THE 2008 DMA REGIONAL INTEGRATION CONFERENCE

The Disaster Management Alliance

Private Sector Involvement in Disaster Preparedness and Management: *Successes & Innovations*

USAID FROM THE AMERICAN PEOPLE

PADF PAN AMERICAN DEVELOPMENT FOUNDATION

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THE DISASTER MANAGEMENT ALLIANCE (DMA)

Directed by the Pan American Development Foundation (PADF)

Hurricanes… Floods… Landslides…Volcanoes… Earthquakes…

These take lives, devastate livelihoods, and quickly exhaust available emergency management resources. Disasters cause business interruptions, expose vulnerabilities in companies and communities, and cost precious time and money.

In South and Central America and the Caribbean, a unique partnership is working to increase resilience in the face of adverse events by engaging private sector organizations every step of the way.

The Disaster Management Alliance (DMA) is moving governments, NGOs and companies toward regional integration in planning and preparedness. It has many successes, some large, some small, and many lessons learned to share since its beginning in 2004.

The DMA works in disaster-prone regions across the Caribbean and Latin America, reducing risk, vulnerabilities and hazards, and protecting community and corporate interests.

The DMA works throughout Latin America and the Caribbean, promoting the integration of the private sector into disaster preparedness, management and risk reduction. The Alliance facilitates a wide variety of activities in high impact areas including:

- Establishing disaster management and business continuity committees and protocols.
- Facilitating risk and vulnerability reduction initiatives.
- Offering training and technical assistance.

Assessing the Situation with Open Eyes

Did you know that the 1994 Northridge, California and the 1995 Kobe, Japan earthquakes were a surprise? In spite of all the studies in these areas, *no one* knew those faults existed until the earthquakes occurred.

When you apply a disaster risk reduction perspective across the board in your company or community, you soon see that what you don't know can kill your company – and you. Now factor in a region that suffers regular storms and natural disasters, plus massive impact scenarios and global climate change.

Given today's global economic difficulties, companies cannot let anything else go wrong. Internal and external corporate risks, vulnerabilities and hazards across all sectors must be included in the equation to protect current market share and develop business advantages. By looking out for your corporate interests, and by extension, those of your clients, suppliers, employees, their families and communities, you significantly increase the viability of your business.

The DMA encourages participants to take stock of what must not fail, assess weak links and establish a plan to close the gaps

Please contact PADF for more information on how your company can get involved:

with relevant partners. This is why business continuity planning has been an important part of our training and technical assistance activities. Being a part of the Alliance allows access to our growing network of experts across all disciplines, technologies and sectors. Alliance Champions lead by example and are available as mentors to help you as you go. As an Alliance member, you will also receive guidance on how to take advantage of available free tools.

Planning for the Worst

How many times have you breathed a sigh of relief when your business was not adversely affected by an earthquake, tropical storm, or other natural disaster? Next time luck may not be on your side. Believing you will always have access to your facilities, your community, and your home can lead to complacency. Don't underestimate the impact of interruptions of electricity, water, telecommunications, Internet and more on your business.

Funded by USAID & the Private Sector

Funding comes from the USAID's Office of Foreign Disaster Assistance, and from the private sector.

Since its creation in 2004, the DMA has leveraged millions of dollars in both large and small private and public sector contributions and in-kind services. In 2008 the Office of Development Partners (ODP) at USAID's Global Development Alliance (GDA) became a co-sponsor. As the DMA grows in Latin America we are happy to report that its model and lessons are being applied now in China, India, and Indonesia.

Engaging the Private Sector

DMA partners understand that jobs are vital to communities, and companies are the largest employers. Disasters can turn precarious communities into chaotic, desperate mobs. Government and NGOs can't fill in for you if your company and others go out of business, leaving hundreds or thousands of people without an income.

Data cited by the Federal Emergency Management Agency (FEMA) shows that 40 percent of all businesses closed by a disaster never reopen. Another 25 percent try and fail within a year. Every dollar spent on disaster mitigation saves society $4, according to FEMA. Therefore, disaster risk reduction is a critical and necessary component of sound business practices. It also contributes to stable communities and sustainable development, which is simply good for business.

DMA Champions

DMA Champions are corporate and institutional representatives of the DMA, and there are many. They apply their particular strengths to build disaster mitigation in their businesses and communities. They get others involved and bring together resources to effect legislation, leverage time and funding, and develop a plan to mitigate and manage disasters. These champions understand what the needs are and make it happen. Their approach, message, and results set an example for others to follow.

Where the DMA Is Working Today:

- Colombia
- Costa Rica
- The Dominican Republic
- El Salvador
- Haiti
- Honduras
- Jamaica
- Nicaragua
- Trinidad & Tobago

The DMA actively promotes the regional integration of initiatives to facilitate public-private alliances and investment.

Your company is insured but will this prevent down-time from eating into your profits? What will you do if the Internet and telecommunications are affected during a disaster? And if the community where your employees live is devastated, who will keep your business running?

All participating countries [in the Disaster Management Alliance] – El Salvador, Jamaica, the Dominican Republic, Costa Rica, Colombia, Trinidad & Tobago, Nicaragua, Honduras, and Haiti (in this order) – are among the world's most exposed to social and economic losses due to multiple hazards.

"Natural Disaster Hotspots: A Global Risk Analysis," a 2005 World Bank report.

How many Category 5 hurricanes could your company, community or country sustain in any given year? Studies say that in the next 80 years there will be an increase of 300% in the frequency of the largest storms.

PAHO's "Disasters: Preparedness and Mitigation in the Americas," October, 2008

Christine Herridge, PADF's Disaster Management Alliance Director
cherridge@padf.org • Phone: 202.458.3969 • www.PlanForDisasters.org

Every year, there are hurricanes and flooding. It's a disaster-prone region. Why should we bother?

"For every Caribbean colleague who tells me he or she isn't afraid of hurricanes, I ask if they wouldn't worry about a coconut headed their way at 90 meters per second, the impact of a loaded 40-foot container thrown at their installations, or having all the country's Internet servers freeze up for hours or days due to peak demand. All of these scenarios and more have happened."

CHRISTINE HERRIDGE, PADF'S DMA DIRECTOR

In 2008, Hurricane Gustav devastated parts of Haiti, including Les Cayes, Jacmel and Marigot. The damage displaced businesses, employees and overtaxed emergency management resources. The DMA works in Haiti today.

Yes, it's a disaster-prone region and most countries have emergency management authorities. However the private sector is often unaware of how few human and financial resources are at the authorities' disposal. Has your company analyzed its assumptions and projected how costly the actual gaps in capacity could be?

This past 2008 hurricane season, the Caribbean and Central America were repeatedly devastated by a succession of storms and floods. These events quickly overtax the human and other emergency management resources available, rendering even the best plans insufficient. DMA countries have ever-increasing populations and growing businesses. Their infrastructure, building codes, and community awareness and readiness vary greatly. The fact is, you can help – a lot – and in many ways.

Sharing Knowledge

One of the most pressing needs in developing countries is for human capital. Skilled technicians are hard to come by as few of the region's universities have programs to train meteorologists, seismologists, and other necessary professions. Those who are interested in these fields study in other countries and usually work in the private sector when they return home.

This is why it is fundamental for the national emergency management authorities to have access to specialists in the private sector. Experts in logistics, communications and other areas can, and do, volunteer their time and talent. Just this year, UPS Corporation loaned a logistics expert to the United States Federal Emergency Management Agency (FEMA) for nine months!

DMA IN COLOMBIA

Corporate champions are involved in:

- Volunteering for disaster prevention, mitigation, management and risk reduction.
- Preparing a business continuity guide to become a legislative proposal.
- Sharing the Mutual Aid Committee model with other industrial areas in support of the emergency management authorities and the communities they serve.
- Implementing emergency preparedness and vulnerability reduction measures in a community school and center in Barrio Salazar Gómez, Bogotá.

Please contact PADF for more information on how your company can get involved:

When organized properly, such collaborations can be a win-win for all and potentially tax deductible for the company.

Filling the Gaps

Not all countries have the resources or the legal framework necessary to fulfill even part of their mandate. However, in Costa Rica, the private sector and the emergency management authorities were able to establish a working relationship so beneficial that it was made into law. Now, the National Emergency Commission (NEC) is mandated to work with the private sector to prepare for and respond to disasters. It's a model for the entire region.

Contact the DMA to find out how best to include your representative in joint public-private efforts to face disasters successfully.

AmCham's are a critical DMA partner throughout the entire region, providing networks and resources to meet needs and working with other Alliance partners.

"The humanitarian assistance process is relatively short. Reconstruction and capacity building for disaster risk reduction need long-term support, political will, technical and managerial capacity – especially that found mostly in the private sector. We can't build capacity without private sector collaboration."

MARCO BURGOS, COMMISSIONER OF THE HONDURAN PERMANENT CONTINGENCY COMMISSION, IN THE MIDST OF THE WORST FLOODING WITNESSED SINCE HURRICANE MITCH IN 1998

A Closer Look at Insurance

Not many are aware that the mortgage insurance usually only covers the balance still owed on the loan. Without additional insurance, your capital and other investments can be wiped out by a disaster. How much money will the company have to borrow to replace inventory or equipment at cost? Sure, the insurance might give you something but don't forget to factor in depreciation and the deductible. Some companies have a deductible of $1 million per building. Can you imagine having to pay that out of pocket BEFORE the insurance begins to contribute? How could a strategic public/private partnership reduce your company's exposure to insured and un-insured losses?

Business disruptions can cause a "domino effect" in business continuity, affecting not only profits but also suppliers, customers, employees and populations. The potential pitfalls are bigger than most companies have planned for today.

2008 Hurricanes

The record-setting 2008 hurricane season impacted lives and livelihoods throughout the Caribbean and Central America. It was the first time a major hurricane had formed in each of five months – Bertha in July, Gustav in August, Ike in September, Omar in October and Paloma in November. Estimates, which continue to rise, include 895 people killed, 634,155 homes damaged or destroyed, 387 bridges and 544 roads damaged.

- In Honduras, 50 percent of the country's infrastructure was affected.
- In Haiti, hundreds of thousands suffered without food, water or medical attention due to widespread damage, which isolated entire cities from those trying to provide humanitarian assistance.
- In the Cayman Islands, 95 percent of homes, businesses, churches, and public buildings were damaged.
- Mexico, Guatemala, the Dominican Republic, and many other countries suffered from these and other storms.

"There is no business continuity when your employees are stuck in a shelter."

MR. DANIEL GALLARDO, PRESIDENT OF THE NATIONAL EMERGENCY COMMISSION, COSTA RICA

Christine Herridge, PADF's Disaster Management Alliance Director
cherridge@padf.org • Phone: 202.458.3969 • www.PlanForDisasters.org

If participation is so important why don't we hear more about this? How do DMA Champions volunteer?

"There is a paradigm shift in social and corporate responsibility today. It is not enough to "give back to your community." Today, you must BE the community. And it goes both ways: If you get messed up by a disaster, everyone gets messed up, and vice versa."

LOUIS ALEXANDER, SENIOR PROGRAM DIRECTOR, PADF

DMA IN COSTA RICA

AmChamCR and private sector partners, most notably Del Oro, SA, team up to leverage significant public investment in infrastructure, community disaster preparedness training, plans, drills and more benefitting communities in Santa Cecilia near Nicaragua. AmCham Costa Rica's Disaster Management and Business Continuity (DMBC) committee was the first in the DMA to:

- Become self-sustaining by offering training and other activities.
- Establish its own website.
- Sign a platform agreement for collaboration with the National Emergency Commission.

DMA Champions from left to right: Mr. Roberto Alvarez, President of AmCham Honduras, Ambassador Alexander Watson, President of the PADF Board of Trustees and the President of Honduras, Mr. Jose Manuel Zelaya Rosales.

The private sector advances in real time, finding solutions to difficulties that affect productivity and personnel. Observing the scarce resources available to the emergency management authorities, companies realize that they will have to apply strict safety and security standards while also developing and maintaining a capacity to serve as first responders to any emergency, contingency or disaster that can affect them.

Examples from Colombia

In essence, some industrial parks are able to establish a type of "corporate red cross" to attend to needs that the authorities cannot. For example, Merck and the Mutual Aid Committee in Bogotá, Colombia have been doing this, and helping other industrial areas learn from their example for years.

"I have been working with the Mutual Aid Committee in the Salazar Gomez neighborhood for 20 years. After all this time I am still convinced that the application of mutual aid principles continues to be the best tool for the private and/or public sector. It is also the best tool for the development and application of prevention, preparedness, and emergency/ disaster aid plans."

OMAR RAMIREZ, HSSE MANAGER, MERCK, COLOMBIA

The Colombians have also earned praise for their stellar volunteering programs by facilitating an unprecedented increase in emergency management and disaster risk reduction training financed or executed primarily by the private sector. Corporate technicians trained as instructors are an asset to their companies and show their commitment to safer, more stable

Please contact PADF for more information on how your company can get involved:

communities by offering numerous trainings to transfer know-how to those on the front lines across all sectors. The most important result is the sense of community formed across sectors and trust in the capacity of those you will rely on in a time of need.

"In 2007 alone, over 283 trainings in various topics were sponsored by the private sector in Colombia, up from 201 in 2006. One of the main reasons that the private sector has become so interested in the training portfolio that OFDA provides is the high level of excellence that the courses demand and certify. Managers now recognize that an OFDA certificate is well-earned. The private sector is also enticed by the low costs of financing these courses as compared to the expense of sending their staff overseas. They have realized that they can train more people with a smaller budget. The companies can also strengthen local capacity by sponsoring the training of first responders (fire department, Red Cross, Civil Defense and others) which fulfills part of the CSR (corporate social responsibility) strategy."

FABIAN ARELLANO, TECHNICAL MANAGER, OFFICE OF FOREIGN DISASTER ASSISTANCE, USAID

Starting Slowly – Overcoming Mutual Distrust

The private sector may suspect that there is lack of transparency leading to opportunities for corruption within the government. They ask themselves, how is the government going to use me for political or other means?

The other side of the coin is the government asking themselves, what is this company looking for? What is behind their actions? What interests do they have to take advantage of my image or legal support in order to reap benefits?

Both sides must learn to trust each other. DMA champions are glad to share their experiences and guide you toward transparent, productive and beneficial partnerships. The Alliance's international network of companies, governments, and non-profit organizations will provide a framework to establish this trust. As relationships strengthen, your experiences will set further examples throughout the region.

In 2007, more than 280 trainings were sponsored in Colombia and hundreds more were conducted across South and Central America.

Mutual trust is an enormously important aspect of the DMA's work in the region. One of the keys to trust among all partners is effective and ongoing communication.

"Wal-Mart has been a great partner to the NEC in Costa Rica. They offered their logistics capacity to aid the NEC in disaster management. The NEC provides Wal-Mart with a list of needs and then buys assistance packages from them. In 24 hours, Wal-Mart assembles the packages and in 48 hours they distribute them wherever they are needed throughout the country."

JÉSSIKA BRENES, AMCHAM COSTA RICA DISASTER MANAGEMENT AND BUSINESS CONTINUITY COMMITTEE COORDINATOR

Partnerships Work:
"Our Disaster Management Plan is now the example for all of the 14 Municipal Corporations in Trinidad. Also, the communications equipment facilitated by the DMA enables us to conduct same-day damage and needs assessments . Our service to vulnerable communities has motivated NGC and AmChamTT to nominate CTTRC for the OSHA award this year. (OSHA is the Occupational Safety and Health Act). CTTRC has been recognized by families that have been assisted who are grateful for such prompt service enabling them to satisfy basic needs and to stay in their homes."

MS. PAMELA DOON, DIRECTOR OF THE COUVA/TABAQUITE/ TALPARO REGIONAL CORPORATION

Christine Herridge, PADF's Disaster Management Alliance Director
cherridge@padf.org • Phone: 202.458.3969 • www.PlanForDisasters.org

How can we get the financial and programmatic commitment from our affiliated companies – and nurture the passion for this?

DMA Champions leverage strengths for the Alliance, committing time and resources of all kinds to the cause.

In August of 2008 a donated shipment to Honduras of 13 containers from Global Village Shelters for COPECO had remained in port. Once the AmCham Honduras Disaster Management Committee heard of the situation, it mobilized contacts at the port to reduce the fees which had risen to almost US$48,000. It also enlisted the collaboration of the UPS Foundation to pay the remaining charges of $14,228 on the condition that the humanitarian assistance items benefit the communities throughout northern Honduras. This all happened just in time to help those affected by the worst flooding seen since Hurricane Mitch in 1998.

In Honduras in August 2008, the Disaster Management and Business Continuity Committee held a marlin fishing tournament, which raised US$10,000 to help cover the staff, logistic and other related costs of managing the committee's 5 current initiatives with 10 corporate partners worth $314,585 to help 20,244 direct beneficiaries and 242,594 indirect beneficiaries in 21 communities. These events work towards commitment and passion among DMA Champions.

To leverage your strengths in the most efficient and effective ways, first contact the Disaster Management Alliance through PADF. We can help you find the best platforms and arenas for collaboration, assess what organizations best fit your strengths, and offer guidance regarding fundraising, training, and other resources.

The DMA has an excellent track record of linking companies with needs and building bridges and alliances. Some of our most successful disaster management and business continuity committees have welcomed other private sector platforms to the table.

In Haiti

The Disaster Management and Business Continuity Committee (AGERCA, in French) is now housed in the Haitian Industrial Association. Since inception, it opened the doors to all private sector platforms and integrated the Haitian Chamber of Commerce, the Canadian Chamber of Commerce, the Shipping Association, the Banking Association, the Insurance Association and others. The AGERCA committee established an excellent working relationship with the Haitian government's Office of Civil Protection.

Please contact PADF for more information on how your company can get involved:

In response to this year's devastating hurricane season for Haiti, the AGERCA committee together with private sector partners and PADF's Haiti team held a successful, weeklong telethon. At least US$472,241 was raised ($300,000 cash and $172,241 in-kind donations from 62 companies) to support relief efforts for the flood victims. The AGERCA committee launched an informative website (www.agerca.org.ht) to keep everyone connected.

The Disaster Management and Business Continuity Committee in Haiti (AGERCA) has been very active in raising funds and donations to support disaster management and relief efforts.

In Honduras

Preparedness and mitigation have a very dynamic public-private focus in Honduras. AmCham Honduras has enthusiastic Trustees and affiliated business leaders on the Disaster Management and Business Continuity Committee. They are personally involved and make supervisory visits to check on initiatives in the field. Companies have offered direct cash contributions to keep the committee activities and staff at full pace. They are thrilled to support an exciting effort that speaks to their strategic interests and allows them to share experiences and get involved in win-win corporate social responsibility initiatives.

In addition, the AmCham committee facilitated an innovative comprehensive private sector platform agreement between the Permanent Contingency Commission (COPECO) and the Honduran Private Enterprise Council (COHEP). A joint action plan is being prepared to integrate private sector collaboration within priority areas identified by the authorities.

Your Own Business Needs

When you learn what the national priorities are you also need to determine your own. The DMA can help you with first steps all the way to the development of a business continuity plan. Think about your business's needs.

- ***For Your Company*** - Take stock of your personnel, company priorities, and your resources that are vulnerable. What cannot fail? What do you absolutely have to protect? Where are the weak links with your clients, suppliers, lenders, insurers, employees and infrastructure? How can you close those gaps?
- ***For Partnerships in Times of Need*** - What are you willing to do? What kinds of internal and external relationships are needed? What will fulfill your corporate goals and make good business sense? The DMA, through PADF, has the connections and resources you need, with boots on the ground and NGO, corporate and government relationships in most countries in Latin America and the Caribbean.

Set Goals for What You Want to Accomplish Through Partnerships!

All relevant information about pertinent potential threats to corporate viability are necessary to set priorities for budget allocation. Applying this to a collaborative effort involving all sectors toward a mutual goal of sustained growth is what strategic investment planning is all about. Once the macro setting is clear, determine its relevance to your company, employees and their communities. Target priority partnerships to reduce damage, loss, and business interruption.

DMA IN DOMINICAN REPUBLIC

The Punta Cana Group Ecological Foundation's support for the installation, by the University of Puerto Rico, of a seismic monitoring station in the eastern DR, together with corporate investment in an ambulance, a boat for coastal emergencies and environmental surveillance, and a comprehensive zoning study helped the Association for Hotels and Touristic Development leverage DMA support for community emergency preparedness training, emergency plan development and test drills for five vulnerable communities in Veron, Punta Cana and Bavaro.

In Costa Rica, donations include food, equipment, transportation, communications infrastructure, funding, training, warehousing and storage, and more.

Christine Herridge, PADF's Disaster Management Alliance Director
cherridge@padf.org • Phone: 202.458.3969 • www.PlanForDisasters.org

ENGINEERING SUCCESS IN BUSINESS CONTINUITY

Kit Miyamoto is CEO of Miyamoto International and Chairman of Global Risk Miyamoto. The DMA invited him to the 2008 Conference to lend his insight and expertise.

A licensed structural engineer in ten states, Kit Miyamoto is CEO of Miyamoto International and Chairman of Global Risk Miyamoto. Under his leadership, over 3,000 structures have been successfully completed in the U.S. and around the world. He recently lent his extensive knowledge to the DMA at a regional conference where all nine member countries participated – the focus: the effects of "doing nothing" to mitigate the probable impacts of disasters.

On Building Codes

Building codes, worldwide, are intended to protect life safety not property or continuity. In a strong earthquake buildings are expected to survive but may be badly damaged and may not be reparable. Business interruption is not considered. Equipment and architectural elements are not protected. Don't rely on building codes alone to protect assets and businesses.

On Reviewing Risk

When reviewing risk, take into account replacement, not depreciation values; assess not only building contents and equipment but also business interruption and loss of market share. These numbers add up quickly and make a convincing argument for business continuity planning and disaster risk reduction.

Case Study: Multinational Brewery Retrofit Before the 1994 Los Angeles Earthquake

- Facility Value: $1.3 billion in 1993.
- Location: Van Nuys, in epicenter area surrounded, post earthquake, by severely damaged or destroyed buildings.
- Original Construction: 1954
- Potential Business Interruption: Up to 18 months

BEFORE: Prior to the earthquake, a Risk Audit was conducted and three of the buildings were recommended for further review. The building deficiency report revealed that building B had a probable maximum loss of over 50 percent due to inadequate wall anchors and shear walls 40 percent overstressed. The potential consequences were partial collapse and extensive cracking leading to loss of use. The cost-benefit analysis showed that the best option would reduce the potential for business interruption to less than a week. The business decided to retrofit according to the recommendations of the audit.

AFTER: In 1994, the massive Northridge earthquake struck the area. Post-earthquake actual damages reflected a 75 to 1 benefit cost ratio and only a 4-day business interruption. The company estimates that it avoided $350 million in damages and $400 million in business interruption. When considering the potential for loss of market share the total estimate for losses avoided is $1+ billion. The total cost of retrofitting was about $10 million.

The report on these findings is available on the Miyamoto International website: www.miyamotointernational.com.

Please contact PADF for more information on how your company can get involved:

"This could happen in your country. The structures that failed in China are found around the world. Don't wait, fix them now!"

– Kit Miyamoto at the Disaster Management Alliance's Regional Integration Conference 2008

"From the risk mitigation point of view, from the saving lives point of view, using building codes is fine. But if you start looking for business continuation, or reduced amount of down time, especially for hospitals, schools, corporate headquarters, police, and fire stations, building codes are not good enough. That's a fact."

– Kit Miyamoto

Three options for managing risk:

1. Do nothing and accept the risk.
2. Manage some of the risk through earthquake insurance coverage.
3. Assess the risk and reduce it to an acceptable level by:
   - Engineering analysis of the assets.
   - Strengthening of selected structures and equipment within its facilities to reduce the risk.

Option 3 is the business approach now favored by multinationals and recommended by the specialists.

Three phases of managing risk:

1. Risk Audit to determine:
   - Probable Maximum Loss (PML);
   - Replacement cost; and
   - Business Interruption
2. Risk Management which involves a cost-benefit analysis, leading to the decision of how much to invest and how much risk to accept.
3. Implementation of the program to strengthen structures and equipment.

Christine Herridge, PADF's Disaster Management Alliance Director
cherridge@padf.org • Phone: 202.458.3969 • www.PlanForDisasters.org

How much does preparedness cost?

How much is it worth to your company to have your country's main port open and running - come what may?

Many of the region's national emergency management authorities currently have funding from World Bank, IDB, and other agencies. Find out what the authorities are investing in. Support the initiatives of strategic importance to your company and the interests of your sector.

DMA IN HONDURAS

The AmCham Honduras Disaster Management and Business Continuity Committee has set the record for:

- Number of community vulnerability reduction initiatives with corporate support, integrating the most AmCham trustees and staff.
- Being the first country to sign a comprehensive public/private platform agreement for disasters with the national authorities (COPECO).
- Finding the most creative way to raise unrestricted funds in support of the committee's efforts - the 2008 Marlin Fishing Tournament was great fun and very successful!

A better question: How much would it cost your company if you had to close it for a period of time? How much would it cost you if your facilities were damaged or destroyed? How much would it cost you if your employees were displaced?

The bottom line: You can't afford not to plan for disruptions and disasters. You need to analyze your vulnerabilities, take stock of your strengths and weaknesses, and perform both a probable maximum loss and a business interruption analysis.

As an individual, disaster mitigation requires some time and coordination – but not a lot of money. For instance, it doesn't cost anything to do a family emergency plan.

The beauty of Alliances lies in the leveraging and the synergies they cultivate. We have already shared ideas regarding volunteering and in-kind collaboration. Sometimes it's the lack of cash that impedes efforts, large and small.

There are sources for small amounts, such as $5,000 community mitigation projects to improve or repair roads and bridges; repair or equip community centers as shelters; stabilize dangerous hillsides; channel flood waters and more.

Your company might be willing to consider facilitating an employee housing vulnerability survey – perhaps a nearby university could help with this – and provide small loans for your employees to correct the weak points or at least strengthen one room to allow the family to shelter-in-place in the event of an emergency or disaster.

Please contact PADF for more information on how your company can get involved:

The DMA works with all levels of communities, municipalities and regions.

Investments at all Levels are Important

Mitigation on a much larger scale is also possible with resources that are available from international agencies and lenders. For instance, the World Bank Group has a critical infrastructure and structural mitigation initiative through the International Finance Corporation (IFC) known as the IFC World Bank Sub National Financing facility. The government must request these resources. However, private sector counterpart resources strengthen the request and help ensure the loan can be repaid. Once again, the theme of strategic investment planning surfaces. Serious partners with large and small but strategically placed resources will make joint long-term investments when the benefit is evident to all.

Business Continuity Planning Includes:

1. Family emergency plans – especially for critical personnel
2. Ensuring the resilience of critical infrastructure and your supply chain.
3. Risk reduction to guarantee your telecom and Internet capacity.
4. Mitigation of potential problems with electricity and potable water. Don't underestimate the importance of potable water and its availability!

Where are the gaps? The DMA can point you in the right direction.

Have You Overlooked:

1. Registering additional signatories for your accounts?
2. Updating your insurance policies for things like inventory, personnel, and long-term operations?
3. A risk audit to determine how structural vulnerability can affect your business?
4. An annual comprehensive test of your continuity and contingency plans? (When was the last time there was a fire drill? Did you participate?)

The DMA network of specialists offer a variety of training, seminars and mentoring around these topics and more.

Training for events, as seen here in the Choloma region of Honduras, is a critical aspect of business continuity planning.

Planning and preparation prevents events from becoming disasters.

"Our experience with the Global Development Alliance (GDA) has shaped the current business model into one that relies on market-based solutions to advance broader development objectives. When successful, the resulting alliances are both sustainable and have greater impact. By linking the assets of companies, foundations and NGOs with our own resources, we can together improve lives, provide employment, and expand opportunity."

- HENRIETTA H. FORE, FORMER ADMINISTRATOR OF USAID: "WHY THE PRIVATE SECTOR HOLDS THE KEY TO BETTER DEVELOPMENT AID," EUROPE'S WORLD, SUMMER 2008

DMA IN JAMAICA & NICARAGUA

These countries are just getting started with the DMA. Stay tuned to hear what they do with private sector support! Most notably, in Jamaica, the Office of Disaster Preparedness and Emergency Management (ODPEM) has established welcome arenas of collaboration from the private sector for all phases of disaster management. Nicaragua is making strides in multi-sector coordination for disaster risk reduction.

Christine Herridge, PADF's Disaster Management Alliance Director
cherridge@padf.org • Phone: 202.458.3969 • www.PlanForDisasters.org

So what do I do now? What's the next step?

DMA IN TRINIDAD & TOBAGO

The Point Lisas Industrial Estate's Community Awareness and Emergency Response program paved the way for the DMA to enrich the process with disaster preparedness training, simulations and donation of communications, emergency response and flood management equipment to municipal authorities, The Couva Tabaquite Talparo Regional Corporation (CTTRC). CTTRC's performance has improved dramatically, drawing praise from communities grateful for enabling them to satisfy basic needs and stay in their homes. CTTRC's efforts and results have motivated NGC and AmChamTT to nominate CTTRC for the Occupational Safety and Health Act (OSHA) award this year.

The Point Lisas Industrial Estate conducted a comprehensive risk assessment, which includes recommendations for community risk reduction. CTTRC developed, with support from the DMA and Tobago Emergency Management Agency, a Disaster Preparedness Plan that is an example for all 14 municipal authorities throughout Trinidad.

The Regional Integration Conference in San Salvador was attended by DMA partners across all sectors from nine countries.

Imagine being aware of and preparing for every potential significant impact on your business! We work toward that goal, and that's why we are passionate about getting the message across. That's what the DMA is for. We help you help yourself, your people, and your clients – at all levels. Are you convinced, motivated, and ready to get started?

Join the Disaster Management Alliance

The DMA seeks your engagement more than anything else. It also welcomes large and small investments; even small collaborations have valuable social and economic impact when it comes to helping you and those around you. This is not all about volumes of money. It's about stepping up to the plate and being part of a broad and strategic preparedness action plan.

We can help you:

- Find the best platforms and arenas for collaboration.
- Assess what organizations best fit your strengths.
- Source fundraising, training, and other resources.

The DMA has an excellent track record of linking companies with needs and building bridges and alliances. Please visit the DMA website for all of the support available to help you apply the DMA in your context. Sign up for our DMA Update bulletin to stay in the loop!

Together, Alliance partners will enable a more resilient business and social climate through targeted initiatives and investments by facilitating greater access to available resources.

Please contact PADF for more information on how your company can get involved:

Companies love our ideas of easy ways to collaborate in a valuable way, and many of our solutions do not require additional time or resources. Please contact PADF to find out how to get started.

Working Together On a Global Problem

The DMA is committed to building bridges across sectors and countries. The Alliance has grown from three initial countries in 2004 to nine countries in 2008. As it expands, the DMA unites different resources throughout the Americas to engage all sectors in disaster preparedness. When everyone works together, more is accomplished and the lofty goal of disaster mitigation becomes attainable.

Hemispheric Events

In July 2008, the DMA hosted a conference in El Salvador to gather participants and collaborators from all nine countries. Representing different perspectives from various stages in the evolution of the project's implementation, they came to share their experiences. Limitations at all levels were discussed openly. Motivating examples of successful initiatives caused a sensation. Champions were applauded and invited to mentor those who want to follow their example.

This successful conference convened experts in disaster management, government officials, senior corporate representatives, AmCham Directors and committee coordinators from nine countries. All are deeply committed to reducing the impacts of natural disasters. When you join the DMA, you will become part of this international team and help build solutions that work for you.

Important International Partnerships

DMA partners with several organizations that allow contacts throughout Latin America and the Caribbean and provide funding and other resources to strengthen the Alliance:

- The Association of American Chambers of Commerce in Latin America (AACCLA)
- Individual American Chambers of Commerce (AmCham)
- The Association of Contingency Planners (ACP)

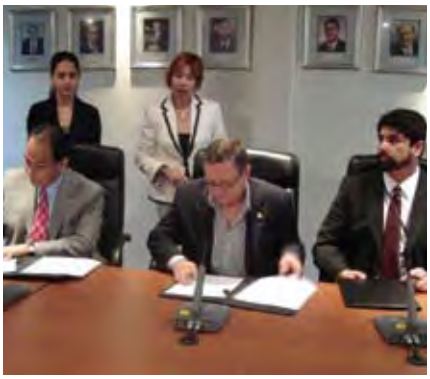
Additionally, PADF can draw from its wide variety of corporate, government, and NGO contacts throughout the region. As an affiliate of the Organization of American States, PADF can open many doors closed to other organizations.

Getting Involved, Getting Online

The DMA has established a website where all interested parties can share information, questions, and ideas. At PlanForDisasters.org, your company can find out about specific disaster preparedness activities in your country and others, and what the DMA is doing to help organizations like your own. Ask a question in the forums or find the contact information for your local disaster mitigation and business continuity committee representative.

2008 Conference attendees heard from experts on many aspects of disaster planning and mitigation.

Carmen Aida Muñoz, Executive Director of AmCham El Salvador "If the public and private sectors do not join forces it will be difficult to evade human and economic tragedies made ever more severe by the global warming provoked by our carelessness with regard to the environment."



In Honduras the bar is raised for public-private alliances for disaster management with the signing of a comprehensive public/ private platform agreement for disasters with the national authorities. From left to right Mr. Manuel Leal, General Manager for Marriott in Honduras and AmCham Honduras Trustee, Mr. Oscar Galeano, President of the Honduran Council for Private Enterprise (COHEP), and Mr. Marco Burgos, National Commissioner of the Permanent Contingency Commission (COPECO).

Christine Herridge, PADF's Disaster Management Alliance Director
cherridge@padf.org • Phone: 202.458.3969 • www.PlanForDisasters.org

A FOCUS ON CLIMATE CHANGE

Climate change impacts in Latin America include rising sea levels, more hurricanes and storms, and pronounced droughts and floods associated with El Niño events.

Climate change is nothing new. Just ask any university geology professor about glacial fluctuation around the world during the Quaternary period. Glaciers grow and shrink in response to environmental conditions. In recent decades, scientist and others are concerned about their accelerated disappearance.

Are You Undecided About Climate Change?

The medical community asserts that it will erode the foundations of health. On World Health Day April 7, 2008 in Geneva, World Health Organization Director-General Dr. Margaret Chan stated, "The warming of the planet will be gradual, but the effects of extreme weather events – more storms, flood, droughts and heat waves – will be abrupt and acutely felt. Both trends can affect some of the most fundamental determinants of health: air, water, food, shelter and freedom from disease."

A UN report on Atmospheric Brown Clouds (ABC's) released Nov. 13, 2008 asserts that "Asian Haze" results from the burning of fossil fuels and biomass. This "three km-thick layer of soot and other man made particles stretches from the Arabian Peninsula to China and the western Pacific Ocean." It may be "countering or masking the warming impacts of climate change by between 20 and up to 80 per cent."

Before you heave a sigh of relief, consider that cities from Beijing to New Delhi are "getting darker, glaciers in ranges like the Himalayas are melting faster and weather systems becoming more extreme." The studies project "crop yield losses in the region of 10 – 40 per cent" for important Asian crops such as wheat, rice and legumes. Specialists estimate that over 340,000 deaths per year and economic losses ranging from 2.2 to 3.6 per cent of GDP could result in India and China alone. In the western hemisphere, the Amazon Basin in South America is fifth on the regional list of ABC hotspots.

Impacts In Latin America

Though Latin America produces lower emissions than other regions, the "impacts of climate change in Latin America include rising sea levels, more hurricanes and storms, more pronounced droughts and floods associated with El Niño events, decline in water supplies stored in glaciers and declines in crop and livestock productivity," according to the United Nations Environmental Programme, "Global Environmental Outlook."

These effects are already being seen. Has your business been affected by climate change? Your employees? Your community? The DMA can help.

Please contact PADF for more information on how your company can get involved:

"The warming of the planet will be gradual, but the effects of extreme weather events – more storms, flood, droughts and heat waves – will be abrupt and acutely felt. Both trends can affect some of the most fundamental determinants of health: air, water, food, shelter and freedom from disease."

DR. MARGARET CHAN
WORLD HEALTH ORGANIZATION
DIRECTOR-GENERAL

Too dry? Or too wet? Both can be disastrous to companies and communities. The DMA works to mitigate weather conditions, storm events, and many other disasters scenarios.

Have you asked yourself how such extreme cold snaps could be possible in winter if global warming is so prevalent? Good question. A recent UN Report offers some answers. The smog from the Arabian Peninsula to China and the western Pacific Ocean, as thick as 3 kms in places, may be masking the impacts of climate change by between 20 and up to 80 percent.

Christine Herridge, PADF's Disaster Management Alliance Director
cherridge@padf.org • Phone: 202.458.3969 • www.PlanForDisasters.org

REVOLUTIONARY TOOLS FOR DISASTER MANAGEMENT & RESPONSE

Aidmatrix

Developed originally with funding from FEMA, Accenture, i2 Corp. and others, the Aidmatrix Network is valued at US $30 million and is now the preferred platform for 70 percent of the US States – all since the hurricane season of 2007.

The tool is provided throughout the US by FEMA, and was recently described by Homeland Security Secretary Chertoff as an "eBay" for disaster response, matching available resources to needs. Companies love it because the supply-chain technology helps them offer the volunteers, cash and in-kind resources available. If approved by authorities, the offer is broadcast and can be accepted by government and approved non-governmental organizations for immediate use. This system provides an automatic recognition of the value of contributions to the source company for tax deductions and other purposes.

Aidmatrix is not just changing the way the US effectively engages the private sector and NGOs in response. All 63 member nations of NATO just signed on. In Honduras, it is used by COPECO for disaster response – and by the First Lady's office for all ongoing social assistance programs. This year $750,000 worth of product moved through the system to Honduras in response to the worst flooding since Hurricane Mitch in 1998.

On the ground support from companies and NGOs is often a great benefit. When overwhelmed the authorities welcome logisticians, volunteers and other forms of assistance. Get involved and build these relationships BEFORE they are needed. Contact the DMA team to get started!

Aidmatrix Foundation President and CEO, Gov. Scott McCallum (former governor of Wisconsin) encourages companies in Latin America and the Caribbean to get involved. Already food banks throughout Mexico, the Federation of Bolivian NGOs and nutrition-focused organizations in Haiti are putting it to work. See for yourself what Aidmatrix is doing in Honduras:

www.aidmatrixnetwork.org/Latin America/States.aspx?ST=COPECO

The Logistics Support System (LSS)

Another tool that is popular in the region to manage the details of contributions is the Logistics Support System. AES, the electric company of El Salvador, is an Alliance partner. AES has trained representatives from each of its 28 offices nationwide to assist the Civil Protection in communicating assistance needs and more. The inventory management software can be used by companies for their own warehouses for free. Having people on staff that are familiar with how it works effectively provides volunteer personnel to the authorities to enable effective communication when it is most needed.

The Logistics Support System (LSS) is a free tool that companies of any size can use both to run inventory and help authorities communicate relief efforts in times of need. Developed by several countries, NGOs and six U.N. agencies, LSS improves transparency in the management of humanitarian supplies. It enables communication between donors, authorities, humanitarian agencies and the media in any disaster. (www.lssweb.net)

Telecom Continuity Seminars

The DMA has facilitated successful seminars in Costa Rica and Haiti regarding telecommunications and Internet continuity. Private sector companies heard, in detail, how vulnerable their critical infrastructure and lifeline facilities were, and how important it was to take action. Together with the government, firms can gain access to resources for development and mitigation to contribute to viability. Companies can also then assess timelines the government and international donors will implement and determine additional measures needed to protect their own communications capacity.

For example, if the new "back haul" of fiber optic cable won't be working until 2012, then your company should consider budgeting for Plan B capacity. So during hurricane season, why not lease a few satellite phones for $20 a month to ensure that headquarters can communicate with the port and the key branch offices at $1 per minute?

Please contact PADF for more information on how your company can get involved:

DMA PLAYERS, PARTNERS & STAKEHOLDERS

Essential contacts for each country, links to their websites, activities and companies involved are all available at www.PlanForDisasters.org

Key Partner – The Office of U.S. Foreign Disaster Assistance (OFDA)

The DMA wouldn't be possible without OFDA, the office within USAID responsible for facilitating and coordinating U.S. Government emergency assistance overseas. As part of USAID's Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), OFDA provides humanitarian assistance to save lives, alleviate human suffering, and reduce the social and economic impact of humanitarian emergencies worldwide.

OFDA responds to all types of natural disasters, including earthquakes, volcanic eruptions, cyclones, floods, droughts, fires, pest infestations, and disease outbreaks. OFDA also provides assistance when lives or livelihoods are threatened by catastrophes such as civil conflict, acts of terrorism, or industrial accidents. In addition to emergency assistance, OFDA funds mitigation activities to reduce the impact of recurrent natural hazards and provides training to build local capacity for disaster management and response.

Key Partner – The Global Development Alliance (GDA)

Another key supporter is the GDA, an innovative public-private alliance model for improving social and economic conditions in developing countries. The GDA combines the assets and experience of strategic partners, leveraging their capital and investments, creativity and access to markets to solve complex problems facing governments, businesses, and communities. It was created in 2001 by USAID, an innovative new business model combining the assets and energy of corporations, foundations, the faith-based community, and other nontraditional partners to respond to the changing development assistance environment. To date, the GDA has created more than 68 alliances working with more than 1,700 unique partners.

BEFORE

AFTER

Partnerships Take Time: The DMA applauds this example of a public-private partnership in Costa Rica where DMA supporters achieved CR government construction of this bridge where once only a log tied a community to the world.

Christine Herridge, PADF's Disaster Management Alliance Director
cherridge@padf.org • Phone: 202.458.3969 • www.PlanForDisasters.org

DMA PLAYERS, PARTNERS & STAKEHOLDERS

Liste des compagnies

Costa Rica
CSU-Wal-Mart
Del Oro

Colombia
AGA
ASOCOLFLORES
Bayer
Boehringer Ingelheim
Ciba
CM Televisión
Cyquim
Icontec
Merck
Novartis
Roche
Siemens
Wyeth

Dominican Republic
Desarrollo Turístico del Este
El Grupo Punta Cana
Fundación Punta Cana
Fundación Ecológica Punta Cana
La Asociación de Hoteles y Proyectos Turísticos de la Zona Este, Inc.
Punta Cana

El Salvador
AES
The American School
ASIA – la Asoc. Salvadoreña de Ingenieros y Arquitectos
La Geo
Pacific Rim

Haiti
BN
Digicel
Mix Marimex
NASSA
OPDES
Viva
Voila

Honduras
Avent De Honduras
Cargill
Crowley
Embotelladora De Sula
Green Valley
Grupo Inconhsa
Grupo Lovable
Rio Garment
Seaboard Marine
Yude Canahuati
UPS

Trinidad & Tobago
Plipdeco

PADF's Disaster Management Alliance Team

Louis Alexander is a member of PADF's executive team as Senior Program Director. He has a keen interest and experience in disaster management and public/private partnerships. Before coming to PADF, Louis worked overseas for 20 years with CARE in six different countries in Latin America, East Africa, Middle East and Central Asia.

(202) 458-6435
LALEXANDER@PADF.ORG

Christine Herridge is PADF's Director of the USAID-funded Disaster Management Alliance that operates in Latin America and the Caribbean. She works with participating DMA countries and regional partners to facilitate the strengthening of public-private partnerships for disaster preparedness, management and risk reduction.

Please contact Christine with questions and comments regarding national and regional programming and your requests for PADF in support of your Disaster Management Alliance initiatives.

(202) 458-6181
CHERRIDGE@PADF.ORG

Kristina Klassen is the Program Assistant for the Disaster Management Department. She tracks and monitors the Alliance member's latest activities and success stories. Kristina supports the Alliance with an activities calendar to update the countries and regional partners on upcoming and past events (i.e. teleconferences, seminars, workshops, etc.) Kristina has worked and lived in Kenya and Ecuador and was previously an intern with PADF.

(202) 458-6503
KKLASSEN@PADF.ORG

Gabriela Peña is the Communications Coordinator for the Disaster Management Alliance. From 1999 to 2009, she worked as The Nature Conservancy's Knowledge Coordinator with the purpose of developing and disseminating resources and best practices to staff in the field. Gabriela works with the DMA team to provide its partners and collaborators with the resources and tools they need to mitigate and prepare for natural disasters. Gabriela is a native of Nicaragua.

(202) 458- 6351
GPENA@PADF.ORG

Please contact PADF for more information on how your company can get involved:

The Disaster Management Alliance is an initiative of the Pan-American Development Foundation (PADF). Partners include the Office of Foreign Disaster Assistance (OFDA), and the Office of Development Partners (ODP) of the Global Development Alliance (GDA) of the U.S. Agency for International Development (USAID). The OFDA is the primary donor.

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Other partners include
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on the DMA portal: www.PlanForDisasters.org

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FOR MORE INFORMATION

Please contact PADF's Disaster Management Alliance Director,
Christine Herridge:
cherridge@padf.org
Phone: 202.458.3969
Fax: 202.458.6316

Pan American Development Foundation (PADF)
Organization of American States Building
1889 F Street NW, 2nd Floor, Washington, DC 20006
Main: (202) 458-3969 • Fax: (202) 458-6316
Email: padf-dc@padf.org • www.padf.org

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