Building Resilient Communities: Private Sectors (PS)

PS TOOLKIT GUIDEBOOK

PS

January 2018

BRC
BUILDING RESILIENT COMMUNITIES

mercy MALAYSIA™


PS

Building Resilient Communities: Private Sectors (PS)

PS TOOLKIT GUIDEBOOK

Businesses are important and influential components in the communities where they operate, and their collective ability to prepare, respond, and recover from disasters can bring dramatic shifts in private, public and social communities disaster resilience. The private sector needs to protect its own investments, and at the same time, protect and continue provision of services to the communities. MERCY Malaysia's Private Sector (PS) training's objective is to improve private sectors' resiliency towards disaster and conflict situations, and making them more risk-sensitive. The program offers practical tools so that DRR can be applied into the private sectors.

Toolkit Contents

Acronyms

4R	Robustness, Resourcefulness, Redundancy and Rapidity
AADMER	ASEAN Agreement on Disaster Management and Emergency Response
BCM	Business Continuity Management
BCP	Business Continuity Plan
BRC	Building Resilient Communities
CBDRM	Community Based Disaster Risk Management
CFRD	Communication and Fund Raising Department
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EM-DAT	Emergency Events Database
HFA	Hyogo Framework of Action
LGUs	Local Government Units
MOH	Ministry of Health
NADMA	National Disaster Management Agency
PDO	Program Development and Operations
PS	Private Sectors
RHI	Resilient Health Infrastructure
SFDRR	Sendai Framework for Disaster Risk Reduction
SPP	School Preparedness Program
UNISDR	United Nations Office for Disaster Risk Reduction
VMD	Volunteers Management Department
WHO	World Health Organisation

Building Resilient Communities (BRC)

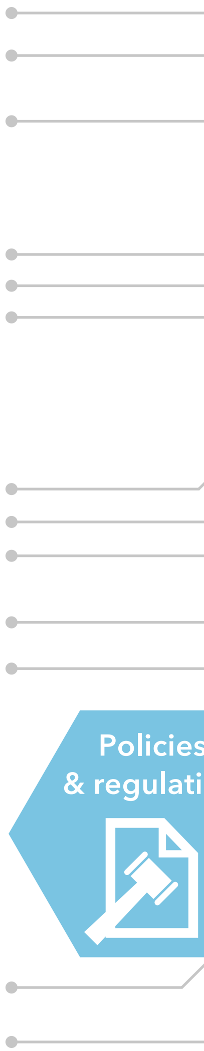
A resilient community can better cope with the impact of natural disasters and is able to get life back to normal faster. To achieve this, all segments of society must be engaged - government, academic institutions, private sector, civil society, community based organizations, and the general public. Building resilience requires the direct involvement of community members at the grassroots level in all stages of DRR, from planning to monitoring and evaluation.

In achieving a culture of resilience, it is however not enough if only few of the civil society organizations, humanitarian actors and local government actors have disaster risk reduction and adaptation included as an inherent part of their work. Therefore, MERCY Malaysia's BRC program was developed as a way to engaged various stakeholders in a spherical and dynamic manner in addressing and responding to issues, ideas and actions that would help in increasing communities' and places resiliency.

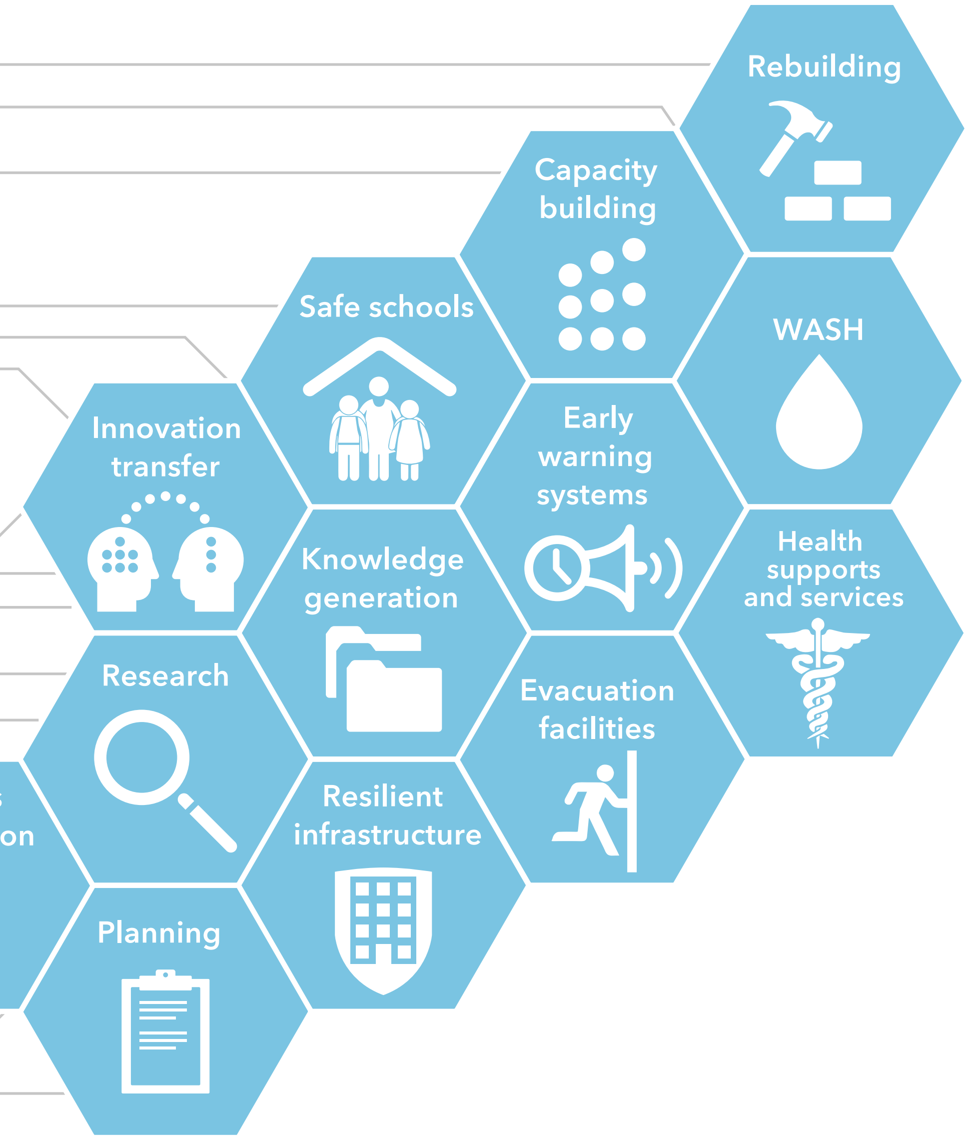
The BRC framework is a holistic approach that includes all levels of stakeholders in a community ***(local citizens, its local government units, schools and educational units/facilities, health units/infrastructure and private sectors)*** to increase capacity and reducing vulnerability with the objective of building the community's resilience in social well-being and equity, environmental stewardship, and economic prosperity and continuity.

The BRC framework and network of stakeholders

PROGRAMS	OBJECTIVES
CBDRM	To provide a platform for communities to actively participate in disaster risk reduction activities, gain knowledge, skills and competencies in DRR and indigenous early warning systems are enhanced and used.
SPP	To generate a culture of disaster awareness and response amongst school children, teachers and staff.
RHI	To increase and introduce hospital and its management to DRR and improve the hospital's disaster preparedness and critical infrastructure's resilience through the implementation of DRM.
PS	To provide DRR and DRM education for private and corporate sector through DRR for Private Sector and Business Continuity Plan (BCP).
LGUs	To educate, train and strengthen relevant LGU stakeholders on DRR and DRM.



EXAMPLE ACTIVITIES



BRC programs, objectives and example of activities

Private Sectors (PS)

Natural disasters have increased its frequency and magnitude as records since 1960 indicate. The economic impact of natural disasters have also become more severe. the average annual economic loss worldwide from natural disasters between 2000 and 2015 amounted to US$ 289 billion, of which US$ 33 billion is in Asia. The impacts of disaster to the corporate sector are enormous. It is reported that 85% of the total accumulated insurance cost is from natural disasters.

Disaster Risk Reduction (DRR) skills are fundamental to the process of increasing awareness on natural hazards and disaster risk reduction to key stakeholders with knowledge on Disaster Risk Management (DRM) to empower the actors to support their organizations in developing disaster resilient programs and action plans. DRR is a part of sustainable development, so it must involve every part of the society, government units, non-governmental organizations and the professional and private sectors.

Fundamentally, DRR succeeds in reducing risk by building the strengths, attributes and resources available within a community, society or organization. Although often used interchangeably with DRR, DRM can be thought of as the implementation of DRR, since it describes the actions that aim to achieve the objective of reducing risk. There is no 'one-size fits all' approach to DRM, but there exist a number of approaches and frameworks, which have been effectively implemented to reduce disaster risk.

Global businesses and investors have immediate opportunities to grow in developing and emerging economies, but need to factor in the practical risks and costs of doing business in these countries. They require: a skilled and healthy workforce; license to operate; access to natural resources; adequate and resilient infrastructure; rule of law; and functioning institutions – all of which can be impacted by natural disasters and climate change. An upward trend of financial losses and interruption to local services from disasters will therefore impact on foreign direct investment.

Impacts from natural hazards and climate change can affect a company directly through its own operations or indirectly through its value chain. 'Direct' impacts include physical asset damage, reduced operational performance, and staff and workplace disruption. 'Indirect' impacts amplify losses beyond individual operations and can often be felt across companies, sectors and countries due to the globalisation of value chains and markets. These include increased commodity or input prices, supply chain or distribution network interruption or reputational issues.

Opportunities to scale up public-private collaboration on building resilience are largely untapped. This is partially because resilience is often been viewed as the responsibility of the public sector. Public funds alone cannot achieve this and the private sector faces too many investment barriers. Collaborative action is therefore critical.

Needs Assessment and Identification

Needs assessment and identification is the first step for the whole PS training process. It is important to know and understand the needs of the local community (in this case, private sectors, i.e. business entities, private organizations, etc) prior to conducting the program. This toolkit is designed to help the assessment team to conduct systematic needs identification in an effective way. Needs assessment and identification results will be useful in preparing preliminary report to justify the project needs and to be used as a framing guideline throughout the whole activity process for the PS training that is contextually relevant and responsive. The assessment tool is divided into two (2) sections, each focusing on general needs and an evaluation framework for PS resilience.

Needs Assessment and Identification

General Assessment and Identification	PS Resilience Evaluation
A. Community types B. Community size C. Geographic location D. Disaster risk types E. Vulnerability scale F. Risk index checklist	A. PS (business entity, private organization, etc.) safety and vulnerability B. DRR and resources C. Continuity of essential services D. Recovery and adaptation
Assessor	
1. BRC/DRR expert staffs 2. BRC project officer	1. BRC/DRR expert staffs, and/or 2. BRC technical team staffs/ volunteers

General Assessment and Identification

The earliest step involves the identification of the contextual background and its community group that require specific and strategic intervention in increasing their level of resiliency.

These checklists is to be filled based on preliminary desktop research and may not be totally accurate nor representing exact site conditions. Its purpose is to provide baseline information for further assessment.

A. COMMUNITY TYPES

- ☐ Civil society (if yes, CBDRM)
- ☐ School children and administrators (if yes, SPP)
- ☐ Hospital administrators, doctors and users (if yes, RHI)
- ■ Private/citizen organization (if yes, PS)
- ☐ Local government administrators (if yes, LGUs)

B. COMMUNITY SIZE

- ☐ < 50
- ☐ 51 - 100
- ☐ 101 - 500
- ☐ 501 - 1000
- ☐ 1000 - 2500
- ☐ > 2500

C. GEOGRAPHIC LOCATION

- ☐ West Malaysia
- ☐ East Malaysia
- ☐ ASEAN
- ☐ Asia
- ☐ Africa
- ☐ Europe
- ☐ North America
- ☐ South America
- ☐ Antarctica
- ☐ Australia

D. DISASTER RISK TYPES

- [ ] Natural hazards:
  - [ ] Geophysical (earthquakes, landslides, tsunamis, volcanic activity)
  - [ ] Hydrological (avalanches and floods)
  - [ ] Climatological (extreme temperatures, drought and wildfires)
  - [ ] Meteorological (cyclones and storms/wave surges)
  - [ ] Biological (disease epidemics and insect/animal plagues)
  - [ ] Others ______________________________
- [ ] Man-made hazards:
  - [ ] Complex emergencies/conflicts
  - [ ] Famine
  - [ ] Displaced populations
  - [ ] Industrial accidents
  - [ ] Transport accidents
  - [ ] Others ______________________________

E. VULNERABILITY SCALE

- [ ] Vulnerability as internal risk factor (intrinsic vulnerability)
- [ ] Vulnerability as the likelihood to experience harm (human centered)
- [ ] Dualist vulnerability (susceptibility and coping capacity)
- [ ] Multiple vulnerability (susceptibility, coping capacity, exposure)
- [ ] Multi-dimension vulnerability (physical, social, economic, environmental)

F. RISK INDEX CHECKLIST

- [ ] Exposure
- [ ] Susceptibility
- [ ] Coping capacities
- [ ] Adaptive capacities
- [ ] Resilience capacities

G. ADDITIONAL INFORMATION/ RECOMMENDATIONS

PREPARED BY

☐ BRC project officer

Name ______________________

Date ______________________

VERIFIED BY

☐ BRC/DRR expert staff

Name ______________________

Date ______________________

Private Sectors Resilience Evaluation

The private sector needs to protect its own investments, and at the same time, protect and continue provision of services to the communities. The following resilience evaluation checklists can be used to identify needs of building resilience for the private sectors:

A. BASELINE INFORMATION

- ☐ A lack of relevant risk information;
- ☐ Low levels of capacity and skills required for the sector;
- ☐ Poor levels of access to credit to implement resilience measure and or market opportunity;
- ☐ Weak knowledge management structures to share good practice;
- ☐ Inadequate policy, regulatory and legal environments;
- ☐ Domestic infrastructure constraints.

B. GAPS IN EXISTING OR PLANNED RESILIENCE INITIATIVES

- ☐ Limited planned or strategic engagement with the private sector;
- ☐ Projects engaging the private sector emerging on an opportunistic and ad hoc basis;
- ☐ Limited focus on the different models needed to engage various private sector actors;
- ☐ Direct engagement of the private sector is sporadic and there is a lack of connectivity between these limited number of initiatives;
- ☐ Targeting of instruments, selection criteria for resilience programs and projects to the private sector are limited.

C. DISASTER PREPAREDNESS AND RESOURCES

- [ ] DRR stewardship:
  - [ ] Set-up of emergency committee or command centre (e.g. workplace, communication equipment, and staff)
- [ ] DRR cooperation and communication:
  - [ ] Center for crisis communication within organization
  - [ ] Communication and cooperation with other community facilities
- [ ] Disaster plan system:
  - [ ] Plans for different kinds of disasters are ready
  - [ ] Organization plans are involved within community-wide plan
- [ ] Disaster resources:
  - [ ] Stock quantity of different emergency supplies are available
  - [ ] Strategies for management of emergency preparedness (e.g. logistics and distribution, contact with local authorities, etc._
- [ ] Emergency staff and group:
  - [ ] Set-up of emergency expert group
  - [ ] Set-up of emergency rescue team
- [ ] Emergency trainings and drills:
  - [ ] Different incident types for trainings were conducted
  - [ ] Different incident drills for trainings were conducted
  - [ ] Frequency of trainings/drills ____________________
  - [ ] Period of the last trainings/drills ________________

D. RISK ASSESSMENT MATRIX

These involve the collection and summary of risk information, including socio-economic data on existing vulnerability and capacity. They should cover the entire organization (group) and all offices (branches / site), and should be routinely updated to assess emerging risks.

Likelihood	**Consequences**				
	Insignificant (Minor problem easily handled by normal day to day processes)	Minor (Some disruption possible e.g. damage equal to $500K	Moderate (Significant time / resources required e.g. damage equal to $1 million)	Major (Operations severely damaged e.g. damage equal to $10 million)	Catastrophic (Business survival is at risk damage equal to $25 million)
Almost certain (e.g. >90% chance)	High	High	Extreme	Extreme	Extreme
Likely (e.g. between 50% and 90% chance)	Moderate	High	High	Extreme	Extreme
Moderate (e.g. between 10% and 50% chance)	Low	Moderate	High	Extreme	Extreme
Unlikely (e.g. between 3% and 10% chance)	Low	Low	Moderate	High	Extreme
Rare (e.g. <3% chnce)	Low	Low	Moderate	High	High

Sample of Risk Assessment Matrix

E. ADDITIONAL INFORMATION/ RECOMMENDATIONS

PREPARED BY

☐ BRC/DRR expert staff

Name ____________________

Date ____________________

VERIFIED BY

☐ BRC technical team staff

Name ____________________

Date ____________________

Project Proposal

Upon completion of the needs assessment and identification, a project proposal need to be prepared. A good and properly planned project need to be justified in the project proposal. Its objectives are to identify what work is to be done, explain why this project needs to be implemented and juustify the reader (funder, executive council etc.) that the project have a plausible management plan and technical approach, and have the resources needed to complete the task within the stated time and cost constraints.

Below is a guideline to prepare a BRC project proposal:

A. PROJECT COVER SHEET

- [ ] Include contact information, project director, project period and project summary

B. ORGANIZATIONAL HISTORY, MISSION, VISION AND STRUCTURE

- [ ] Include a few brief paragraphs explaining how MERCY Malaysia was established, its mission, vision and structure, as well as its record of working on humanitarian and DRR/DRM issues

C. PROGRAM BACKGROUND AND ISSUE ANALYSIS

- [ ] Provide an analysis of the field, what are the existing gaps and challenges, and what exactly is the problem to be addressed?

D. GOAL, OBJECTIVES, TARGET POPULATION AND IMPLEMENTATION PLAN

- ☐ What is the overall goal of the program/project
- ☐ What are the objectives?
- ☐ How will the project be implemented?

E. PROJECT BUDGET

- ☐ Provide a line item budget in Malaysian Ringgit (MYR) or US Dollar (USD) with short narrative explanations for each line item, which can be footnoted to the budget

F. ATTACHMENTS

- ☐ Overall organizational budget (operating budget)
- ☐ List of other potential sources of support (if any)
- ☐ Other references
- ☐ Photographs (with captions)

Note: This guideline is intended to serve as a sample to assist in the writing a BRC project proposal. The organization should feel free to use other formats, as long as all the above-mentioned elements are included in the proposal. Project proposals should be no longer than 10 pages, although shorter proposals would be preferred.

Example of needs assessment and identification

PROJECT PROPOSAL

Date: Country:	
Project name	BUILDING RESILIENT COMMUNITIES (BRC) - PRIVATE SECTORS (PS) TRAINING
Project brief	
Project location	
Project description	
Project justification	
Previous experience of the organization	
Project activities	
General objectives	
Goals	
Estimated result of the project	
Risk and assumptions	
Number of beneficiaries and description	
Project's duration	
Implementing party and partners	
Project budget	
Detail budget	
Monitoring and evaluation procedures	
Timeline	
Contact information	

Project proposal template as guideline

Workshop Preparation

After the completion of Stage 1 of the BRC program, Stage 2 - 4 mark the bulk component of the program, which is the workshop with the stakeholders. This section provides guidelines and checklists in preparing for the workshop. The guideline recommend facilitators to establish a participatory and empowering tone to the workshop series. Welcome and honor the useful skills, knowledge, and experience that each participant brings to the BRC process.

A. WORKSHOP TYPES AND STAKEHOLDERS

- [ ] CBDRM (Civil society)
- [ ] SPP (School children and administrators)
- [ ] RHI (Hospital administrators, doctors and patients)
- [x] PS (Private/citizen organization)
- [ ] LGUs (Local government administrators)

B. PLANNING THE WORKSHOP

- [ ] Formulate/define workshop type and stakeholders of workshop
- [ ] Agree and set dates
- [ ] Recruit organizing working groups
- [ ] Recruit conference staff/assistants

C. FINANCIAL PLANNING

Budget to cover the following expenses need to be in line with proposed budget approved in the project proposal

- [ ] Hire of venues
- [ ] Catering – meals, lunches, tea and coffee breaks etc.
- [ ] Workshop stationery

- [ ] Workshop collaterals (banners, buntings, etc.)
- [ ] Translation services and equipment
- [ ] Evaluation report and publication of results of workshop
- [ ] Local accommodation
- [ ] Transport requirements
- [ ] Fee for Subject Matter Experts
- [ ] Media coverage expenses (additional transportation, meal, etc.)
- [ ] Other expenses. Please specify: ______________________

D. TARGETING THE RIGHT AUDIENCE

- [ ] Prepare a brief person specification – the type of people that will benefit most from attending
- [ ] Invite chairperson
- [ ] Invite VIPs and other officials (if required)
- [ ] Invite speaker(s) for opening address
- [ ] Invite keynote speaker(s)
- [ ] Invite presenters/trainers and facilitators

E. REGISTRATION AND MAILING

- [ ] Workshop registration – set deadline
- [ ] Coordinate information with VMD Head and staffs
- [ ] Ensure all registration forms received have been processed and resolve any queries
- [ ] Send final confirmation of registration to participants
- [ ] Compile final list of registered participants
- [ ] Report updated list of participants to convener(s)
- [ ] Produce name badges with participant's first name, family name and country/organization of origin
- [ ] Produce name badges for workshop commitee members

F. FINAL CONFIRMATION

Final confirmation checklist of the planned workshop will be listed in the final mailing for all stakeholders, participants, staffs and volunteers

- ☐ Workshop title, dates, location
- ☐ Description of workshop venue
- ☐ Focal person (contact details)
- ☐ Reception arrangements and registration desk opening hours
- ☐ Hotel and other accommodation details and locations relative to workshop venue (a map is always useful)
- ☐ Any off-site workshop venues and arrangements for local transport

G. COMMUNICATION

Workshop staffs and volunteers to check with Communication and Fund Raising Department (CFRD) and to comply with MERCY Malaysia's brand and communication guideline

- ☐ Confirm all acknowledgements, including logos to be included on all material for the workshop – flyers, reports, posters etc.
- ☐ Prepare a brief description of the event and use as the basis for internal communication (within MERCY Malaysia)
- ☐ Create announcement/workshop flyer, including brief, outcome, venue, date and pre-registration deadline
- ☐ Distribute workshop collaterals (print, online, mailing lists)
- ☐ Ensure links established on appropriate websites as an outlet for news about the workshop
- ☐ Compile mailing list of people useful to invite – a ‘hit list’ of people desirable to have attend, e.g. international officials, national officials, specialists, etc.
- ☐ Social media communication flow (FB, Twitter, Instagram)
- ☐ Contact media agencies - TV, radio, prints (national/international)

H. DOCUMENTATION

- ☐ Photographer (staff member/professional)
- ☐ Videographer (staff member/professional)
- ☐ Rapporteur

I. PRESS RELEASE

- ☐ Draft press releases and consider means of dissemination
- ☐ Determine a lead contact (official) spokesperson
- ☐ Make arrangements for press to interview VIPs, officials, etc.

J. ADDITIONAL INFORMATION/ RECOMMENDATIONS

Note: This checklists are general guideline only. Each workshop will have its own circumstances and considerations, vary in terms of location, scale and scope.

Module Contents Preparation

The RHI modules are the core content of the program. Its delivery forms the most important component in developing stakeholders' understanding towards the needs for health infrastructure resilience. The following guidelines is intended to help develop up-to-date and relevant module contents for the workshop.

SESSION ONE

A. INTRODUCTION TO DRR

- [ ] The philosophy and concept of DRR - what is DRR?
- [ ] Positioning DRR - context and approaches
- [ ] Roadmap towards reducing disaster risk - history of DRR
- [ ] Why DRR is needed?
- [ ] Brief information on Hyogo Framework of Action 2005 - 2015
- [ ] Brief information on Sendai Framework for DRR 2015 - 2030
- [ ] Basic terminologies on disaster risk
- [ ] 'Formula' of disaster risk
- [ ] Total Disaster Risk Management (TDRM)
- [ ] How DRR can help towards resilient PS?
- [ ] Issues and challenges in DRR
- [ ] Summary - working together in DRR and achieving resiliency

B. INTRODUCTION TO PS TRAINING

- [ ] Context and issues - why PS training is needed?
- [ ] Positioning PS within DRR - how PS contributes to DRR?
- [ ] Definition of resilience and PS
- [ ] Goals and objectives of the PS training
- [ ] PS in building disaster resilience

SESSION TWO

C. PS RESILIENCE FRAMEWORK

- [ ] Public-private partnership framework
- [ ] Humanitarian Charter - The SPHERE Project
- [ ] Beneficiaries identification
- [ ] Needs assessment and proposal writing
- [ ] Case studies and best practices

D. DISASTER SIMULATION EXERCISE

- [ ] Identifying, assessing and monitoring disaster risks
- [ ] Introduction to hazards, vulnerability and capacity assessment
- [ ] Disaster simulation exercise

D. PS IN BUILDING COMMUNITY RESILIENCE

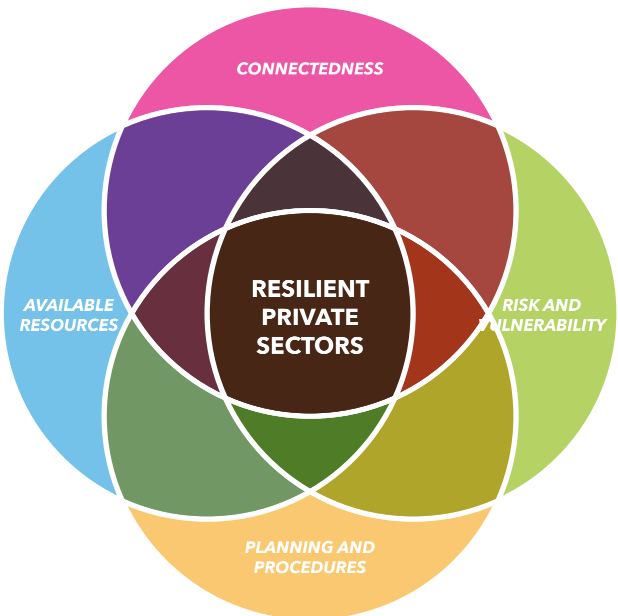
- [ ] Code of conduct in disaster response
- [ ] Planning DRR strategies
- [ ] Monitoring and evaluating the impact of DRR strategies
- [ ] Incorporation of DRR into various humanitarian sectors

The RHI Scorecard

This Scorecard was developed in reference to Torrens Resilience Institute's Community Disaster Resilience Scorecard Toolkit. This Scorecard is an early step towards understanding the current level of resiliency a stakeholder might be in a specific time and context. Using the Scorecard at constant intervals will allow progress tracking on selected key action areas and idenity new areas that require further action.

FOUR KEY CATEGORIES IN EVALUATING THE COMMUNITY

The evaluation looks at four categories - Connectedness; Risk and Vulnerability; Planning and Procedures; and Available Resources, which are key factors in determining how resilience a stakeholder may be.



The four categories in evaluating the private sector/organization

EVALUATION SCORING METHOD

The completed Scorecard will provide a point-in-time snapshot of some key measures important to resilience, providing guidance on aspects of what should receive attention in order to increase resilience, strengthen resilience over time and reducing vulnerability. The Scorecard is then analysed to indicate whether the community's current state of resilience is at the **DANGEROUS LEVEL, CAUTION LEVEL** or **SAFE LEVEL.**

The following pages provide list of questions that form the overall evaluation items and indicators that can be used for this purpose. The lists are guidelines only and may subject to changes depending on the specific context of the project stakeholders.

CATEGORIES/LEVEL	DANGEROUS (1)	CAUTION (2)	SAFE (3)
OVERALL SCORE	25% (27 - 34)	26 - 75% (35 - 101)	76 - 100% (102 - 135)
CONNECTEDNESS	25% (6 - 8)	26 - 75% (9 - 23)	76 - 100% (24 - 30)
RISK AND VULNERABILITY	25% (8 - 10)	26 - 75% (11 - 30)	76 - 100% (31 - 40)
PLANNING AND PROCEDURES	25% (5 - 6)	26 - 75% (7 - 19)	76 - 100% (20 - 25)
AVAILABLE RESOURCES	25% (8 - 10)	26 - 75% (11 - 30)	76 - 100% (31 - 40)

Evaluation scoring method and classification of resiliency levels

A. CONNECTEDNESS

How connected are the members within your organization?

	Question		
A.1	What proportion of your population is engaged with organisations (e.g. religious groups, clubs, sport teams)?	1 <20%	2 21 - 40%
A.2	Do members of your organisation have access to a range of communication systems that allow information to flow during an emergency?	1 No or very limited access	2 Has limited access to a range of communication
A.3	What is the level of communication between management and staff?	1 Passive (management only - instruction)	2 Consultation
A.4	What is the relationship of your organisation with the larger community?	1 No networks with others in the community	2 Informal networks with others
A.5	What is the degree of connectedness across organisation groups ? (e.g. ethnicities / sub-cultures / age groups / new residents not in your community when last disaster happened)	1 Little / no attention to subgroups	2 Advertising of cultural / cross-cultural events

Score			Justification / Proof
3 41- 60%	4 61-80%	5 >81%	
3 Has a good access to a range of communication but damage resistance not known	4 Has very good access to a range of communication and damage resistance is moderate	5 Has wide range of access tot damage-resistant communication	
3 Engagement	4 Collaboration	5 Active participation (360degrees - feedback)	
3 Some representation at communial meetings	4 Multiple representation at communial meetings (incl. with local gov. units)	5 Regular planning and activities with others	
3 Comprehensive inventory of cultural identity groups	4 Community cross-cultural council with wide membership	5 Support for and active involvement in cultural / cross-cultural events (in addition to previous)	

B. RISK AND VULNERABILITY

What is the level of risk and vulnerability in your organization?

Question				
B.1	What are the known risks of all identified in your organisation?	1 No local focus or mapping on risk	2 Local focus on single risk (eg fire) but no mapping	Mapp l
B.2	What are the trends in relative size of the permanent staff and contractual?	1 Permanent staff is <20%	2 Permanent staff is 21 - 40%	Perm 4
B.3	What is the rate of staff change in the last 5 years?	1 >30%	2 20 - 29%	1
B.4	What proportion of the staff has the capacity to independently move to safety? (e.g. non-institutionalised, mobile with own vehicle, adult)	1 <20%	2 21 - 40%	4
B.5	What proportion of the staff refers communication in other ways (ie those with hearing and eyesight impairment)	1 > 20%	2 15%	

Score			Justification / Proof
3 ping of single ocal risk	4 Widely available mapping of multiple potential sources of risk	5 Widely available mapping includes low probability / high impact events	
3 anent staff is 41 - 60%	4 Permanent staff is 61-80%	5 Permanent staff forms > 80%	
3 3 - 19%	4 6-12%	5 <5%	
3 41 - 60%	4 61 - 80%	5 >81%	
3 10%	4 <5%	5 None	

C. PLANNING AND PROCEDURES

What procedures support disaster planning, response and recovery?

Question				
C.1	To what extent and level is staff engaged in planning for disaster response	1 No expectation	2 Receive information about emergency planning	Educa are c n
C.2	Are there planned activities to reach the entire organisation about all-hazards resilience?	1 No planned activities	2 Groups encouraged to do activities	Tr m dis identi
C.3	Does the organisation actually meet requirements for disaster readiness?	1 Unknown level of awareness	2 Readiness requirements specified but not widely known	Routi abo rec
C.4	Do post-disaster event assessments change expectations or plans?	1 Emergency services / Fire / Police only	2 Post-event assessment shared at meeting	Post-e circula

Score			Justification / Proof
3 ation sessions conducted for most staff	4 Collboration occurs with most staff and units	5 Active participation by most staff and units	
3 ranslated materials / stribution to ified groups at risk	4 Occasional activities for selected groups	5 At least annual cross-cultural organisation-wide all hazards activity engaging multiple units	
3 nely informed ut readiness quirements	4 Requirements implemented when attention is called	5 Action on requirements taken as commitment to resilience enforced	
3 vent questions nted to all units	4 Responses to questions collected and reported	5 Post-event action plan based on responses includes all units and community elements (incl. government)	

D. AVAILABLE RESOURCES

What emergency planning, response and recovery resources are available in your organisation?

Question		Sc		
4.1	How comprehensive is the local infrastructure emergency protection plan? (eg water supply, sewerage, power system)	1 No plan	2 Infrastructures identified but no protection plan	Most infr compor plans f emerg
4.2	What proportion of population with skills useful in emergency response / recovery can be mobilised if needed?	1 <20% (mostly related to occupation)	2 21 - 40%	41 -
4.3	How are available medical and public health services included in emergency planning?	1 No idea or there are no services	2 Expect to rely on existing local services	Some loc are active in regiona plan
4.4	To what extent are all units engaged in emergency preparedness education?	1 No role known or identified	2 Session only for some units	Session f
4.5	Are readily accessible locations available as evacuation or recovery centres (eg school halls, community or shopping centres, post office) and included in resilience strategy?	1 No inventory of places	2 Some inventory of places, but locations not well-publicised	Inventory but not a suitabi evacuat
4.6	What is the level of food/water/fuel readily availability in the organisation / infrastructure?	1 No idea	2 Dependent on daily external food/ water/ fuel supply	Have up supply of fu

ore			Justification / Proof
3 rastructure nents have for some gencies	4 All individual infrastructure components has all hazard plans	5 Infrastructure system is integrated into an all hazards protection plan	
3 - 60%	4 61-80%	5 >81% representing all subgroups	
3 cal services ely engaged l emergency nning	4 All local services actively engaged in regional emergency planning	5 Public health / medical systemic plan to support response and recovery in place	
3 for all units	4 Planned annual activities for preparedness	5 Planned annual activities incl. session for visitors, contract staff and newcomers	
3 of all places, ssessed for lity as an ion centre	4 Sites stocked and known but not sufficient for estimated need	5 Well-known, sufficient sites with water/ food/ information resources widely advertised and included in all planning	
3 to 2 days food/ water/ uel	4 Have up to 4 days supply of food/ water/ fuel	5 Have over 5 days supply of food/ water/ fuel	

Trainer Team Preparation

The PS training program is a comprehensive program that covers both physical built environment aspects and non-physical/operational aspects of the health infrastructure. Therefore, a strong trainer team set-up is required in order to conduct the program successfully. The basic team composition shall comprise of the followings:

BRC EXPERT STAFFS

- ☐ **Project director***
  - Oversee the whole project
  - Main stakeholders engagement
  - Facilitates workshop
- ☐ **Project head***
  - Manages project including budget and resource planning
  - Engages with stakeholders
  - Tracks the overall progress of the project
  - Review program modules
  - Facilitates workshop
- ☐ **Senior project officer***
  - Coordinate budget and resource planning
  - Coordinates and plans activities
  - Tracks project budget
  - Facilitates workshop
- ☐ **Project officer***
  - Prepare for workshop activities (project support)
  - Develops progress reports
  - Manages document filing
  - Assist on facilitating workshop
  - Assist senior project officer

BRC TECHNICAL TEAM STAFFS/VOLUNTEERS

- [ ] **BRC/DRR expert***
    - Run assessments
    - Develop and/or advise on content development
    - Advise on workshop outputs and give technical recommendations
    - Facilitates workshop
- [ ] **Technical assistant***
    - Assist in module prepatory works
    - Rapporteur

BRC SUPPORT STAFFS/VOLUNTEERS

- [ ] **Data analyst**
    - Process data from workshop's activities
- [ ] **Teacher/educator**
    - Facilitates workshop
- [ ] **Translator**
    - Translation services (for required countries/programs)
- [ ] **Logistician***
- [ ] **Driver***
    - Assist/ prepare for workshop activities (project support)
    - Prepare and update inventory list
    - Mobilizing resources and items on site

* Core team set-up required for PS training.

Workshop Activity Flow

Upon completion of all preparatory works in Stage 2, the PS training workshop is ready to be conducted. This section is to provide general guidelines for Stage 3 - Conducting the Workshop. It covers both the final workshop preparation work checklist and the recommended flow in conducting the workshop.

A. FINAL PREPARATION

- [ ] Program banners and buntings are in place
- [ ] Enough module copies for each of the participants and facilitators
- [ ] Enough pens or pencils and scratch paper for all participants

Enough poster-sized paper and markers, colored pens for mapping, stickers, tape, scissors and/or whatever will be needed for prominently displaying scoring results, mapping, etc.

- [ ] Workshop venue (classroom) - room is ready and clean, toilets are clean and accessable, chairs, tables, laptops, projector, laser pointer, charger, power supply, A/C, fans, dustbin, registration/ information desk, registration book, technical assistants, etc.
- [ ] Workshop venue (field work) - transportation, GPS coordinate, latest field situation update (safety and security), walkie-talkie/ handphones, technical assistants, etc.
- [ ] Prepare suitable refreshments and organize meals for participants as appropriate
- [ ] Praying room and facilities
- [ ] Hotel and other accommodations
- [ ] Additional transportation and drivers (if required)
- [ ] Additional logistic support (if required)

B. ACTIVITY FLOWS AND BREAKDOWN LISTS - DAY ONE

- ☐ **DAY ONE REGISTRATION - *20 mins***
  - ☐ Names, contact details, attendance lists (registration book)
  - ☐ Stationeries kit

- ☐ **INTRODUCTION PRESENTATION - *40 mins***
  - ☐ Introduction to MERCY Malaysia - 5 mins
  - ☐ Introduction to BRC - theoretical framework and contextual positioning (local disaster background and contextual appraisal, DRR, TDRM, HFA, SFDRR, others) - 15 mins
  - ☐ Introduction to PS - 15 mins
  - ☐ Distribution of scorecard questionnaire - 5 mins

- ☐ **REFRESHMENT BREAK - *15 mins***

- ☐ **WORKSHOP SESSION 1 (CLASSROOM) - *60 mins***
  - ☐ Self introduction (in group) - 10 mins
  - ☐ Discussion on resilience and context (in group) - 20 mins
  - ☐ Participatory mapping exercise (venn diagram and hazard timeline) - 30 mins

- ☐ **WORKSHOP SESSION 2 (CLASSROOM) - *60 mins***
  - ☐ Group discussion on mapping (with facilitator) - 10 mins
  - ☐ Group presentation on mapping - 40 mins
  - ☐ Summary and briefing for Workshop Session 3 - 10 mins

- ☐ **LUNCH BREAK - *60 mins***
  - ☐ Lunch - 45 mins
  - ☐ Prayer - 15 mins

- [ ] **WORKSHOP SESSION 3 (DISASTER SIMULATION) -** ***120 mins***
    - [ ] Mobilization to site - 20 mins
    - [ ] On-site briefing - 10 mins
    - [ ] Site watching/assessment - 60 mins
    - [ ] Report back to base point - 10 mins
    - [ ] Mobilization to classroom - 20 mins

- [ ] **REFRESHMENT BREAK -** ***10 mins***

- [ ] **WORKSHOP SESSION 4 (CLASSROOM) -** ***60 mins***
    - [ ] Group discussion on Workshop Session 3 - 10 mins
    - [ ] Group presentation on field work - 40 mins
    - [ ] Summary - 10 mins

- [ ] **DAY ONE CLOSING -** ***60 mins***
    - [ ] Submission of scorecard questionnaire - 5 mins
    - [ ] Closing remarks - 5 mins
    - [ ] Briefing for day two - 10 mins

C. DEBRIEFING - DAY ONE (ONLY FOR TRAINERS)

- [ ] **DAY ONE ACTIVITIES REVIEW**
    - [ ] Project director/project head to conduct debriefing meeting with all BRC trainers
    - [ ] Project officer to analyze and summarized Scorecard data
    - [ ] Review on Workshop Sessions
    - [ ] Update HQ (webmaster) with latest activities' photographs and videos with captions for social media updates
    - [ ] Day Two movement and logistics planning

D. ACTIVITY FLOWS AND BREAKDOWN LISTS - DAY TWO

- ☐ **DAY TWO REGISTRATION - *20 mins***
  - ☐ Attendance lists (registration book)
  - ☐ Breakfast

- ☐ **REFRESHER SESSION - *40 mins***
  - ☐ Refresher presentation - 20 mins
  - ☐ Scorecard evaluation and discussion - 20 mins

- ☐ **WORKSHOP SESSION 5 (CLASSROOM) - *90 mins***
  - ☐ Simulation exercise - 45 mins
  - ☐ Group presentation on simulation exercise outputs - 45 mins

- ☐ **DAY TWO CLOSING - *60 mins***
  - ☐ Summary of BRC program - 30 mins
  - ☐ Closing remarks - 10 mins
  - ☐ Closing ceremony - 20 mins

E. DEBRIEFING - DAY TWO (ONLY FOR TRAINERS)

- ☐ **DAY TWO ACTIVITIES REVIEW**
  - ☐ Project director/project head to conduct debriefing meeting with all BRC trainers
  - ☐ Review on Workshop Sessions

- ☐ **BRC PS TRAINING WORKSHOP REPORT PREPARATION**
  - ☐ Data and workshop outputs compilation - prepare for report
  - ☐ Compile and select photographs and videos for record
  - ☐ Set dateline for all trainers to submit report/ photos/ recommendations/ inputs, etc.

Workshop Facilitation

As the PS training programs are practical training modules, facilitators are advised to pay a lot of attention to exercises. Facilitators alsoneed to allow sufficient time for participants to think and discuss critically. Facilitators are expected to be prepared by mastering the module content, its theories and case studies of best practices. It is also crucial that facilitators do not set the exercise and leave participants to their own devises. Facilitators need to move between groups, checking their progress, stimulate discussions and providing guidance.

A. ROLE OF THE FACILITATOR

- ☐ Ensure the more verbose do not take over, and encourage contributions, particularly from those who are introvert
- ☐ Devise non-aggressive, friendly ways to deal with difficult participants. For example with those who are over talkative, over argumentative, refusing to engage with the course proceedings, etc.
- ☐ Control conflict by stepping in if necessary to help participants learn how to deal with conflict positively
- ☐ From time to time, get the participants to summarise what has been discussed; perhaps pose a question or make a suggestion
- ☐ Assist 'weaker' participants by rephrasing their arguments
- ☐ Ensure individuals receive positive feedback from the group
- ☐ Provide feedback to the group as a whole as to its performance
- ☐ Provide information and resources for the group to function well
- ☐ Ensure that the discussion is brought to a close when the topic had achieved its intended learning outcomes or at the end of the allotted time

B. TEACHING AND LEARNING RESOURCES

- [ ] Engage attention and interest
- [ ] Reinforce key aspects of the subject matter
- [ ] Act as a focal point for learner response

Add variety to the instructional method

Provide organized and easy to understand content

C. INSTRUCTIONAL METHODS

- [ ] Core instructional methods:
  - [ ] Lecture:
    - Most used instructional method
  - [ ] Group Activities:
    - Cooperative learning method
  - [ ] Demonstration:
    - Effective method of teaching skills at all levels
- [ ] Supporting instructional methods:
  - [ ] Questioning (brainstorming)
  - [ ] Discussion
  - [ ] Case studies
  - [ ] Simulation exercise (role-play)
  - [ ] Field trip

- [ ] Tips for effective power-point based instructional methods:
  - [ ] Create a simple design template
  - [ ] Use appropriate font and size
  - [ ] Use good quality images
  - [ ] Avoid too many special effects
  - [ ] Limit the number of slides

Action Plan Recommendation

Upon completion of the workshop, an action plan shall be recommended for further execution. An action plan is compiled for a certain period, to be determined upon detail planning, and is presented by the domains of the development plan according to their development objectives. This section outlines the basic criteria in developing an action plan.

A. BASIS

- ☐ Planned activities for achieving the objective(s)
- ☐ Executors
- ☐ Deadline (when the activity ends)
- ☐ Resources (budget for the project/unit, necessity for additional funding, potential sources)
- ☐ Relation to PS key indicators (i.e. which key indicator is used to assess the results of the activity)
- ☐ A specific indicator may be added to make the results more explicit and contextual

B. CRITERIAS

The action plan for the PS initiative should meet several criteria. Is the action plan:

- ☐ **Complete?** Does it list all the action steps or changes to be sought in all relevant parts of the community?
- ☐ **Clear?** Is it apparent who will do what by when?
- ☐ **Current?** Does the action plan reflect the current work? Does it anticipate newly emerging opportunities and barriers?

ACTION PLAN IMPLEMENTATION PROPOSAL

Date: Country:			
Project name	BUILDING RESILIENT COMMUNITIES (BRC) – PRIVATE SECTORS (PS)		
Project brief			
Project location			
Project description			
Project justification			
Previous experience of the organization			
Project activities			
General objectives			
Goals			
Estimated result of the project			
Risk and assumptions			
Number of beneficiaries and description		Resources required (BRC team, SMEs, other support team)	
Project's duration		Relation to Sendai Framework for DRR (SFDRR)	
Implementing party and partners			
Project budget			
Detail budget			
Monitoring and evaluation procedures		Relation to Sustainable Development Goals (SDG)	
Timeline			
Contact information			

Action plan proposal template as guideline

Project Report Preparation

Upon completion of the workshop, a project report submission is compulsory. The content of the report shall include the following:

A. INTRODUCTION

- Project background
- Problem statement and issues addressed
- Introduction on Building Resilient Communities (BRC) and Private Sectors (PS)
- Methodology

B. PROGRAM (SESSIONS AND ACTIVITIES)

- Introduction to Disaster Risk Reduction (DRR) and BRC
- Introduction to Private Sectors (PS) in building community resilience
- Resilience mapping - venn diagram, hazard timeline and experience sharing
- Total Disaster Risk Management (TDRM)
- Presentation and discussion on hazard, vulnerability and capacity assessments
- Disaster simulation exercise
- Group presentation and recommended outputs

C. SCORECARD RESULT

D. RECOMMENDATIONS

E. APPENDIXES

- Resilient private sector framework
- Disaster action plan
- List of participants
- Others

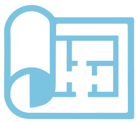
Project Report Submission

The project report shall be printed (minimum 5 copies) and submitted to the following:

1. Project beneficiary/sponsor (2 copies)
3. Executive Director (1 copy)
4. Head of Project, for archiving (1 copy)
5. Humanitarian Development Centre (1 copy)

The submission of the project report shall be accompanied by the following documents to the project beneficiary/sponsor:

Training modules



DRR action plan

DRR strategies blueprint

Resilience assessment and training report

Assessment standard documentation

Project Monitoring and Evaluation

Monitoring and evaluation (M&E) is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of projects being implemented and completed.

In assessing development effectiveness, monitoring and evaluation efforts aim to assess the following:

A. PROJECT RELEVANCE

Relevance of MERCY Malaysia's assistance and initiatives (strategies, policies, programs and projects designed to aid humanitarian and development gaps) to national development goals within a given national, regional or global context.

B. EFFECTIVENESS AND SUSTAINABILITY

Effectiveness of development assistance initiatives, including sustainability, value chain, partnership and financial strategies.

C. CONTRIBUTION AND VALUE PROPOSITIONS

Contribution and worth of this assistance to national development outcomes and priorities, including the material conditions of programme countries, and how this assistance visibly improves the prospects of people and their communities.

D. SUCCESS FACTORS AND SCALEABILITY

Key drivers or factors enabling successful, sustained and scaled-up development initiatives, alternative options and comparative advantages of MERCY Malaysia.

E. EFFICIENCY

Efficiency of development assistance, partnerships and coordination to control project transaction costs.

F. RISK MANAGEMENT

Risk factors and risk management strategies to ensure successful delivery to beneficiaries and effective partnerships with stakeholders.

G. IMPACT DRIVEN FOR OWNERSHIP AND CAPACITY BUILDING

Level of national and local ownership, and measures to enhance community capacity for sustainability of results.

An important goal of evaluation is to provide recommendations and lessons to the project managers and implementation teams that have worked on the projects and for the ones that will implement and work on similar projects.

The project M&E will provide opportunities for stakeholders' feedback, especially beneficiaries, to provide input into and perceptions of our work, modelling openness to criticism, and willingness to learn from experiences and to adapt to changing needs.

It als uphold accountability and compliance by demonstrating whether or not the project has been carried out as agreed and in compliance with established standards such as the Core Humanitarian Standard. For more details, please refer to the MERCY Malaysia Monitoring and Evaluation manual.

Project Delivery and Final Accounts

Upon completion and delivery of the project, final account report need to be prepared and submitted to the Head of Project. This report will form part of the project closure report. It summarize financial and auditing requirements for the project, and is required to be submitted to the project donor and MERCY Malaysia's Finance Department.

The final account report must be guided by the following fundamental principles:

A. ACCOUNTABILITY

Full accountability of all financial resources including resources internally generated from operation and those acquired externally (i.e. donations, grants, etc.).

B. TRANSPARENCY

A true and fair view of the financial position and financial performance presented by the financial statements.

Financial statements should also contain full disclosure of all material information and should be accompanied by supplementary notes to explain or qualify various accounts.

C. AUDITED

Annual project financial statements are to be audited and certified by an independent and qualified auditor as a fair presentation of the entity's financial position. This is to be done through MERCY Malaysia's Finance Department with the consent from Executive Director and Executive Council members.

Project Closure Report

A project closure report is the final report that the project team need to prepare and submit to the Head of Project. Upon verification, the Head of Project will submit this report to the Head of Department and the Executive Director.

A. WHAT IS A PROJECT CLOSURE REPORT?

A project closure report is a document which formalizes the closure of the project. The report confirms that the objectives have been met, the deliverables have been handed over to the beneficiaries, and that project closure can commence.

B. WHAT NEED TO BE INSIDE A PROJECT CLOSURE REPORT?

- A formal list of completion criteria
- Confirmation that each completion criterion has been met
- A list of outstanding project activities, risks and issues
- A set of closure actions (to hand over project deliverables / documentation, release resources and undertake closure communication)
- A request for project closure approval

C. WHAT ARE THE CONTENT OF A PROJECT CLOSURE REPORT?

- An executive summary of the project
- Background of the project
- Project objective and purpose
- Project activities and outputs
- Project results and achievements
- Lesson learnt and best practices
- Recommendations

This manual is non-exhaustive and shall be used only as a guiding principle in planning, desiging, conducting, executing action plans and closing the PS project. It is subject to suitable amendments, depending on each project specific context and nature. This manual shall be read together with the following documents:

A. PROGRAM MODULES

Full program modules are available from the BRC project team and HDC unit. The program module set consist of the following modules:

- Introduction to BRC and DRR
- Introduction to PS
- Venn diagram and hazard timeline
- hazard, vulnerability and capacity assesment
- Resilience scorecard and questionnaire
- Disaster simulation exercise

B. PROJECT LOGFRAME

Available from BRC project team.

C. MONITORING AND EVALUATION (M&E) MANUAL

Available from M&E Department.

D. FINANCIAL MANUAL

Available from Finance Department.

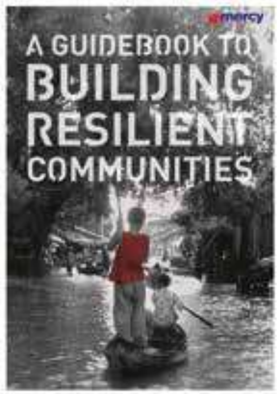
E. BRAND MANUAL

Available from Communications and Fundraising Department.

F. CODE OF CONDUCT

Available from M&E Department and MERCY Malaysia's website.

For more information on MERCY Malaysia's Building Resilient Communities (BRC) initiative, a guidebook is available from the BRC project team.



For more information on MERCY Malaysia, an organization brochure is available from the HQ and can be made available upon request.

Please visit MERCY Malaysia's website (mercy.org.my) and social media platforms for more information.

facebook.com/MERCY Malaysia

twitter.com/MERCY Malaysia

youtube.com/MERCY Malaysia

PS

No.4, Jalan Langgak Golf, Off Jalan Tun Razak
55000 Kuala Lumpur, Malaysia
Tel: +(6)03 2142 2007 | Fax: +(6)03 2142 1992
mercy.org.my
info@mercy.org.my