

The role of the private sector in preparing for humanitarian operations

- A multiple-case study including DP-
DHL, MasterCard and Cisco

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Report 5042, Lund 2017

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Report 5042

ISSN: 1402-3504

ISRN: LUTVDG/TVRH--5042--SE

Number of pages: 72

Keywords

Disaster, risk, DRR, preparedness, private sector, humanitarian system, humanitarian operations, case study, partnership

Abstract

There are many actors included in the humanitarian system, such as NGOs, UN humanitarian agencies and governments. However, a gap in the humanitarian system can be identified where the traditional actors lack resources, which provides an opportunity for the private sector to be more involved, particularly in preparing for humanitarian operations. Therefore, in this research, a multiple-case study has been performed with three private businesses; DP-DHL, MasterCard and Cisco, with the purpose to understand the present role of the private sector in preparing for humanitarian operations and the possibility to improve this role.

Both benefits and some challenges have been revealed related to the involvement of the private sector. An understanding of their role has been obtained where it has been found that there are many possibilities for the private sector to engage in preparing for humanitarian operations. The outcomes of the engagements studied in this research imply that successful initiatives are achievable and factors of success have been formulated. These can indicate what areas should be invested in to achieve successful initiatives in the future.

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Summary

Changing conditions related to disasters can be observed, for example new disaster risks and a growing vulnerability to these risks. Disasters affect the functioning of a society and have a direct negative impact on humans. Therefore, there is a need to improve disaster preparedness to achieve more effective disaster response in humanitarian operations. In addition, a gap in the humanitarian system can be identified where traditional actors lack resources. This provides an opportunity for other actors, such as the private sector, to be more involved in preparing for humanitarian operations.

Previously, the focus for private sector engagement has been response efforts. However, more emphasis has recently been put on preparedness. In addition, the private sector has expertise through knowledge, innovation and technology, which means that there is potential for them to be involved in these types of initiatives. The purpose of this research is to understand the present role of the private sector in preparing for humanitarian operations and the possibility to improve this role. To achieve this, a research question and six research objectives have been formulated and answered.

The methodology used is a multiple-case study, where three private businesses have been subjects; DP-DHL, MasterCard and Cisco. For the data collection, semi-structured interviews with one representative from each company have been conducted and supplemented by studying documents provided by, or approved by the companies. The data was then analysed by reflecting upon codes and identifying themes. A within-case analysis allowed for identification of themes within each case, while a cross-case analysis allowed for identification of similarities and differences.

By analysing previous experience from private sector involvement in preparing for humanitarian operations, both benefits and some challenges have been revealed. Furthermore, an understanding of their role has been obtained where it has been found that there are many possibilities for the private sector to engage in preparing for humanitarian operations. Motivational factors for engagement, both external and internal, have also been observed. The findings indicate that the private sector can contribute already in preparedness, to enhance response efforts in the aftermath of a disaster, since they can provide solutions related to their core expertise that humanitarian organisations might lack.

The outcomes of these initiatives imply that successful initiatives are achievable and that the private sector can contribute to societal resilience by maintaining critical infrastructure. Furthermore, they can enhance local capacity, which can improve preparedness in a community. These cases demonstrate that challenges related to the involvement of the private sector found in literature can be overcome.

Factors of success have been found, which all seem to be important for the success of the studied initiatives; partnerships with humanitarian organisations, collaboration with other

actors, ownership, making an impact, willingness, follow-up and flexibility. These can furthermore indicate what areas should be invested in, to achieve successful initiatives in the future.

Investigating the role of the private sector in preparedness has pointed out important areas for improving this role. Firstly, it is desirable that the private sector is open to expanding their engagements. Secondly, engaging in partnerships with other actors involved in humanitarian operations is vital, since this can help overcome many challenges. Thirdly, follow-up activities can ensure that engagements have long-term impact and can enable improving initiatives. Fourthly, engagements are company- and circumstance dependent, which means that resources and possibilities must be considered by each company, as well as needs, to achieve successful outcomes. Lastly, forums where actors involved in humanitarian operations can meet and exchange experience, could help discover challenges, which thereby can enable overcoming these. The researchers perceive much potential for further investments in preparedness measures and argue that the private sector has much potential to improve their role within this area.

This area has also been identified with much potential for future research and it is the researchers wish that this master thesis will inspire others to explore the research possibilities related to this area.

Acknowledgements

This master thesis was written at the Division of Risk Management and Societal Safety at Lund University. The authors would like to thank all the people that have been involved in the work of our thesis. You have provided us with valuable guidance and support, which has greatly improved our work and without your help writing this thesis would not have been possible. Special thanks to:

Mo Hamza – For being our supervisor and giving us ideas and guidance throughout the process.

Phu Doma Lama – For being our assistant supervisor and providing us with ideas and guidance. Special thanks for continually reading through our work and giving valuable comments and feed-back.

Employee at DP-DHL – For taking time to participate in the interview, which made this research possible.

Employee at MasterCard – For taking time to participate in the interview, which made this research possible.

Employee at Cisco – For taking time to participate in the interview, which made this research possible.

Additional thanks to the people helping us to get in contact with the right company representatives.

Lund, May 2017

Amanda Hult and Lovisa Persson Segell

Abbreviations

ALNAP	The Active Learning Network for Accountability and Performance in Humanitarian Action
CSR	Corporate Social Responsibility
DIRT	Disaster Incident Response Team
DP-DHL	Deutsche Post DHL Group
DRR	Disaster Risk Reduction
DRT	Disaster Response Team
EMS	Emergency Medical Services
FEMA	Federal Emergency Management Agency
GARD	Get Airports Ready for Disaster
NERV	Network Emergency Response Vehicle
NGO	Non-Governmental Organisation
TacOps	Tactical Operations
UNDP	United Nations Development Programme
UNISDR	The United Nations Office for Disaster Risk Reduction
WFP	The World Food Programme

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1 INTRODUCTION

This section presents a background to the area relevant for this master thesis, including an explanation of the rationale behind the study. This is followed by the purpose, research question and research objectives for the thesis. It concludes with a section introducing limitations of the research as well as a description of the chosen focus.

1.1 BACKGROUND

The environment is rapidly changing, exposing the world to frequent and new risks associated with hazards and disasters (United Nations International Strategy for Disaster Reduction [UNISDR], 2015). At the same time, there is a growing vulnerability to disaster risks due to processes such as urbanisation, climate change and a growing population (Becker, 2014; Zyck & Kent, 2014). Disasters occur when the functioning of a society is disrupted and its own resources are inadequate to meet the needs, which means that humans are directly affected (UNISDR, 2009). The humanitarian system, which includes organisations and agencies performing humanitarian operations and assistance, can play an essential role in the provision of external resources (The Active Learning Network for Accountability and Performance in Humanitarian Action [ALNAP], 2015). In addition, hazards can be dealt with by efforts in different risk reducing phases in both policy and practice (Coppola, 2011; Becker, 2014; UNISDR, 2015). Preventing, mitigating and preparing for disasters are all vital measures for reducing the consequences resulting from disasters (Becker, 2014) and these actions are vital for an effective response (Coppola, 2011). Today, there is an increasing need for improving disaster risk reduction (DRR) and more specifically disaster preparedness, to ensure effective response and recovery efforts related to humanitarian operations (UNISDR, 2015).

The majority of the stakeholders involved in humanitarian operations are humanitarian and governmental organisations (ALNAP, 2015). However, the complexity of the humanitarian challenges today together with the changing conditions related to disasters require participation of other actors and increased application of proactive measures, as the current capacity of the humanitarian system is insufficient (Kent & Burke, 2011; Zyck & Kent, 2014). Consequently, a gap has been observed in the humanitarian system where traditional actors engaging in humanitarian operations have insufficient resources and knowledge (Binder & Witte, 2007), which provides an opportunity for the private sector to play an increasing role in humanitarian operations (Kent & Burke, 2011). This could include private businesses operating locally where disasters occur, as well as national- and international businesses (Zyck & Kent, 2014). Previously, the private sector mainly focused on response efforts, such as providing supplies and service but more emphasis has recently been put on preparedness work (Kent & Burke, 2011; Zyck & Kent, 2014).

Engaging in collaborative partnerships with humanitarian organisations is an example of how the private sector can engage in humanitarian operations (Binder & Witte, 2007). Following the tsunami in Southeast Asia 2004, the focus shifted from the private sector

being independent contributors to engaging in partnerships with humanitarian organisations (Zyck & Kent, 2014). The private sector possesses expertise in form of knowledge, innovation and technology, with which they can contribute in preparing for humanitarian operations (Kent & Burke, 2011). This can complement the work of other actors and can thus bring additional value, by enabling a more effective response (Binder & Witte, 2007; Kellett & Peters, 2014). Preparing for disasters can furthermore reduce costs related to disaster response (Kellett & Peters, 2014). In addition to the benefits directly related to humanitarian operations, private sector engagement can bring profit to the company (Binder & Witte, 2007; Kent & Burke, 2011; Zyck & Kent, 2014). However, there are also challenges undermining private sector engagement in humanitarian operations (Binder & Witte, 2007; Babiak & Thibault, 2009; Chen, Chen, Vertinsky, Yumagulova & Park, 2013; Bailey, 2014; Burke & Fan, 2014; Zyck & Armstrong, 2014; Zyck & Kent, 2014).

The Sendai Framework for Disaster Risk Reduction lists priorities of actions needed to be addressed to succeed in the field of DRR, including enhancing disaster preparedness for effective response and better recovery (UNISDR, 2015). Another priority listed is investing in DRR for resilience (ibid.). Resilience can be used in the context of DRR, since actions of DRR can affect the ability of a society or a community to manage disasters, which can enhance resilience (UNISDR, 2009). Furthermore, critical infrastructure is an essential part for the functioning of a society and thus it has a connection to resilience (Stewart, Kolluru and Smith, 2009; UNISDR, 2009; Chen et al., 2013). The Sendai Framework further mentions a need for investing in measures of DRR that maintain and improve critical infrastructure (UNISDR, 2015). Additionally, the Framework encourages the private sector to be more involved by incorporating DRR into their businesses.

Based on the background described above, the focus for this master thesis is private sector engagement in proactive measures, more specifically preparing for humanitarian operations. Previous research within this area is limited, which serves as a possibility to further explore this area.

1.2 PURPOSE

The purpose of this thesis is to understand the present role of the private sector in preparing for humanitarian operations and the possibility to improve this role.

1.3 RESEARCH QUESTION

What is the present role of the private sector in preparing for humanitarian operations and how can this role be improved?

1.4 RESEARCH OBJECTIVES

- Understanding disaster preparedness performed by the private sector
- Understanding the role of the private sector within the humanitarian system

- Applying case study as a methodology including conducting interviews and analysing documents
- Analysing previous experience of private businesses involved in preparing for humanitarian operations
- Investigate benefits and challenges related to private sector engagement in preparing for humanitarian operations
- Investigate if private sector engagement in disaster preparedness can contribute to societal resilience

1.5 LIMITATIONS

Paucity of time and resources resulted in several limitations. The data sources include interviews with private companies and a limited amount of reports about the system in focus. Limitations related to the methodology are presented in section 2. *Methodology*. Furthermore, because of the limitation in time and resources, this research is based on a rather narrow focus presented below. These limitations indicate that this research area could benefit from further research, and suggestions related to this are presented in section 7.1. *Future research*.

1.6 FOCUS

There are several phases included in DRR but the focus of this thesis is preparing for humanitarian operations. This is not to discard the other phases, as they are interrelated, and therefore engagement during response and recovery cannot be completely neglected in this research. Furthermore, the research has its entry point from the perspective of the private sector. There are many important actors involved in humanitarian operations, such as humanitarian actors and governments, but they are not included as subject for interviews and their views are therefore not included in this thesis. Community members in affected areas and other local actors are often first responders to emergencies (International Federation of Red Cross and Red Crescent Societies, 2012). They can thereby be a central actor within humanitarian operations, despite them not being included as responding actors within the humanitarian system as defined in this thesis. Additionally, only three businesses are used to represent the cases and the analysis is therefore based on these, which can be considered as a limitation when making generalisations.

2 METHODOLOGY

This section describes the methodological process for this research and it includes sections about case study approach, case selection, case description, data collection and data analysis. The research strategy is presented in *Figure 1* and the following section clarifies each step of the strategy in more detail. Lastly, the limitations related to the chosen methodology are presented.

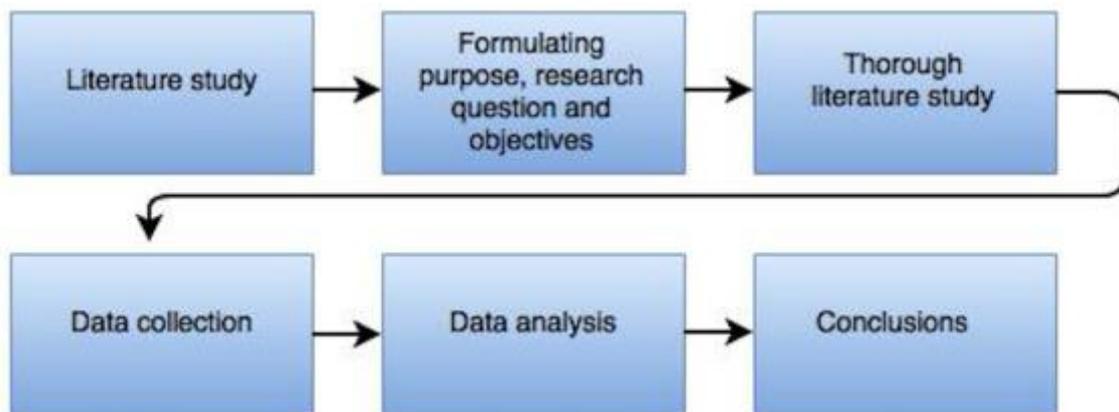


FIGURE 1. THE WORK PROCESS OF THIS RESEARCH, IN A SIMPLIFIED FORM.

2.1 CASE STUDY APPROACH

A qualitative case study approach was adopted to enable a detailed study of private sector engagement in preparing for humanitarian operations. This approach enables explaining real complex situations (Yin, 2009). Qualitative research is based on descriptions by words instead of numbers when collecting and analysing data (Bryman, 2016). This approach is deemed suitable for an inductive research strategy, adopted by this thesis, which is data driven.

A case study focuses on one or a few cases and can produce a detailed description of events, relationships, experiences or processes in the cases studied, both at a specific point in time or over an extended period (Yin, 2009; Denscombe, 2010; Neuman, 2013). It is thus possible to study the cases in more detail, which can generate results that would not have been possible to achieve with a wider approach covering many cases (Denscombe, 2010). Furthermore, this approach enables studying interconnected and interrelated processes which makes it possible to understand the complexity of a situation. One of the most important advantages with this approach is that it does not only focus on the results but also on the reasons why those results were obtained (ibid.). Another advantage is that the cases are studied in their natural settings (ibid.).

The case study began with a literature study to explore the research area and enable formulation of a research question and objectives (Yin, 2009). Understanding the research area and the theoretical background, early in the process is important because analytical judgements need to be made during the data collection (ibid.). After the research question and the objectives were formulated, a more thorough literature study was made to

understand the situation according to other authors. Since the researchers were unexperienced in this field, this was necessary to understand the research area and to enable formulating interview questions. The purpose with this literature study was to understand the humanitarian system, the actors involved and the benefits and challenges related to this area. For the literature study, search engines such as Google and LUBsearch were used. A useful method for collecting literature was through cross-references, which means searching for more literature in the references of literature found useful for the research area. This literature study resulted in the section 4. *Literature study*.

2.2 CASE SELECTION

A case study means selecting one or a few cases from a wide variety of options (Creswell, 2013). The case study in this thesis consists of three private businesses involved in preparing for humanitarian operations. Yin (2009) names this type of case study a multiple-case study.

In the first screening for companies, the criterion used was that the cases should be relevant for the purpose of the research. This meant that much time was spent on doing background research on companies to see if they were involved in preparing for humanitarian operations, to avoid choosing companies that later were found not being applicable, which is in line with the recommendations by Yin (2009). In addition to this criterion, there was a general openness regarding which companies to choose, for example concerning size, location (national or international) and field of business. However, businesses from different relevant fields were purposefully selected to demonstrate the diversity of initiatives. When searching for companies, different approaches were used. Firstly, a general search on webpages of companies which were known to the researchers was performed. However, this resulted in only covering a limited number of companies. Therefore, this was supplemented by using reports about previous examination of business involvement in humanitarian operations. One of the main sources used for this was a report by Binder and Witte (2007). Furthermore, a webpage search of relevant actors from the humanitarian side, such as the UN and United Nations World Food Programme (WFP), was conducted for information on partnerships. The companies found appropriate for the case study were then approached through e-mails.

2.3 CASE DESCRIPTION

When using a case study approach, it is important to explicitly state what each case comprises, which can be done by defining each case and set boundaries in time, space and events (Denscombe, 2010). However, this part can be challenging because sometimes clear end points are lacking, which means that the researcher must decide on appropriate boundaries (Creswell, 2013). Due to that there were differences in the scope of the involvements between the companies, different boundaries were set for each of the cases.

The cases are time independent since the projects studied are on-going and not restricted by a certain event. One interview per case was conducted with a relevant employee at the

company. Potential efforts in humanitarian operations related to fund-raising and donations were not considered in any of the cases. Descriptions and boundaries for each case are presented in the sections below.

2.3.1 CASE 1 - DEUTSCHE POST DHL GROUP

This case is centred around the partnership between Deutsche Post DHL Group (DP-DHL) and United Nations Development Programme (UNDP). A part of the company's corporate social responsibility (CSR) commitment is the GoHelp project, which includes the preparedness programme Get Airports Ready for Disaster (GARD), the initiative in focus. The second part of this project is Disaster Response Teams (DRTs), which to a large extent was excluded in the case since GARD is an extensive project. The primary data was gained from an employee, who works as a team member of the GoHelp project with administrative duties before, during and after deployments and workshops. He recently joined the company and joined the GoHelp project a month and a half ago.

2.3.2 CASE 2 – MASTERCARD

This case focuses on a partnership between MasterCard and WFP. The case comprises the two initiatives Integrated Giving and Digital Food. The primary information was given by the corporate strategy leader for Public Private Partnership at MasterCard. He has been employed at MasterCard for almost nine years and took over the responsibility for the partnership with WFP in December 2016.

2.3.3 CASE 3 - CISCO

This case comprises Cisco's disaster response team called Tactical Operations (TacOps) and the volunteer group of Cisco employees called Disaster Incident Response Team (DIRT). The lead operations coordinator for the TacOps team, who is also the global project manager for the DIRT team, was interviewed. He has been employed at Cisco for about 10 years and has been a member of the TacOps team for two and a half years. His role is ensuring that his team is ready when leaving for deployments and that all preparations are arranged. Some of the responsibilities include housing, food, contact with local governments and arranging logistics to get the team to the countries selected for deployments.

2.4 DATA COLLECTION

2.4.1 SAMPLING METHOD

In this thesis, the sampling method chosen for the data collection was purposive sampling, which is based on a strategic choice of interview objects (Bryman, 2016). This indicates that the interviewees can be chosen according to their relevance for the research question (Yin, 2009). In each of the cases, single telephone interviews were conducted, one interview per company. The interviews were complemented with documents provided by, or approved by the interviewees. Using multiple sources for data collection is encouraged by Yin (2009) and Denscombe (2010) and can be chosen based on what is appropriate for the research. The companies studied are global businesses and the interviewees were

located abroad and in different countries. Since visiting their countries respectively, to make own observations was impossible, telephone interviews served as a tool for data collection. Documents were mainly used to collect background information about the initiatives for the researchers to get a general understanding of what they comprise. Examples of documents used are CSR- and annual reports, fact sheets, brochures and webpages. Studying documents enabled formulating the interview questions accordingly, depending on their specific engagement and information available. As an example, there was less background information to obtain about the MasterCard initiatives, why the interview questions for MasterCard were designed to collect that information during the interview.

2.4.1.1 PREPARING FOR DATA COLLECTION

Yin (2009) argues that preparing for the data collection is an essential part of the case study with the intention to ascertain skills of the researchers necessary to conduct successful interviews. The preparation guidelines considered by the researchers for this thesis is presented in this paragraph.

During the data collection, there is a need to continually evaluate what has been revealed, which can require that the researcher need to develop new questions during the interview, which is possible when using semi-structured interviews (Yin, 2009). Moreover, this requires that the researchers have adequate knowledge about the research area to have the possibility to quickly adjust the interview (ibid.). Additionally, it is important not to ask leading questions as well as being non-judgemental and the interviewer should not reveal own opinions (Bryman, 2016). These abilities also require being a good listener, meaning not only listening to the words spoken but also considering how things are said (Yin, 2009; Bryman, 2016). Lastly, it is important to have an open mind and not being biased to avoid trying to conform the data collection with previous gained knowledge (Yin, 2009).

The interview questions were informed by the research objectives and question, to achieve the purpose of the research. The conceptual framework was also used as a basis for creating the interview questions, to allow for certain wording of the questions, such as using "critical infrastructure" to describe resilience. As mentioned, background research on the cases was performed to limit the amount of time used during the interview for descriptions possible to find in external reports.

2.4.1.2 QUALITATIVE INTERVIEWING IN FORM OF SEMI-STRUCTURED INTERVIEWS

Interviews enable studying complex situations and allows for studying a subject in detail (Denscombe, 2010). This type of data collection approach makes it possible to gain knowledge of the interviewee's perspective of a situation (Kvale & Brinkmann, 2009; Bryman, 2016). This approach is appropriate when conducting qualitative research with an aim to consider complexity in a system from an actor's point of view (Yin, 2011). Semi-structured interviews deemed appropriate for gathering information about the private sector's experience within the area of humanitarian operations. Unstructured and

semi-structured interviews are both part of qualitative interviewing methods which allows for flexibility and adjusting the interview throughout the process (Yin, 2011; Bryman, 2016). Examples of this can be rephrasing of questions, including new questions or changing the order of the questions, depending on the interview object. Yin (2011) mentions that it is performed under conversational conditions which implies a possibility for a two-way communication between the interviewer and the interviewee.

This research was based on semi-structured interviews conducted with support of an interview guide including pre-defined questions with an open-ended characteristic, which is in line with recommendations by Denscombe (2010). This approach enabled the interviewees to elaborate on their own thoughts and ideas related to the topics discussed during the interview. Since this was a multiple-case study, some structure during the interviews was needed to enable comparing the cases (Bryman, 2016). Enabling comparability was an additional reason behind the choice of semi-structured interviews instead of unstructured interviews.

2.4.1.3 CONDUCTING AND TRANSCRIBING THE INTERVIEWS

The questions asked during the interviews can be seen in section 9. *Appendix A*. The length of the interviews varied between 30 to 43 minutes. The interviews were conducted by telephone, which is an effective option for generating comprehensive results (Bryman, 2016). Telephone interviews can be more allowing for sensitive questions since an interviewee might be more comfortable answering questions of this character when not being in the same room (ibid.). The interviews were conducted in a quiet setting, where no unnecessary disturbances were present and they were also recorded. Moreover, the researchers were prepared to take notes during and after the interview, which is suggested by Bryman (2016), to enable drawing conclusions from important aspects such as mood, manner and the setting. However, the researchers realised during the first interview that it was more valuable to listen carefully to the interviewees elaborations on different topics, than to concentrate on taking notes on other aspects. Listening carefully enabled formulating new questions throughout the interview.

After the interviews were conducted, a transcription was written for each interview, which served as the primary data. The transcription process was the first step of analysing the data (Kvale & Brinkmann, 2009). Recording and transcribing can facilitate analysis of data by enabling more exhaustive and repeated evaluation (Bryman, 2016). It can furthermore limit human biases of the interviewer, enable secondary analysis of the findings for other researchers and allows for reusing collected data in other research. For all interviews, one researcher did the transcription and the other researcher performed a second listening to the recording while reading through the transcription. This was made to ensure that the transcript was as correct as possible when beginning summarising the findings.

2.5 DATA ANALYSIS PROCESS

Qualitative data resulting from conducting interviews and studying documents tend to be relatively unstructured, which requires organisation to enable making interpretations and drawing conclusions (Bryman, 2016). Therefore, after transcribing, the data was subjected to coding. This step involved dividing the data from the interviews into themes. The data from the documents was also divided into themes by performing a content analysis. Familiarity with the data and reflecting upon codes and significant phrases was ensured by a thorough reading of the cases, which enabled an understanding of how the obtained data related to the research question and objectives (Yin, 2011). In fact, this process already began during the transcription, since listening to the interviews resulted in new ideas and insights emerging. Furthermore, reflecting upon the codes enabled identifying themes related to the research area. Relations between different codes were acknowledged and included in the themes. Repetition of codes in the data served as an indication of a potential theme, both within a case and between different cases (Bryman, 2016). Such thematic analysis allows for maximum transparency about the theme construction process, how themes emerged and why they are significant for the research area (Bryman, 2016).

Since it is a multiple-case study, the approach used was to first study each case separately, a within-case analysis, where themes within each case were identified (Creswell, 2013). Then, a cross-case analysis was performed to identify themes across the cases and discover similarities and differences (ibid.). For example, the theme *Follow-up*, emerged after codes about "follow-up" and "sustainability" were compared and integrated.

The process of coding was followed by interpretation of the data to obtain an understanding of the findings, which was necessary to reach valid conclusions. In line with recommendations by Yin (2011), the interpretations were performed while reflecting on aspects such as if the data adds value to other literature or if it is repetition of what has been stated previously. Furthermore, other aspects considered were a constant attention to the data obtained and an attempt to be creative (ibid.). Additionally, fairness was considered, indicating that others in the same position should interpret the findings similarly (ibid.).

2.6 ETHICAL CONSIDERATIONS

The interviewees were asked if they wanted to stay anonymous in the thesis or if they approved of their names being presented. All interviewees approved of the latter. However, using their names was not considered relevant for the findings or the analysis, why the researchers decided to only present their gender and their position and responsibilities at the company respectively. All interviewees approved of being recorded which enabled analysing both what and how the interviewees responded to questions and further allowed for concentrating on potential follow-up questions instead of taking notes on what was said (Bryman, 2016).

The interviewees were informed about the purpose of this thesis, to understand the present role of the private sector in preparing for humanitarian operations and the possibility to improve this role. Furthermore, the interviewee from DP-DHL requested the interview questions to be sent beforehand. Since this was the first interview, the questions were sent to the following interviewees before their interviews as well.

2.7 CONSTRAINTS AND LIMITATIONS

One main criticism to case studies is that this research approach can reduce the ability to generalise the findings (Yin, 2009). However, Yin (2009) and Denscombe (2010) argue that it is possible to make generalisations. Furthermore, when choosing multiple cases, the possibility to generalise increases but the level of detail for a case can be reduced (Creswell, 2013). Therefore, in this thesis, generalisations were made to some degree with critical awareness of possible limitations.

A limitation concerning case selection could be with regard to selecting few cases, in this research three, while being well aware that a wide variety of businesses are involved in this field. Two problems emerged when approaching the companies. Firstly, there was a small amount of information available on companies' webpages in general. This resulted in problems in finding suitable companies. It was only larger companies that provided information about preparedness initiatives related to humanitarian operations on their webpages and therefore these were the ones contacted. Furthermore, the approaches used to search for cases have yielded findings concerning only successful initiatives. Secondly, there was a low response from the companies contacted in general. In some cases, a response from the company was received but the interview request was sent forward to another person, failing to provide interview appointments. Due to the low level of response, different ways of reaching relevant people to interview at the companies were needed. For example, MasterCard was first contacted through a general e-mail with no response. Therefore, their partner organisation WFP was contacted and by this effort, MasterCard responded. The delay in responses limited the choice of cases that could be included in the study. As a result, only the responsive companies were chosen as cases. Nonetheless, the researchers could secure companies from different sectors and the idea to illustrate the diversity was achieved after all.

An issue which can serve as a limitation in all interview situations is that there is always a possibility that interviewees feel observed during interviews. This can result in them not behaving as usual and thereby do not describe an authentic situation (Denscombe, 2010). However, it is impossible to determine if this was the case for this research, why this issue was not discussed as affecting the findings. Yin (2009) discusses that it can demand time and training to obtain a good level of interview skills. Since the researchers are not experienced in the field of interviewing there are no guarantees that the preparation phase improved the quality of the interviews. Furthermore, a pilot interview could have ensured that the questions were valid for the research but limitations did not allow such pre-emptive actions.

Only one employee at each company was interviewed which could be a limitation since one person might not have all information. In addition, the time devoted to the interviews was limited which might have impacted the findings, since limited amount of information could be gathered. Furthermore, telephone interviews are usually shorter than face-to-face interviews, since people tend to finish the latter faster (Bryman, 2016). Another shortcoming observed in the interviews was that it was difficult to build an acquaintance with the interviewees over the telephone, which might have affected the level of trust. Conducting interviews on telephone furthermore prevents observing body language, which for example can limit the possibility to analyse the interviewee's emotions and mood (Bryman, 2016). There are also limitations related to gathering observational information about for example setting (ibid.). Furthermore, the interviews were conducted in English, which might have affected both how the questions were constructed and the interpretations of the replies, since the researchers are not native speakers of English and this can potentially serve as a language barrier. For example, some questions were misinterpreted by the interviewees but the researchers did not realise this until the transcription was performed.

When performing the data analysis, knowledge and insights previously gained might have influenced the construction of themes. This could be positive because the connection to the research area is clear but could possibly also be negative due to the researchers' biases and a reduced openness to new ideas, why it is vital to be aware of this to enable minimising them and reflect critically on what has been discovered (Yin, 2011). Although, being potentially biased was unavoidable due to the performed literature study.

3 CONCEPTUAL FRAMEWORK

In this section, important terminology from literature is discussed and how these concepts are used in this research.

3.1 DISASTERS

In this thesis, disasters are defined as events with negative consequences on human, material, economy and environment, with a level of severity that affects the functioning of a society and overwhelms its own resources (UNISDR, 2009). Therefore, a disaster situation requires external assistance. It is important to consider that disasters do not exist naturally but are events developing from hazards due to vulnerable conditions (Wisner, Blaikie, Cannon & Davis, 2003; Wamsler, 2014). Hence, vulnerability in this context refers to the susceptibility of being negatively affected by disasters (Coppola, 2011) and vulnerability depends on social, political, physical, economic and environmental factors (Wisner et al., 2003; Coppola, 2011). These factors differ in different locations and therefore the vulnerability varies, which can affect the risk of disasters occurring. Additionally, vulnerability can be affected by human actions and it is thus possible to prevent hazardous events from developing into disasters and reduce their impact on society (*Figure 2*) (Wamsler, 2014).

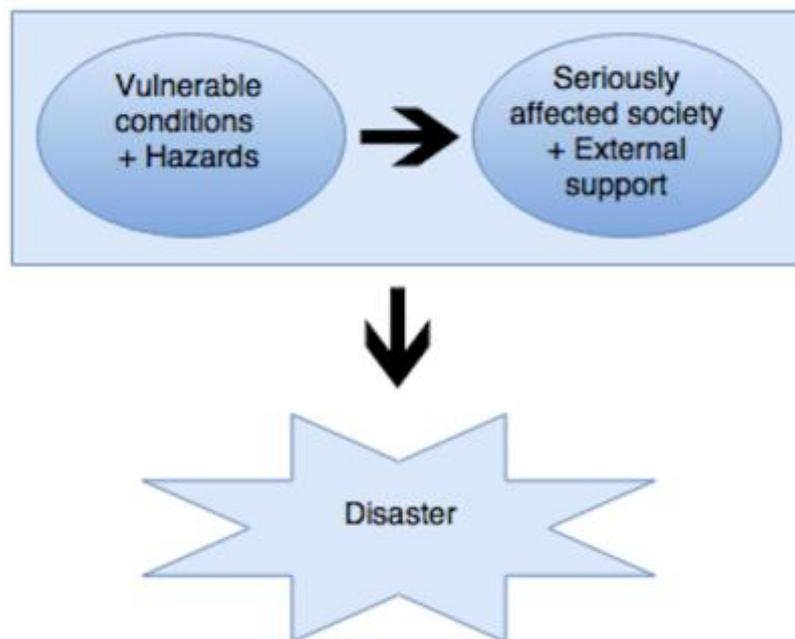


FIGURE 2. THE CONDITIONS CAUSING A DISASTER. ADAPTED FROM THE DEFINITION OF DISASTER BY UNISDR (2009).

Disasters can be caused by different types of hazards, for example natural hazards such as drought and earthquakes and man-made hazards such as war and terrorism (Coppola, 2011). For a disaster to occur, a risk for this to happen must exist (ibid.). An important aspect is that risk includes uncertainty about the likelihood of an event to happen (Renn, 1998). This implies that if there is a risk of a disaster occurring, it might or might not

happen in the future. A definition of risk is the likelihood of an event occurring multiplied with the consequences that follow if the event occurs (Coppola, 2011). However, this technical definition has been criticised for excluding human values, since it can be argued that risk is not an objective concept (Renn, 1998; Slovic, 2001; Coppola, 2011). In addition, there has been a discussion about if risk can refer to both positive and negative outcomes (Renn, 1998). However, since the focus in this thesis is disasters, risk only refers to negative outcomes.

3.2 DISASTER RISK REDUCTION

The concept used in this thesis for describing how potential disasters can be managed through reducing the likelihood and the consequences is DRR. UNISDR (2009, pp. 10-11) defines this concept as follows:

"The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events."

The definition above implies that this approach focuses on reducing disaster risks proactively to lessen the occurrence of disaster risks and the impact these have on society, through activities and measures of prevention, mitigation and preparedness. However, it is impossible to reduce all potential risks through proactive measures and thus there will always remain a residual risk even with effective DRR, which makes response and recovery essential (UNISDR, 2009). Hence, DRR is an approach that can minimise the residual risk and consequently, preparedness can contribute both to a reduced residual risk as well as help dealing with the inevitable residual risk through effective response and recovery.

3.3 RESILIENCE

Resilience is a broad concept that has been described and used differently in different fields throughout history, such as mechanics, psychology and ecology (Alexander, 2013). One approach to describe resilience focuses on reaching equilibrium but this has evolved to include development, adaptation and complexity (ibid). Furthermore, resilience can be described by including a systems perspective, where resilience is a property of the system that emerges from local interactions and relationships (Bergström & Dekker, 2014). This implies that one single actor cannot make the system resilient but instead all actors have an impact on this emergent property by their local actions and interactions. Resilience can be applied on systems of varying scales, from an individual to an entire society (ibid). These levels are connected and absence of individual resilience can undermine societal resilience. However, societal resilience cannot be defined as the sum of the resilience of all individuals (Alexander, 2013). Consequently, a society can be resilient without all its components being resilient.

This thesis focuses on societal resilience, where the society can be viewed as a system. This system consists of humans and their environment with relations and interdependencies among them, making it complex. It is characterised by dynamics and an endeavour to develop. The dynamic property of the system makes it essential to view resilience as a continuous process and not only a static outcome (Mitchell & Harris, 2012). There are several processes of change that influence these dynamics, which furthermore can have an impact on risk and resilience (Becker, 2014). Some of these processes are occurring without influence from human actions but the majority are dependent on human activity, for example globalisation, climate change and technological development (ibid.). Therefore, it is important to include the abilities and capacities of humans when studying societal resilience, by using both proactive and reactive measures as well as knowledge, skills and tools (ibid.). An approach that enables increasing societal resilience is DRR, where proactive measures can be applied by humans to decrease the risk of disasters (UNISDR, 2015). Furthermore, it is not possible to prevent and mitigate all potential risks and therefore preparedness is crucial to enable handling the remaining risk (Becker, 2014). Actions of preparedness can increase a society's coping capacity when disasters occur and thereby increase societal resilience (Harris, 2013; Becker, 2014). One of the goals of the Sendai Framework for Disaster Risk Reduction is for different sectors of society, such as authorities and the private sector, to strengthen societal resilience through DRR (UNISDR, 2015). When applying resilience in the societal system in the field of DRR one definition is:

"The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions." (UNISDR, 2009, p. 24)

Critical infrastructure is vital for a functioning society and their close relation indicates that the society will be greatly affected if the function of critical infrastructure is disturbed or destroyed, which can be the case during disasters (Stewart et al., 2009; Chen et al., 2013). Additionally, according to the Sendai framework maintaining critical infrastructure is one of four priority areas where the private sector can engage in DRR (UNISDR, 2015). Furthermore, many critical infrastructure sectors in society are owned or partly owned by the private sector, why they are an important actor for maintaining these functions (Chen et al., 2013). Examples of critical infrastructure are transportation systems, telecommunication systems, information technology, water supply, food distribution, health care and financial services (Stewart et al., 2009).

When constructing a system for studying resilience, it is important to be aware that the boundaries chosen for the system will always result in an analytical sacrifice (Bergström & Dekker, 2014). However, due to the complexity of society, it is necessary to set boundaries for the observed system (ibid.). Therefore, in this thesis, it is only considered how DRR in terms of preparedness can affect resilience of a society. Furthermore, critical infrastructure is chosen to represent resilience in this research, since this has been observed as an important function for society (Stewart et al., 2009; Chen et al., 2013).

3.4 PREPAREDNESS

The definition of preparedness used in this thesis is:

“The knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current hazard events or conditions.” (UNISDR, 2009, p. 21)

This definition allows for connecting the function of preparedness to actors of society. Preparedness offers the possibility to absorb stress or shocks (Harris, 2013), which is important to achieve resilience (UNISDR, 2009). The definition connects preparedness to response and recovery and actions of response and recovery are not effective if isolated from preparedness (Coppola, 2011). In addition, effective response and recovery demand involving actors involved in humanitarian operations at an early stage, in preparedness efforts (Kent & Burke, 2011). Furthermore, preparing for disasters can be more cost efficient than responding to disasters, when no preparedness measures have been applied (Becker, 2014). Preparedness can be viewed as a continuous process and not a static function (*Figure 3*) (Perry & Lindell, 2003). This continuity is important due to the different processes of change mentioned above in the section 3.3. *Resilience*, such as globalisation and climate change. These dynamics can result in new hazards emerging and changes in capacity and vulnerability which creates a need to continuously adapt preparedness to new conditions to be effective.



FIGURE 3. THE CONTINUOUS PROCESS BETWEEN PREPAREDNESS, RESPONSE AND RECOVERY.

In this thesis, preparedness includes all activities performed proactively to make response and recovery more effective. Such measures can be planning, exercise, education and training (Harris, 2013; Kellett & Peters, 2014). It can also be establishing a resource base and effective resource allocation (ibid.). Furthermore, risk- and vulnerability assessments can serve as important inputs to preparedness (Perry & Lindell, 2003; Abrahamson, Johansson, Fredholm, Eriksson & Jacobsson, 2007), which indicates that these assessments are also an important part of preparedness. All preparedness activities are independent measures, but preparedness is most effective when these are applied in combination (Kellett & Peters, 2014).

4 LITERATURE STUDY

In this section, previous research related to the area of this thesis is presented.

4.1 THE HUMANITARIAN SYSTEM AND THE STAKEHOLDERS

To investigate the role of the private sector in preparing for humanitarian operations, an understanding of the humanitarian system and the context in which the private sector operates is essential.

According to ALNAP (2015), the humanitarian system can be described as a network of interrelated organisations and agencies engaging in humanitarian operations and assistance, when local and national resources are inadequate to meet existing needs. The core actors of the humanitarian system are those who perform humanitarian actions and aid assistance as their main business, such as UN humanitarian agencies, non-governmental organisations (NGOs) and International Red Cross and Red Crescent Movement (*Figure 4*) (ibid.). These actors often share common goals and are working in accordance with similar normative principles and standards (ibid.). They operate according to guidelines created to formalise humanitarian relief operations, to improve relationships between NGOs and other actors (Coppola, 2011).



FIGURE 4. THE HUMANITARIAN SYSTEM AS DESCRIBED BY ALNAP (2015).

Local governments responsible for disaster response can also be viewed as being part of the core actors during humanitarian operations (ALNAP, 2015). DRR is mainly performed by governments and local actors and it is desirable to reduce the vulnerability to risk on local levels (Kent & Burke, 2011, UNISDR, 2015). While nations are responsible for DRR in general, the Sendai framework states that this responsibility should be shared with other actors in practice (UNISDR, 2015). Governments authorise humanitarian operations when disasters occur, enabling external actors and governments within other countries to get access to operate in affected areas and they furthermore organise the external resources (Cozzolino, 2012). The legislation established in the nation where humanitarian operations are executed decides the restrictions for the humanitarian operations (Coppola, 2011; UNISDR, 2015). Governmental preparedness actions include planning for disaster response and exercises and training, to detect issues with the plans and enhancing the knowledge of roles and responsibilities (Coppola, 2011). Governmental knowledge in affected societies might furthermore be required for DRR work and disaster preparedness to obtain expertise (Kent & Burke, 2011). Moreover, humanitarian operations require knowledge about governmental needs to enable other actors to complement the existing resources in the area (ibid.).

The actors mentioned above are only a fraction of actors involved in disaster preparedness. Gaps can be identified in humanitarian relief where the traditional actors do not have enough knowledge, resources and capacities (Binder & Witte, 2007). Therefore, external actors such as private companies can provide support to nations in terms of resources and knowledge, which can facilitate the required actions in the area exposed to disasters (UNISDR, 2015). Private organisations not having humanitarian aid as their main function can often play a vital role in humanitarian activities and can contribute to the work of the humanitarian organisations, even if they are located at the edge of the humanitarian system (ALNAP, 2015). Since the focus for this thesis is private sector involvement, a separate section on their contribution is presented below.

4.2 PRIVATE SECTOR

According to Kent and Burke (2011) the role of the private sector in disaster reduction will increase and this area is where the private sector has possibilities of contributing even more than before. If the private sector is going to be part of DRR, it requires that it is done in line with existing national and international frameworks and furthermore takes local capacity into account to best support governments and actors locally, rather than the private sector being the predominant stakeholder (ibid.). Kent and Burke (2011) argue that humanitarian operations will require expertise, innovation and technology, which will demand involving specialised sectors contributing with specific capacities and this can be provided by the private sector. Presence of the private sector is mostly seen in the response phase of humanitarian operations, although the authors mention that the private sector lately has started to include preparedness activities such as training together with humanitarian organisations (ibid.). Kent and Burke (2011) state that DRR could profit from private sector involvement, although it can be difficult to understand how to engage

in this compared to response efforts. Furthermore, it can be difficult to motivate engaging in humanitarian efforts due to friction between such investments and other driving forces of business such as economic growth and sustainability (ibid.). The most common areas where the private sector engage in humanitarian operations are for example telecommunications, financial services, logistics and construction (Zyck & Kent, 2014). The authors describe a gap associated with other important aspects of humanitarian operations, such as education, health care services and coordination information management.

4.2.1 PARTNERSHIPS

The variety of actors involved in humanitarian operations require coordination within and between these, to achieve effective DRR (UNISDR, 2015). Furthermore, DRR requires clear responsibilities for the different actors to ensure complementing each other. Private sector engagement in humanitarian operations has previously been limited to activities such as donations in cash and in-kind (Zyck & Kent, 2014). However, lately new forms of engagements have emerged, where partnerships between private sector and humanitarian organisations is one example (ibid.). According to Binder and Witte (2007), a significant increase in partnerships was noted as a result of the Indian Ocean tsunami in 2004.

4.2.1.1 WAYS OF PARTNERING

Partnerships can include initiatives between actors of different sectors, for example between private sector, UN agencies, NGOs and governments (Binder & Witte, 2007). The formations can vary in which actors are involved but also in the number of actors, where there are partnerships only including two partners and large partnerships of more than ten partners (ibid.). Partnerships in the studied context are voluntary and collaborative where they are aiming for achievement of a mutual objective or an explicit mission (ibid.). They can furthermore result from a wish to distribute the risks and responsibilities between the actors along with the resources and benefits (ibid.). Drummond and Crawford (2014) question the sustainability of some partnerships due to a lacking profit for the private sector. Although, Binder and Witte (2007) argue that partnerships including the private sector are not mainly based on financial motives from the private sector's perspective, but are established due to their wish to show their social commitments in form of CSR.

There are different ways of working in these collaborate partnerships based on relationships and interactions among the actors (Zyck & Armstrong, 2014). The authors mention that humanitarian organisations tend to perceive the private sector in two roles, as suppliers of goods and services and as being donors. However, the private sector prefers to contribute with technical expertise and in-kind contributions of their core services rather than financial donations (ibid.). Although, the authors state that partnerships are often negotiated without technical experts present and therefore collaboration tend to be cash or in-kind contributions, which implies that technical innovations based on the company's expertise can be neglected.

4.2.2 BENEFITS RELATED TO INVOLVEMENT OF THE PRIVATE SECTOR

Tomasini and Van Wassenhove (2009) argue that private sector involvement in humanitarian operations centres around profit driven efforts for business development, but they also state that this is far from their only incentive for engaging in complex operations of this nature. The authors claim that private sector engagement is becoming increasingly focused on genuine efforts based on social responsibility, CSR, which is further supported by Zyck and Kent (2014). This social commitment, often formed as partnerships with humanitarian organisations, can enable learning from each other and can thereby enhance their abilities and the operations (ibid.). In cases where engagement is related to the core business of a company, learning for business performance can also occur (Binder & Witte, 2007). Kent and Burke (2011) mention that another incentive for engaging in DRR from a business perspective can be that successful risk reduction can assure their operations being able to steadily continue and in a safe environment. Thereby, the private sector can contribute with protecting both communities and their own businesses. Zyck and Kent (2014) also highlight that the global dimension, which is common in businesses today, can contribute to businesses being affected by disasters in terms of affected employees, customers, suppliers and critical infrastructure. This can result in an increased importance for the private sector to get involved. Additional possible benefits for private companies when involving in humanitarian operations are increased brand reputation among customers and potential employees, improved staff morale and willingness to stay within a company and it can furthermore encourage development of innovation and technology (ibid.).

The private sector tends to prefer engaging in prominent disasters with rapid appearances (Zyck & Kent, 2014). This can be explained by reasons such as larger media exposure for these types of disasters, making an impact on more people, as well as the necessity of a quick mobilisation, which the private sector has the possibility to provide. However, this selection of certain disasters could possibly also be a challenge. Nevertheless, in some countries where there is a strong wish for independency, the private sector could be even more trusted than humanitarian organisations due to their non-political position compared to humanitarian organisations, which potentially can be influenced by other countries' agendas (Zyck & Kent, 2014). This can result in a need for humanitarian organisations to collaborate with the private sector, to enable operations in these areas.

4.2.3 CHALLENGES RELATED TO INVOLVEMENT OF THE PRIVATE SECTOR

The private sector is on the edge of the humanitarian system and is not working under the humanitarian principles and code of conduct as the actors which have humanitarian actions as their main business (ALNAP, 2015). Engaging the private sector can therefore risk that humanitarian operations are no longer performed in line with the humanitarian principles (Binder & Witte, 2007) and the humanitarian sector perceives these principles as vital (Zyck & Kent, 2014). Furthermore, the entities that are located on the edge have different mandates with a supposedly smaller role to play due to their position at the periphery. The private sector being placed at a peripheral position thus leads to an

assumption that implies a smaller role and limited opportunities for participation.

Additionally, humanitarian disasters related to conflict do not attract the private sector due to risks of damaging the brand reputation by indicating a chosen standpoint (Binder & Witte, 2007; Zyck & Kent, 2014). In these situations companies cannot guarantee the security of their employees (Binder & Witte, 2007). This could limit the private sector's opportunities to be involved. Zyck and Kent (2014) discuss that humanitarian organisations prefer leaving the private sector out in times of conflict, since their view is that these situations require even greater respect of the humanitarian principles during operations.

4.2.3.1 POTENTIAL CHALLENGES RELATED TO PARTNERSHIPS

Several challenges exist related to partnerships, which can affect private sector involvement. Babiak and Thibault (2009) highlight that a high frequency of failure exists in partnerships between different sectors. They furthermore discuss the balance between benefits and challenges and the importance to overcome certain challenges, to achieve a beneficial collaboration. Developing important partnerships can be a time-consuming process over several years, but when the situation requires quick actions, these can be arranged on a short-term basis created on mutual understanding of the objectives (Bailey, 2014). Chen et al. (2013) discuss problems that can emerge related to lack of social capital, for example trust, the ability to have an exchange with mutual benefits and commitment to the collective. The authors further state that these factors are important for successful partnerships. However, social capital is often based on a long-term relationship, which indicates that it can be lacking in partnerships developed quickly (ibid.). Burke and Fan (2014) support this and state that mistrust can arise from the short-term relationships formed under disaster response as well as due to competition. To establish these long-term partnerships there is a necessity of a great contribution of efforts (Binder & Witte, 2007). Additionally, to create successful partnerships a connection must exist between identified needs, competences on offer and the conditions for maintaining the partnership (ibid.).

Mistrust between different actors in humanitarian operations has been carefully discussed in literature. The views of the private sector from other actors' perspective can be negative, which can result in unwillingness to include the private sector and can cause barriers to collaboration (Zyck & Armstrong, 2014). This negative view can also be observed in the opposite direction (ibid.). Zyck and Armstrong (2014) state that a mutual mistrust can exist between the different actors, where humanitarian agencies perceive the private sector as only profit-driven and the private sector perceives humanitarian agencies as ineffective. This is supported by Burke and Fan (2014) who mention that these issues can arise from different ways of working, such as different timeframes for commitment in humanitarian operations and different objectives for their contribution. They argue that the private sector is aiming for visible and fast results of its actions and that the humanitarian sector is more focused on the process itself and is therefore not as interested in the quick outcomes. Zyck and Armstrong (2014) support this by stating that the private

sector considers the decision-making to be slow and unclear. After the earthquake in Haiti, the private sector believed that lacking coordination between humanitarian organisations and between humanitarian organisations and the government was obvious, leading to the private sector mistrusting humanitarian organisations (Bailey, 2014). The author argues that mistrust arise because of their different motives for engaging in humanitarian operations. However, she also states that this does not necessarily need to be a barrier for collaboration, if humanitarian organisations believe that collaborating with the private sector will contribute to the humanitarian objectives and when efforts are implemented in line with the humanitarian principles.

Burke and Fan (2014) discuss another challenge being an individualistic focus rather than a holistic view of the contribution potential for example by focusing on what is offered by other actors instead of trying to understand how collaboration could increase success. Zyck and Kent (2014) support this by stating that this issue can undermine the development of innovative partnerships. Additionally, there is a lack of knowledge from both entities regarding one another's capabilities and needs (Zyck & Armstrong, 2014). Collaboration between different actors could benefit from a wider knowledge of each other's roles and agendas (Burke & Fan, 2014). Humanitarian organisations have limited understanding of all the possible contributions the private sector can bring into humanitarian operations (Burke & Fan, 2014; Zyck & Armstrong, 2014). Furthermore, a difficulty for private sector involvement in humanitarian operations is understanding potential areas for engaging in preparedness (Bailey, 2014; Burke & Fan, 2014; Zyck & Armstrong, 2014). Thus, this seems to be a two-way issue. In addition, a possible challenge is that the different actors can have difficulties distinguishing whom to approach in these situations (Burke & Fan, 2014). Zyck and Armstrong (2014) also note such barriers and add that in some cases, humanitarian organisations do not seem to be ready to involve the private sector. Lastly, different understanding of terminology can act as a barrier in partnerships as well as lack of accessible and updated information (Burke & Fan, 2014; Zyck & Kent, 2014).

Despite existing challenges for successful partnerships, Binder and Witte (2007), Bailey (2014), Burke and Fan (2014), Drummond and Crawford (2014) and Zyck and Armstrong (2014) all show examples of innovative partnerships they mean can play an important role in disaster preparedness and relief, which indicates that it is possible to overcome these challenges.

5 FINDINGS

This section summarises the primary data obtained in the interviews and the documents provided or authorised by the companies studied.

5.1 CASE 1: DEUTSCHE POST DHL GROUP – GARD

5.1.1 COMPANY BACKGROUND

DP-DHL is a German mail and logistics company shipping by air, sea and land and is operating globally (Deutsche Post DHL Group, 2016a). According to the interviewee, DP-DHL is engaged in different social projects, such as GoHelp, GoGreen and GoTeach, which are included in an area which the company calls "Corporate citizenship".

5.1.2 INITIATIVES IN FOCUS

The social project GoHelp, is a system of disaster management developed in a partnership with the UN (*Figure 5*) (Deutsche Post DHL Group, 2016b). DP-DHL believes that time is an important factor in the occurrence of disasters caused by natural hazards, which means being able to respond rapidly and effectively (*ibid.*). Furthermore, the company has identified airports as a critical function in responding to disasters. According to the interviewee, logistical challenges related to airports can exist when responding to a disaster. When disasters strike, much pressure is put on airports when these must be able to manage an extended volume of both goods and people coming from all over the world (Deutsche Post DHL Group, 2010). Furthermore, different shortcomings in airport capacities can exist, for example limitations in runways and warehouses and lack of equipment, which can slow down humanitarian operations. In addition, facilities, runways and equipment can be damaged by the disaster and it is also common that management challenges exist (Deutsche Post DHL Group, 2010). As a result, airports can become bottlenecks, which can delay the response and make it less effective when aid supply does not reach the affected people (External evaluation report, 2015).

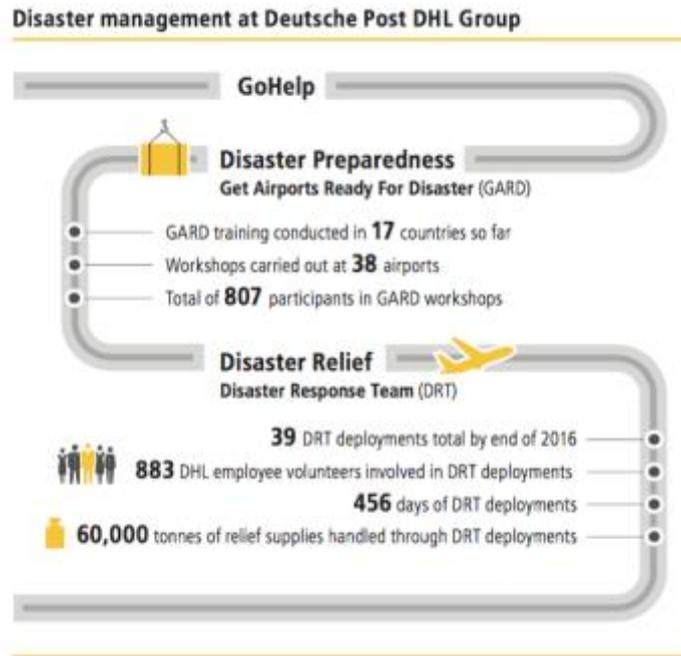


FIGURE 5. THE SYSTEM OF DISASTER MANAGEMENT AT DP-DHL (DEUTSCHE POST DHL GROUP, 2016A).

5.1.3 THE REASONS BEHIND THEIR ENGAGEMENT

The employee stated that DP-DHL has the opinion that the company is not equal to only making profit but also has the ability to take responsibility for society. GoHelp is one of the company's projects within this area, according to the employee.

"(...) which we call corporate citizenship. So, the strong belief that a company is not only there for making profit but being a good citizen (...)"

– Employee, DP-DHL

He stated that the programme was initiated after an earthquake in Bam, Iran in 2003 where the company discovered that there were already many actors delivering aid and therefore decided to engage by contributing with the company's core competence in logistics instead. According to the interviewee, this gap in logistics at airports during disasters was identified by DP-DHL and the company believed that the company could help fill this gap by preventing these bottlenecks and ensuring that supply can run smoothly following a disaster.

The interviewee stated that the programme started by first introducing the DRTs and then, from experiences gained during these deployments, the company understood that things could also be done proactively. Consequently, the disaster preparedness programme, GARD, was developed.

5.1.4 PARTNERSHIPS

The partnership between DP-DHL and the UN began with DP-DHL approaching the UN as a key partner (External evaluation report, 2015) and according to the interviewee, a memorandum of understanding was achieved after two workshops in Indonesia.

DP-DHL believes that the long-term partnership with the UN and the support the company offers to the UN through GoHelp, contributes to DP-DHL being part of the humanitarian system (Deutsche Post DHL Group, 2016a). The interviewee believes that the partnership has been successful and that DP-DHL perceives UNDP as a valuable partner. The CSR report also mentions that this is a successful partnership which brings value for both partners (Deutsche Post DHL Group, 2016a). This is furthermore supported by the External evaluation report (2015) which states that the GARD project can be viewed as an example of a successful public-private partnership. In addition, the report mentions the cost-effectiveness of the project, in terms of using funds to establish satisfying results in disaster preparedness. Engaging in partnerships is also an approach enabling maximum impact of the project (Deutsche Post DHL Group, 2016a). According to the interviewee, it is important that the partners are complementing each other. The interviewee recognises that the organisations have different ways of working, since DP-DHL is a profit-driven business while UNDP represents states. However, his view is that these differences are not producing any problems but contributes to a positive complementation of each other, which brings value for both partners. He mentioned that this is because they can contribute with their knowledge respectively, where DP-DHL for example can offer its expertise in logistics and UNDP can maintain the contact with local governments. The external evaluation report (2015) also observes this complementing aspect and links this to a learning exchange between the organisations and that it can enhance the effectiveness of the project.

5.1.5 CONTRIBUTION AND ROLE

When engaging in these projects, the employee stated that the company finds it important to not only donate money but to contribute with knowledge and core expertise in areas where the company can have an impact and make a difference. According to the interviewee, it is important to separate activities of "Corporate citizenship" from business activities and he believes that the company has a clear separation of these areas. As an example, he mentioned that the company chooses the airport based on need and impact and therefore it has no connection to business interests. Furthermore, according to the interviewee, the company considers this separation as important in terms of being a reliable partner.

The interviewee stated that GARD aims to prepare airports in disaster-prone areas and furthermore prepare key personnel for their role during and after a disaster. One reason for this is the major problem that airports are not prepared for the sudden pressure they face when a disaster strikes and do not have a plan implemented (Deutsche Post DHL Group, 2010). DP-DHL contributes with in-kind related to their core competence in logistics through expertise and staff time, which includes expenses for travel and communication material (External evaluation report, 2015). Experienced trainers and logistical experts from DP-DHL perform workshops at airports with different relevant actors (Deutsche Post DHL Group, 2010). In addition, the idea is to use a train-the-trainer approach to transfer the knowledge and expertise to as many people as possible involved

in disaster response. The workshops can thus help building local capacity by supporting national governments and airport authorities.

“So, it is important to understand during these workshops, a five-day workshop, you can’t rebuild anything up in that, but the important part is the assessment where we identify key challenges, or the staff at the airport facilitated by DHL trainers identify key areas and key challenges in these areas, which then will be tackled in the aftermath of the workshop.”

– Employee, DP-DHL

The structure of the workshops was discussed during the interview where it was stated that these workshops are a five-day activity, which means that it is impossible to achieve an improvement in the airport structure during the workshop and it is not itself meant to maintain critical infrastructure. Instead, the participants, facilitated by the DP-DHL trainers, develop an Airport Surge Capacity Assessment (ASCA-report), which according to the interviewee is the important product produced during the workshop. He furthermore mentioned that this assessment aims to evaluate how prepared the airport currently is and to identify challenges where improvements are needed. It comprises identification of key challenges within four main challenge areas following a disaster, recognised by DP-DHL; airport operations, cargo operations, passenger operations and facilities. These challenges are then advised to be managed after the workshop has ended and is the part which the interviewee considers can improve and maintain critical infrastructure. According to the interviewee, the airport is one of the most important critical infrastructures since it receives the incoming help, in both aid workers and disaster relief and handles passengers leaving the country. The interviewee stated that the shortcomings in airport capacity and logistical challenges can impede allocation of resources and he furthermore discussed that GARD can help overcome this blockage. The challenges and advised solutions in the form of concrete actions for implementation are presented in an action plan (Deutsche Post DHL Group, 2016c). The ASCA-report and the action plan should be aligned with national DRR policies and integrated in national disaster preparedness plans in the country as well as in the airport management manual (External evaluation report, 2015). In addition to producing the ASCA-report and the action plan, another benefit with the workshop is that it can increase awareness of other relevant actors involved in disaster relief and thereby defines roles and responsibilities (Deutsche Post DHL Group, 2010; External evaluation report, 2015). The participants of the workshops encompass representatives from different sectors, according to the interviewee.

“We value that we have this broad membership base during the workshop because that is also more or less the base of people that is in case of a disaster will be part of the response so we normally have all these agencies included which has proven to be very good so far.”

– Employee, DP-DHL

He furthermore discussed that this would ideally include representatives from staff and management of the airport, public and crisis management agencies, the military, emergency services and the local UN.

According to the interviewee, the project has been successful and well received by the participants based on feed-back. For example, it was assessed that the GARD workshop enhanced collaboration between actors involved in DRR in Mauritius (Deutsche Post DHL Group, 2016b). The interviewee also discussed success in that the company has witnessed that measures are thoroughly implemented after the workshops. The external evaluation report (2015) argues that language can be a barrier for success since it can affect interest and attention from the participants. For example, it has been found that using the local language in the workshops performed in Latin America has been effective. The report also discusses that mistrust towards foreigners conducting workshops at the airport can be a barrier for success, which was the case at the initial state in workshops in Armenia and Jordan.

5.1.6 REACTIONS ABOUT THEIR ENGAGEMENTS

The interviewee discussed that the project has been appreciated within the company. He has observed benefits in staff motivation where employees in general are supportive and proud to be part of this project. He furthermore mentioned that, at the company, they have a Global Volunteer Day where all employees at DP-DHL can engage in social projects. In addition to being a motivational tool, the interviewee perceives the GARD project as a development tool since it can produce learning for employees.

The interviewee stated that GARD is also appreciated from outside the company. However, he thinks that few people know about the work of DP-DHL in the disaster reduction area but that people that get informed about it are positive. He mentioned that DP-DHL generally is interested in sharing the information, which the company does on their website and through newspapers.

5.1.7 SELECTIVITY OF SITUATIONS

DP-DHL's focus is on disasters caused by natural hazards and the company is therefore not engaged in conflicts and other slow-onset disasters, such as disasters caused by diseases (External evaluation report, 2015). Reasons for this choice are that the company wants to protect its staff and does not want to be seen as taking sides in a conflict situation (ibid).

When choosing where to apply GARD, the interviewee stated that certain criteria are used. He described that the country can apply with an airport and UNDP can suggest candidates but it is then a mutual decision between UNDP and DP-DHL to choose the airport. The interviewee furthermore mentioned that the criteria used are disaster proneness in region, the level of impact GARD would have and the willingness to implement follow-up measures.

"(...) what impact can the GARD workshop have depends first of course on the disaster proneness of the region, if there is no hazard of natural disasters then the GARD workshop doesn't really make sense. If you take a big Swedish or German airport, you can be quite sure that operations are on a very high standard including coping capacity of the emergency response agencies and also the question is what

difference would a GARD workshop make.”
– Employee, DP-DHL

Thus, the interviewee argued that an airport located in an area where there is no risk of disasters caused by natural hazards is not a potential candidate. Similarly, he stated that airports with high standards in operations and with a high coping capacity of emergency response agencies are not likely candidates. However, the decision is always grounded on request of the country and therefore the country has the opportunity to turn down the offering of a GARD workshop, which according to the interviewee can occur. The external evaluation report (2015) states that the request-based approach is essential because the willingness of the country is an important factor for how successful the training becomes.

5.1.8 FOLLOW-UP ACTIVITIES

The interviewee mentioned that every workshop has an owner responsible for ensuring follow-up and implementation.

“Every GARD workshop has a so-called GARD-owner that is someone from the local either airport management or public administration who ensures that the knowledge that you then generated during the workshops is followed up and that the measures that you came up with that could be implemented will be implemented.”
– Employee, DP-DHL

However, this part of preparedness is not a responsibility for DP-DHL but a responsibility for the airport and the country. According to the interviewee, an exception is when the GARD plus workshop is used. In this case DP-DHL is involved in the follow-up of measures. The interviewee said that the airport or country can apply for this and it is a two-day workshop where the trainers from DP-DHL return to the airport to discuss the current state and how the implementation of measures has proceeded. This can also include a simulation exercise to test the action plan (External evaluation report, 2015). According to the interviewee, GARD plus can be applied approximately six months after the GARD workshop to see possible changes and identify potential new focus areas. However, the interviewee has the opinion that the level of value that GARD plus workshops bring depends on the situation and it is essential to state that the original GARD workshop is more important. Furthermore, the interviewee could not answer if there are any differences in outcomes when using GARD plus and when not using it, since this has not been examined. However, feed-back received has indicated positive outcomes for both cases, according to the interviewee.

The interviewee could not provide concrete things that could have been done better, but stated that there is a continuous implementation of improvements based on experiences and feed-back from both participants in the workshops and from UNDP. The external evaluation report (2015) also states that DP-DHL seems to value quality and has a thorough system for monitoring and evaluating, where the company performs improvements based on lessons learnt, feed-back from participants and cultural

alterations needed for each country. The quality aspect limits the extension of the project, since including more workshops can decrease the quality due to lacking resources (External evaluation report, 2015). An example of an improvement made, provided by the interviewee, is that the area "facilities" was recently added to the ASCA-report. Furthermore, the trainers can implement improvements according to new experiences gained in the workshops. Improvements can also be implemented due to an exchange in knowledge between the DRT project and the GARD project, since the trainers of the GARD workshops are also deployed in the DRT, according to the interviewee.

The interviewee stated that the main challenge of this project is certifying sustainability and this is also one of the main areas where the company is working on improvements. He defines sustainability as having a long-term impact as well as a short-term impact in each country.

"(...) I think it is always the challenge to ensure sustainability of a project. So, what you want to have is that this really has an impact not in the short-run but also in the long-run. That is something we are working on hard of course and we figured that having this GARD-owners, or a person from the local administration staff, who is responsible for ensuring the follow-up measures, that they are implemented. That was very valuable and I think that one of the key areas where we are working on is ensuring the sustainability of the project."

– Employee, DP-DHL

The external evaluation report (2015) states that having a GARD-owner allows for national ownership. It furthermore argues that ownership, and especially national ownership of GARD results, is important, since this can ensure sustainability. Additionally, the external evaluation report (2015) mentions that GARD plus is essential for guaranteeing sustainability since the training is not effective if the implementation of actions and the connection to national DRR policies are not followed up.

5.2 CASE 2: MASTERCARD – DIGITAL FOOD AND INTEGRATED GIVING

5.2.1 COMPANY BACKGROUND

MasterCard is a technology company within the financial sector operating globally to enable electronic payments instead of cash- and check based payments (MasterCard, 2015). This company offers a link between for example consumers, financial institutions and retailers and operates to facilitate payments and make them more effective and secure (ibid.). According to the interviewee, MasterCard is engaged in many different social projects.

5.2.2 INITIATIVES IN FOCUS

Two of the initiatives that MasterCard is involved in together with WFP are called Digital Food and Integrated Giving, which are aiming to help in the mission to end world hunger (MasterCard, 2013a). Digital Food is an initiative that is based on either restricted or unrestricted cash transfer to people in need suffering from for example disasters such as drought, famine or civil war, according to the employee at MasterCard. He explained that the restricted cash can be transferred as a card or an electronic voucher with a defined amount for food and water to be given, which the beneficiary can use at a local retailer participating in the program, by exchanging the voucher for food. He furthermore described that the unrestricted cash means that the beneficiaries receive a money transfer on a regular MasterCard account to use however they like at any MasterCard retailer. This empowers people to obtain food for themselves and offers a better variety (MasterCard, 2013a). Furthermore, it allows people to get food that fits their needs, including fresh food, which is often not included in the food packages delivered (MasterCard, 2013b). This solution furthermore boosts local economies (MasterCard, 2012).

The other initiative that involves MasterCard and WFP is Integrated Giving, which is a platform for donations, according to the interviewee. He mentioned that every MasterCard transaction in a specific giving country enables cardholders and retailers to donate an amount to WFP, which is used in a school feeding program implemented by WFP in a developing country, such as Rwanda, Kenya and Uganda. The school feeding program aims to nourish children and serves as an incentive for parents to send their children to school (MasterCard, 2013a). The employee stated that MasterCard enables cardholders and retailers to contribute with money and that the company can also donate money, based on triggers defined by the company itself.

5.2.3 THE REASONS BEHIND THEIR ENGAGEMENT

According to the interviewee, this engagement began when MasterCard noticed a change in how the response was carried out during humanitarian operations. He mentioned that the observed change was that humanitarian organisations went from delivering in-kind response in form of food and water to providing cash-based transfers. MasterCard helped WFP with this transfer from in-kind to cash-based transfers, which from the beginning was a philanthropic partnership, according to the employee.

"(...) we wanted to have one pillar of our work based on the philanthropic work and how we can do good by doing well."

– Employee, MasterCard

He continued by saying that the company realised that a partnership with WFP could be aligned with MasterCard values, which were based on a new company strategy created around social responsibility. In addition to a willingness to focus on social responsibility, MasterCard realised that there was a gap within the humanitarian system, where the private sector had an opportunity to contribute with development since the humanitarian sector had limited resources. He especially mentioned that the Sustainable Development Goals most likely cannot be reached if the private sector does not participate.

"(...) what we really realised is that in the humanitarian space there is a huge opportunity for the private sector to support the cause, mainly because if you look at the SDGs and all objectives that were defined for 2030, if you don't have an active participation from the private sector, most likely those objectives won't be met because the UN agencies as well as the NGOs they have limited resources and based on the pace that they can provide help, not only on humanitarian situations but also in development situations, it's limited. So, at MasterCard we do believe that we cannot only support the execution of some of the SDGs, not all, but some of the SDG's. We believe that the private sector is best positioned to support, moving from a situation of a crisis to a development stage."

– Employee, MasterCard

The interviewee discussed that MasterCard is driven by the objective to position the company as a concerned entity and a belief that MasterCard has the expertise needed to support the humanitarian system by building the payment infrastructure required to help countries develop faster. He mentioned that this furthermore can ensure that money spent during humanitarian response is not lost, but can be invested in something that lasts longer.

5.2.4 PARTNERSHIPS

The partnership between MasterCard and WFP has existed since 2012 (MasterCard, 2012). The interviewee mentioned that MasterCard furthermore collaborates with other actors than WFP within the humanitarian system, and supports with innovation.

The collaboration between WFP and MasterCard has been successful according to the interviewee and they plan to expand their partnership. He mentioned that the partnership with WFP has motivated the company to invest even more into this area and that both organisations have benefitted from the partnership. The fund raising can benefit by MasterCard's reach to consumers and their number of bank partners around the world, since this can influence consumers to donate.

"I think both companies benefitted from the delivery of the different responses. So, we benefitted from their knowledge in the humanitarian space and this helped us better understand the needs and how we can support and we believe that we helped them understanding how payments work and what is required to build an infrastructure, so I think it was a mutual partnership, where both sides really learned

*and enhanced the way they tackle things.”
– Employee, MasterCard*

5.2.5 CONTRIBUTION AND ROLE

MasterCard provides technical expertise to help WFP deliver flexible support in an innovative way, enabling using electronic payment in local shops for people in affected areas (MasterCard, 2013a). The interviewee mentioned that in most cases of the card based programs, WFP has existing relationships with local banks in the countries involved in the programs from the beginning and MasterCard thereafter builds their own relationships with these banks. He also stated that WFP is in charge of contacting retailers involved locally and maintaining the relationships with them.

The employee described MasterCard’s role within the humanitarian system as more than supportive. He stated that the intention is to be more active by letting the humanitarian actors focus on understanding disasters and identifying vulnerable people and their needs, which are vital parts of MasterCard’s main business. Thereby, the private sector can contribute with their knowledge, in this case building infrastructure, signing retailers and delivering payment methods and MasterCard has relationships with governments around the world, sometimes even as direct customers.

“(...) we intend to have a more active role. We want to take some of the things that the different players in the humanitarian space that are mostly known for profit or known governmental entities to really focus on what they know best, which is understanding crisis, identifying who are the most fragile people, understand what they need. But we don’t think that those same agencies or NGOs they should be going and build infrastructure, signing up merchants and delivering payment methods. We believe that this is something that the private sector should be doing and this is something that once the private sector does it and if this can be something that will last in that country, then the private sector can fund and support and develop it.”

– Employee, MasterCard

An example of how WFP and MasterCard work with different focuses was mentioned during the interview, where the interviewee stated that when MasterCard is going to a country to support during a disaster and the country lacks functional infrastructure for payments, MasterCard can build that infrastructure with a long-lasting focus in mind. This is a possibility that other actors involved might lack, according to the interviewee, since they are focusing on quick relief efforts. If a new disaster arises in the same area, the infrastructure already exists, making response more effective next time, he added.

The employee mentioned that this is not simply a philanthropic activity, since the private sector invests in infrastructure intended to last longer than just during the ongoing disaster. Money is needed to contact retailers and for creating an infrastructure to enable using the cards, according to the interviewee. If the humanitarian sector would build that infrastructure, the interviewee means that it is not long-lasting, since their funding and resources are limited. This area is where he believes MasterCard is better positioned to provide and the company’s contribution is therefore intended to not only support the humanitarian actors’ implementation and disaster response, but to be used for future

needs as well, both if new disasters occur and to provide a long-lasting infrastructure beneficial for the country.

"(...) as a private company we can, and we have the expertise to support NGOs and multilateral agencies to build the infrastructure required to help countries get developed quicker, so the money that is spent on a humanitarian response is not thrown away, but whatever money you spent to build the infrastructure to deliver the help that can be something that lasts longer to the country."

– Employee, MasterCard

According to the interviewee, MasterCard believes that the initiatives related to building infrastructure can help maintain, and even create critical infrastructure in a country by collaborating with local actors, since most humanitarian support is provided in fragile countries with non-existing infrastructure. He described that the money to deliver disaster response can therefore be invested in a way that it can be used in other contexts as well. This means that money spent on payment infrastructure is better invested if the country can benefit by using it even after the disaster is over, when it is maintained by local players. Furthermore, these initiatives can contribute to maintaining food distribution and water supply, according to the employee.

5.2.6 REACTIONS ABOUT THEIR ENGAGEMENTS

All the initiatives contribute to staff motivation and the employees at MasterCard are keen on participating in contributions of everything possible, according to the interviewee. He further mentioned that WFP has showed appreciation of the support MasterCard provides them with.

5.2.7 SELECTIVITY OF SITUATIONS

According to the MasterCard employee, Digital Food has been applied in countries affected by refugee crisis, for example Jordan and Lebanon. The interviewee stated that the initiatives are usually not implemented during disasters with rapid occurrence since the programs are mid- to long-term. MasterCard is engaged in building and deploying the infrastructure needed for this and the interviewee stated that in these initiatives preparedness is not the focus. However, he described a project directly linked to preparedness, which they are in the middle of discussing. He called it an emergency product, which also is a card program. Although, in this case WFP would have a relationship with only one bank responsible for issuing non-personalised cards. This would mean that WFP has the possibility to stockpile and distribute these ready to use cards in areas with high risks of being affected by disasters. The emergency relief will thereby be more effective when a disaster strikes, since these cards can be registered to a user and loaded with money within 72 hours. The interviewee believes that this is the first pure preparedness program MasterCard is engaging in together with WFP and that this could make resource allocation more effective.

The decision about where these initiatives are implemented is taken by WFP and what kind of implementation which is applied depends on the existing infrastructure, according to the interviewee. He mentioned that in countries where WFP plans to do unrestricted

cash transfers and where infrastructure for payments and cash withdrawals exist, they usually provide regular MasterCard cards to be used. He continued by mentioning that in other cases where infrastructure and connectivity are non-existing, restricted cash is used until the infrastructure is built.

5.2.8 FOLLOW-UP ACTIVITIES

During the interview, it was discussed if MasterCard performs any follow-up activities. The employee responded that a report resulting from their employee engagement program can serve as a basis for development for the company and for WFP.

"(...) we have an employee engagement that we are doing which basically, a few employees at MasterCard go on a mission for six weeks in those countries where there's a school meal program and basically those MasterCard employees they will be looking at how that benefit is being delivered to the family, how the children are receiving the meal and how we can make that more efficient. So, it's a cost-benefit analysis that is done and at the end of those six weeks the MasterCard employees they regenerate a report, they share with WFP, management at the country level and then at the head quarter level."

– Employee, MasterCard

He stated that this program is newly implemented, and started in 2016 with positive reviews and the idea is to expand this program during 2017. He furthermore mentioned that the willingness to participate in the employee engagement program is great and the company therefore hand-picks participants and chooses to engage the top performers in each region.

The cost-benefit analysis has served as an indication for WFP how to improve things and how to invest money more effectively, the interviewee mentioned. He further discussed that there is a continuous development of the technology used in these initiatives and MasterCard is investing in technologies that can better support the humanitarian system. He mentioned an example, that after receiving feed-back from different NGOs, they developed a product called MasterCard aid, which is an e-voucher platform that is constantly being improved based on learning from the partnership with WFP and with other costumers.

5.3 CASE 3: CISCO – TACTICAL OPERATIONS AND DISASTER INCIDENT RESPONSE TEAM

5.3.1 COMPANY BACKGROUND

Cisco is the global leader in networking, according to the interviewee. The company has different CSR programmes within areas where they believe they can bring the most value and where they can have an impact that is significant and long-lasting. One of the programmes is called “Critical human needs and disaster relief” where Cisco’s disaster response team TacOps is included (Cisco, 2017a).

5.3.2 INITIATIVES IN FOCUS

TacOps consists of ten full time members, according to the interviewee. He described that TacOps mission is to wire emergency communications in the aftermath of disasters and their contribution is in-kind through expertise and equipment. This is supported in the CSR report where it is stated that the team can deploy within the first critical days after a disaster to provide emergency communications for agencies during disaster response when usual communication is missing, often faster than local providers can (Cisco, 2016). This can enhance the communication and coordination between responding actors, such as governmental agencies and humanitarian organisations (Cisco, 2017b). Furthermore, this can result in a faster distribution of aid, such as food, water, shelter and medical care to the affected people, which can help save lives and enhance community recovery (Cisco, 2017c).

The team includes both engineers responsible for the design and installing of their equipment and operations coordinators responsible for managing logistics as well as planning (Cisco, 2017b). The interviewee mentioned that the team usually consists of four operations coordinators and several network consulting engineers. He continued by stating that the latter are trained to operate the telecommunications equipment they bring on the deployments in austere conditions. Furthermore, he described that the team members are experienced in operating in uncertain conditions due to their background in for example the army, navy, air force, marines or firefighting. He also mentioned that the members must have a certain personality to want to go on these deployments due to the potentially primitive conditions they are operating in, depending on existing infrastructure in the country they visit.

In addition, the employee explained that in situations where the TacOps team is insufficient, the company has a group called Disaster Incident Response Team (DIRT) consisting of approximately 350 employee volunteers around the world, in for example China, Brazil, UK and the US. He mentioned that this group joins the TacOps on their deployments around the world, when disasters are more severe and they are trained by TacOps on the disaster response process and on the equipment they use. The geographic dispersion of the DIRT teams leads to Cisco being capable of responding to disasters anywhere in the world, according to the interviewee.

He explained that the team brings telecommunications equipment such as Emergency Communication Kits and Rapid Response Kits that assist in providing emergency set com and Wi-Fi service to the agencies they support. He further mentioned that they also have vehicles that have been specially equipped as mobile communications centres that they can drive to disaster areas within driving distance, for example in the US, Canada or Mexico. Their biggest one is the Network Emergency Response Vehicle (NERV).

5.3.3 THE REASONS BEHIND THEIR ENGAGEMENT

The employee mentioned that it all started after hurricane Katrina, when several Cisco employees volunteered to help in the aftermath, but quickly realised that they were not equipped to operate during disaster conditions. This is when Cisco decided to develop an organisation related to humanitarian disaster response within the company, customised to operate in disaster conditions, the interviewee stated. Cisco believes that the world, including people, data and processes, is getting more connected which means that technology becomes vital in disaster response (Cisco, 2017b). Furthermore, during the interview, the employee confirmed that Cisco found a gap during disasters, which the company could fill with expertise and knowledge as the global leader in networking.

"This is really all about giving back to the world. (...) This is just kind of a way of giving back when there are lives on the line."

– Employee, Cisco

The interviewee stated that Cisco does the disaster response deployments for free and that the company does not try to make money from this initiative. Cisco does not only support its own costumers during the deployments and therefore does not care if the network equipment is from one of its competitors, according to the employee. Although, he mentioned that if Cisco's name spreads, that is great, but that is not the reason for engaging in these initiatives.

5.3.4 PARTNERSHIPS

Cisco has partnerships with different actors such as the Federal Emergency Management Agency (FEMA), local state emergency managements, local agencies, the military and cities in the US, according to the interviewee. Another partnership Cisco is engaged in is with NetHope, a group of technology companies, he stated. He described that NetHope requests technical support and equipment from Cisco TacOps and the company can furthermore support NGOs with communications services during deployments, if Cisco has the capacity and capability to do so.

"(...) we help out non-governmental organisations sometimes when we are deployed. So, if we are going to be there anyway and there are other NGOs and volunteer organisations such as the Red Cross or Catholic relief services, Doctors without borders, stuff like that. If we are going to be in the area providing Wi-Fi and we have the capacity and capability, then we will reach out to them and ask if there is in any way we can help them as well."

–Employee, Cisco

Most partnerships are already in place when they leave for deployments since Cisco has often helped them in the past, the interviewee mentioned. He said that when Cisco leaves for large scale disasters where several NGOs might be involved, the team sometimes contacts them to see if they need support from TacOps. He stated that the benefit with engaging in partnerships is that the different entities involved in disaster response can focus on what they know best, their own expertise area. He described relieving the suffering and helping affected people as the important aim during disasters and if that can be achieved by collaboration between technology companies and humanitarian aid organisations, that should be the focus. During disasters, everyone available must make an effort, according to the interviewee. All organisations involved in the response provide different services, such as Cisco providing networking and NGOs providing for example food, water, aid and shelter, he stated.

"So, it's really all about relieving the suffering and helping those that are affected in any way we can and if our technology portion and someone else's humanitarian aid in some other way can collaborate to relief that suffering then that's what we're all about."

–Employee, Cisco

Since Cisco is a large global company it has the possibility to get access to areas where deployments are needed, due to their local contacts around the world who might work with governments, the interviewee mentioned. Additionally, he described that these local contacts can help the team establishing an understanding of the actual situation in the disaster area. Governments world-wide are direct costumers to Cisco, which provides a direct link between them through local account teams, according to the interviewee.

5.3.5 CONTRIBUTION AND ROLE

TacOps relation to disaster preparedness was discussed during the interview where the interviewee stated that when disasters are not present the team works with different entities, such as FEMA, local state emergency managements, local agencies and the military. He mentioned that they have memorandums of understanding with some cities in the US and when they are not deployed the team assists these organisations with testing their response kit capabilities in exercises. He stated that this helps with preparing communities for disasters and enhances collaboration skills between critical entities involved during disasters. He also stated that the partnerships with FEMA and the cities furthermore include letting those organisations and local emergency management agencies know that TacOps are available if needed. Cisco furthermore does consultancy services for other organisations, which can improve disaster preparedness by ensuring that more entities have the capabilities that TacOps has developed.

"(...) if there are organisations who want to craft vehicles like our NERV or who want to build kits like we have, then we do consultancy services, we say: Hey, here are the kits that we built and they've worked for us. If you want to build a kit like it, we can certainly help out with that. You know, so that helps with disaster prep so we're not the only ones that have the capabilities. We try to push those capabilities down to the lowest level."

–Employee, Cisco

He described that the company supports events where it is possible to spread the company's name and provide information about IT careers and that a career within the technology- and IT area does not necessarily need to involve sitting at a desk in a cubicle coding and that it is possible to be out in the field as well.

TacOps has deployed nationally to assist after hurricane Matthew when 911-centres were destroyed and has supported forestry services and Emergency Medical Services (EMS) with wildfires in California, the interviewee explained. He continued by describing the international deployments in for example Ecuador after three earthquakes struck within a week eliminating communications in hospitals. Other deployment examples described by the interviewee is in the Philippines after typhoon Haiyan 2013 and in Haiti 2010 after the earthquake. He mentioned that the team furthermore was prepared to go to Nepal after an earthquake, but that governmental restrictions hindered the team from deploying there. In the deployment after typhoon Haiyan hit, the team supported the government with disaster response by bringing Cisco's expertise and equipment (Cisco, 2017d). According to Cisco, the typhoon destroyed necessary communication, leaving a connection gap between responders and resources, which slowed down the delivery of aid (Cisco, 2017d). The TacOps team and the DIRT team could therefore help by, as they express, "connect the unconnected" both in terms of first responders and affected people searching for friends and family. Cisco (2017d) expresses that except from contributing with equipment, the team can help by educating responders about their possibilities for using this technology in their response. Furthermore, Cisco trained the Philippine army to use their equipment and left it behind to use even after TacOps left the country. The company believes that this contribution enhances the country's preparedness for the next disaster (Cisco, 2017d).

During the interview, it was discussed if TacOps' deployments can contribute to maintaining critical infrastructure and the interviewee responded that they can, since that is the company's main aim for this engagement. As an example, the interviewee described their deployment in Ecuador, where TacOps assisted by bringing their Emergency Communication Kits to restore internet connectivity, which enabled getting access to patient records again. He stated that since hospitals can be considered as being critical infrastructure this effort helps in the aftermath of disasters.

He mentioned that there are always challenges related to their deployments since they are all different, for example with logistics or access into the countries where the disaster has happened. During disasters, there are many entities that want to get involved and the authorities might lack the capacity to handle all incoming help at once, leading to governmental restrictions, the interviewee said. He continued by saying that this can lead to a delay of the deployment since it can take some time getting in contact with people after a disaster to understand the situation and the critical needs in the area. Another issue described by the interviewee, can be that TacOps receives information from costumers about the capability needs in the disaster area, but when the team arrives the situation can be different than before and the needs have changed. Therefore, before deployments they

work with understanding what is requested and needed in terms of capabilities to be able to bring the right equipment, he stated.

The interviewee considers the initiatives to be successful and he mentioned that TacOps has been involved in more than 30 deployments and as a result of the partnerships created world-wide the team has become well-known for its capabilities and efforts, which he believes serves as an indication of success.

5.3.6 REACTIONS ABOUT THEIR ENGAGEMENT

The interviewee mentioned that the employees at Cisco appreciate the company's efforts in response operations, which is shown by the large number of employees that are joining DIRT constantly. Although, since he is not the manager he found it difficult identifying any direct benefits for the company resulting from this initiative, apart from recognition gained through the deployments and the gratitude from the costumers. He stated that from what he believes, Cisco has not had any monetary profits resulting from these deployments.

5.3.7 SELECTIVITY OF SITUATIONS

The deployments are usually requested by a local government, organisation or county EMS, both nationally and internationally and the team prioritise critical infrastructure such as hospitals, fire, police, EMS and governments, according to the interviewee. The interviewee described that TacOps does not directly engage in conflict or war-time disasters, although the team can assist in refugee crises resulting from war. As an example, he said that the team is currently supporting NetHope with equipment and technical expertise, who are contributing with establishing Wi-Fi access points in Greece for the Syrian refugees. Previously, the team has supplied with equipment and technical expertise to get emergency field hospitals and tents connected in North Africa during the Ebola crisis, the interviewee mentioned. Hence, the disasters they engage in, must not necessarily be a result from natural hazards, he stated.

He mentioned that Cisco, as a large corporation must be thoughtful about what activities the company chooses to engage in, compared to other organisations involved in the response, due to safety reasons. He described other organisations with more members as having more capacity, since they can handle several incidents at the same time and continues by stating that their team of 10 people and the volunteers must be more selective about what disaster situations they engage in due to limited resources. This is furthermore important to ensure that Cisco can contribute during the response, since it is vital for the company to not be a burden during response efforts.

"(...) we can't respond to everything so we have to really be selective about what we're able to get involved with and really making sure that it's something that we can help out with. We definitely don't want to be a part of a problem when we deploy somewhere, we don't want to get somewhere and find out that oh this is really something that we can't help out with because this is not our niche and then we are somewhere where we are just kind of being in draining of the economy and part of the problem as

well.”
– Employee, Cisco

5.3.8 FOLLOW-UP ACTIVITIES

The employee stated that the team is continuously learning from the deployments, since an after-action review is performed where they reflect on how the deployment went and what could have been done better, for example related to logistics. He mentioned that this follow-up is done to prepare for the future and to improve upcoming deployments and he also described that this has led to development of new technology.

“So, we do sort of a deep dive review of every event we are involved in to try to prepare for the future. That is were a lot of our technology innovations has come from in the past, where we have decided you know hey we deployed to so and so location and they had a need for XYZ capability, at that time we may not have had that capability in our arsenal so we have developed additional communication kits like the rapid response kit (...)”

– Employee, Cisco

6 ANALYSIS AND DISCUSSION

This section aims to present an analysis of the findings and related literature. Furthermore, a discussion based on the findings is made throughout the section.

6.1 THE LINK BETWEEN PREPAREDNESS AND RESPONSE

The focus in this thesis is the preparedness phase of DRR. However, early in the process, it was apparent that it was impossible to discuss preparedness completely independent from the response phase, due to their strong interdependence. The literature confirms that preparedness is not an isolated phase but that it has a strong connection to both response and recovery (*Figure 3*) (UNISDR, 2009). When studying the cases, the link between preparedness and response became even more evident. During the interviews, response was often discussed in the same context as preparedness, implying a general perception among the companies about these two phases being interlinked.

6.1.1 DEVELOPMENT FROM RESPONSE TO PREPAREDNESS

Another observation made from the cases, regarding the link between preparedness and response, is that all companies started by engaging in response efforts and later developed their engagement to also include preparedness. DP-DHL started with a response team but realised during deployments that this was ineffective and that things could also be performed proactively. MasterCard has had a similar progress recently, starting with stockpiling of cards as part of a preparedness programme. Thus, both companies engaged in only response for a while, before including preparedness. Cisco on the other hand, realised during their first response effort, when responding to hurricane Katrina, that the team was not adequately equipped to do this and therefore created TacOps and different types of equipment. It is not surprising that the projects began with response, since it can be easier for the private sector to understand how to engage in these types of initiatives (Kent & Burke, 2011). Another reason could be that preparedness is not a requirement in comparison to response, since responding is evidently necessary when a disaster strikes, while it might not be as obvious with preparedness. An effect of this can be that the private sector does not understand the importance of preparedness and therefore does not engage in such initiatives.

DP-DHL seems to have the most developed preparedness initiative since GARD is solely a preparedness programme, while it still has a connection to response through their trainers, who are part of both programmes. Cisco has incorporated initiatives of preparedness in their response team, while MasterCard is in the development stage of a pure preparedness programme. It is difficult to determine which is the most desirable way to include preparedness in the engagements. Having a pure preparedness programme means that much effort can be made in this area of DRR. However, since preparedness and response are strongly interdependent, incorporating preparedness in a response programme might reach the same level of effects on society. Regardless of how far they have come in disaster preparedness and how they have incorporated preparedness in their

engagement, they all show that they value preparedness through their initiatives respectively.

6.1.2 DEFINITIONAL DIFFERENCES OF PREPAREDNESS

From the responses about how their projects relate to preparedness, it was observed that the interviewees perceive preparedness differently. During the interview with DP-DHL, different measures of preparedness were discussed, such as training, identification of challenges, assessments, inclusion of a wide variety of actors and follow-up. These examples correspond to the definition used by the researchers, which is presented in 3. *Conceptual framework*. Cisco mentioned training, exercises related to both equipment and community preparedness as well as consultancy work, to enable others to develop equipment similar to the equipment Cisco has developed, to increase the overall capacity. In addition, follow-up was mentioned in the context of preparing for the next event, especially in the case of technology innovation. Their definition of preparedness also corresponds to the definition used by the researchers. However, the researchers argue that Cisco performs additional preparedness efforts, which were not expressed in the direct context of preparedness during the interview. An example is that they right before deployments try to get an understanding of the situation and what the critical needs are, to bring the right equipment.

A similarity between Cisco and DP-DHL is that they focus on training others to be more prepared. In addition, both companies have a connection to response in that they prepare to make response more effective. However, it can be argued that Cisco has a clearer link to response, since much of their preparedness work is performed as a direct action to enable deployments to disaster locations. Although, this conclusion is made from the boundaries set by the researchers, which means that there might exist additional aspects included in their definition of preparedness. For example, DP-DHL's response team DRT corresponds to Cisco's TacOps and it can thus be assumed that they might also have this clear link to response, which was not revealed in this research.

MasterCard's definition differs from the others'. The interviewee discussed that MasterCard's current projects do not include any preparedness, since they do not engage in disasters with rapid occurrences. However, the interviewee mentioned that they are planning to prepare disaster prone countries by ensuring that cards are stockpiled to be used in case of a disaster, which corresponds to the researchers' definition of preparedness. In addition, the researchers believe that preparedness can be performed even when engaging in slow-onset disasters. In the MasterCard case, developing technology to be used in famine or refugee crises is certainly included in preparing for managing such disasters.

From analysing the interviews, it can thus be concluded that definitional differences exist for the concept of preparedness. Using different definitions can possibly become a barrier when collaborating with others (Burke & Fan, 2014; Zyck & Kent, 2014), since it could result in misunderstandings. However, achieving an agreement of a definition can be

challenging and therefore one might have to accept that this difference will remain. Instead, a solution might be to raise the awareness of definitional differences of preparedness.

6.2 MOTIVATIONAL FACTORS FOR INVOLVEMENT

6.2.1 EXTERNAL MOTIVATION

6.2.1.1 THE VALUE OF CSR

All companies studied in this research mentioned the importance of taking responsibility for society as their main motivation for engaging in humanitarian operations. However, they all used different phrasing for describing this. Cisco used "giving back to the world", MasterCard expressed "do good by doing well" and DP-DHL said "corporate citizenship". This responsibility is discussed in literature as CSR, which is a concept related to involving social and environmental concerns in business operations (Kent & Burke, 2011). CSR as the main incentive for engagement is also observed in other literature (Burke & Fan, 2014). Tomasini and Van Wassenhove (2009) discuss that CSR is becoming increasingly important for businesses and has changed the private sector's former focus on profit driven efforts.

In the cases studied, DP-DHL and Cisco both emphasised that their CSR initiatives were strictly separated from their main business and the respondents stated that their initiatives are independent of business interest. There is no evidence that monetary gain is occurring as a result of the initiatives. According to DP-DHL, the airports participating in the GARD programme are chosen by request and based on criteria strictly separated from business interest. Moreover, Cisco's deployments are also based on request and they do not mind helping their competitors with constructing their own emergency communication, to enhance the overall capability during humanitarian operations. Additionally, they do not only support their own costumers during deployments. MasterCard's initiatives on the other hand, began as purely philanthropic activities but some changed to not only being philanthropic. These findings indicate that the statement that friction exists between humanitarian efforts and economic growth (Kent & Burke, 2011), must not necessarily be the case.

Engaging in CSR can be done in two ways, either by strictly separating it from other business activities, or combining them. This depends on the company and the initiatives they engage in. For example, in the case of MasterCard, it seems reasonable to integrate these interests, since their initiatives involve building infrastructure strongly related to their area of business. Therefore, conclusions cannot be drawn regarding which approach should be preferred, since the quality of their involvement does not correspond to if these activities are separated or not (Binder & Witte, 2007). Instead, the chosen approach should be based on prevailing prerequisites and how the initiative relates to the company's regular business. The initiatives studied in this research are three examples of companies desiring to do good, regardless of chosen approach and what can be concluded from this

is that CSR is important for the companies, which implies that the view of the private sector as only being profit driven and focusing on business benefits is outdated.

6.2.1.2 FINDING GAPS AND HAVING AN IMPACT

Another statement that was similar between the companies was that their contribution started by them finding a gap within the humanitarian system, which they could fill with their expertise respectively. This corresponds to findings by Binder and Witte (2007) and Kent and Burke (2011). Both DP-DHL and Cisco stated the importance of having an impact as an incentive for engagement and by contributing with efforts related to their area of expertise this can be achieved, since this can make a significant difference in response efforts. MasterCard did not state this explicitly, but their initiatives are located in developing countries, which indicates that they value making a difference as well. For example, their school feed programme delivers food in developing countries in Africa, and the cash-based transfer initiatives focus on countries affected by war and other disasters. For example, in 2017 they won WFP's hunger hero award (MasterCard, 2017), which indicates that their contributions have had a large impact.

6.2.2 INTERNAL MOTIVATION

The appreciation within the companies of the initiatives seems to be apparent in the companies studied. Within Cisco, this appreciation is shown by the large number of employees who volunteer to be part of the company's DIRT team and the employees at MasterCard are highly motivated to participate in the company's employee engagement program. DP-DHL also observes appreciation within the company and their employees are generally supportive and proud to be part of the project. An internal appreciation can be another motivational factor for the company to engage in the initiatives, if the appreciation can result in their employees performing well. Staff motivation as a benefit has also been discussed by Zyck and Kent (2014).

6.3 PRIVATE SECTOR PARTICIPATION

6.3.1 EXPERTISE

The private sector's own view of its role has been discussed in literature, where it is stated that the private sector rather contributes with their expertise and their core services than financial donations (Zyck & Armstrong, 2014). This was also discussed during the interview with DP-DHL, who believes that even if financial donations are important, they want to do more than that. A common feature for all the companies is their belief that the private sector's in-kind contributions through expertise, knowledge and their core services are important for the humanitarian system. Furthermore, they all think that their expertise can help fill a gap in the humanitarian system, within logistics, finance and telecommunications respectively. The private sector can therefore play an important role with specific expertise, innovation and technology, where the traditional humanitarian organisations lack knowledge, resources and capacity (Binder & Witte, 2007; Kent & Burke, 2011; Zyck & Kent, 2014).

6.3.2 IDENTIFYING THEIR ROLE

The discussion in the previous paragraph implies that when finding their role in the humanitarian system, the private sector has considered the state of the system to see where they fit. This means considering needs first and then conforming this with their resources. For example, DP-DHL realised that there were already many actors delivering aid and therefore there was no need for them to engage in that area and could instead focus on logistics, which suited their capacities. Consequently, contributions the companies provide can be effective since they do not perform the same activities as the humanitarian sector and thus there is no competition between these actors. This approach of finding a gap, which fit their services, can also reduce the risk of competing with other actors within the private sector, particularly between different business sectors. Furthermore, Cisco showed an example of how competition does not have to exist within the same business sector either. When Cisco is helping other organisations to develop their own equipment it aims to increase the number of actors who perform similar tasks, which implies that Cisco do not perceive a risk of becoming competitors within the same field.

All companies discussed that their initiatives have been successful and that they have had an impact in humanitarian operations. Thus, this can serve as an indication that they perceive their role as important in the humanitarian system. Furthermore, in the interviews, a strong tendency of wanting an active role was noted. MasterCard perceives the private sector as having a vital role in the humanitarian system, since they can contribute with a long-term focus, something that they believe the humanitarian sector has less capabilities to do. They thereby perceive their role as more than supportive. DP-DHL views its part in the humanitarian system as connected to the support they give to the UN through their long-term-partnership. Considering all cases, a general conclusion can be made that partnerships are vital to enable the companies to have an active role in the humanitarian system. Partnerships between the private sector and the humanitarian sector have increased in number in recent years (Binder and Witte, 2007), implying that organisations have noted partnerships as needed. In addition, Zyck and Kent (2014) has observed a shift in focus for private sector initiatives from financial donations and contribution of goods and services to partnerships. The studied cases show that in-kind contribution of services and partnerships can be combined and has the potential to add much value to DRR. For example, DP-DHL expressed that the partnership with the UN results in that the outcome of the initiative reaches its full potential. Partnerships are further discussed in *6.4. Partnerships*.

6.4 PARTNERSHIPS

6.4.1 DIFFERENT WAYS OF ENGAGING IN PARTNERSHIPS

The cases present different ways of engaging in partnerships. DP-DHL seems to have one strong and long-term partnership with the UN. Cisco has partnerships with many different actors, such as NetHope and different NGOs, which are partnerships mostly based on previous collaboration during deployments. In addition, before leaving for deployments they sometimes contact additional actors involved in the response to see if they can

collaborate. MasterCard appears to be somewhere between these two approaches. While they have a strong partnership with WFP, including many different initiatives, they also collaborate with other actors in the humanitarian system. Having a strong partnership that is built on a long-term mutual understanding can be positive since it can promote trust (Chen et al., 2013; Burke & Fan, 2014). On the other hand, the partnerships can also become long-term because of an existing mutual trust. Regardless, trust can enhance successful collaboration (Chen et al., 2013), which makes long-term partnerships desirable. In addition, these partnerships could possibly be valuable since they can enable establishing a mutual aim due to the possibility to continuously have discussions, which also means that the aim can be adjusted according to changing conditions. However, to build these partnerships a lot of effort is required (Binder & Witte, 2007). Moreover, when having such partnerships there could be a risk of a reduced openness to other potential partners that could be beneficial for the projects. In terms of disaster preparedness, situations that require fast actions can emerge, for example when Cisco prepares to leave for a disaster location. In these situations, an openness to new partnerships can be beneficial, since at this point, it is clear which organisations are involved in that particular disaster relief effort. However, as previously mentioned, short-term partnerships can mean a reduced trust among the actors, which could result in a less successful partnership. Furthermore, an important factor that could be lacking in these is having an exchange of for example knowledge and services, which could be beneficial for both partners (Chen et al., 2013). Lacking exchange could be a result of absence of trust or knowledge about the other partner's needs and resources. Furthermore, lack of time can affect the possibility to reach a mutual understanding of the situation and achieving a mutual aim. However, the partnerships Cisco build up quickly are functioning since they believe collaboration can result in achieving the common aim to help the affected people and relieve the suffering. This indicates that they have obtained a more holistic view, by focusing on understanding how collaboration can contribute to benefits rather than focusing on individual contributions, which is desirable for successful collaborations (Burke & Fan, 2014; Zyck & Kent, 2014). Hence, the Cisco example implies that short-term partnerships can overcome some of the problems related to these, presented in the literature.

From the discussion in the previous paragraph, it can be concluded that both advantages and challenges exist with all approaches of engaging in partnerships, which means that it can be difficult to determine which one is the better option. Babiak and Thibault (2009) have noted that there is a high frequency of failure in partnerships between different sectors. However, all cases in this study have shown successful partnerships even if they have chosen different approaches. This finding indicates that it is possible to achieve successful partnerships regardless of the chosen approach. This furthermore indicates that despite existing challenges in all approaches, these can be overcome, which according to Babiak and Thibault (2009) is important for accomplishing successful collaboration. Therefore, the way of engaging in partnerships should be chosen depending on the situation, such as circumstances of the company and the partner organisations as well as the characteristics of the projects.

6.4.2 COMPLEMENTING EACH OTHER

Partnerships were perceived as being successful from the private sector' perspective. A reason for the success seems to be that the partnerships can bring value for both partners. Complementing each other was a major value noted in the partnerships and DP-DHL connected this to the partners being valuable for each other. This can be related to the different roles of the involved organisations within the humanitarian system. UNISDR (2015) also discusses this, that successful DRR demands defined roles and responsibilities, to achieve complementation of each other. All interviewees expressed that this produces an opportunity for the different actors in the partnership to concentrate on contributing with their core expertise. Cisco can establish networks and telecommunication, while NGOs can provide food, water, aid and shelter. Despite differences in contribution, it was mentioned that they are working towards a common aim and by collaborating with each other this could be achieved. DP-DHL also exemplified the complementing aspect, by stating that while they focus on adding value through their knowledge in logistics, UNDP can provide the governmental contacts. However, he also acknowledged that they have different ways of working since they are different types of organisations, but stated that this do not generate problems but instead further enhances the complementing aspect. This difference was also observed by MasterCard, who stated that they work with different focuses where MasterCard has a long-term focus, while humanitarian actors might concentrate on quick solutions, which can be more short-term. The literature suggests that this can produce challenges, even though the literature has observed the opposite focus of timeframe for the two actors (Burke & Fan, 2014). However, this being a challenge was not mentioned during the interview but instead it was implied that it could contribute to them complementing each other.

6.4.3 LEARNING

Another benefit that the complementing factor enables is that it can produce a learning exchange between the partners, which has been observed by DP-DHL. This could furthermore bring value for both partners which is also discussed by Zyck and Kent (2014). An example brought up by MasterCard was that the company has received knowledge about the humanitarian system and the needs from WFP, while they have transferred knowledge about finance and how to build infrastructure to WFP.

6.4.4 INCLUSION IN THE HUMANITARIAN SYSTEM

Another impact that partnerships can have, which was observed when studying the cases, is that they can enable an inclusion of the private sector in the humanitarian system. The cases reveal that the companies perceive themselves as part of this system. DP-DHL expresses that the company is part of the humanitarian system due to their partnership with the UN and MasterCard explained that WFP has been a motivator for further investments in humanitarian operations. This indicates that partnerships can help in the process of moving the entities on the edge towards the other actors in the system (*Figure 4*). Furthermore, MasterCard's statement indicates that partnerships can increase a feeling

of ownership, since they expressed that they are not only part of the system but also have a willingness to engage even more. This could solve the challenge brought up in the literature related to the private sector being at the edge of the humanitarian system, where they are not fully being part of the system (ALNAP, 2015).

6.4.5 THE VALUE OF PARTNERSHIPS

Collaboration seems to be key in achieving successful projects related to humanitarian operations and these findings above indicate that partnerships can enable successful collaboration. Hence, partnerships appear to be a valuable tool in achieving successful humanitarian operations related to DRR. Partnerships as an important part of DRR, has also been discussed in the Sendai framework (UNISDR, 2015) and by Binder and Witte (2007). Most of the challenges related to private sector involvement in the humanitarian system found in literature, were linked to partnerships. Hence, overcoming partnership challenges can ensure that most of the challenges related to private sector involvement can be overcome. Thus, if successful partnerships are achieved, many of the challenges related to private sector involvement can be overcome. However, one could doubt the sustainability of partnerships involving the private sector, since these initiatives might lack profit (Drummond & Crawford, 2014). This case study reveals that these companies' main motive for engagement is not profit but instead CSR, which can indicate that this questioning is not legitimate in these cases. However, the future for the business environment is uncertain and it is therefore unclear if CSR will continue to be as important. Furthermore, companies' economy might be changing, which can affect its ability to be involved in non-profit engagements.

6.5 CONSTRICTED FOCUS

6.5.1 AREA OF INVOLVEMENT

All cases studied in this research comprise initiatives focusing on bringing expertise to disaster areas. However, each case pointed out functional boundaries within which they operate. A noted example is their engagement in specific types of disasters, with a defined area of involvement. Choosing a defined area of involvement might be obvious, since they all state that their contributions are strictly related to their area of expertise. All companies studied operate globally and contribute with a specific function related to their area of business. A narrow engagement can be favourable, since it allows for them to concentrate on tasks that they know best and unconsciously do not intrude into others' areas of involvement. This implies that they stay within the boundaries of the gap that they themselves identified within the humanitarian system and it furthermore enables utilising resources efficiently in providing solutions within their focus area. However, a narrow focus can prevent exploring new potential areas of contribution. As an example, DP-DHL's initiative focuses on airports where their contribution can have a large impact. This focus enables them to put all their efforts into this critical function within the area of DRR. The suggestion is not to force them into changing focus to areas not related to their core expertise. However, there are probably other difficulties related to their area of expertise within logistics, where they can contribute with their knowledge and still have

an impact. Similarly, Cisco reaching out to NGO's in the disaster areas, apart from their main function of establishing communication network, indicates an openness to executing tasks of different nature. Additionally, MasterCard also mentioned an openness to new areas of collaboration.

Broadening the perspective of potential engagement areas can be desirable when considering the existing gap related to humanitarian operations mentioned by Zyck & Kent (2014). The authors furthermore describe telecommunications, financial services and logistics, the sectors covered in this research, as the more common engagement areas for the private sector. These statements imply that broadening the private sector approach and engagement in humanitarian operations can be vital and possible, since there is still an existing gap to fill. However, widening the focus could result in a risk of overstepping boundaries into other actors' areas of expertise, which can interfere with their efforts and make the overall efforts ineffective. Having different mandates within the humanitarian system can ensure not overstepping these boundaries. Furthermore, there is an increased risk of creating competition within the system when widening a well-functioning approach within safe boundaries of engagement, where the actors are currently complementing each other. Competition can in turn, as mentioned by Burke and Fan (2014), create mistrust. Additionally, the companies might lack capacity to expand their initiatives and it is not desirable to widen the approach while jeopardising the quality of the engagement.

6.5.2 TYPE OF DISASTER

Another observation made is the companies' engagements in different types of disasters. DP-DHL is only focusing on disasters caused by natural hazards, while both Cisco's and MasterCard's initiatives have been applied on a wider variety of disaster types. Both DP-DHL and Cisco explicitly stated that they do not engage in direct conflict. In addition to disasters caused by natural hazards, Cisco and MasterCard have been involved in refugee crisis following war and Cisco further mentioned involvement after the Ebola crisis. The reason stated behind DP-DHL's choice is to protect their employees and avoid being labelled as taking sides in a conflict situation. This statement corresponds to findings by Binder and Witte (2007) and Zyck and Kent (2014) who discuss the private sector's unwillingness to engage in disasters related to conflict due to potentially damaging the company's reputation by indicating a chosen standpoint and that guaranteeing their employees' safety is vital. These motives can be argued as being reasonable for narrowing down their focus. Cisco also stated the safety aspect and that they need to be careful when choosing activities to engage in, due to them being a large company.

DP-DHL's initiative focuses on disasters caused by natural hazards with a need for a rapid and effective response. In opposite, MasterCard stated that their engagement is usually not applied in disasters with rapid occurrence, since their initiatives are mid- to long-term. Zyck and Kent (2014) mention that the private sector prefers engaging in rapidly occurring disasters, due to larger media exposure, resulting in a larger impact on people. However, this statement could not be confirmed in this research.

Physically visiting areas where engagement is planned to be applied might be desirable to enhance an understanding of the actual situation and to receive a connection to the disaster area and the other actors involved. The companies' contribution regarding physical efforts differ, where both DP-DHL and Cisco are physically visiting the disaster areas. On the other hand, MasterCard's contributions do not necessarily involve the company visiting the disaster areas. MasterCard's initiatives seem to heavily involve developing technical infrastructure, which does not necessarily imply that they must visit the areas to enable providing it. This might be a reason to why their contribution can still be well-functioning despite lacking physical appearance. Their technical infrastructure must still be established in the disaster areas somehow, which requires physical visits, but how this is carried out was not discussed during this case study.

What must be considered in this discussion of whether the constricted focus areas, both in terms of area of involvement and type of disaster, are good or not is that one can assume that the companies studied in this research are engaging in far more initiatives related to CSR than what was possible to discuss and include in this research. These views are based on the boundaries set for this research and the researchers do not exclude the possibility that other efforts are made by these companies related to this area.

6.6 FOLLOW-UP

6.6.1 FOLLOW-UP RELATED TO IMPROVEMENTS IN INITIATIVE

Two different types of follow-up are observed in the cases, where the first one considers follow-up related to the companies' efforts in the initiatives. All companies perform some form of follow-up activity related to this. DP-DHL gathers feed-back regarding the workshops from both participants and the UNDP. This feed-back is then generating a continuous implementation of improvements in the project. Examples are extension of the ASCA-report and improvements based on lessons learnt by the trainers in the workshops. MasterCard is also receiving feed-back from their partner organisation as well as from different NGOs. Development of an e-voucher platform occurred as a result of this feed-back, which is constantly being further improved. Additionally, the cost-benefit analysis developed in their employee engagement programme also serves as a basis for development, for example related to their technology. Cisco performs follow-up in form of an after-action review after their deployments, which aims to enable a continuous learning. This can lead to the team being more prepared for the future and development of technology, for example creating additional communication equipment. The research thus shows that follow-up has proven to be valuable for improving the initiatives, which further implies that follow-up has contributed to achieving the level of success for these projects. Furthermore, follow-up can ensure sustainability of the engagements, since a project can probably not be maintained without development. Another aspect that implies the importance of follow-up is that this can allow for considering preparedness as a continuous process and it is thereby possible to include changing conditions, such as risk

and vulnerability, which was discussed as vital for achieving effective preparedness in 3. *Conceptual framework*.

6.6.2 FOLLOW-UP RELATED TO IMPACT IN COUNTRY

The second follow-up activity relates to the effects in the countries or areas receiving the help through the projects. In DP-DHL's case, two types of such follow-up activities have been observed. Firstly, they offer the GARD plus, a follow-up activity which allows for evaluating how the implementation of actions has proceeded and reassessing the current situation. Secondly, every workshop has a GARD-owner for ensuring implementation of actions. Both these follow-up activities are connected to ensuring sustainability of the project in the area, which means that these initiatives should have a long-term impact in the country. MasterCard and Cisco did not mention any direct follow-up of this type. However, they both have a focus of providing long-term solutions. MasterCard has a long-term focus in mind when they build the infrastructure to enable long-lasting benefits for the country. Cisco also has a long-term focus with an aim to have a long-lasting impact with their initiatives. An example is that they train local actors and leave their kits for them to use, which indicates that it is important that their initiative has an impact even after their deployments have ended.

Sustainability is equal to having a long-term impact (Becker, 2014), which was mentioned as important by MasterCard and Cisco. In addition, sustainability can be argued as desirable in terms of DRR (UNISDR, 2015) and therefore, an inclusion of follow-up activities to ensure great impact is suggested to be included, by the researchers. From the case study, one could argue that DP-DHL has the most developed follow-up for ensuring long-lasting effects in the countries. They also stated that ensuring sustainability is one of their main challenges but also an area where they are working on improvements. This indicates that they have distinguished this area as being important. An observation made from the DP-DHL case is that ensuring sustainability can be achieved by giving this responsibility to the country, for example national authorities. The researchers argue that this can be a beneficial approach, since national governments are responsible for DRR and decision-making and they have the local knowledge that might be needed for follow-up and implementation of improvements (Kent & Burke, 2014; UNISDR, 2015). In addition, the researchers argue that except from having internal follow-up, external evaluation might be useful for making improvements and ensuring sustainability. One external evaluation was found for the GARD project, but none could be found for the other two cases. However, it cannot be dismissed that MasterCard and Cisco already have performed external evaluation, which were not accessible for external use. Furthermore, they could also have follow-up related to impact in the countries from their initiatives even if it was not explicitly mentioned, since it would be difficult to have a long-lasting focus without doing follow-up.

6.7 OUTCOMES OF THE INITIATIVES

6.7.1 BUILDING LOCAL CAPACITY

The initiatives studied in this research have had successful outcomes. A common goal that emerge in all initiatives, is building local capacity in the disaster areas. However, this is done in different ways. MasterCard's initiatives are closely related to boosting local economies and empowering people to feel independent. The company enables using local retailers for distribution of food, as an alternative to sending food packages. This can imply a decreased risk of them going bankrupt as a result of disasters (Bailey, 2014). Moreover, these initiatives can be cost-effective due to escaping the need for transporting the food into disaster areas (ibid.). DP-DHL's action plans and ASCA-reports can increase national capacity, by being aligned with national DRR policies and integrated in national disaster preparedness plans in the country. The local capacity is furthermore enhanced by the workshops, due to them supporting national governments and airport authorities. Cisco supports American organisations and cities by testing their response capabilities in exercises, which increases local capacity by enhancing community preparedness and collaboration skills between the entities involved during disasters. Another example of how the company increases local capacity is that Cisco educates responders about the opportunity to use Cisco's technology during response efforts. After their deployment in the Philippines they left their equipment in the country, after having trained the army in how to use it themselves. Hence, DP-DHL and Cisco both work with training others, aiming to transfer their expertise and knowledge to other actors involved in disaster preparedness and response, which can lead to an increased local awareness and preparedness.

In DP-DHL's workshops they value including several different actors from different sectors who will be involved in a real disaster situation. This can increase the awareness of each other's roles and responsibilities and thereby make a disaster response situation more effective and this variety of actors have proven to be good for the outcome of the project. Cisco's TacOps team includes both coordination managers and network consulting engineers, which indicates that they try to ensure effectiveness by coordinating the team members and their responsibilities, even though this is not related to enhancing local capacity.

6.7.2 QUALITY INSTEAD OF QUANTITY

Cisco's limited resources, with a team consisting of only 10 full-time members, lead to them having to be more selective about which disaster situations they engage in. Their capability is therefore limited, which implies that their contributions are restricted when it comes to engaging in several incidents at once. Furthermore, it was stated that it is important for them to not becoming part of the problem by being a burden during the response and therefore they want to ensure that they can contribute in a specific situation. DP-DHL stated that due to lacking capacity they choose to engage in few workshops every year. MasterCard focuses on investing in infrastructure that is long-lasting. All these examples indicate that their contributions might be limited in terms of number of

executed achievements. Since the outcome of their engagements so far seem to have been successful, it might be desirable that they engage in even more. However, what can be concluded from these statements is that a general focus on quality instead of quantity exists in these initiatives and the companies probably engage according to their abilities and resources.

It is impossible to decide on which initiative has the best outcome and contributes with most value, since they all relate to different sectors and contribution areas. However, they all make a difference within their own area of engagement and contribute to DRR.

6.8 CONTRIBUTION TO RESILIENCE AND CRITICAL INFRASTRUCTURE

6.8.1 SOCIETAL RESILIENCE

As mentioned in 3. *Conceptual framework*, actions of DRR can strengthen societal resilience, which is also mentioned as one of the goals in the Sendai framework (UNISDR, 2015). All cases in the study contribute to societal resilience by improving national and community preparedness through building local capacity and boosting local economies, which was discussed in section 6.7.1 *Building local capacity*.

6.8.2 CRITICAL INFRASTRUCTURE

6.8.2.1 DIRECT CONTRIBUTION

The Sendai framework points out critical infrastructure as vital for engagements in DRR (UNISDR, 2015). All interviewees expressed that their initiatives contribute to maintaining critical infrastructure, but in different ways. DP-DHL identifies airports as one of the most critical infrastructures. The representative further described their role in facilitating flow of goods and people, in a disaster situation, through GARD. MasterCard contributes to critical infrastructure in terms of supporting the humanitarian system by contributing with their expertise in building financial infrastructure. When doing this, they are aiming at making it last longer than a regular response phase and therefore it is developed to be applicable in other contexts as well. They collaborate with local actors and the responsibility to maintain the infrastructure is later handed over to these actors. Cisco's main aim is maintaining critical infrastructure in the aftermath of a disaster by facilitating telecommunication services.

6.8.2.2 INDIRECT CONTRIBUTION

Since these companies' contributions are in different areas of preparedness; logistics, finance and telecommunications, it is not surprising that they expressed that they contribute with maintaining critical infrastructure in different ways. MasterCard's focus is building sustainable financial infrastructure possible to maintain. According to the researchers, they contribute to maintaining critical infrastructure in more than one way. The interviewee confirmed that the project contributes to maintaining water supply and food distribution, decreasing their dependence on food packages. However, this was not mentioned by the interviewee in the context of maintaining critical infrastructure. Nevertheless, it can be argued that since water supply and food distribution are examples

of critical infrastructure (Stewart et al., 2009), these effects are also part of their contribution in this area. DP-DHL does not build critical infrastructure, but instead they try to improve the existing ones. Similar to the case of MasterCard, DP-DHL can maintain water supply and food distribution by improving their critical infrastructure in focus, airports. Cisco ensures that the critical infrastructure telecommunication is functioning, while the function existing under normal conditions is being repaired. It was also discussed that this can have effects on other critical infrastructures, such as hospitals. An example related to this was their efforts in Ecuador that helped restore communication to access patient records, post a series of earthquakes, which enabled hospitals to function while their normal connectivity was being repaired. Furthermore, their efforts can result in faster distribution of food and water, indicating that their contribution to maintaining critical infrastructure is more extensive than what was mentioned during the interview.

All three cases indicate that while their efforts in maintaining critical infrastructure is connected to one main function, their initiatives can have a positive effect on other critical functions as well. This is not surprising, due to the complexity of society today where many functions are dependent on each other (Chen et al., 2013).

6.8.2.3 DEFINITIONAL DIFFERENCES

The interviewees' different responses about critical infrastructure indicate definitional differences related to this concept. This can also be observed when comparing their definitions of critical infrastructure with the one used in this research. This finding corresponds to the finding about definitional differences for preparedness. Hence, definitional challenges can be present in several concepts related to DRR. However, it is important to note that the interviewees were not asked to explicitly define critical infrastructure, but these definitions are based on their responses related to questions about critical infrastructure. Thus, the interviewees can have additional perceptions about these concepts, which were not revealed in this study.

6.9 COMPANY BENEFITS

6.9.1 LEARNING

Since all these initiatives are all related to the companies' own area of business and their core competences, there is a continuous learning process, which cannot completely be separated from other business efforts. One can assume that the companies do not avoid applying the things they learn during the efforts in humanitarian operations on regular development related to their main business. This conclusion is in line with Binder and Witte (2007), who also observe that private sector engagement related to main business enables learning for regular business activities. Therefore, the initiatives studied in this research can serve as a learning possibility, potentially useful to enhance core business activities.

6.9.2 MOTIVATED STAFF

Staff motivation was previously discussed as a motivational factor for company engagement. However, this can also be a company benefit. Satisfied employees can lead

to company benefits due to factors such as increased employee performance and a better reputation resulting from employees promoting the company. This is supported by Zyck and Kent's (2014) statement that private sector engagement can lead to an improved staff morale and willingness to stay with a company and the authors also mentioned better reputation as a result. All companies studied in this research have engagement programmes where employees can get involved, which can increase staff morale even more (Binder & Witte, 2007). In MasterCard's employee engagement programme the top performers are chosen to participate, which can be an incentive for employees to work hard to perform better. This approach of choosing the participants can ensure that only highly motivated people are sent to the areas where they are engaged in school feeding programmes, which in turn possibly can result in better efforts with the follow-up activities they are intended to do. However, there is no guarantee that the top-performers at the company are the best suited candidates for this mission, since their regular work responsibilities might be far away from what they do on their missions in the engagement programme. Hence, one might criticise choosing top performers as the best selection criterion when deciding on participants for their employee engagement programme. Although, it must be stated that there is no evidence that the selected employees for this MasterCard programme have performed insufficiently. Cisco, on the other hand, stated that the members in their TacOps team are specifically selected according to their backgrounds and personalities, to better correspond with what is needed during their deployments. This indicates preference of past expertise over performance at work. However, this does not necessarily mean that they possess all characteristics needed for accomplishing successful deployments. DP-DHL did not mention the importance of certain characteristics. However, they highly value sending well prepared and experienced trainers on their deployments. This can be seen as a selection criterion similar to what Cisco mentioned, where they choose trainers appropriate for the mission. While this might be an appropriate selection criterion, since it enables matching expertise with what needs to be achieved, the findings in this thesis have not indicated that one selection approach is better than the other. Conclusions about this can therefore not be drawn.

6.9.3 INNOVATION AND DEVELOPMENT

Zyck and Kent (2014) discuss that private sector engagement in humanitarian operations can encourage innovation and development of new technology. This is confirmed by the interviews in this research, where both Cisco and MasterCard explicitly mentioned that they have developed new technology as a result of follow-up after their efforts. This can also be applied on DP-DHL, who are not providing pure technical contributions, but are improving their workshops by doing follow-up measures after their implementations. Their workshops intend to prepare airports, and since they use airports for shipping it can be assumed to lie in their business interest to make these effective. This can thereby be seen as a type of development applicable to their initiatives.

6.10 DIFFERENT CHALLENGES

6.10.1 LIMITED UNDERSTANDING

The literature study reveals different challenges related to including the private sector in the humanitarian system, that do not correspond to findings according to this research. For example, Zyck and Armstrong (2014) mention absence of knowledge in both entities regarding the other's capabilities and needs. However, this research shows that the partnerships the companies engage in increases the awareness of what the other entity needs and can provide. As previously mentioned, during the interviews several examples of what their partner organisation provides in the initiatives were mentioned. This indicates that they are aware of what their partner contributes with and that they thereby can complement each other.

Burke and Fan (2014) and Zyck and Armstrong (2014) both discuss the limited understanding of potential areas where the private sector can contribute, in humanitarian operations. They state that this issue applies to both the humanitarian sector and the private sector itself. This statement can furthermore be denied when comparing it with the findings of this research, since the companies studied have visited disaster locations and thereby themselves discovered where they are needed and where their expertise can bring value and make a difference.

6.10.2 EXCLUSION FROM THE HUMANITARIAN SYSTEM

Burke and Fan (2014) have found challenges related to the different actors not knowing whom to approach in these situations. Furthermore, Zyck and Armstrong (2014) state that a challenge is that the humanitarian organisations do not feel ready to include the private sector. However, the successful partnerships noticed in this research state the opposite and these seem to be vital for enabling inclusion of the private sector. This research does not consider the view from the humanitarian sector, although one can assume that their willingness to engage in partnerships with the private sector suggest that they are willing to include the private sector in the humanitarian system. An issue with private sector engagement discussed in other literature is that they do not operate according to the humanitarian principles (ALNAP, 2015). This was not discussed during the interviews and conclusions related to this can therefore not be made. However, considering this as an issue can be questioned, since the private sector has a supportive role in these efforts and are not operating individually (Zyck & Armstrong, 2014).

6.10.3 SITUATION DEPENDENT

This research demonstrates that no general challenges exist and that the challenges discovered are dependent on the company and area of engagement. The challenges revealed are furthermore not similar to the ones discussed by other authors. The main challenge for DP-DHL is related to verifying sustainability for their project, which means ascertaining both short- and long-term impact in each country they visit. Cisco discussed challenges related to their deployments due to them always being different. For example, logistical issues, delayed deployments or not getting access to the disaster areas. The two

latter issues mainly resulted from governmental restrictions due to overwhelmed capacity. Another challenge is the changing conditions during a disaster, where the needs when the request is received by the company can be completely different from the needs when they arrive to the disaster location. This challenge makes it difficult to specify which equipment is needed in the disaster area on beforehand.

6.10.4 LACKING CHALLENGES

Both DP-DHL and Cisco stated that they are working on improvements related to their challenges, although they could not give concrete examples of what these improvements could be. In opposite, MasterCard could not express any challenges or potential improvements due to the success of their partnership, although it was stated that they are constantly learning. The reason behind the few examples of specific challenges and potential improvements discovered in this research cannot be concluded. It could be a result of their position at the company and that they are not directly engaged in all these efforts and therefore lack overall knowledge. However, even though these initiatives are all successful it can be assumed that no project is lacking challenges and that there is always room for improvements in all initiatives.

As discussed, the companies studied in this research struggled with finding challenges related to their initiatives. However, improvements can always be made, if challenges are discovered. Therefore, it is desirable to increase efforts in identifying challenges and gaining in-depth understanding of arising challenges. This can be achieved in forums such as workshops, where the actors involved in a certain initiative can meet to exchange ideas and experiences. It could furthermore include more actors, for example actors within the same area of business who have been engaging in similar initiatives. The companies studied in this research might already engage in such exchange activities to broaden their perception. However, this was not discovered in this research.

6.11 FACTORS OF SUCCESS

The initiatives presented in this research have all proven to be successful due to different factors. Based on previous discussions in section 6. *Analysis and discussion*, seven factors of success have been identified by the researchers, which are presented below.

6.11.1 PARTNERSHIPS

The value of partnerships cannot be neglected when focusing on factors of success related to these initiatives. These can enhance trust and collaboration and can furthermore enable exchanging knowledge and learning, creating a mutual aim, complementing each other and adding value to both partners. It can furthermore include the private sector in the humanitarian system.

6.11.2 COLLABORATION WITH OTHER ACTORS

The importance of well-functioning relations to other actors, such as governments in the disaster areas, must not be ignored either. Local governments are responsible for disaster

response and are therefore a vital actor to consider in these initiatives (ALNAP, 2015). Furthermore, DRR is primarily performed by local actors and governments and the focus for DRR should be reducing local vulnerability to risk (Kent & Burke, 2011; UNISDR, 2015). Moreover, local governments possess knowledge of the conditions in the disaster area, which might be required for performing DRR and humanitarian operations (Kent & Burke, 2011). In addition to this, humanitarian operations must be authorised by local governments, which means that their approval is vital for the other actors, to get access to operate in the disaster area (Cozzolino, 2012). A clear example of this was mentioned during the Cisco interview, where it was expressed that their team was prepared and ready to leave for Nepal after the earthquake, but that their offer to deploy was rejected at the last minute due to governmental restrictions. Hence, in addition to partnerships with humanitarian actors, collaboration with other actors than the humanitarian actors is vital. It is not surprising that coordination and collaboration are important, when considering the variety of actors engaging in humanitarian operations (UNISDR, 2015).

6.11.3 OWNERSHIP

The inclusion of the private sector in the humanitarian system can contribute with a feeling of ownership for the company, where they can experience that their role is important for the outcome. Being part of the humanitarian system can motivate the private sector to participate actively and genuinely in humanitarian operations. This might ensure a more effective response within the humanitarian system, such as faster distribution of aid or an improved coordination among the actors. Hence, ownership can be stated as important for success. Another type of ownership discussed by DP-DHL is ownership for local actors, which is important to ensure sustainability of the projects. In DP-DHL's initiative, this could be achieved by having a GARD-owner who is responsible for ensuring that measures are implemented and that good results thereby are obtained.

6.11.4 MAKING AN IMPACT

Another factor of success might be the companies' intentions with which situations they engage in. It is shown in all these initiatives that their contributions are closely related to making an impact. MasterCard chooses to engage in developing countries while DP-DHL and Cisco both decide where to deploy based on request and where they can have an impact. This implies that their engagement can make a difference in the disaster area, which might be a reason itself to that the outcome is successful.

6.11.5 WILLINGNESS

Requests can serve as a sign of willingness to receive help. A country's willingness to receive help and the companies' willingness to make a difference and to engage in humanitarian operations, can both be vital. Furthermore, the willingness from the company's side can also include willingness from the employees to be engaged. What can be concluded is that all types of willingness can be important for ensuring success within a project including a successful outcome.

6.11.6 FOLLOW-UP

All companies expressed an openness to improvements related to their initiatives and a focus on sustainability and long-term solutions. These can be vital factors for ensuring that an initiative is developed and adjusted according to context. Follow-up can ensure that improvements are made, which in turn can guarantee sustainability of the initiatives in the long run. Follow-up is therefore considered as being important in successful initiatives.

6.11.7 FLEXIBILITY

Another aspect discovered by the researchers is that all companies consider the needs before they engage. Assessing the needs in the disaster area can enable the private sector to contribute with resources that are not currently existing and thereby complementing existing resources (Kent & Burke, 2011). Cisco ensures to examine the situation and the needs in the disaster area before deploying, with help of their contacts globally. MasterCard takes needs into account by adapting their efforts according to situation and the existing infrastructure in the disaster area. DP-DHL considers needs by adjusting the workshops depending on the language in the country. Moreover, Cisco engages in several different types of disasters and is not dependent on a specific partnership for enabling their deployments. Hence, another factor of success in these initiatives is flexibility within the projects and a possibility to adapt according to situation.

To summarise, the factors of success discovered in this research are: partnerships with humanitarian organisations, collaboration with other actors, ownership, making an impact, willingness, follow-up and flexibility. These all seem to be important factors related to success for these initiatives.

7 CONCLUSION

This research is based on a multiple-case study including three private businesses with a purpose to understand their present role in preparing for humanitarian operations as well as the possibility to improve this role. The research clearly shows that there are many possibilities for the private sector to engage in preparing for humanitarian operations. The companies studied in this research are engaged in successful initiatives related to their area of expertise, within telecommunications, logistics and finance respectively. Contribution related to the business' core expertise can enable providing solutions that humanitarian organisations lack, or have limited capacity to provide, and can thus make response efforts more effective. The findings indicate that much can be done already in the preparedness phase, to enhance response efforts in the aftermath of a disaster.

Motivational factors for engagement can be external and internal, and their value for engaging the private sector must not be neglected. The company's engagement in humanitarian operations results in a more motivated staff and can serve as a learning possibility for the company, potentially enhancing core business activities and development of technology. Hence, direct company benefits can also be recognised as a result of their engagement in this area.

This research shows that it is possible for the private sector to achieve successful outcomes within the field of disaster preparedness. Furthermore, it shows that challenges observed in literature related to these types of initiatives can be overcome. Much of the success can be attributed to partnerships with humanitarian organisations and well-functioning collaboration with other actors. This can enable complementing each other and can also ensure that the private sector is included in the humanitarian system. Additionally, willingness and a feeling of ownership are two factors directly related to success. Follow-up activities can facilitate improving the initiatives and ensured sustainable impact in the locations of their engagements. Lastly, flexibility in the initiatives has also proven to be vital for successful engagements. The positive outcomes of these initiatives imply that private sector engagement can contribute proactively to societal resilience, by maintaining critical infrastructure and enhancing local capacity, which can improve DRR in a community.

The findings in this research indicate that private sector engagement adds value to humanitarian operations, that can be further increased. The research suggests much potential for further investments in preparedness measures and argues that the private sector has an active rather than a peripheral role to play, with much potential to improve that role within the humanitarian system. Factors of success have been found, which can act as an indicator of focus areas where investments can be made, to achieve successful initiatives that can improve humanitarian operations.

Investigating the role of the private sector in preparedness has pointed out important areas for improving their role. It is important to have an openness to new areas of engagement.

Furthermore, engaging in partnerships with other actors involved in humanitarian operations is vital for overcoming challenges. Follow-up activities can ensure that contributions have a long-term impact and can enable improvement of initiatives. Engagements are company- and circumstance dependent, which means that resources and possibilities must be considered, as well as needs, to achieve successful outcomes. Lastly, challenges can be discovered in forums where actors involved in humanitarian operations can meet and exchange experience, which thereby can enable overcoming these.

7.1 FUTURE RESEARCH

Due to limitations in time and resources this research presents a rather narrow focus, which means that there is great potential for further research within this area. Firstly, this case study only includes three private businesses, which indicates that there is a possibility to continue with this research by studying additional businesses. Furthermore, only three sectors were included, logistics, telecommunications and finance. However, there are other sectors which can provide great contribution to DRR, for example the health and food industry, and therefore could be interesting to include in future research. In addition, it is possible to include local businesses since this research has only covered global companies.

Secondly, this research has its focus on only one of the phases of DRR, preparedness. Prevention and mitigation were not considered but can nevertheless be an interesting focus area for exploring private sector engagement. Furthermore, the connection to response was to some extent included but not the connection to recovery. This could be a possible focus for future research since this is linked to long-term solutions and long-term impact, which was found to be important for the companies, but not further analysed by the researchers.

Thirdly, this thesis has its entry point from the perspective of the private sector and no other actor's perceptions were included. However, the humanitarian system constitutes of several actors and including their views could bring a wider understanding of this area. Including the views of the humanitarian sector could be beneficial, since partnerships with humanitarian actors have been found to be an essential part in these initiatives. Furthermore, governments have a central role and collaboration between them and other actors involved is important, why this is also an interesting focus.

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9 APPENDIX A

9.1 INTERVIEW QUESTIONS DP-DHL

1. How long have you been employed at this company?
2. How long have you been a part of this project?
3. What is your role in this project, as a manager?
4. What is your view on what DHL contributes with in this project, specifically for the GARD project?
5. How was this project initiated? Was it DHL that saw that something needed to be done or was it the humanitarian organisation that wanted help from you?
6. How did your partnership with UNDP start?
7. What are your company's incentives for being involved, from your company's perspective?
8. What types of preparedness measures are included in the project performed at the airport?
9. After this assessment do you continue with a planning phase or how do you continue after this?
10. In which cases is GARD plus used?
11. Can you see that the GARD plus is valuable?
12. Have you noticed any differences when you use GARD plus and when you don't?
13. Who decides where the workshops are performed? Is it for example the country that asks for it or is it the UNDP?
14. Do you think the project has been successful? Why/in what way?
15. What could have been done better?
16. Have you noticed any obstacles throughout the project? Which?

17. Have you had any contact with the national governments, as a company? How is the work with the governments?
18. Has this project contributed to maintaining critical infrastructure? How?
19. If the airports are prepared when a disaster strikes that they could then help to maintain critical infrastructure during a disaster?
20. How has the partnership with UNDP worked? Why?
21. Have you noticed any significant differences in the way you work and UNDP works with this project? If yes, have this impacted your partnership?
22. Have you noticed any advantages for your company as a result of this project? Which?
23. Would you say that this has created a better reputation for DHL, not only within the company but also outside? Do you think people notice what you do?

9.2 INTERVIEW QUESTIONS MASTERCARD

1. How long have you been employed at this company?
2. How long have you been a part of this project?
3. The school meal programme, is that related to the Integrated giving?
4. Does this comprise both Integrated Giving and Digital Food?
5. What is your role in this project?
6. Do you have a collaboration with local banks to enable the distribution of funding?
7. How is it decided which local actors get to participate as retailers?
8. In the Digital Food, we read somewhere that you can use this card with money in specific shops. Is that correct?
9. Do WFP contact these retailers locally?
10. In what situations are these projects applied? How do you choose where to use it?
11. So they're not decided depending on situation but depending on existing infrastructure?
12. What types of preparedness measures are included in the project?
13. Would you say that this would make resource allocation more effective?
14. What are your company's incentives for being involved in these initiatives?
15. What is the main aim of this project from MasterCard's perspective?
16. Would you say that the private sector has a supportive role in the humanitarian system?
17. Do you think the project has been successful? Why/in what way?
18. What could have been done better?

19. Do you get any feed-back from the users and the countries where you have these projects?
20. Is there a continuous development of the technology used when you do this follow-up?
21. Have you, in the role of MasterCard, had any contact with governments or is it WFP who is in contact with them?
22. How has this project contributed to maintaining critical infrastructure? It could for example be financial services as a critical infrastructure.
23. Would you say that these initiatives can contribute to maintaining water supply and food distribution in these fragile countries, by collaborating with local actors?
24. How has the partnership with WFP worked? Why? Has the collaboration worked well or has there been any problems during this partnership?
25. Have you noticed any differences in the way you work and WFP works and have this impacted your partnership?
26. Have you noticed any advantages for your company as a result of this project that you didn't have as an aim from the beginning?
27. Have you noticed that your employees that are doing the follow-up are more willing?

9.3 INTERVIEW QUESTIONS CISCO

1. How long have you been employed at this company?
2. How long have you been part of this project?
3. What is your role in this project, as a Tactical Operations coordinator?
4. Are you in the deployment as well?
5. Are you the coordinator for the DIRT team as well, or is that someone else?
6. Could you explain a little bit about what Tactical Operations comprises?
7. In what situations are Tactical Operation and DIRT teams applied? How do you choose where to deploy to?
8. Did you find a gap that you could fill with your expertise and knowledge?
9. What is the main aim of this project from Cisco's perspective? What do you as a company want to achieve?
10. What are your company's incentives for being involved? Is it to give back and help people?
11. Would you say that the main disasters where you're deploying for, is that disasters resulting from natural hazards or could there be other disasters such as during war-time or refugee crisis?
12. How is the work of Tactical Operations related to disaster preparedness?
13. Has this project contributed to maintaining critical infrastructure?
14. Could you explain in what way?
15. We saw that you have different partnerships with other organisations in the projects related to Tactical Operations. Can you explain a bit about these?
16. So that is not partnerships that you have in the beginning but that you make when you get there?
17. What are the benefits with engaging in partnerships?

18. Has there been any challenges related to the partnerships and the collaboration?
19. Have you noticed any significant differences in the way you work and the partner organisations work with these projects?
20. Do you have any contact and collaboration with local governments in the areas where you do the deployments?
21. Have there been any challenges in the contact with local governments?
22. Do you think the projects have been successful?
23. Have you noticed any obstacles throughout the projects?
24. What could have been done better?
25. Would you say that it is a continuous follow-up after each of the deployments?
26. Have you noticed any benefits for your company as a result of these projects?
27. Do the employees appreciate it?