



PRIVATE SECTOR ENGAGEMENT IN THE

2023 TÜRKİYE EARTHQUAKE RESPONSE

AUGUST 2024

LESSONS FOR THE UNITED STATES
AGENCY'S INTERNATIONAL
DEVELOPMENT'S BUREAU FOR
HUMANITARIAN ASSISTANCE,
U.S. INTERAGENCY, AND
INTERNATIONAL PARTNERS

ACKNOWLEDGMENTS

This study is made possible by the support of the American people through the United States Agency for International Development (USAID). Its contents are the sole responsibility of SSG Advisors, LLC d/b/a Resonance, and do not necessarily reflect the views of USAID or the United States government. It was produced in collaboration with USAID's Bureau for Humanitarian Assistance (BHA), the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), and their various partners.

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EXECUTIVE SUMMARY

USAID
FROM THE AMERICAN PEOPLE

The increasing frequency of natural disasters, along with the rise in protracted humanitarian crises globally, creates soaring humanitarian needs, straining limited resources and presenting a formidable challenge for an already stressed humanitarian system. As the demand for assistance consistently and increasingly outpaces available resources, the humanitarian community must embrace partnership models with new actors, including the private sector, to address these multifaceted challenges through innovative solutions. Private sector actors are vital humanitarian actors, mobilizing their own resources and actions to respond to crises alongside traditional humanitarian actors. Businesses also play a crucial role in harnessing markets, utilizing unique skills, networks, technology, and expertise to help communities prepare for and recover from disasters.

The response to the 7.8 and 7.7 magnitude earthquakes that struck southern Türkiye on February 6, 2023, referred to as the “Kahramanmaraş earthquakes,” exemplifies the diverse ways in which businesses of all sizes and across sectors can be crucial and active partners in such efforts. Businesses, both local and multinational, augmented humanitarian operations by expanding their workstreams, spending considerable time, cash, and in-kind resources to deliver essential products or services, and mobilizing significant financial contributions. Turkish businesses involved in the response were also affected, either directly or indirectly, by the loss of employees’ lives, workforce attrition, asset damage, and disruptions to local markets and supply chains.

This analysis seeks to understand the extent, successes, challenges, and impact of private sector involvement, with significant focus on the role of business networks, including chambers of commerce, trade associations, and industry groups. It considers both the U.S. government (USG) and the humanitarian system-wide response, with a concentration on the private sector’s role during the response phase—the critical first 72 hours to three months from the onset of disaster.



KEY FINDINGS



Key findings from this analysis of private sector involvement are:

The private sector response and business-led coordination were mature and robust. The private sector, represented by various business networks and associations, actively and successfully coordinated at the subnational, national, and international levels. Key successes included robust business-to-business coordination, effective public-private humanitarian diplomacy that elevated the response's profile and prioritization, and the conducting of After-Action Reviews (AARs) to foster learning and improvement. Pre-disaster collaboration with the humanitarian community contributed to private sector readiness to engage in the response. However, key examples of inefficiencies also highlight challenges and risks stemming from a lack of meaningful and sustained public-private dialogue and preparedness *ex ante*. These issues will need to be addressed systematically in Türkiye and other country contexts.

The scale of the private sector response—and the resources it contributed—provides opportunities for a U.S. government (USG) and humanitarian system-wide shift toward an engagement model that optimizes humanitarian outcomes. In the 2023 Kahramanmaraş earthquake response, the private sector's mobilization of resources eclipsed the contributions of many traditional humanitarian donors¹ and showcased a sustained business community response that was rapid, diverse, multifaceted, and capable of substantial and lasting impact. Businesses and business networks provided resources, logistics support, and expertise that significantly influenced the nature and impact of humanitarian action. Yet, with some exceptions, the humanitarian system as a whole, including donors, was little prepared to optimize businesses' contributions, underlining the need for increased system-wide readiness for private sector engagement (PSE) in response contexts. The private sector demonstrated flexibility by adapting its humanitarian efforts to the political context in Türkiye. In summary, there remains a significant untapped potential for the private sector in humanitarian response. This potential is particularly important in the context of shrinking global resources.

USAID approaches for PSE in humanitarian response must build on interagency partners' core expertise and strengths. The U.S. government's (USG) scale-up of personnel and support systems for PSE during the Türkiye earthquake response relied on collaboration between the U.S. Embassy and the U.S.-deployed Disaster Assistance Response Team (DART) and Response Management Team (RMT). While ultimately this was sufficient, challenges included the absence of qualified PSE personnel to deploy, difficulties prioritizing private sector offers, and constraints with partner referrals using existing systems, all of which hindered efficient utilization of material offers from businesses. To improve this across its responses, USAID/BHA must continue to leverage U.S. government interagency capacity, resources, and business networks, including U.S. Embassies, to tap into U.S.-affiliated business networks. This will complement the existing humanitarian architecture and may be a model that other donor countries can follow.

United States Agency for International Development (USAID) approaches for PSE in humanitarian response must build on interagency partners' core expertise and strengths. The USG scale-up of personnel and support systems for PSE during the Türkiye earthquake response relied on collaboration between the U.S. Embassy and the U.S.-deployed Disaster Assistance Response Team (DART) and Response Management Team (RMT). While ultimately this was sufficient, challenges included the absence of qualified PSE personnel to deploy, difficulties prioritizing private sector offers, and constraints with partner referrals using existing systems, all of which hindered efficient utilization of material offers from businesses. To improve this across its responses, USAID's Bureau for Humanitarian Assistance (BHA) must continue to leverage USG interagency capacity, resources, and business networks, including U.S. Embassies, to tap into U.S.-affiliated business networks. This will complement the existing humanitarian architecture and may be a model that other donor countries can follow.

¹ "Türkiye-Syria Earthquakes Private Sector Donations Tracker," United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) Services. The Türkiye-Syria private sector contribution tracker, launched by the UN Connecting Business initiative (CBI), recorded in-kind global contributions from the private sector totaling US\$3 billion, compared to the UN interagency appeal, which was set at US\$1 billion.

Scale-up of system-wide private sector engagement and coordination must be improved. Various challenges across the international humanitarian system—including insufficient PSE surge support capacity, absence of United Nations (UN) interagency policies, and a lack of focus on a collective approach—were barriers to the optimization of the private sector's potential contribution to the response. A lack of preparedness resulted in siloed efforts and uncertainty regarding priority needs and government requests for support, as well as inadequate guidance and communication that did not resonate with businesses. To some extent, response actors tracked private sector contributions, albeit on an ad hoc basis, pointing to a gap in system-wide coordination to avoid duplication and ensure that private sector resources address the response needs gap. Given the challenges in valuing and accounting for private sector contributions, these valuations do not present a complete picture. To improve this across its responses, USAID/BHA must continue to leverage USG interagency capacity, resources, and business networks, including U.S. Embassies, to tap into U.S.-affiliated business networks. This will complement the existing humanitarian architecture and may be a model that other donor countries can follow. A deeper diagnosis of bottlenecks preventing cross-sector collaboration and active testing of PSE scale-up measures is warranted to adapt and improve PSE engagement.

Humanitarian actors must engage the private sector for preparedness. In middle-income country contexts like Türkiye, which possess strong institutional capacities, there remain gaps in engagement on preparedness with the private sector. Stifled public-private dialogue and inappropriate engagement strategies were glaring preparedness challenges highlighted through interviews and desk research. It is essential and cost-effective to invest in disaster coordination and planning structures with the private sector as a matter of preparedness, especially considering the growing humanitarian needs, the significant resources that the private sector has to offer, and the challenges faced by the humanitarian system to leverage the private sector potential in the Türkiye response. Preparedness must be inclusive, practical, and focused on priority hazards. In addition, humanitarian actors must prioritize business preparedness with emphasis on small and medium-sized enterprise (SME) readiness and resilience, given that SMEs represent more than 90 percent of businesses and more than 50 percent of employment worldwide, according to the World Bank.²

The findings and recommendations of this report reinforce that **the humanitarian community should recognize and engage with the private sector as a significant and viable humanitarian actor, given the scale of its contributions; the efficiency with which business entities can mobilize, deliver, and internally coordinate assistance; their demonstrated shared interest in ensuring business operations continuity and communities' resilience; and their commitment to corporate sustainability as core to their interests.** The humanitarian system requires experienced designated personnel and system scale-up measures to effectively engage with the private sector. Although there are notable risks to consider and understand in terms of both “do no harm” and potential conflicts of interest, **there is an even greater risk and high opportunity cost for not engaging the private sector, especially in light of the growing resource gap.**

² Alibhai, Salman, Simon Bell, and Gillette Conner. “[What's Happening in the Missing Middle?: Lessons from Financing SMEs.](#)” World Bank, March 29, 2017. interagency appeal that was set at US\$1 billion.



RECOMMENDATIONS



RECOMMENDATIONS FOR PRIVATE SECTOR STAKEHOLDERS

<p>→ PROMOTE BUSINESS PREPAREDNESS AND READINESS FOR HUMANITARIAN RESPONSE.</p>	<p>Investments in preparedness improve humanitarian action efficiency and effectiveness.</p> <p>Prioritization in countries should hinge on national partners' strength and political will.</p> <p>Initiatives should engage the private sector and focus on collective action.</p> <p>Promote SME involvement in humanitarian supply chains for economic benefits and enhancement of SME engagement in disaster response and recovery.</p>
<p>→ COMMUNICATE THE VALUE PROPOSITION OF BUSINESS AS A RESPONSE ACTOR, AND ENGAGE IN THE NATIONAL DISASTER MANAGEMENT SYSTEM.</p>	<p>Businesses should communicate capabilities and constraints to national disaster management stakeholders. Develop comprehensive resource mappings for disaster response integration.</p> <p>Maintain a catalog of business capabilities for disaster support with local business networks.</p> <p>Enhance awareness of private sector funding and procedures for leveraging resources.</p>
<p>→ DEVELOP AND REHEARSE PRACTICAL, EMPLOYEE-CENTERED BUSINESS CONTINUITY PLANS.</p>	<p>Prioritize workforce safety and retention in business continuity plans.</p> <p>Conduct scenario-based emergency training for crisis readiness.</p> <p>Learn from past earthquakes for seismic event preparedness; in Türkiye, focus on İstanbul's critical assets and crisis teams.</p>
<p>→ BUSINESSES SHOULD UNDERSTAND THE NEEDS OF DISASTER-AFFECTED COMMUNITIES.</p>	<p>Businesses should understand community needs to avoid duplication and should provide targeted assistance.</p> <p>Business networks can analyze assessments to inform coordinated response strategies.</p> <p>Coordination helps to address challenges like workforce attrition and economic recovery.</p>

RECOMMENDATIONS FOR THE HUMANITARIAN SYSTEM STAKEHOLDERS

OPERATIONS AND SYSTEMS

<p>→ COORDINATE AND ALIGN PSE EFFORTS WITH THE UNITED NATIONS, DONOR COMMUNITY, AND HOST GOVERNMENT(S) FOR SYSTEMS SCALE-UP.</p>	<p>The United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) should propose innovative approaches for PSE scale-up during large-scale humanitarian responses.</p> <p>Donors should build on existing bilateral trade and development efforts and leverage their commercial networks to engage the private sector in humanitarian assistance.</p> <p>National business networks can effectively align the private sector with national and global humanitarian frameworks, as exemplified in Türkiye and elsewhere.</p>
<p>→ USE EXISTING SURGE MECHANISMS FOR SCALE-UP OF PSE CAPACITY.</p>	<p>UNOCHA should define Terms of Reference (ToR) for UN private sector focal points and align assignments with existing surge capacity entities.</p> <p>Utilize existing surge rosters (i.e., Standby Partnership [SBP] Network) for PSE coordinator deployment, expand corporate membership, and integrate PSE humanitarian coordination training.</p> <p>Leverage the SBP for coordination and donor support to enhance PSE coordination and resource allocation.</p>
<p>→ INTEGRATE PSE SUBSTANTIALLY AND MEANINGFULLY INTO SYSTEM-WIDE AFTER-ACTION REVIEW.</p>	<p>Involve the private sector in UN and donor AARs through engagement with business networks.</p> <p>Share lessons learned with UN member states and the UN Inter-Agency Standing Committee.</p>



COORDINATION AND INFORMATION SHARING

<p>→ ENHANCE THE BUSINESS SECTOR COORDINATION.</p>	<p>UNOCHA should build on the strengths of the Connecting Business initiative (CBI) country networks and broaden its engagement with the private sector by including other platforms or networks in the country such as the UN Global Compact, Chambers of Commerce, and sectoral (ie. logistics) industry groups.</p> <p>Collaboration with CBI's board can optimize resource use in coordination strategies.</p> <p>Private sector communication and standardized data collection can enhance emergency response efficiency and transparency.</p>
<p>→ CREATE TOOLS TO HELP THE PRIVATE SECTOR ENGAGE DURING A RESPONSE.</p>	<p>UNOCHA and businesses should create fact sheets for effective emergency response engagement, covering NGO networks, UN activation, and donation reporting.</p> <p>BHA should lead coordination calls with C-suite leaders during high-profile responses, aligning USG efforts with private sector initiatives.</p> <p>USAID/BHA should develop vetting protocols for local partners and share initial recommendations during coordination calls.</p>

<p>→ USER-TEST BUSINESS GUIDANCE AND KEY MESSAGING.</p>	<p>Develop a user-tested business guide for pre-disaster preparedness, with metric-driven improvements, updated within 72 hours post-disaster.</p> <p>Adapt communications based on business audience phrasing, emphasizing "workforce safety" and "the right thing to do" for businesses operating in humanitarian contexts.</p> <p>Integrate the guide into a broader suite of client services, ensuring ongoing relevance through regular testing and refinement.</p>
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PROGRAMMING

<p>→ FACILITATE THE INVOLVEMENT OF THE PRIVATE SECTOR IN UN-LED RESPONSE OPERATIONS.</p>	<p>UNOCHA to promote private sector involvement in the Humanitarian Response Plan, utilizing Central Emergency Relief Fund and coordinating interagency efforts.</p> <p>Local private sector participation enhances response efficiency and supports local economies.</p> <p>It is beneficial for both actors, the UN and the private sector, to seek opportunities for collaboration and the nexus of humanitarian and development programming.</p>
<p>→ ENCOURAGE A CO-LED, STRATEGIC APPROACH TO MULTI-STAKEHOLDER PREPAREDNESS.</p>	<p>National Disaster Management Organizations (NDMOs) should collaborate with the private sector in disaster planning and simulations to enhance collective ownership.</p> <p>USAID/BHA can facilitate this partnership, particularly focusing on the Istanbul earthquake scenario.</p> <p>Partnerships should be formalized to include the entire private sector in country-level preparedness, leveraging existing networks for strategic agreements.</p>



MODELS, EXAMPLES & CASE STUDIES OF THE PRIVATE SECTOR RESPONSE



MODELS AND EXAMPLES OF THE PRIVATE SECTOR RESPONSE



**BUSINESSES OPERATING
IN AREAS AFFECTED BY
HUMANITARIAN CRISES**



**BUSINESSES WITH PRODUCTS
OR SERVICES RELEVANT TO
HUMANITARIAN RESPONSE**



**BUSINESSES THAT
HELP IMPROVE THE
OPERATIONS OF
HUMANITARIAN**



**BUSINESSES, THEIR STAFF,
OR CUSTOMERS MAY MAKE
FINANCIAL CONTRIBUTIONS**

Source: UNOCHA 2017

In the Türkiye earthquake response, multinational, international, and Turkish businesses all provided significant financial and in-kind contributions, including products and services, both through direct implementation and via partner humanitarian implementing agencies, including government, civil society, and the UN. Interviews and desk research for this study revealed a multitude of rich examples of the private sector's contribution.

The following list is a non-exhaustive selection of examples that highlight how the private sector contributed, according to four overarching models,³ including businesses operating in areas affected by humanitarian crises; businesses with products or services relevant to humanitarian response; businesses that help improve the internal operations of humanitarian organizations or the humanitarian system as a whole; and businesses, their staff, or customers that make financial contributions.



"BUSINESSES OPERATING IN AREAS AFFECTED BY HUMANITARIAN CRISES... may provide support to people directly affected by a humanitarian crisis, or to the humanitarian organizations and governments responding to the immediate needs of those people."

Local businesses are on the front lines of humanitarian response. In the Türkiye earthquake response, local businesses were the first responders on the ground, meeting important immediate needs in the first hours and days after the earthquakes. A key first step for businesses is health and welfare checks for affected employees, along with the provision of basic needs.

- **TÜRKONFED** played a pivotal role in coordinating with a vast network of **local businesses** that supported members of the International Search and Rescue Advisory Group (INSARAG) and Search and Rescue (SAR) teams. This coordination, along with the less-visible operational support provided by local businesses—such as transportation, lodging, and provisions during the mission—was crucial. TÜRKONFED and local businesses stepped in to fill immediate gaps, demonstrating how local markets can both provide support and be supported. These products and services were reportedly donated by companies during the response. Such business services, provided on behalf of the host local governments and coordinated with Türkiye's Disaster and Emergency Management Presidency (AFAD), were said to be timely and appropriate.

³ "The Business Case: A study of private sector engagement in humanitarian action." UNOCHA ReliefWeb, November 28, 2017.



“BUSINESSES WITH PRODUCTS OR SERVICES RELEVANT TO HUMANITARIAN RESPONSE...

...have an interest in quickly restarting an economy, ensuring vital goods and services are available to affected communities and strengthening community resilience. They also have an interest in advocating to maintain services in order to avoid interruption to their operations, such as keeping borders open and transport networks functioning.”

- **Amazon's** humanitarian response to the 2023 Kahramanmaraş earthquakes leveraged its resources, including financial campaigns, logistics networks, product donations, and warehouse locations. The UPS air bridge also served corporate partners, such as Amazon, and their transfer of relief items across continental Europe to displacement sites managed by AFAD with the support of the International Organization for Migration (IOM).
- **Borusan**, a franchisee for **Caterpillar** in Türkiye, went to great lengths to coordinate with the Turkish Construction Equipment Distributors' and Manufacturers' Association (İmder) and through various channels with the humanitarian community to provide its heavy earthmoving equipment and qualified operators in support of the search and rescue and subsequent debris-removal efforts. Although Borusan was eventually successful in its deployment of 40 earthmoving units and trained operators, its attempts to coordinate and proactively offer its support were constrained without a liaison between the national command structures and the strict, time-bound protocols of international search and rescue teams. A key takeaway from this example is to define the potential scope of private sector support per use case, weighing the risks of using heavy earthmoving equipment for urban search and rescue (USAR) operations, consistent with the “do no harm” approach.
- **Koç Holding**, along with its numerous subsidiaries, successfully built an entire container settlement with essential services to accommodate 20,000 people. This feat demonstrated the agility of the private sector to rapidly coordinate its various subsidiaries, including staff and assets, toward new business processes for which there was no prior plan or blueprint. This undertaking required intensive coordination with local authorities and city planners regarding building site permissions and with anthropologists and humanitarian organizations regarding community preferences, minimum standards, and good practices for a comprehensive suite of support services. Koç Holding's Hope City (Turkish: Umut Kent) served as a model⁴ for approximately 350 “container cities” that were constructed by various organizations in the response phase of the earthquake recovery.⁵ See the extended case study in [Annex 4](#).



“BUSINESSES THAT HELP IMPROVE THE INTERNAL OPERATIONS OF HUMANITARIAN ORGANIZATIONS OR THE HUMANITARIAN SYSTEM AS A WHOLE ...

... may include, for example, consulting firms, technology or supply chain companies, and other businesses that provide technology and expertise to humanitarian organizations. This group may also include businesses that support advocacy and raising awareness of humanitarian issues.”

Companies with specialist expertise, assets, and networks provided key support services that ensured the delivery and enhancement of government and nongovernment response interventions.

- **Miyamoto International**, a global engineering and humanitarian firm, and Miyamoto Protek, a Turkish-based, globally powered firm born from Miyamoto International's collaboration with Protek-Yapi ECC, offered their expertise and provided reliable and independent information on the structural safety of buildings to empower people to return home, where possible. Miyamoto expanded on the work of local authorities that faced the

⁴ Çakıroğlu, Levent. “[A multistakeholder earthquake response in Türkiye sets an example for future crises](#).” World Economic Forum (WEF), November 21, 2023.

⁵ “[Türkiye Humanitarian Needs and Response Overview](#).” UNOCHA ReliefWeb, April 11, 2023.

onerous challenge of assessing damage to more than one million residential buildings to determine whether they were habitable. As a national company (NC) with a long-term presence in Türkiye, Miyamoto Protek maintained direct lines of contact that ensured strong collaboration with local municipal stakeholders and universities in support of the government-led response, to build back a more resilient Türkiye. More on how a purpose-driven business improves humanitarian outcomes in [Annex 4](#).

- **UPS** and **Maersk**, both multinational logistics operators and members of the Logistics Emergency Team, provided significant pro bono service delivery support for humanitarian partners. UPS, a global shipping, receiving, and supply chain management company, deployed three logistics experts to advise on customs and importation procedures and to facilitate transport via an international air bridge between the UPS global hub in Cologne, Germany, and Istanbul. For the first three to four weeks of the response, the UPS air bridge served as a critical leg in the transport of supplies from emergency stockpiles of Red Cross societies (i.e., Japan, France, Switzerland, Denmark) and other organizations to the Turkish national Red Crescent, AFAD, and humanitarian implementing partners.



“BUSINESSES, THEIR STAFF, OR CUSTOMERS MAY MAKE FINANCIAL CONTRIBUTIONS... in response to crisis appeals or to humanitarian organizations. This helps humanitarian organizations to respond quickly and be more flexible in addressing less popular humanitarian needs and lower-profile crises.”

Businesses and business networks harnessed their networks and directed their influence to support the mobilization of financial resources toward the response led by government, civil society and the UN.

- **Chobani**, a yogurt company led by Chief Executive Officer (CEO) Hamdi Ulukaya, showcased the power of private sector engagement by leading business networks through his example of donating and promoting a fundraising campaign that was said to have raised over US\$110 million for the Türkiye earthquake relief effort. Mr. Ulukaya committed a US\$2 million donation to set the bar and rallied his business network and members of the U.S. Chamber of Commerce's U.S.-Türkiye Business Council to match this donation. The Chamber's Resilient Partnerships Forum solidified Chobani's role, leading to Mr. Ulukaya's appointment as the U.S.-Türkiye Business Council Chair, emphasizing the importance of interpersonal relationships for effective disaster response. Further information on Chobani and the engine for private sector network donations is outlined in [Annex 4](#).
- **Needsmap**, a virtual platform that matches people in need with those who want to provide assistance, was a frequently cited example of a local organization that effectively coordinated the contributions of multiple organizations of varying types and sizes, including private companies. Needsmap is a volunteer-based cooperative that was established in Türkiye with the support of the United Nations Development Programme (UNDP) in 2015. Good360 and Direct Relief⁶ were international NGOs that were similarly cited through interviews and reference material for their effective engagement and coordination with the private sector to mobilize resources.

Note:

- The four models are not mutually exclusive, and some of the examples mentioned exhibit more than one typology. Indeed, successful partnerships may include all four types of engagement.
- Categorizing engagement into these models helps to link with their rationales for engagement, for which there are different tools that may need to be adapted and adjusted to support engagement.

⁶ [“Turkey and Syria earthquakes: One year later.”](#) UNOCHA ReliefWeb, February 6, 2024.

CASE STUDIES | Private Sector Funding Potential



BHA PSE Case Study: Corporate Roles in Emergency Response

CHOBANI AND U.S. CHAMBER OF COMMERCE FOUNDATION: ENGINES OF BUSINESS NETWORKS DONATIONS



KEY TAKEAWAYS

So what? Private sector leaders have significant political and financial influence that can serve to elevate and accelerate action and resource mobilization at the scale needed to address soaring humanitarian needs.

Lessons for future responses. USAID and other donors should proactively engage the private sector and development engagement mechanisms to match the speed and decisiveness of the corporate sector to bolster collective response efforts.

WHAT: This is part of a series of case studies exploring how businesses contribute to disaster response and how this intersects with United States Agency for International Development (USAID) humanitarian activities and the United Nations (UN)-led humanitarian response system. This example features the U.S. Chamber of Commerce Foundation (“U.S. Chamber Foundation”) and U.S. yogurt company Chobani. It shows how a small U.S. Government effort accelerated the energy of a passionate leader, and a network of multinational businesses, helped mobilize U.S. and international private sector giving to the 2023 earthquake response in Türkiye.

The case study is drawn from interviews with, Tolga Tanis, Senior Advisor to the Chief Executive Officer (CEO) of Chobani and Jennifer Miel, Executive Director of U.S.-Türkiye Business Council, and Rob Glenn, Vice President of Global Resilience, the U.S Chamber of Commerce Foundation.

WHY: Businesses everywhere are major contributors to disaster response, locally and internationally; USAID and other donors should mobilize additional private sector resources to improve the success of humanitarian crisis responses. In response to the 2023 earthquakes in Türkiye and Syria, the U.S. Chamber Foundation mobilized to meet the urgent and emerging needs. The U.S. Chamber Foundation estimated in excess of \$110 million in donations from the private sector, which exceeds what many bilateral donors provided. Note, this was only a fraction of total global private sector contributions to the earthquake response when considering the tracking of other sources.

THE DRIVER AND PLAN OF ACTION

Hamdi Ulukaya, Founder and CEO of the Chobani yogurt company, was raised in a dairy-farming family in a small village in eastern Türkiye, not far from the provinces of Malatya and Elazığ where the 2023 earthquake struck. As an adult, Mr. Ulukaya emigrated to the United States and launched Chobani in 2007 with a loan from the U.S. Small Business Administration with the mission of making good-quality food more accessible. As a leader and the owner of the #1 Greek yogurt in the US, Ulukaya built Chobani on the foundation that it would do well by doing good, and quickly gained recognition for his employee-first policies and for becoming a leading voice in the movement to hire refugees.

"Whatever you do in the first 24 hours is an example for others. We played a role to be an engine of [private sector] donation efforts. The U.S. Administration reply was amazing! It boosted efforts on all fronts."

—Tolga Tanis,
Special Advisor to the CEO of Chobani⁷

When the earthquake struck, Mr. Ulukaya's team at Chobani immediately reached out to the U.S.-based non-government organization 'Turkish Philanthropy Funds (TPF)', who provided direct updates from its network of partners on the ground and conveyed that the humanitarian needs were immense, necessitating scaled up support. As a Turkish emigre, Mr. Ulukaya had family and friends who were directly affected by the disaster and was well positioned to leverage his own network to deliver significant local support.

VIRTUOUS CIRCLE: A PERSONAL STAKE AND A TIMELY CONVENING

By coincidence, Mr. Ulukaya was due at the White House for a meeting on February 6, 2023, the day the first earthquake struck. In the car with his executive staff, he shared his plan to donate US\$2 million to the earthquake response. Mr. Ulukaya then reached out to the Turkish Ambassador to the United States and sought his support before making this first move. Mr. Ulukaya intended that his \$2 million contribution would spearhead a wider appeal for private sector giving as Mr. Ulukaya and his team reached out to their network.

Early public statements and commitments created a virtuous circle and set a trajectory for what followed: a significant private fundraising campaign by Hamdi Ulukaya. Within two hours of the earthquake, U.S. National Security Advisor Jake Sullivan had said the United States would support search and rescue efforts.⁸ When the Chobani team arrived at the White House, Mr. Ulukaya thanked the Administration for its swift response in support of his home country. Soon after, Mr. Ulukaya connected with USAID Administrator Samantha Power and also thanked her for USAID's fast and crucial response. He offered to facilitate the private sector's efforts to assist and these meetings with high-level officials providing the staging for the catalytic fundraising that followed.

The Chobani team's private sector fundraising efforts exceeded its targets of US\$5 million within 72 hours and exceeded US\$10 million within one week; fundraising continued for the following weeks. According to the TPF's annual earthquake report, one year later the total donation amount reached US\$ 20.5 million.

⁷ Tolga Tanis, Special Advisor to the CEO, Chobani. Interview by Richard Wecker, 2023.

⁸ "Responding to the Earthquakes in Türkiye and Syria." U.S. Embassy & Consulates in Türkiye, 2023.

A BUSINESS NETWORK AS AN ACCELERATOR

Simultaneously, the U.S. Chamber of Commerce, which is home to the U.S.-Türkiye Business Council, and its U.S. Chamber Foundation joined together to support more than 100 corporate member companies and government leaders in responding to the twin earthquakes. Within five days of the earthquakes' devastating impact, the Chamber convened the business community for a virtual meeting with the U.S. and Turkish Ambassadors and American Chamber of Commerce (AmCham) in Türkiye to discuss the initial needs assessment and how companies can get involved.

In the first week after the earthquakes, the Chobani team maintained close contact with the U.S. Chamber Foundation, a nonprofit organization that aims to harness the power of business to create solutions for the good of the United States and the world. The U.S. Chamber hosts the U.S.-Türkiye Business Council, a business advocacy organization established to expand the bilateral commercial relationship between Türkiye and the United States. The U.S. Chamber Foundation and the U.S.-Türkiye Business Council led efforts to engage the business community with a high-level briefing involving key diplomats and 150 businesses within the first week. This briefing shared critical updates about immediate and longer-term rescue and recovery needs, fielded questions, and facilitated multiple fundraising efforts of the business community, such as the one initiated by Hamdi Ulukaya. Together, the U.S.-Türkiye Business Council and U.S. Chamber Foundation served as the incubator and accelerator for the private sector response appeal, U.S. Chamber holding weekly calls with local experts and organizations to highlight the needs and support companies in their response. The U.S. Chamber Foundation tracked these contributions as one measure of success.

The Chobani team's successful engagement with the U.S.-Türkiye Business Council during the first week of the response demonstrated the power and added value of this business-to-business network. In March 2023, one month after the earthquakes, the U.S.-Türkiye Business Council organized a call with United States Secretary of State Antony Blinken to dialogue with many companies that had contributed following his visit to the earthquake zone. Mr. Ulukaya was invited to participate given that the Chobani team's efforts were such a compelling catalyst for private sector giving. Days later, the Turkish Presidential Spokesperson and National Security Advisor, the Turkish Minister of Trade, and the U.S. Ambassador in Türkiye travelled to Washington, D.C., together with a delegation of Turkish business leaders for the U.S.-Türkiye Business Council and the U.S. Chamber Foundation Resilient Partnerships Forum, which united the U.S. and Turkish governments and private sectors to assess current needs and to coordinate and develop projects for recovery and response.

Following this partnership to support earthquake recovery, Mr. Ulukaya received and accepted the invitation to chair the U.S. Chamber of Commerce's U.S.-Türkiye Business Council.⁹

CORPORATE LEADERSHIP AND ENGAGEMENT - A KEY FOR SUCCESS

Interpersonal relationships and institutional networks are values that were recognized as a critical part of the service offering of the U.S.-Türkiye Business Council to its members. Mr. Ulukaya and the Council acknowledge the successful practice of conducting one-to-one calls with business leaders to drive the movement, as this practice put the emergency on CEOs' radars, while the Chamber conducted its other key roles of convening and information-gathering. These combined strategies served to channel interest, support, and momentum for over US\$110 million in private sector donations. The solidarity demonstrated among its various members in support of this earthquake response is also a testament to this approach.

Mr. Ulukaya's personal leadership and engagement demonstrated the power one individual has to make an impact on corporate giving. The convergence of his efforts with the U.S. Chamber's U.S.-Türkiye Business Council and U.S. Chamber Foundation ongoing work had a multiplier effect. Identifying corporate champions for future crises could be a key lesson learned for mobilizing an effective response.

There is still much that can be done to strengthen the systems through which the business community can initiate its support, including deploying operational and strategic engagement channels, pre-vetting local and international nongovernmental organization (NGO) partners as eligible to receive funding, and providing a point of contact to advise the business community on effective engagement strategies.

⁹ "The U.S. Chamber of Commerce's U.S.-Türkiye Business Council announces Chobani Founder and CEO Hamdi Ulukaya as Chair," US Chamber of Commerce Foundation, May 01, 2023.

CASE STUDIES | Business-Led Shelter and Service Delivery



BHA PSE Case Study: Corporate Roles in Emergency Response

BUILDING HOPE CITY (TURKISH: UMUT KENT) BY KOÇ HOLDING AND PARTNERS

KEY TAKEAWAYS

So what? National conglomerates have the potential to pivot and redirect their workforce expertise and assets to increase the scale and impact of a people-centric humanitarian response.

Lessons for future responses. USAID and other donors should consider the context and needs of different groups (women, children, elderly, people with disabilities) in collaboration with the private sector, leveraging their design and implementation expertise to provide a product and service that people value and appreciate.

WHAT: This is part of a series of case studies exploring how businesses contribute to disaster response and how this intersects with United States Agency for International Development (USAID) humanitarian activities and the United Nations (UN)-led humanitarian response system. This example features Koç Holding, a prominent Turkish investment holding company, and demonstrates how the private sector can deliver support for survivors beyond basic shelter and necessities to improve their well-being and dignity.

This case study is drawn from interviews with Hope City Project Team Members at Koç Holding.

WHY: USAID, other donors, and humanitarian actors should facilitate private sector solutions that support vulnerable groups' health and well-being, continued learning and training, and employment opportunities. The Turkish private

sector, through its links to local and international business, was motivated to go beyond providing for survivors' basic shelter and the necessities. With its own resources, Koç Holding constructed five container cities in Adıyaman, Hatay, İskenderun, Kahramanmaraş and Malatya with a total of 5,000 container houses, providing shelter and integrated services for 20,000 people.

MULTI-SECTORAL EXPERTISE

In February 2023, in the aftermath of two devastating earthquakes that affected 11 out of the 17 affected provinces in Türkiye, the scale of destruction was staggering. Nearly 16 million people were affected, and four million buildings were damaged or destroyed, leaving almost 3 million people homeless. The national government and international aid community quickly set up temporary tent settlements but also needed to ensure that people had suitable transitional shelter that was resistant to heat and to cold temperatures. Koç Holding, a prominent Turkish investment holding company, set an immediate (100-day) goal to build “container cities,” to act as transitional living spaces until the construction of more durable shelter solutions—which could take years—was complete.

Large corporations with several lines of business often possess strong organizational commitment and business and partnerships management skills. Koç Holding recognized the immediate need for housing and, with its own resources, developed the Hope City (Turkish: *Umut Kent*) project: a significant effort to construct five container cities with a total of 5,000 container houses, providing shelter and integrated services for 20,000 people. This endeavor required collaboration and coordination across more than twenty of Koç Holding's subsidiary companies.

Throughout the process, more than a thousand people worked every day on planning, procurement, purchasing, logistics, operations, coordination, partnerships and various other activities. One of Koç's subsidiaries, Beko (Arçelik Global), played a crucial role in sourcing container shells from China. Koç redirected the automotive workforce of its manufacturing companies—Tofaş, Türk Traktör, and Ford Otosan—to serve as a custom container outfitting production line, with another subsidiary, Koçtaş, managing the design and contracting of furniture and essential amenities (beds, curtains, toilets, etc.). A construction subsidiary, Ark Construction, handled site permission and infrastructure preparation, and a logistics subsidiary, Zer, ensured timely delivery. A banking subsidiary, Yapı Kredi Bank, supported employment and various training projects that ensured the reorientation of various business processes and reskilling of employees. This intricate coordination, executed at the holding level, extended beyond construction to include the supply of materials and delivery of social support services.

AGILE BUSINESS PROCESSES AND SOCIAL SCIENCE INSIGHTS

The Hope City project involved close collaboration between companies within the Koç Group. A Hope City Project team leader and coordinator of the Koç Holding humanitarian aid effort, said that agile project management, which breaks down a project into phases and emphasizes continuous collaboration and improvement, was a key success factor of the Koç Holding's humanitarian aid effort. Using this style of project management, Koç coordinated and realigned its subsidiaries virtually overnight to achieve new product and service objectives such as designing and building containers and the most critical steps were completed within just a few weeks on a project that would normally take months.

The Koç Group worked with central and local authorities on site planning and permissions to establish the settlements. This

"We sent a team of experts with senior managers to work there for months. This [was] a must for a complex infrastructure project that involved working with third parties to properly prepare the land for the container settlement."

— Hope City Project Team Member
at Koç Holding¹⁰

¹⁰ Hope City Project Team Member, Koç Holding. Interview by Richard Wecker, 2023.

collaboration with third parties and government officials was an added layer of complexity on top of the internal coordination within the Koç group. A Hope City Project Team Member, said that both centralized and localized coordination strategies were necessary to deliver on this initiative, with a consistent presence of professionals on the ground to actively build relationships with officials.

Koç Holding also consulted with anthropologists, city planners, and social scientists to understand the needs and interests of the affected people and for translating this understanding of the community needs to deliver a high standard of post-disaster transitional shelter. Further, the Koç Holding consulted with some of its ongoing partners with expertise and experience in humanitarian relief and recovery programming, such as UN Women (the United Nations entity for Gender Equality and the Empowerment of Women). This understanding informed the design process at the city level down to the interior details of container homes. Koç container cities were equipped with schools, employment centers, kindergartens, and facilities tailored for women, the elderly, and individuals with special needs.

A MODEL FOR BUSINESS-LED SHELTER AND SERVICE DELIVERY

Hope City was an opportunity for all partners to support the diverse, multifaceted needs of a disaster-affected community. Working together with existing business partners and leveraging their strengths served to enhance the necessary social services of this response and provided an opportunity to acknowledge the dignity of disaster-affected people. As one affected person noted, in response to Hope City container city: “Everything has collapsed here, the only thing that remains is hope.”

The success of container housing in this project served to inform standards of the hundreds of other container cities that were built or planned for construction. The Hope City project was featured as a model approach for multi stakeholder earthquake response by the World Economic Forum (WEF) in 2023.¹¹ Representatives of the Koç Group interviewed for this case study said they hope this model can serve for private sector response in other humanitarian crises.

¹¹ Çakıroğlu, Levent. [“A multistakeholder earthquake response in Türkiye sets an example for future crises.”](#) World Economic Forum (WEF), November 21, 2023.

CASE STUDY | Structural Assessment and Risk Awareness



BHA PSE Case Study: Corporate Roles in Emergency Response

HOW MIYAMOTO'S TECHNICAL EXPERTISE AND COMMUNICATION ADDRESSED CORE POST-DISASTER NEEDS



KEY TAKEAWAYS

So what? A lack of transparency in this response resulted in the spread of misinformation and confusion. Miyamoto served to make sure that critical, reliable, and independent information on building structural integrity reached people and helped them return safely to their homes, where possible. At the time of writing, Miyamoto conducted assessments for more than 86,000 undamaged and lightly damaged units, completed repairs for 25 lightly damaged units, and reached more than 3.4 million people via in-person and social media communications across all activities.

Lessons for future responses. USAID and other donors should leverage the private sector's and local governments' niche expertise and skills to improve disaster response infrastructure and community sensitization before disasters strike to improve outcomes.

WHAT: This is part of a series of case studies exploring how businesses contribute to disaster response and how this intersects with United States Agency for International Development (USAID) humanitarian activities and the United Nations (UN)-led humanitarian response system. This example features Miyamoto International, a global structural engineering and disaster risk reduction firm, and demonstrates how USAID can leverage the private sector's risk communication and response capacity to improve disaster response infrastructure and community sensitization before disasters strike.

Miyamoto International, Inc. and Miyamoto Protek were lead implementers on this work. This case study was drawn from interviews and inputs from Miyamoto International, Inc. and Miyamoto Protek. Special thanks to Brianne Cositore and Sara Sadat Khoshnevis.

WHY: Companies that have expertise in risk communication and reduction are valuable partners in disaster preparedness and response. Miyamoto's humanitarian activities in Türkiye after the earthquakes focused on key messages to inform and empower communities. The firm provided trusted information through assessments, community meetings, and social media to restore communities' confidence in building safety. It conducted, demonstrated, and provided technical assistance on cost-efficient, rapidly implementable minor repairs required to make lightly damaged buildings habitable. Finally, it documented and shared best practices and tools with tenants, homeowners, and municipal governments.

A TECHNICALLY INFORMED, LOCALLY DRIVEN, GOVERNMENT-LED INITIATIVE

The February 2023 earthquakes in Türkiye caused widespread destruction across the southern edge of the country. Millions were temporarily displaced from safe and habitable structures due to fear, trauma, and uncertainty about the safety of their homes. Facilitating the rapid return of this population was a critical first step to alleviating the pressure on those permanently displaced, by decongesting emergency shelter options and allowing for emergency assistance and resources to focus on the most vulnerable and marginalized members of earthquake-affected communities.

The Turkish government quickly responded to the earthquakes by deploying thousands of public servants to assist affected communities and assess nearly one million buildings. However, the system used for assessment results, although rapidly deployable and integrated into government systems, had limited reach among the broader community. Miyamoto identified a critical need to amplify these assessments by providing transparent, accessible, and reliable information.

Working in partnership with local municipal stakeholders and universities, Miyamoto expanded on government-led efforts. Mobilizing experienced engineers and humanitarian technical experts in the immediate aftermath of the disaster provided the ability to collect key data points and rapidly assess damage.

Analyzing global seismic data and on-the-ground observations, Miyamoto identified estimated levels of damage and areas that should be prioritized for immediate attention. The firm assessed the habitability of undamaged and lightly damaged structures and shared information on the safety of these structures through in-person events and online and offline communications. The partnership restored communities' confidence in the structural safety of buildings and empowered residents to return home.

THE ROLE OF KNOWLEDGE EXCHANGE, LOCAL RELATIONSHIPS, AND SPECIALIZED EXPERTISE

Through its technical interventions, Miyamoto opened new channels for knowledge exchange, where global best practices and lessons learned are shared, generating solutions that align with international standards and with the unique challenges presented by the local context. In the aftermath of the Türkiye earthquake, the firm coordinated with municipal governments on assessment methodologies and guidelines for cost-efficient and safe repairs. This knowledge exchange increased the understanding and investment of the local government and generated safe, sustainable, and appropriate housing solutions.

With its breadth of experience supporting post-earthquake community awareness with independent technical expertise, Miyamoto has been uniquely positioned to build relationships with affected communities in Türkiye, improving trust in reliable information and strengthening the disaster recovery knowledge and capacity of local entities. At the request of local governments, Miyamoto's highly specialized expertise informs the design of activities that address critical priority needs in recovery and reconstruction and inspires efforts to replicate program activities and reconstruction in other earthquake-impacted communities.

LONG-TERM COMMITMENT AND TRUST INFLUENCE RESULTS

Miyamoto's commitment to sustaining a locally led presence in Türkiye and maintaining preestablished local networks with key national actors, organizations, and technical experts has allowed the company to closely follow the outcomes, successes, and drawbacks of the activity operations. Contributing to the long-term recovery and reconstruction process ensures a comprehensive transfer of all key approaches, materials, resources, and tools to appropriate local counterparts.

The approaches implemented by Miyamoto in Türkiye were developed in consultation with relevant local and national authorities, including: the mayors and mayors' offices of the cities of Osmaniye, Gaziantep, and Elbistan; Türkiye's Disaster and Emergency Management Presidency (AFAD) under the Ministry of Interior and Municipalities; and partners within the Global Shelter Cluster. Throughout activity implementation, Miyamoto maintained close coordination with local authorities, including elected community leaders and humanitarian partners sharing best practices, and lessons learned.

CASE STUDIES | Enhancing Disaster Logistics



BHA PSE Case Study: Corporate Roles in Emergency Response

AMAZON'S RELATIONS WITH UPS AND IOM CONNECT EMERGENCY SUPPLY LINES



KEY TAKEAWAYS

So what? Amazon, adept in progressively building out its business operations, was successful in applying its iterative approach towards a large-scale disaster relief operation. With the support of its partners and trusted relationships it was able to deliver relief items from its existing commercial stockpiles.

Lessons for future responses. USAID and the humanitarian community should convene multinational companies that have strong supply chain networks and the capability to build, test, and iterate a coordinated response.

WHAT: This is part of a series of case studies exploring how businesses contribute to disaster response and how this intersects with the activities of the United States Agency for International Development's (USAID)'s and the United Nations (UN)-led humanitarian response system. This example explores how Amazon's humanitarian response to the February 6, 2023, Türkiye earthquakes leveraged its financial campaigns, logistics networks, product donations, and warehoused commercial products that were donated as relief items. The study also describes how Amazon established a humanitarian supply line to transport and distribute its relief items with the support of The UPS air bridge, IOM and its local partners.

This case study is drawn from interviews with Anna Derinova-Hartmann, Corporate Citizenship Program Manager for Amazon; David Savard, Emergency Response Coordinator for IOM; and Nicolò Sgreva, Community Relations Director for The UPS Foundation, and Hans-Peter Teufers, former Director of International Programs for The UPS Foundation and coordinator of the UPS Türkiye earthquake response.

WHY: USAID and other donors can engage with the private sector to convene multiple partners, broker strong humanitarian expertise and in-country networks, and remove bottlenecks and barriers to humanitarian aid. Amazon's pre-disaster relationships supported their relief operations, including use of a pro bono airbridge provided by UPS for the transport needs of the global humanitarian community. Amazon's pre-disaster logistics operators in Türkiye were also essential to deliver relief items to IOM and its local response partners.

AMAZON'S FIRST WAVE CONTRIBUTIONS THROUGH ITS EXPERTS, STAFF, AND CUSTOMERS

In the immediate aftermath of the earthquake, Amazon provided financial support from its own corporate accounts as grants to key partners that were active on the ground. It activated financial campaigns for fundraising from its staff, using [Benevity](#)—a corporate giving platform—and fundraising from its customers in existing markets via the Amazon webstore. As a second step, Amazon deployed its team of experts and activated a supply (product) response, for which it relied on IOM and its local partners for confirmation of the caseload and most-needed items, which included blankets, tents, inflatable mattresses, and other necessities.

"The main reason for getting involved is that it is the right thing to do. The business sector is another community member—whether global or regional."

— Anna Derinova-Hartmann,
Corporate Citizenship
Program Manager for Amazon¹²

After a week, Amazon received the green light from all parties for shipping to Istanbul. Two Amazon Prime Air planes were sent with essential supplies—one from Europe, in support of the Red Crescent, and the other from the United States, in support of the IOM. Amazon sourced and provided logistics and ground support for transporting the items from Istanbul to Gaziantep. Upon successful completion of this first sortie, the Amazon team realized that it had the opportunity to contribute further and to continue experimenting with use of its vast potential.

IOM AND THE UPS FOUNDATION: A SECOND WAVE OF CONTRIBUTIONS SENT BY A SUPPLY CHAIN WITH TRUSTED LOGISTICS AND HUMANITARIAN PARTNERS

Many earthquake survivors lost everything, and all faced frigid winter conditions. Amazon had a large volume of new clothing and apparel available, and approached IOM to donate it. Ordinarily, humanitarian organizations discourage clothing donations, since it is difficult to maintain minimum standards and to cater to the specifications of those who are affected. However, IOM, a lead agency for tracking displacement and the needs of disaster-affected people, could attest to the affected community's needs through firsthand assessment and had the mandate and existing network in the country to mobilize a response operation.

Amazon and IOM faced the logistical challenge of moving the supplies from Amazon's warehouse in Poland to Gaziantep in Türkiye. The partners sought support through the global Logistics Cluster and the Logistics Emergency Team (LET), a group of four multinational logistics companies committed to providing in-kind emergency logistics support during crises. UPS, a multinational shipping, receiving, and supply chain management company, and a member of LET, offered use of a humanitarian air bridge between Cologne and Istanbul.

¹² Derinova-Hartmann, Anna. Corporate Citizenship Program Manager, Amazon. Interview by Richard Wecker, 2023..

Amazon and UPS had an existing relationship that played an important role in establishing and maintaining the supply route between Poland and Gaziantep. Nicolò Sgreva, Community Relations Director for The UPS Foundation, exclaimed how UPS was ready and glad to support Amazon's response in stating "at UPS, we believe that partnerships are key to deliver what matters."

UPS provided Amazon with cargo space on seven planes from its logistics staging area in Cologne to the humanitarian hub at the Istanbul airport. "We were a well-oiled machine after the tenth truck," said Anna Derinova-Hartmann, Corporate Citizenship Program Manager for Amazon, in reference to the 17 trucks that transported supplies from Amazon's storage facilities in Poland to the UPS European air hub in Cologne.

Amazon then engaged its network of freight forwarders (including GLS) and last-mile logistics providers, with which it works for standard logistics operations, to receive relief items in-country. IOM served as the "importer of record," guaranteeing in-country logistics and paying for the services of Amazon's in-country partners, by using a strategic "onward forwarding" budget line in a grant from USAID, through its Bureau for Humanitarian Assistance and thereby supporting local partners.

IOM and its local partners delivered goods to municipally owned and operated warehouses. The municipalities were responsible for ensuring the goods reached those who needed them, either through a delivery or pickup at the municipal warehouse. 17 trucks loaded with 500 pallets of winter-ready clothes were delivered to the most-affected areas in Southeast Türkiye and through IOM's implementing partners in Northwest Syria in time for Eid al-Fitr, a Muslim holiday marking the end of the holy month of Ramadan. Amazon donations were made available at "social markets" set up by municipalities in the affected areas to allow people to get the clothes that fit them.

LEARNING WHILE DOING: FROM SCRAPPY TO SCALE

A disaster relief operation of this scale was new for Amazon. Importantly, the operation did not involve new relationships; rather, Amazon tapped existing networks and adapted established business processes. Ms. Derinova-Hartmann said the company's success was the result of its relationships, innovative culture, and a readiness to learn and keep inventing.

"We saw an opportunity for using our available product and reliable partners," she explained. "We could sense the DNA connection was present. It was about connecting the dots using existing processes but being flexible and fast."

Ms. Derinova-Hartmann said the Türkiye response was a good candidate for Amazon to apply its disaster relief capabilities, because it addressed a significant humanitarian need and helped refine future response efforts. Amazon has since been active in other responses, re-engaging IOM and The UPS Foundation and "learning by doing," according to Ms. Derinova-Hartmann.

To prepare for disaster responses, Amazon's response team develops and refines standard operating procedures (SOPs) and nurtures relationships with trusted partners. Ms. Derinova-Hartmann explained that the focus of Amazon in this regard is "practice, and trusting your network of partners and advisors."

"At UPS, we believe that partnerships are key to deliver what matters."

— Nicolò Sgreva, Community Relations Director for The UPS Foundation¹³

"IOM has many decades of experience in humanitarian disaster response and we know that no single organization has all the skills or all the answers."

— David Savard, Emergency Response Coordinator for the International Organization for Migration¹⁴

¹³ Sgreva, Nicolò. Community Relations Director, The UPS Foundation. Interview by Richard Wecker, 2023.

¹⁴ Savard, David. Emergency Response Coordinator, The International Organization for Migration. Interview by Richard Wecker, 2023.

Postscript

Amazon supports response efforts through its donation of in-kind emergency items and cash, on-the-ground logistical support, with disaster relief partners. The support mentioned in this case study came after an initial response in the wake of the earthquake that included more than 100 tons of donated goods and two relief flights from Amazon Air.

The UPS Foundation donated US\$1.6 million in services in 2023 for the Türkiye and Syria earthquakes. This included 40 flight segments on the air bridge from Cologne, Germany, to Istanbul, along with 43 ground segments and more than 3,000 hours worked by 200 UPS employees to allow for processing and delivery of humanitarian relief to the affected areas. All told, 1.4 million kilograms of needs-based items were delivered, impacting 1.5 million lives.

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STAKEHOLDER ORGANIZATIONS CONSULTED

Private Sector – Businesses and Business Networks

1. [Allianz Türkiye](#)
2. [Amazon](#)
3. [American Chamber of Commerce in Türkiye/American Business Forum in Türkiye \(AmCham Türkiye/ABFT\)](#)
4. [Borusan Holding](#) (licensee of Caterpillar in Türkiye)
5. [Chobani](#)
6. [Ecolog International](#)
7. [European Bank for Reconstruction and Development Bank \(ERDB\)](#)
8. [Genel Transport](#)
9. [International Federation of Freight Forwarders Associations \(FIATA\)](#)
10. [International Transporters' Association](#) (Turkish: Uluslararası Nakliyeciler Derneği [UND])
11. [Johnson & Johnson](#)
12. [Koç Holding \(Arcelik Global\)](#)
13. [Maersk \(A.P. Moller Foundation\)](#)
14. [Miyamoto International](#)
15. [Monday.com](#)
16. [MSD Türkiye](#) (Merck outside of United States and Canada)
17. Shepherd Futures (family business of Hamdi Ulukaya)
18. [Turkcell](#)
19. [Turkish Enterprise and Business Confederation](#) (Turkish; Türk İş Dünyası Konfederasyonu [TÜRKONFED])
20. [Turkish Industry and Business Association](#) (Turkish: Türk Sanayicileri ve İş İnsanları Derneği [TÜSİAD])
21. [The UPS Foundation](#)
22. [U.S. Chamber of Commerce Foundation \(U.S. Chamber Foundation\)](#)

United States Government – Bureaus, Departments, Sections, Offices, and Teams

1. [USAID Bureau for Humanitarian Assistance \(BHA\)](#)
 - Disaster Assistance Response Team (DART)
 - Private Sector Engagement, Diaspora, and Innovation (PSEDI) team
 - Response Management Team (RMT)
 - Supply Chain Management (SCM) Division
2. [U.S. Embassy and Consulates in Türkiye](#)
 - Economic section
 - Foreign Commercial Service (FCS)
 - Department of State, Bureau of Population, Refugees, and Migration (State/PRM)

Humanitarian, Nongovernmental Organizations, and Public Sector Stakeholders

1. [Airlink](#)
2. [Building Markets](#)
3. [Global Logistics Cluster](#)
4. [International Organization for Migration \(IOM\)](#)
5. [Small and Medium Enterprises Development Organization \(Turkish: Küçük ve Orta Ölçekli İşletmeleri Geliştirme ve Destekleme İdaresi Başkanlığı \[KOSGEB\]\)](#)
6. [Swiss - Agency for Development and Cooperation \(SDC\)](#)
7. [United Nations Children's Fund \(UNICEF\) in Türkiye](#)
8. [United Nations Development Programme \(UNDP\) / Istanbul International Center for Private Sector in Development \(ICPSD\)](#)
9. [United Nations Global Compact Türkiye](#)
10. [United Nations Office for the Coordination of Humanitarian Affairs \(UNOCHA\) Connecting Business initiative \(CBI\)](#)
11. [United Nations Refugee Agency \(UNHCR\) in Türkiye](#)
12. [United Nations Resident Coordinator Office \(UNRCO\) in Türkiye](#)
13. [UNOCHA United Nations Disaster Assessment and Coordination \(UNDAC\)](#)
14. [World Food Programme \(WFP\) in Türkiye](#)
15. [World Bank, Europe and Central Asia](#)