptation**	the adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities.
After Action Review	the response team reflects on what happened, lessons learned, and remedial actions to take. AAR/debriefing should be an integral part of any action, activity, or project for recording and analyzing the outcomes and the impacts of the relief operations on the affected community.
***Capacity**	a combination of all strengths and resources available within a community, society or organization that can reduce the level of risk, or effects of a disaster. Capacity may include infrastructure and physical means, institutions, societal coping abilities, as well as human knowledge, skills and collective attributes such as social relationships, leadership and management. Capacity may also be described as capability.
***Civil Society Organizations**	non-state actors whose aims are neither to generate profits nor to seek governing power. CSOs unite people to advance shared goals and interests. They have a presence in public life, expressing the interests and values of their members or others, and are based on ethical, cultural, scientific, religious or philanthropic considerations. CSOs include nongovernment organizations (NGOs), professional associations, foundations, independent research institutes, community-based organizations (CBOs), faith-based organizations, people's organizations, social movements, and labor unions.
***Climate Change**	refers to a change in the state of the *climate* that CAN BE identified (e.g., by using statistical tests) by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer. (IPCC Definition)
Deactivation	downgrading of an Emergency Operations Center alert status when an emergency has been stabilized
***Disaster**	a serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources. Disasters are often described as a result of the combination of: the exposure to a hazard; the conditions of vulnerability that are present; and

	insufficient capacity or measures to reduce or cope with the potential negative consequences, Disaster impacts may include loss of life, injury, disease and other negative effects on human, physical, mental and social well-being, together with damage to property, destruction of assets, loss of services, Social and economic disruption and environmental degradation
***Disaster Mitigation**	the lessening or limitation of the adverse impacts of hazards and related disasters. Mitigation measures encompass engineering techniques and hazard-resistant construction as well as improved environmental policies and public awareness.
***Disaster Risk**	the potential disaster losses in lives, health status, livelihood, assets and services, which could occur to a particular community or a Society over some specified future time period.
***Disaster Risk Reduction**	the concept and practice of reducing disaster risks through systematic efforts to analyze and manage the causal factors of disasters, including through reduced exposures to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.
Disaster Information Management System	integrates all reliable, accurate, and timely data in managing a disaster.
Disaster Timeline	refers to a series of events in a chronological order in managing disaster risks. Its further subdivided into three phases: namely *pre, during, and post-disaster*.
Disaster Response	assistance and interventions provided during or immediately after a disaster to preserve the life and meet the basic needs of those affected populations
***Emergency**	unforeseen or sudden occurrence, especially danger, demanding immediate action.
Emergency Response Preparedness	pre-disaster activities undertaken to minimize the loss of life, injury and damage to properties in a disaster, and to ensure that rescue, relief, rehabilitation and other related services can be arranged following a disaster.
***Emergency Management**	the organization and management of resources and responsibilities for addressing all aspects of emergencies, in particular preparedness, response and initial recovery steps.
Emergency Response Team	group of people tasked to prepare for and respond to an emergency. Composition of the emergency response team will depend heavily on the context and capacity the network can offer

***Exposure**	the degree to which the elements at risk are likely to experience hazard events of different magnitudes.
***Hazard**	a dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihood and services, social and economic disruption, or environmental damage.
***Private Sector**	the key actor in the realm of the economy where the central social concern and process are the mutually beneficial production and distribution of goods and services to meet the physical needs of human beings. The private sector comprises private corporations, households and nonprofit institutions serving households.
Rapid Damage Assessment and Needs Analysis	to determine the costs and impacts of the disaster, knowing the "survival" needs of the affected population, identify gaps, determine appropriate courses of action, and resources needed
Resilience	the ability of a system, community or society exposed to hazards to resist, absorb, accommodate and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.
***Risk**	the combination of the probability of an event and its negative consequences.
Risk Analysis	refers to the process of determining the likelihood of a hazard impact occurring in a defined period, and subsequently evaluate the risk that a particular hazard possesses.
***Risk Management**	the systematic approach and practice of managing uncertainty to minimize potential harm and loss. It comprises risk assessment and analysis, and the implementation of strategies and specific actions to control, reduce and transfer risks. It is widely practiced by organizations to minimize risk in investment decisions and to address operational risks such as those of business disruption, production failure, environmental damage, social impacts and damage from fire and natural hazards.
Testing and Exercises	refer to preparedness measure done regularly to test-proof the interoperability around the aspects of coordination, assessment, information sharing, and response planning
***Vulnerability**	the characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard. Vulnerability may arise from various physical, social, economic, and

environmental factors such as poor design and construction of buildings, inadequate protection of assets, lack of public information and awareness, limited official recognition of risks and preparedness measures, and disregard for wise environmental management.

Overview

The COVID-19 pandemic has brought tremendous global impact to the economy and lives of the people across the world. With the volatility, uncertainty, and complexity of threats brought by natural, climate-induced, and man-made hazards - managing disaster risks became more arduous due to the looming pandemic situation. This, in fact, has produced a whole new spectrum of socio-economic and human security threats that overwhelm government's capacity and resources to prepare, respond, and recover.

In such instance, the private sector increasingly plays an important role to augment disaster response efforts already being carried out by the government, international community, and civil society organizations. In fact, some members of the business sector have shifted their mindsets from simply doing corporate philanthropy to a more programmatic and meaningful attempt to improve the overall disaster risk management capacity in the country.

The current crisis demands for a firmer partnership and collaboration between the national government and the private sector in managing disaster risks. The private sector, on one hand, can leverage its resources, capacity, and influence in building disaster resilience.

In May 2016, the Connecting Business Initiative (CBi) was launched during the World Humanitarian Summit in Istanbul, Turkey. CBi puts forward the Summit's desired outcomes, as well as the 2030 Development Agenda and the Sendai's Framework for Disaster Risk Reduction. This initiative intends to strategically engage the private sector before, during, and after disaster events, increasing the scale and effectiveness of response and recovery efforts, while conducting it on a more harmonized and coordinated manner.

Locally, the Philippine Disaster Resilience Foundation (PDRF) is known as the Philippines's major private sector engine and coordinator for disaster management. Composed of a team of DRRM advocates and highly committed professionals, PDRF works alongside field experts and reputable humanitarian institutions to organize and coordinate private sector assistance to disaster-affected communities. In April 2018, PDRF launched its first private sector Emergency Operations Center (EOC). Anchored on principles of disaster prevention, preparedness, response, recovery, and rehabilitation, the EOC functions as 24/7 self-sufficient operations hub for disaster preparedness, training, and coordination for disaster relief and recovery operations.

In close partnership with CBi, PDRF developed this *Guidance on Emergency Response Planning* to consolidate field experiences and lessons learned in disaster risk management. This document is designed for private sector networks interested or currently implementing disaster preparedness initiatives and emergency response operations. This Guidance provides a catalogue of recommended actions, which is split in accordance with the three phases of the disaster timeline: pre-disaster, during disaster, and post-disaster.

Objective of the Guidance

This Guidance is meant for private sector networks who are currently engaged in emergency operations and who are interested to know PDRF's own approach in emergency response in the Philippines. Please note, however, that this Guidance is not specifically tailored to a particular type of industry and only broadly covers general emergency response priorities of the private sector networks.

PDRF was able to establish its own EOC through several years of experience in developing protocols and guidelines in disaster preparedness and emergency response management. This Guidance, however, is not restricted to those with EOCs but, in fact, caters to all private sector networks, who have disaster response activities. This Guidance aims to offer insights and inspiration on how to get started and what to aim for based on PDRF's experience. This Guidance will provide practical and useful tips for the private sector networks in planning an efficient, well-coordinated response operations during emergencies.

How to Use the Guidance

The activities in this Guidance are subdivided into the three phases of the disaster timeline – *pre-disaster, during disaster, and post-disaster*. Private sector networks are highly encouraged to tailor-fit or customize their plans based on their respective contexts and capabilities. Each phase consists of preparatory activities, checklist of potential actions to be taken, and a list of supplemental readings for reference. Networks will be able to develop their advocacy products using the templates provided in the Annex. Enumerated below are a list of documents the networks need to accomplish according to the specific phase:

Table 1: List of Documents to be Accomplished

- **Pre-Disaster Phase**
  - *ER Team Structure with identified functions*
  - *Hazard Inventory*
  - *Risk Analysis Matrix*
  - *Inventory of resources*
  - *3W Data Analysis*
  - *Partners Directory*
  - *Drill/Exercise Plan*
- **During Disaster Phase**
  - *Situational Report/Advisory/Text Blast*
  - *Response Plan*
  - *Response Activity Tracker*
- **Post-Disaster Phase**
  - *After-Action Review*

The Disaster Timeline

A *disaster timeline* refers to a series of events in a chronological order in managing disaster risks. Its further subdivided into three phases: namely *pre, during, and post-disaster*. Featured in these phases are the different preparedness and response actions that will guide the network in crafting their own emergency response plans.

The timeline begins with the pre-disaster phase, which is important for early action and advanced preparations. In this case, the network may consider undertaking emergency response preparedness activities. *Emergency Response Preparedness* refers to "pre-disaster activities undertaken to minimize the loss of life, injury and damage to properties in a disaster, and to ensure that rescue, relief, rehabilitation and other related-services can be arranged following a disaster." These activities are undertaken in anticipation of disaster events since they form part of the overall disaster preparedness strategy.

Once a disaster strikes, widespread destruction and losses often occur that surpass the ability of an affected community to cope using its resources. In this case, the disaster response phase is therefore activated. OCHA defines *Disaster Response* as the "assistance and interventions provided during or immediately after a disaster to preserve the life and meet the basic needs of those affected populations".[1]

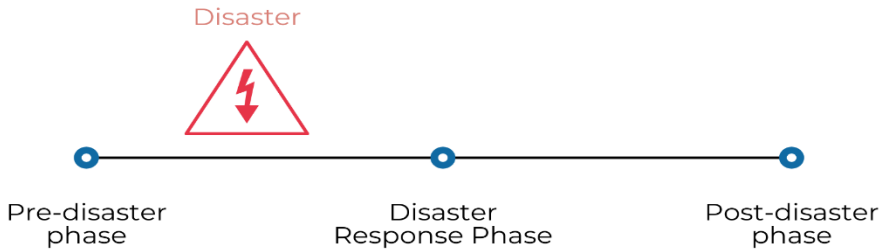
During the disaster response phase, the government has the principal mandate to provide immediate assistance to the affected communities. However, if the impact of a particular hazard overwhelms the capacity of the community or the government to cope, respond or recover, external support will then be necessarily needed. And it is during this period that the private sector will play an important role of augmenting response efforts in preserving the life and meeting the basic needs of those affected. Based on PDRF's experience, emergency response from the private sector may be activated 72 hours after the disaster event took place or if immediate appeal from the government is requested.

Post-disaster phase commences when threats to the lives of the affected population are no longer imminent. The goal during this phase is to bring back some degree of normalcy to a particular affected area or community. Please take note, however, that this Guidance only limits the discussions to post-response reporting and debriefing to allow private sector networks to decide when they will transition from response to early recovery.

Illustrated below is Disaster Timeline in linear form divided into three phases: pre-disaster, during disaster, and post-disaster.

[1] Terminology, "Response", https://www.preventionweb.net/terminology/view/500

Figure 1 Disaster Timeline



This guidance is anchored on humanitarian principles *(humanity, impartiality, neutrality, and independence)*, which serve as the solid foundation for humanitarian response actions. These guiding principles should be central to establishing access to affected populations, whether they may be climate-induced disasters or complex emergencies. In fact, abiding with such principles are essential elements of effective humanitarian coordination.

Furthermore, the "Do No Harm" principle expects that humanitarian organizations should strive to minimize harm that they have inadvertently cause while providing humanitarian assistance or inequitable assistance given to affected communities. All organizations and actors should reflect on the unintended consequences of their programs and should act accordingly once those occur.

Pre-Disaster Phase

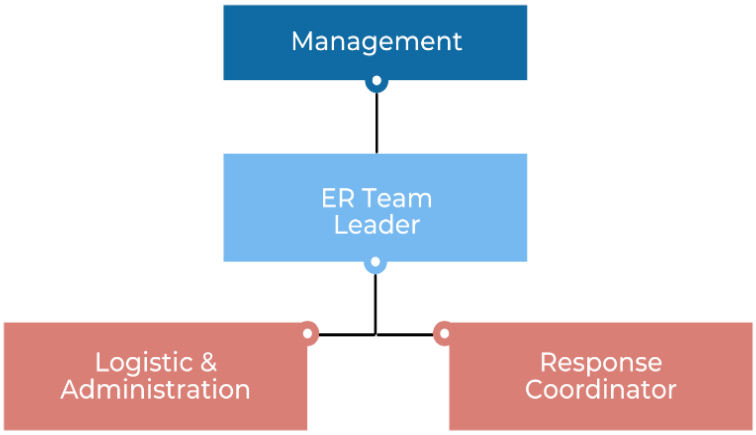
Pre-disaster activities aim to minimize or prevent the loss of life, injuries, and damage to properties once a hazard event occurs. Additionally, it also ensures adequate rescue, relief, and rehabilitation, and other related services can be provided following a disaster. This phase largely involves planning and establishing arrangements in advance to ensure a timely, effective, ad appropriate response to potential hazard events that might impact the lives and livelihood of people.

The pre-disaster phase often requires a longer time frame since most of the activities involved are preparedness actions that are done during non-emergency months. In summary, the activities included in the pre-disaster phase are the following: *Organizing the Emergency Response Team; Conduct of Risk Analysis; Mapping Out of Resources and Institutional Capacities; Building Institutional Partnerships for Coordinated Response; Establishing Disaster Information Management System; Development of Communication Protocols; Establishment of Coordination Mechanisms; and Conduct of Testing and Exercises.*

Organize an Emergency Response Team

An *Emergency Response Team* is group of people tasked to prepare for and respond to an emergency. Composition of the emergency response team will depend heavily on the context and capacity the network can offer. At the minimum, PDRF proposes the following core structure:

Figure 2: Sample Emergency Response Team Structure



Under this proposed structure, the Emergency Response team is composed of: *the Management, Emergency Response (ER) Team Leader, Logistics and Administration Officer, and Response Coordinator*. To ensure responsibility and accountability measures are instilled throughout the disaster timeline, each member of the team should assume their pre-defined functions, which are listed below.

Regarding private sector networks with minimal manpower services, PDRF proposes a multi-tasking arrangement, where one person can manage multiple functions at once (e.g., person in charge of logistics can also be involved in resource mobilization)

Management	oversight role of operations and decision-making (e.g., the CBi Member Network Executive Committee); can appoint the members of the ER team during the pre-disaster phase.
ER Team Leader	overall, in-charge of planning and operations; monitors hazard and manages data gathering; in-charge of preparing and disseminating information through issuances of advisories and sitreps; coordinates with NDMOs and UN partners.
Logistic and Administration Officer	takes charge of the logistical and administrative requirements of the network; in-charge of the procurement and in-kind donations and ensures that the needs of the team are taken care of (e.g., meal provisions, transportation, etc.)
Response Coordinator	in-charge of resource mobilization; maintains the directory of members and partners; coordinates activities with the government and other humanitarian actors, including the UN; coordinates with networks on response initiatives and joint resource mobilization; in-charge of the documentation and

	donor reports which pertains to the emergency response activities conducted.

Table 2: Predefined Functions of the ER Team during Pre-Disaster Phase

Pre- Disaster Phase	Person Responsible	Reference /Information products
Organize Emergency Response Team	Management	ERT Structure
Conduct Risk Analysis	ER Team	Risk Matrix
Conduct Resource Inventory	Logistics and Administration Officer	Resource /Asset Inventory / Updated Partners List and Directory
Strengthen Partnerships	ER Team Leader/Management	Memorandum of Agreements
Establish a Coordination Mechanism	ER Team	Coordination Protocols
Develop Communication protocols and materials	ER Team	Communication Protocols
Establish an Information Management System	ER Team Leader	5W Data Analysis
Conduct testing and exercise	ER Team	Drill/Exercise Plan

Conduct Risk Analysis

Risk Analysis[2] refers to the process of determining the likelihood of a hazard impact occurring in a defined period, and subsequently evaluate the risk that a particular hazard possesses. It is best to work with a Disaster Risk Management Specialist to help the network develop its own risk assessment tools.

- ❖ Identify the hazards a country is experiencing and categorize them based on classification and nature of the hazards. Hazards are classified based on their origin and nature of occurrences. See below example of the *PDRF Hazard Inventory of the Philippines* based on a 24/7 hazard monitoring system. Private sector networks starting out on hazard monitoring activities can also liaise with the NDMOs. The NDMOs have the capability of monitoring hazards daily and information are regularly available online.

Table 3: Sample PDRF Hazard Inventor of the Country

Hazards	**Classification of Hazards** ● *Natural* ● *Environmental* ● *Biological* ● *Armed Conflict*	**Nature of Occurrence** ● *Slow onset* ● *Evolving* ● *Sudden onset*
Tropical Cyclones	Natural	Slow onset
Earthquake	Natural	Sudden onset
Volcanic Eruption	Natural	Sudden onset
Disease outbreaks	Biological	Evolving
Heavy Rainfall/Flooding	Natural	Slow onset
Tsunami	Natural	Sudden onset

[2]https://cms.emergency.unhcr.org/documents/11982/54224/Emergency+Response+Preparedness+July+2015/cc602e5b-7084-483d-becb-ea72286cc00e

- Rank the risks based on the descriptors in *Table 5*. And for the risk level, please refer to *Table 6*. Risk ranking will help networks identify the prioritization of hazards based on their impact and likelihood of occurrences. The risk ranking will help the network define the threshold. The threshold can be set at 10 or higher (likelihood x impact) which would require additional preparedness actions. Hazards identified with higher risks should be monitored regularly.

Table 4: Risk Ranking Matrix

Hazards	**Perceived impact**	**Likelihood of Occurrence**	**Impact x Likelihood (Risk rating)**	**Risk level** Low (1-7) Moderate (8-14) High (15-25)
Slow onset				
Tropical cyclone				
Heavy rainfall/Flooding				
Evolving				
Pandemic				
Sudden onset				
Earthquake				
Volcanic activity				
Tsunami				

Table 5 Sample Indicators for Likelihood and Impact

*Likelihood scale	*Impact Scale
Very Unlikely (1) **The event may occur once in every 50 years**	Negligible (1) No additional impact The local government has sufficient capacity to handle the situation No or minor impact on MSMEs (0-5%)
Unlikely (2) **The event may occur once every 20 years**	Minor (2) Minor humanitarian impact

	The national government has sufficient resources to augment the needs of the local communities affected 6-15% of MSMEs in the area are affected
Moderately likely (3) **The event may occur once in the last 10 years**	Moderate (3) Moderate humanitarian impact Minor support and assistance needed by the government 16-30% of MSMEs in the area are affected
Likely (4) **The event may occur once or twice in the last 5 years**	Severe (4) Substantive humanitarian impact Government declares a state of calamity in the affected areas 31-50% of MSMEs in the area are affected
Very likely (5) **The event may occur at least once a year**	Critical (5) Massive humanitarian impact The national government declares a national state of calamity Network members severely affected Greater than 50% of the MSMEs in the area are affected

**The network can work on its specific parameters for these indicators.*

Table 6 Risk Matrix

Impact					
Critical	**5**	**10**	**15**	**20**	**25**
Severe	**4**	**8**	**12**	**16**	**20**
Moderate	**3**	**6**	**9**	**12**	**15**
Minor	**2**	**4**	**6**	**8**	**10**
Negligible	**1**	**2**	**3**	**4**	**5**
	Very Unlikely	*Unlikely*	*Moderately likely*	*Likely*	*Very Likely*
			Likelihood		

Map Out Resources and Institutional Capacity

The private sector network should account all its member organizations available resources, including those covered under pre-agreements (e.g., memorandum of agreement) that can be mobilized during times of emergency. Resources as part of institutional capacities, are not limited to assets and funds of the network, but also include partnership agreements with local, national, and international partners, including the UN. The technical capacity of the network can also be leveraged. See below example of the PDRF inventory of institutional capacities:

Table 7: Sample Inventory of Resources and Institutional Capacity of the Network

Capacity and Resources	Details	Reference Document
Number of Members	120 members	Membership List
PDRF Cluster System[3]	Power, Fuel, and Energy Telecom Water and Sanitation Emergency Supplies (Food and Non-food) Logistics Health and Medical Services (inc. SAR) Finance and Insurance Infrastructure	
Quick Response Fund *(readily available funds during emergency relief operations)*	$ 100,000	Finance Document
Deployable network assets	Network resources including transportation, communication, among others.	Pre-agreements
Pre-agreements ❑ *Network members* ❑ *Water utility companies* ❑ *Energy (Power and Fuel)* ❑ *Communication* ❑ *Health Facilities*	Meralco, Manila Water, UPS	Copies of the MOA

[3] PDRF Cluster System is geared towards proper coordination and collaboration before, during, and after a disaster

❑ *Logistic/Transportation*		
Existing Partnerships (National and Local) ❑ *NDMOs* ❑ *Local organizations* ❑ *CSO and Non-Profits* ❑ *Corporate Foundations* ❑ *Business Sector Organization* ❑ *Private Companies*	National Disaster Management Offices (NDMOs), Civil Society Organizations (CSOs)	Copies of the MOA
Existing Partnerships *(International)*	UN, CBi, ADPC, AHA Centre	
Technical Resource	Business Continuity Management System Incident Command System Emergency Logistics Public Service Continuity Planning Disaster Information Management System (ex. PDRF HANDA)	
Service Providers ❑ *Airline and Travel Booking* ❑ *Car Rental* ❑ *Food Items for Relief* ❑ *Hotels* ❑ *Hardware and Construction* ❑ *Maintenance* ❑ *Medicines* ❑ *Office Supplies*	Professional Maintenance Group Arvid Rent-a-Car Suy-sing Welcome Supermarket Generika	

Build Institutional Partnerships for a Coordinated Response

Forging institutional partnerships are considered essential at the pre-disaster phase because this will ensure that in case disaster strikes, critical preparatory activities like resource mobilization, communication, coordination, collaboration, and data gathering will be carried out smoothly. Institutional partnerships could be built upon a shared vision, opportunity, mutual benefits, mutual commitment, shared risks, and rewards. Listed below are some activities involved in institutional partnership building for coordinated response:

- ✓ Map out potential partners of the network
- ✓ Link with corporate foundations or the Corporate Social Responsibility Department of a private firm
- ✓ Maintain a list of donors
- ✓ Forge partnership agreements with the government, local organizations, humanitarian partners, including the NGOs and UN agencies, and other institutional partners
- ✓ Enter into purchase agreements with logistic and critical lifelines companies
- ✓ Maintain a directory of partners, government agencies, including accredited vendors
- ✓ Explore collaboration with the public sector

Establish a Disaster Information Management System

(PDRF HANDA Briefer)

A Disaster Information Management System integrates all reliable, accurate, and timely data in managing a disaster. To those, who are interested to learn how PDRF uses an advance disaster information management system like HANDA can refer to the PDRF EOC course developed for private sector networks.

In this case, a simple google sheet or excel can be used in accomplishing the 5Ws data collection and analysis. 5W stands for *Who's doing What, When, Where and for Whom*. 5W serves as a crucial component of information management for effective, coordinated response, activity, and gap analysis.[4]

Steps involved in Information Management:

1. **Collection** | In collecting data, the network must consider the source of data, methods of collection, the repository of information, and the frequency of collection. Data collection is important in hazard monitoring, risk assessment, and needs and damage assessment.

2. **Encoding and processing** | Networks should consider the method of encoding like the use of Google sheets or excel, a repository of information, and frequency of encoding information. This step also includes the review and validation of data.

[4] "The 5W Process – For a coordinated and Effective Response", https://www.humanitarianresponse.info/en/operations/nigeria/document/5w-process-coordinated-and-effective-response

3. **Analysis** | Networks should analyze and summarize the data to be incorporated in decision-making.

4. **Communication** | The information should be communicated clearly to the targeted audience.

Develop Communication Protocols

Communication plays a vital role in emergency operations, especially in liaising with the network members. Having a clear communications protocol will serve as a guide on what to do during emergencies, and to ensure redundancy. Redundancy in communication during a disaster means all other forms and channels of communication are exhausted in case communication disruptions occur.

- Establish protocols for internal and external communications
- Develop a communication flow chart specifying the communication platforms to be used:
  - *Viber*
  - *Facebook Messenger*
  - *WhatsApp*
  - *SMS*
  - *Phone call*
  - *2-way radio/ High Frequency (HF)/ Very High Frequency (VHF)*
- Develop external communication products with templates to be sent out during a disaster to network members and partners
  - ***Advisories and Sitreps*** – *Documents containing the latest updates of the hazards on the ground. They highlight the major impacts on the lifeline utilities and impacts on the network members (if applicable). They may also contain needs assessment information about the affected areas, actions/activities of the network, government, and the UN, and progress reports from the field. A call for help can be created and donation drive platforms can be included on the network's website, social media platforms, and other communications fora.*
  - ***Text blasts*** – *These are short but informative messages sent via SMS that contain the nature of the incident, location, date and time of occurrence, and precautionary measures.*

> **SAMPLE TEXT BLAST (EARTHQUAKE)**
>
> As of [time], a [magnitude] earthquake was reported in [location]. [Intensities] were reported in [location]. PHIVOLCS reported [expected damages and aftershocks]. PDRF is actively monitoring the situation.

- Agree on the frequency and modality of sending out communication products
- Establish feedback mechanism using identified platforms
- Ensure redundancy (alternative channel of communication) in designing communication protocols

- ❖ The timely issuance of communication products must be approved by the management ensuring all information is verified.

Establish a Response Coordination Mechanism

Establishment of a response coordination mechanism is also a vital activity under the pre-disaster phase. Having an effective and efficient response coordination mechanism in place facilitates the unobstructed delivery of humanitarian assistance. Government focal officers and key actors should be identified, briefed about their roles and responsibilities during a disaster, as well as the core competencies of different humanitarian organizations, including the private sector. It is important to be familiar with the local and national government disaster response protocols, including the UN humanitarian coordination system.

Presented below are the activities in establishing response coordination mechanisms:

- ✓ Identify a focal person(s) and establish a central hub (central email, phone number, or address) in the network for coordination with other entities - UN, government, and affected communities.
- ✓ Maintain regular coordination and communication with the network members and partners.
- ✓ Ensure proper coordination with the different government agencies
- ✓ Coordinate with other humanitarian actors both local and international including the Humanitarian Country Team[5] (*OCHA provides secretariat role and can facilitate introductions*), the UN Country Team if there is no HCT, and CBi. Coordination with these actors is critical to ensure all actors are collaborating and not duplicating efforts for an effective humanitarian response. Please refer to https://asiadisasterguide.unocha.org/ for more information on how the humanitarian system works and Leadership in Humanitarian Action: Handbook for the Resident and Humanitarian Coordinator
- ✓ Maintain a regularly updated directory of all network members, government agencies, local government units, CSO partners, donors, the UN, and international partners
- ✓ The network (if applicable) may consider designing a similar cluster approach[6] which aims to ensure a coherent and complementary approach, identifying ways to work together for better collective results. PDRF organized its members into different clusters based on their industries and core competencies for better collaboration before, during, and after a disaster. Each company assigned in every cluster has a focal person that works closely with PDRF.

The Humanitarian Coordinator and the Humanitarian Country Team

As a representative of the UN Secretary-General, the UN Resident Coordinator (RC) plays a critical role at the country level: facilitating inter-agency preparedness efforts, coordinating humanitarian response, and promoting links between humanitarian and development. If also appointed as the Humanitarian Coordinator (HC), the RC/HC role is to establish and lead the Humanitarian Country Team (HCT). The HCT's key responsibility in disaster response is to assess the situation, identify and prioritize needs of victims, and estimate the capacity of the country and its people to respond, including the capacity of private sector actors. OCHA's role is to support the RC/HC and efficiently mobilize and coordinate international humanitarian aid.

Testing and Exercise

Testing and exercises refer to preparedness measure done regularly to test-proof the interoperability around the aspects of coordination, assessment, information sharing, and response planning. Important aspects of doing simulations and testing involve developing scenario plans and objectives, actors, and observers. Right after simulation, a debriefing is done to reflect on what went well, what did not, and more importantly what can be improved. Following the conduct of test and exercise, the network is then encouraged to update their emergency response plans.

Below are few samples of simulation exercises done and participated by PDRF including a sample exercise plan:

Table 8: Sample Simulation Exercises

Simulation and Exercises	Objectives	Scenario	Actors	Frequency
FLEX (Field Logistics Exercise)	To improve cluster and inter-agency coordination for logistics, as well as foster networks between the Philippine Government and humanitarian actors in the country.		PDRF and partners	Annually
Metro Manila Shake Drills (Earthquake)	To test the network's response including activation of pre-agreements, internal protocols among PDRF network members	Different scenarios including disruption of critical services, fire incidents	PDRF and member companies	Annually
National Simultaneous Earthquake Drill (NSED)	To test the evacuation and communication plans of PDRF and partner communities	Magnitude 7.2	PDRF and partner communities	Quarterly
Tabletop Exercise	To test coordination protocols and functions of the PDRF staff		PDRF and member companies	Quarterly

Call Tree Exercise	To test the organization's communication protocols during a disaster	An earthquake with magnitude 6 or higher in Metro Manila	PDRF staff	Quarterly

Table 9: Sample Exercise Plan of PDRF

DRILL/EXERCISE PLAN	
Exercise Name	Call Tree Exercise
Exercise Type	Functional Exercise
Exercise Objective	▪ Test the knowledge of the staff on the Call Tree Protocol ▪ Test the information management of the administrative unit - *Employee accounting system* - *Availability of emergency contact information of the employees offline*
Date (s)	10 September 2020
Venue (s)	Virtual
Hazards/Threats involved	Earthquake, Pandemic
General Scenario	M7.0 Earthquake during the COVID-19 Pandemic
Lead	OpsCen Planning
Participating Unit	All PDRF Units, Management Committee

Disaster Response Phase

Once a disaster strikes and widespread human, economic and material damages and losses exceed the capacity of the affected community to cope using its own resources, the disaster response phase is activated. During the disaster response phase, the government has the primary mandate to provide immediate assistance to the affected communities.

However, if the impact of a hazard overwhelms the capacity of the community or the government to cope, respond and recover, external support will necessarily be needed, and it is during this situation, that the private sector and humanitarian actors will play an important role of providing the help needed to preserve life and meet the basic subsistence needs of those affected. Based on

PDRF's experience, the disaster response phase may be activated seven-two hours (72 hours) after the event.

Activate the ER Team

Interoperability is a crucial aspect for all actors involved in disaster management. In this case, the Emergency Response (ER) Team should have clear tasks and assignments. The ER Team must regularly coordinate and communicate with the network members. The team must also ensure proper coordination and collaboration with the national government and local CSO partners. More importantly, regularly liaise with OCHA for information as they provide the Sitreps for the humanitarian community to effectively deliver the most needed assistance to affected communities.

- Activate the response team
- Mobilize volunteers if needed
- Ensure close coordination among the members of the ER Team
- Establish a central hub or a place to convene with minimum requirements for coordination (if needed)

Table 10: Tasking during the response phase

Response Phase Activities	Person responsible	Reference/Information products
Activate the emergency response team	ER Team Leader	
Gather data and analyze the situation	ER Team Leader	Situation analysis
Conduct needs assessment - *Conduct RDNA or secure a copy of the needs analysis conducted by the NDMOs or OCHA*	ER Team Leader	Rapid Damage and Needs Analysis (RDANA)
Plan for emergency response and priority actions - *Activate agreements* - *Match available resources to identified needs* - *Compile private sector efforts (if needed) to avoid duplication* - *Manage emergency procurement* - *Mobilize volunteers if needed*	ER Team Response Coordinator Response Coordinator Response Coordinator Logistics and Admin Officer ER Team Leader	MOA Asset/Resource Inventory
Mobilize partners and donors to augment resources	Response Coordinator	Partners Directory

Manage data and information during an emergency	ER Team Leader

Gather Disaster Data and Analyze the Situation

- Gather relevant disaster information using ground, social media, and primary sources of data
- Government interventions
- Encode and compile the data gathered
- Develop operational objectives based on the relevant information gathered
- Conduct situational analysis that will help the network identify priority response actions
- Communicate and send out situational reports regularly to network members and external partners using the different platforms for communication
- Refer to the internal and external communication templates

Conduct a Needs Assessment

The government leads the conduct of the Rapid Damage Assessment and Needs Analysis (RDANA) immediately after a disaster to determine the costs and impacts of the disaster, knowing the most basic needs of the affected population, identify gaps, determine appropriate courses of action, and resources needed. Results of the RDNA will be an input to the planning process in coming up with an emergency response plan, which is not limited to doing relief operations. However, the network could conduct its own needs assessment if there is no available data yet from the government for the time being, but it should be done in close coordination with the concerned government agency. In support of the government and ensure no duplication of efforts take place, the assessment data generated by the network are to be shared with the concerned government agencies.

- If the network cannot conduct an independent assessment, they can coordinate with the local or national government for the results of their needs assessments.
- If possible, join the United Nations Office for Coordination of Humanitarian Affairs (OCHA) and the Humanitarian Country Team in conducting rapid needs assessments in affected areas.
- If the network can conduct its own assessment, a sample RDNA tool is provided for them. The NDMOs or local disaster offices may also provide training on RDNA.
  - *In conducting RDNA, consider gender and disability lens in selecting beneficiaries*
  - *When conducting an independent RDNA, the results should be shared and coordinated with the local/national government and the HCT (if applicable)*
  - *RDNA may also include impact and needs assessment of affected MSMEs*
- Some networks have their standard of the relief package. The network can also refer to [7]SPHERE Standards to learn more about the principles and minimum humanitarian standards in humanitarian response

[7] Sphere Standards Handbook 2018, https://spherestandards.org/handbook-2018/

Plan for Response Priority Actions

Based on the current situation, the ER Team Leader determines the priority response actions in consultation with the Team and in coordination with the clusters (if applicable). All strategies must be weighed against available resources, time, and probability of achieving the desired outcomes. Below are the sample priority actions:

- Activate pre-agreements
- Coordinate with the network for support and other requirements
- Compile private sector response efforts (if needed) to avoid duplication
- Release a call for donations and mobilize resources and/or convene the network for massive scale disasters
- Identify items to be distributed based on the RDNA
- Mobilize volunteers if needed
- Conduct relief operations
- Assist the network members for their internal operational needs/activation of their business continuity plans

Develop the response plan by identifying the type of activity to be conducted, location of priority affected areas, and the resources needed. Below is a sample of a response plan during the recent Typhoon Goni (*locally known as Typhoon Rolly*) in the Philippines.

Table 11: Sample response plan during Typhoon Rolly

Incident/Event Name:	Typhoon Goni
Date:	
Prepared by: **Approved by:**	
Response Activities:	• Assess the capacity of the network • Identify gaps • Deploy assets • Coordinate and collate information on private sector response to support rescue efforts of national and local government. • Donor Matching • Mobilize resources for response efforts - Donations or Call to Action • Conduct Relief operations.
Priority Areas:	NCR *(Marikina, Pasig)* CALABARZON *(Montalban)*

	Bicol Region *(Catanduanes)* Cagayan Valley *(Tuguegarao)*	
Relief Operations Response Plan		
***Items (should meet Sphere Standards)**	**Allocation**	**Source**
Hygiene Kits (adjusted for COVID-19 and Dignity Kits	NCR, Region 5, Region 4A	Gokongwei Brothers Foundation
Food packs	NCR, Region 4A	Globe, CLFI
Water	NCR, Region 4A	PCPPI
Shelter Kits	Region 5	PDRF Call to Action
Medicine	Region 2	Generika
SAR Team and Equipment	Region 2	WISAR, CLFI
Quotation for Items for Fund Utilization		
Cleaning Kit Items 1 liter of all-purpose cleaner 1 roll of large Garbage Bag 1 gallon of bleach 1 bar detergent soap (360g) 1 pc bathroom freshener Unit price per Cleaning Kit: P1000	Shelter Kit Items Tarp 4mx4m Coco lumber Nylon rope 4mmm diameter Unit price Per Shelter Kit: P___	Hygiene Kits 1 bar bath soap 5 pcs toothbrush 1 twin sachet toothpaste 1 pack sanitary napkin (non-wing) 1 pc medium pail 1 pc dipper 1 bottle of alcohol 500 ml 5 pcs face masks 12 dozen sachet of shampoo Price per hygiene kit: P600
Water Filtration Items 1 pc jerry can purification tablets Unit price per water filtration: P ___		
Resource Mobilization:	Call for Appeal for donations whether in-kind or cash	

Funding Requirement:	
Timeline	Procurement: Delivery and Distribution:

Mobilize and Augment Resources

(*Insert link for other network activities aside from resource mobilization)*

- Pre-position available assets and facilities
- The network can utilize the emergency standby fund if needed. PDRF has a quick response funds allocation for emergency response.
- Activate pre-agreements with networks members and institutional partners
- Issue a call/appeal to the network and donor partners to raise additional resources (letters to the board and members, social media campaigns (include photos of damages and the affected communities).
- Organize a donor's forum for a major event that requires private sector support, which may be extended to other development actors.
- Establish donation-based activities using available crowdfunding platforms that are accessible to anyone, who wish to pledge support.
- Mobilize and deploy team on the ground (if applicable)
- In procuring goods and services, ensure transparency, accountability, and compliance with donor regulations.
- Track private sector contributions from your network and report on them to response actors (e.g., Office of Civil Defense) and coordination platforms (e.g., HCT)
- Ensure proper documentation (filling out internal forms e.g., acknowledgment receipt, turnover forms, photo documentation

Manage Data and Information

During an emergency response, it is important to provide timely updates on the status of ongoing response initiatives to donors and humanitarian partners. This information should provide an accounting of efficient use of resources at the same time disclose some gaps that still need to be addressed. Monitoring the status of response can be carried out by tracking the number of beneficiaries reached (can be disaggregated by gender), their location, type of assistance, volume or quantity assistance offered, and gaps that still need to be addressed.

The information gathered can be used later for post-assessment and internal purposes. Below is a sample response activity tracker with entries.

Table 12: Response Activity Tracker

Donor	Type of Assistance	Quantity/ Unit	Location	No. of Beneficiar	Date Conducted	Remarks/Gaps identified

ies						
Who	**What**		**Where**		**When**	
Aboitiz	Food packs	10,000 packs	Rizal	10,000 families	Nov. 12, 2020	Delivered with assistance from Office of Civil Defense
PBSP	Cash	4M Php	Malabon City	8,000 families	Nov 15, 2020	Cash was used to purchase family packs containing protection kits and basic goods (food and non-food)

Post-Disaster Phase

The post-disaster phase starts when there is no longer imminent threat to the lives of the people. This phase will serve as the transitory point from response to early recovery.

Deactivate and Demobilize the Team

Deactivation refers to the downgrading of an Emergency Operations Center alert status when an emergency has subsided. Upon declaration of this stage - demobilize all ground team as soon as all objectives have been met and ground deployment have been fulfilled. Terminate all response activities of the network.

Conduct of After-Action Review/Debriefing

The After-Action Review (AAR)/debriefing can be done upon deactivation of the response activities of the network for a particular disaster event. Ideally, the AAR/debriefing is conducted immediately after, but it should be no longer than the first 24 to 72 hours after the initial impact of the disaster event.

In the AAR/debriefing, the response team reflects on what happened, lessons learned, and remedial actions to take. AAR/debriefing should be an integral part of any action, activity, or project for recording and analyzing the outcomes and the impacts of the relief operations on the affected community. The output from AAR/debriefing will help improve the efficiency and effectiveness of the network's emergency response operation.

Table 13: After-Action Review Template

Review objectives and deliverables	Identification of best practices	Areas of improvement	Actionable recommendation
What did we set out to do?" "What was supposed to happen?" "What did we achieve?" "What happened?"	"What went well? Why?" or "What are worth replicating in a similar project? Why?"	"What could have gone better? Why and how?" "What should we do differently next time? Why and how?"	Identify (max 3-5) actionable recommendations for similar projects and actions in the future. The recommendations should be specific, clear, actionable, and achievable with a focal point for each.

Submit a Post-disaster Response Report

Provide a summary of the disaster response initiatives of the private sector to donors, government, UN agencies, and members of the network.

Transition to Early Recovery

If the threat to human life has dwindled, the network may start planning for recovery to help restore the local economy to gain some sense of normalcy. *(Please refer to the Early Recovery Planning Guide of PDRF developed for CBi member networks and other private sector networks.)*

References

Leadership in Humanitarian Action: Handbook for the Resident and Humanitarian Coordinator (https://interagencystandingcommittee.org/humanitarian-leadership-strengthening-section/leadership-humanitarian-action-handbook-un-resident-and-humanitarian-coordinator)

IASC Emergency Response Preparedness (2014) (https://www.humanitarianresponse.info/en/coordination/preparedness/preparedness-iasc-0)

Disaster Response in Asia and the Pacific: A Guide to International Tools and Services (https://asiadisasterguide.unocha.org)

PDRF Concept of Operations V 2.0 (2018)

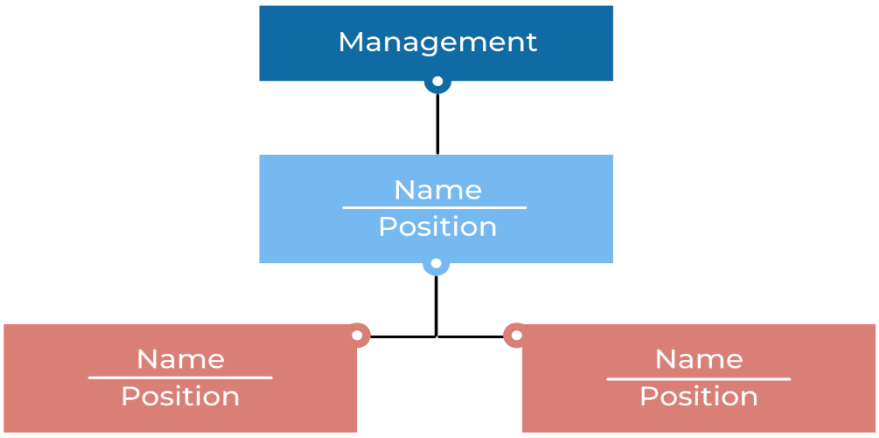
PDRF Standard Operating Procedure V 4.0 (2019)

Sphere Standards (https://spherestandards.org/)

Annex

Tools and Templates

ER Team Structure and Function



Position	Functions		
	Pre-disaster	During Disaster	Post-Disaster

Management			
ER Team			
ER Team Leader			
Admin and Logistics			
Response Coordinator			

Hazard Inventory

Hazards	Classification of Hazards • *Natural* • *Environmental* • *Biological* • *Armed Conflict*	Nature of Hazards • *Slow onset* • *Evolving* • *Sudden onset*

Risk Analysis

Hazard	**Classification of Hazard**	**Perceived impact**	**Likelihood of Occurrence**	**Impact x Likelihood *(Risk rating)***	**Risk level *(Low, Moderate, High)***
Slow onset					
Evolving					
Sudden onset					

Asset Inventory

Inventory of Resources Available

Capacity	Details	Status/ Remarks as of ____
Number of Members		
Quick Response Fund		
Deployable network assets		
Pre-agreements		
Existing Partnerships (National and Local)		
Existing Partnerships (International)		
Technical Resource		

Partners Directory

Organization	Focal Person	Contact Number/Email Address

Drill/Exercise Plan

EXERCISE OVERVIEW	
Exercise Name :	
Exercise Type :	
Exercise Objective :	
Date (s) :	

Venue (s) :	
Hazards/Threats involved :	
General Scenario :	
Lead :	
Participating Unit :	

Advisory/ Situational Report

Advisory No. ___ [Hazard] As of [Date and time]
HAZARD UPDATE [PUT RECENT PHOTO OR ILLUSTRATION OF THE HAZARD] **PUT DETAILS OF THE HAZARD BASED ON THE OFFICIAL REPORT FROM THE GOVERNMENT**
MAJOR IMPACT AND EFFECTS OF THE HAZARD *These are reports of damages, casualties, and other effects of the hazard to the affected areas. Include progress from the field assessment.*
RESPONSE ACTIVITIES OF THE NETWORK A call for help can be created and donation drive platforms will also be included in the network's website or Social Media accounts.
NETWORK FOCAL PERSON WITH CONTACT NUMBER

Response Plan

Incident/Event Name:	

Date:	
Prepared by: **Date and Time Prepared**	**Approved by:** **Date and Time Approved**
Response Activities	
Priority Areas	
Resource Mobilization	
Funding Requirement	
Timeline	**Procurement:** **Delivery and Distribution:**

Response Activity Tracker

Donor	Type of Assistance	Quantity/ Unit	Location	No. of Beneficiaries	Date Conducted	Remarks/Gaps identified
Who	**What**		**Where**		**When**	

After-Action Review

Review objectives and deliverables	Identification of best practice	Areas of improvement	Actionable recommendation