

Philanthropy in Disasters: Tsunami and After
Case Study: Corporate Philanthropy in Thailand

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Table of Contents

	Page
Executive Summary	i
I. Introduction	1
II. Thailand country context	3
A. The tsunami's direct and indirect impacts	3
B. The response	5
C. Issues and challenges	7
III. Corporate Philanthropy	9
A. Role of corporate philanthropy after disaster	9
B. Drivers of corporate philanthropy	11
C. The Magnitude of Corporate Philanthropy in Thailand	12
D. Partnerships to engage the community	13
IV. Conclusions and recommendations	20
References	25

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Executive Summary

The death and destruction caused by the Asian tsunami was met by unprecedented levels of philanthropy. In Thailand, the corporate philanthropy from both Thai and foreign firms is estimated at US \$50-60 million – equivalent to approximately 50% of the total funding that the Thai government has distributed by September 2005. This paper addresses the issue of how and why corporate philanthropy after the tsunami was so strong in Thailand. It also provides recommendations on how the lessons-learned from this disaster can lead to better preparedness in the future through leveraging the resources of the corporate sector.

This paper concludes that the nature of the disaster, role of the media, policy issues, cultural aspects and corporate preparedness all contributed to the impressive corporate philanthropic response. First of all, the sheer nature of the tragedy touched hundreds of millions of people around the globe including the executives and employees of Thai firms and multinational corporations operating in Thailand. The media played a large role in bringing the tragedy directly into living rooms across the globe. The fact that the tsunami killed thousands of holiday tourists, most foreigners, and the fact that much of the digitally recorded video shown on CNN and the BBC was from tourists at resorts in Southern Thailand, put an immense spotlight on Thailand, even though the destruction was not as bad as Aceh and Sri Lanka. The Internet also played an important role in communicating the events and facilitating donations.

The Thai government's response and policies helped facilitate corporate giving. The government's decision to reject official development aid from other countries provided a need and an opportunity for corporate giving. This need was exasperated by the poor coordination and often slow response by the responsible government agencies. More generally, the Thai government has been actively promoting corporate social responsibility (CSR) over the past two years. This promotion has increased the awareness of CSR, particularly in Thai firms, which lag behind their western counterparts in CSR programming. It is also important to note that the areas hit by the tsunami in Southern Thailand were very accessible for donors and volunteers. The basic infrastructure was working and roads were accessible days after the tsunami. Furthermore, permission was practically not needed to work at the community level, although officially all assistance was to be coordinated with the provincial governors' offices.

Once the need and opportunities became apparent, the private sector was able to leverage its tremendous financial, material and human resources to assist in the relief, rebuilding and long-term development phases. Of particular note were the application of management skills such as the Amway Business Owners managing a relief center, the use of IT solutions for tracking supplies and

communications by IBM and others, and the facilitation of logistics for relief by SCI Systems and DHL. Some firms, such as Siam Cement, have been able to work directly with communities to ensure that the re-development efforts meet the needs of the community.

The nature of the philanthropy was affected by Thai cultural aspects including the role of the Royal Foundations, and the nature of philanthropy and volunteering. The Royal Foundations are a traditional recipient of philanthropy from individuals and corporations in Thailand. The Royal Foundations offer a trustworthy and prestigious option for donors. The Royal Foundations focused on a wide-range of initiatives including building schools and tsunami awareness. On the other hand, the great needs of the tsunami, particularly at the community level, led firms to build new relationships with civil society organizations (CSOs). By partnering with these organizations the firms can track exactly how the funds are used and who the end recipients are. This is often not the case when donating to large organizations such as the Red Cross or World Vision that pool their resources. Thai volunteering also reached new heights. Corporate volunteering, often driven by the employees, was instrumental in assisting in a number of circumstances.

The question remains whether the advances, such as leveraging firm resources, establishing response systems, building relations with CSOs, and using corporate volunteers, in corporate philanthropy after the tsunami can be employed in future disasters and be sustained in CSR programming. To ensure that the experience is leveraged, internally, the companies can systematically prepare for disasters first by having a clear idea of the assets they possess and the appropriateness for employing these assets in times of disasters and then by develop procedures for post-disaster recovery. Externally, the role of the corporate sector needs to be acknowledged by the government and civil society. Then the corporations really need to be brought formally into the nation's disaster preparedness plans. Companies also need to develop strong relations with the communities they operate through CSOs. These relationships and the experience of managing CSO-private sector relationships can be leveraged relationships in time of disasters.

I. Introduction

Communities on the Andaman coast in Southern Thailand were devastated by the tsunami that hit land on December 26, 2004. The philanthropic response, both domestic and international, has been unprecedented. Organisations and individuals across the globe have contributed immensely to the recovery efforts. In Thailand, the most notable aspects of the recovery are the roles played by the royal charities, media, volunteers and the corporate sector. This paper focuses on the broad and impressive response by the corporate sector. It also discusses how the corporate response was affected by the other factors.

Firms, Thai and foreign, operating in Thailand have contributed at unprecedented levels. Most visibly, companies gave tens of millions of dollars to royal charities, national and international relief agencies and local civil society organisations (CSOs). The firms were quick to organise corporate volunteers and provide badly needed products and services. The questions this paper addresses include:

- 1) What is the nature of the corporate philanthropy in response to the disaster in Thailand?
- 2) What are the underlying causes for such an impressive outpouring of corporate philanthropy?
- 3) How can the lessons learned improve the readiness for relief, rebuilding and long-term development for future disasters?

The methods for gathering information in this paper include gathering secondary information from Internet sources, company reports and government documents. Direct contact was made directly with a number of companies that have been active in recovery activities. A focus group discussion was held with participants from the private, public and civil society sectors, and Kenan Institute Asia (KIASia), who are involved in tsunami recovery efforts, to provide input and feedback on the draft. The final step was to receive edits and feedback from the paper's sponsors, the Asian Pacific Philanthropy Consortium (APPC) and the Charities Aid Foundation.

For this paper, the tsunami recovery is broadly categorised into relief, rebuilding and long-term development phases. The ***immediate relief phase*** was characterised as meeting the basic needs (water, food, clothing, housing, medical care, etc.) of those directly affected by the tsunami. This period occurred in the first couple of months after the tsunami. The

rebuilding phase includes replacing the houses, schools, boats, harbour facilities, etc. damaged by the tsunami. This phase is ongoing but expected to largely be completed by the end of 2005. The **long-term development phase** is less well defined but covers development aspects (economic, social and environmental) that must be addressed to improve the lives of those in affected communities. Ideally, this development will be done in a sustainable manner that improves their lives to a higher quality of living than they had previous to the tsunami. This phase may last up to a decade.

This paper first reviews the physical, human and economic impact of the tsunami in southern Thailand. A brief overview of the characteristics of the area hit by the tsunami is provided. Next, an overview of the response to the disaster is presented. Attention is given to the roles of key players including the royal charities, government, private sector and civil society. The challenges to the recovery are discussed.

The core of the paper focuses on corporate philanthropy in Thailand after the tsunami. The roles, drivers and assets of the corporate sector are presented. Then there is a broad discussion on the various types of partnerships between the corporate sector and government, royal charities and national and international civil society organisations. Particular attention is given to three companies' efforts through brief cases (caselets). The last section focuses on the lessons learned from the Thai experience and recommendations on how corporate philanthropy can be improved in times of disasters.

It is important to note that this study is limited by the lack of information. The magnitude of corporate philanthropy is difficult to gauge. In particular, there have not been any surveys of corporate giving Thailand after the tsunami, although KIASIA estimates between \$50 – 60m in corporate cash and in-kind giving (see below for more details). Furthermore, surveys of corporate giving conducted in foreign countries, such as the US, do not segregate contributions by recipient countries. The Thai Government has tracked its own contributions, but there is no central location where the information is compiled and no-one is tracking individual and corporate giving. Further study of corporate giving after the tsunami would assist in validating and adding to the findings of this paper.

II. Thailand Country Context

This section briefly provides the context and review of impacts of the tsunami disaster in Southern Thailand. It also provides an overview of the response to the catastrophe by the Government, Royal foundations, international and Thai civil society organisations, individuals, and corporations. In the last section, the issues and challenges affecting recovery efforts are outlined. The main challenges include poor coordination, misdirected assistance and the sustainability of recovery. The nature in which the context of the tsunami affected the corporate response is examined in the remaining sections of the paper.

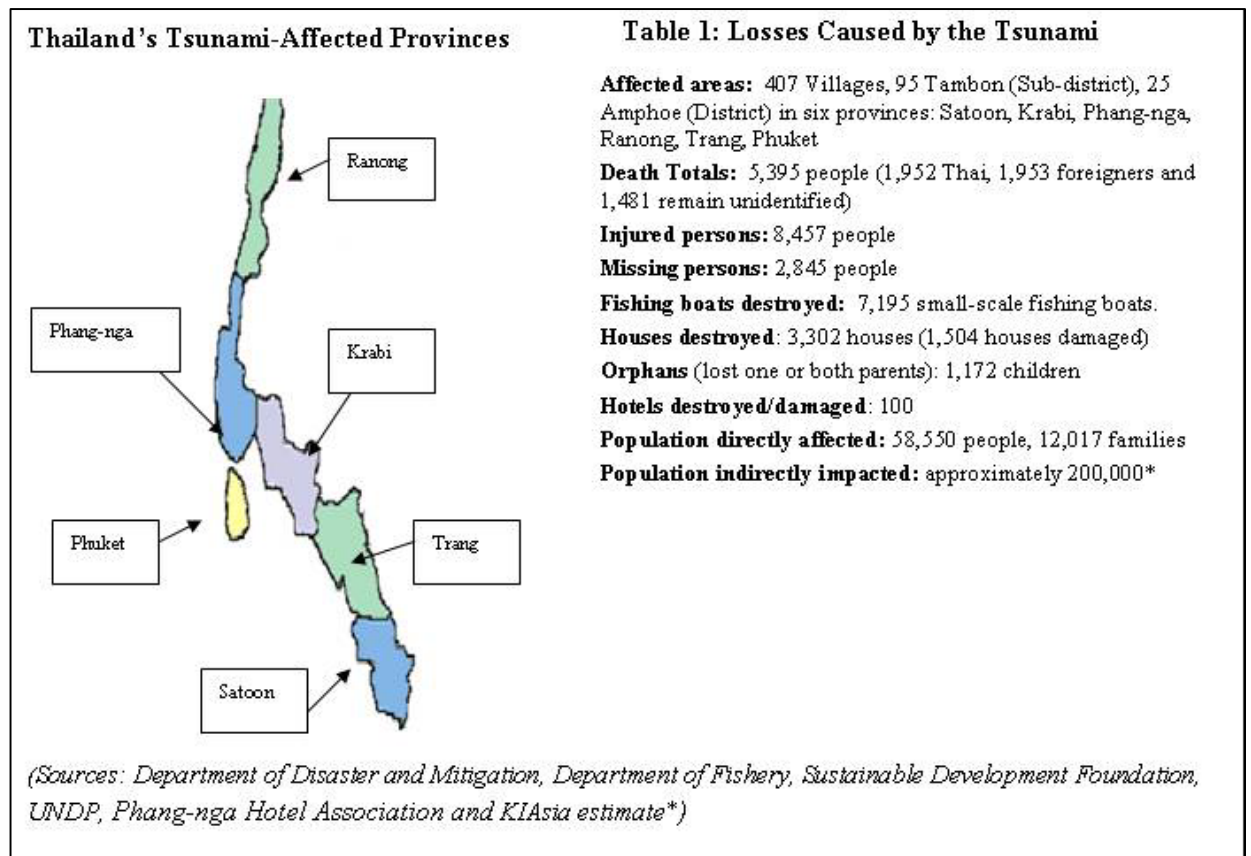
A. The tsunami's direct and indirect impacts

The tsunami that struck on December 26, 2004, caused unprecedented death and destruction in the six southern Thai provinces including Phuket, Phang-nga, Ranong, Krabi, Trang and Satoon. Its impacts are broad and include both direct and indirect factors. The direct impacts, from the human losses to the destruction of homes, fishing boats, schools, and infrastructure, are well-documented. The direct impact left over 8,000 people dead or missing and another 8,000 injured. There was also significant damage to property including the destruction of approximately 3,000 houses, 10,000 boats, and 100 hotels. For more details and references, please see Table 1 below.

The most immediate material needs of those directly affected (housing, fishing boats, schools, etc.) will largely be met within 2005 and most certainly by 2006. The tsunami also directly impacted the eco-system. There was relatively moderate damage to coral reefs, shore lines and mangrove forests. (UNDP, 2005) The question is whether the areas impacted can be redeveloped in a manner that is environmentally sustainable. The process of coping with the human losses will take much time and care. Various organisations, both government and non-government, are providing mental health and support services. These will be needed for some time to come.

On the other hand, the indirect impact of the tsunami is much broader and has significant economic and social aspects to consider. The economy of the devastated area is largely dependent on tourism and fishing, both badly affected by the disaster. According to a Thai Government estimate, 58,550 people were directly affected by the tsunami. The Department of Fisheries reports that in the aquaculture field, 6,764 families lost their fishing gear, and 7,487 families lost their livelihoods. In addition, KIAAsia estimates that another 100,000 people employed in the fishing and tourism industries, and another 100,000 in the tourism sector's supporting industries such as retail and transportation, were indirectly affected. See details

and sources in Table 1 below.



While the fishing industry is on the road to recovery, the damage to the tourism industry is more lasting. The overall economic downturn for the national economy due to a loss of tourism receipts is expected to decrease GDP in 2005 by 0.5% according to the Bank of Thailand. This underestimates the impact on the local economies, particularly in Phuket and the Khao Lak area of Phang-nga. The provinces of Phang-nga and Phuket rely heavily (approximately 50% of total provincial revenue) on tourism for revenue. In the provinces of Phang-nga, where Khao Lak is located, nearly 100 hotels with over 5,000 rooms were damaged or destroyed. The damage to the hotels is estimated at \$164m. According to Niranatwarodom, Tawat, President of the Khao Lak Hotel Association, for those hotels operating, occupancy rates were between 10-20% in July 2005. Many small companies in supporting industries such as restaurants, hotel supplies and tour operators are out of business. Prior to the tsunami, there was approximately 5% unemployment in Phang-nga province. After the tsunami, unemployment has climbed to 30-40%. (Ministry of Labour, 2005) Phang-nga's vision is to be Asia's leading destination for sustainable tourism in the Andaman Sea. (Phang-nga Provincial Administration Office, 2005) In order to do so, the tourism industry must rebound in a strong and sustainable manner.

B. The response

This section provides an overview of the response to the tsunami devastation in Thailand. Thailand's central Government policy and response is reviewed first. Then there is a short description of the government agencies responding at the provincial and local levels. The following paragraphs introduce the roles that the Royal family, civil society and the private sector are playing.

The sheer nature of the tragedy, combined with the clear and constant communication through the media, led hundreds of millions of individuals around the globe to donate funding to various national and international charities and relief organisations. An outpouring of this magnitude from individuals has never been witnessed before for a single event. Thousands of Thais and foreigners have volunteered and continue to volunteer to assist. Thais from all walks of life gave to various organisations including national agencies, the Government fund, Thai Red Cross, their company, Royal foundations, temples, CSOs, rotary clubs, etc.

The Royal Thai Government has had in place a general policy of not accepting official development aid since 2000 and in the days shortly after the tsunami hit, Thai Prime Minister Thaksin Shinawatra announced that the Government would not accept official development assistance from bilateral and multilateral sources for tsunami recovery efforts whilst it would allow for technical assistance and foreign funding to be provided through civil society organisations. The Government was confident that it had the resources to manage with the breadth and depth of the crisis.

The Thai Government's national response was coordinated by Deputy Prime Minister Chaturon Chaisaeng. It set up three task forces to coordinate manage the relief in the areas of business recovery (led by the Ministry of industry), environmental rehabilitation (Ministry of Environment) and livelihoods (Ministry of Social Welfare). The Government's taskforce on Sustainable Livelihood after the Tsunami was established by Prime Minister Thaksin Shinawatra on the 13th January, 2005 and chaired by Chaturon Chaisaeng, himself. It has met at least three times to coordinate on-the-ground efforts. The national Government also established disaster relief funds that allowed individuals and organisations to donate directly to government efforts. The funds collected have amounted to \$32 million. (<http://203.170.239.222/tsunami/index>)

The Governors of the provinces of Phuket, Phang-nga, Ranong, Krabi, Trang and Satoon are the representatives of the central Government in the provinces damaged by the tsunami,.

Designated as “CEO Governors” by Prime Minister Thaksin, they have ultimate responsibility for carrying out policies in their respective provinces. There are a number of key government agencies and state banks in the provinces that play a role in the recovery. These include: Provincial Administrative Office, Amphoe (district) offices, Tambon (sub-district) Administrative Offices, village headman, offices of various ministries (education, health, industry, etc), (Bank of Agriculture and Agricultural Cooperatives, Government Savings Bank, Government Housing Bank). Infrastructure repairs and replacements were conducted by respective government agencies and state enterprises (Ministry of Transport, Ministry of Interior, Harbour Department, Provincial Electricity Authority, Provincial Waterworks Authority, etc.). The military led the way on rebuilding houses. However, the recovery has been challenged by bureaucracy, unclear lines of responsibilities, poor planning and coordination; all of which are discussed below.

The Royal charities are playing a major role in the recovery programming. In the days and weeks after the tsunami, people and organisations from Thailand and elsewhere wanted to donate funding to trustworthy organisations. As the most revered institution in Thailand, the Royal family offered a number of options for donating to the Royal charities. These charities have managed and funded various programmes to assist in the tsunami-affected areas. Many Thais feel that donating to these charities is a way to ensure that their contribution would reach the victims, even though the funding is pooled.

The decision by the Thai Government not to accept official foreign aid can be seen to have opened a vacuum. It can also be seen to have presented opportunities for national and international relief agencies, other non-profit organisations, and the private sector, to assist more than would have been the case if aid had been accepted.

The large international organisations including the Red Cross, World Vision, Save the Children, Oxfam, and Habitat for Humanity, played two primary roles: 1) raise funds overseas; and, 2) support Thailand-base offices or affiliates through donations and technical assistance. There have also been a number of Christian non-profits that have been assisting on the ground through funding and volunteers. Eighteen of these organisations formed a consortium called “We Love Thailand” (www.welovethailand.in.th). On the Thai side, the Thai Red Cross has played a leading role in the recovery efforts. Thai civil society organisations have also been involved and active players in each phase of the recovery include the Population and Community Development Association (PDA); the Local Development Institute; the Community Development Institute (CODI); networks of CSOs such as the Save Andaman Network and Thai universities.

The private sector is playing an important role in the recovery effort. Thai companies provided donations at unprecedented levels from employee and customer contribution programmes, through corporate foundations and directly from the firms. Nearly all large foreign companies, with operations in Thailand, provided some type of contribution. In addition to the funding, the firms provided badly needed services and products in the days and weeks after the crisis. Moreover, many provided volunteers with vital technical and managerial skills. The corporate sector's involvement is the focus of the second half of the paper.

C. Issues and challenges

The Asian tsunami was an unexpected act of nature that left a broad area of destruction, which no-one was prepared to handle. Not surprisingly, the response to such a catastrophe has faced a number of issues and challenges. The recovery in Thailand has been plagued by poor coordination and communication, misdirected assistance, and concerns over the sustainability of the efforts.

There was an overwhelming outpouring of support to meet the recovery needs. However, the coordination, particularly in the first couple of months after the tsunami, was poor. The nature of the Government's structure, which includes agencies with overlapping and poorly defined responsibilities at the local, provincial and national levels, contributed to the poor coordination. The CEO Governors are responsible for efforts in their province but they had not received sufficient training. There were not adequate emergency response plans and preparedness for disasters. Various government agencies and officials were given responsibility in one area or another, but each was left to do their work relatively independently. Furthermore, there has been very little coordination with private donors and civil society groups. Many organisations have provided assistance directly to communities without coordinating with the governor's office. Anecdotal stories indicate that some areas have been given more resources, of one kind or another, than they need, while other less accessible and less obvious victims have not received enough assistance.

An adverse impact related to the poor coordination is that many of the needs of the community are not being met. At times, the community's needs are being addressed but with the wrong solutions. There have also been cases when the priorities and/or capabilities of the organisation providing assistance does not match the community's needs and priorities. Or in other words, assistance organisations are often supply-driven rather than demand-driven, whether it is for products or services.

Organisations often come with preconceived notions of what may be needed and do not take the time to listen to the local community members or consider the impact of their assistance on others. There are a number of cases where well-meaning organisations have built houses and boats that do not meet the community member's needs. This mismatch may be attributed, in part, to the haste of donors trying to provide the much needed relief to the victims. For example, well-meaning donations of food and clothing were wasted because they were not appropriate for Muslims and southerners, respectively.

To compound the situation, the transportation and manpower to bring these supplies to the victims could have been used for more needed priorities. Other examples include one donor building a covered gymnasium for a school and another promising a large swimming pool, but what the schools really need is better trained teachers – a much more difficult proposition.

The Thai Government has also been criticised for not meeting the needs of the community members. For example, the Ministry of Labour provided thousands of victims with skills training that it deemed appropriate, but few have found work because the training did not meet the needs of the market. The housing built by the military has been widely criticised as being inappropriate for meeting the needs of the Southern fisher folk.

The result of poorly planned assistance is an attitude of aid-dependence in some people in the badly affected areas. This attitude has left some waiting for the next hand-out from the Government or charity. This is likely to be a temporary phenomenon as the handouts decrease in frequency and people must face putting their lives back together.

The future prosperity of the affected communities will ultimately depend on their ability to sustain the recovery. The provinces in southern Thailand depend on natural resources for their livelihoods. The economies are primarily based on tourism, agriculture and aquaculture industries. Tourism is key to the region as it brings in foreign exchange, generates jobs and offers entrepreneurs opportunities to start businesses. Destruction of the natural habitat supporting tourism has already occurred in well-known tourist destinations such as Phuket and the Phi Phi islands before the tsunami. There were signs before the tsunami that the Khao Lak area was heading in a similar direction. The tsunami has given the communities an opportunity to rethink their development path through sustainable tourism in a way that will not only protect the environment, but can become a strategic competitive advantage for the area.

V. Corporate Philanthropy

The core of this paper focuses on the role of corporate philanthropy after the tsunami in Thailand. This section builds on the context set in the previous sections. It first introduces the development of philanthropy after disasters and the unique assets that the private sector has to offer. The drivers of corporate philanthropy are subsequently discussed. Next, it is important to estimate the magnitude of the response, even though available information is limited. This sets the stage for examples of partnerships between the corporations and other organisations to assist the affected communities in the relief, rebuilding and long-term development phases. Examples are provided of partnerships with Royal foundations as well as international and local civil society organisations. Caselets on the programmes of IBM, Amway and the Siam Cement Group are provided to give more in-depth descriptions of unique corporate philanthropy efforts.

A. Role of corporate philanthropy after disaster

Corporate philanthropy after disasters is not new, but has often been limited to providing financial contributions. It was not until the 1990s, however, that the corporate role has become more prominent and systematic. In particular, the International Business Leaders Forum (IBLF) notes that the war in Kosovo highlighted the benefits of private sector involvement. For example, Microsoft and the UN High Commission on Refugees created a portable refugee registration system. In less than two months, nearly 500,000 refugees were registered through this system. Similarly, Cable and Wireless partnered with Care International to develop portable communications kits for emergency response. (IBLF, 2005) The private sector has also been partnering with national emergency response agencies such as the UK Disasters Emergency Committee (DEC) and Emergency Management Australia (EMA) by providing volunteers, supplies and facilities in times of disasters.

In Asia, an innovative corporate philanthropic approach was developed in the Philippines in the aftermath of the Luzon earthquake in 1990 and the Mount Pinatubo volcanic eruption in 1991. A coalition of 25 firms and corporate foundations formed the Corporate Network for Disaster Response (CNDR). The Philippine Business for Social Progress (PBSP) spearheaded the formation of this network. CNDR coordinates corporate philanthropy through a broad network on civil society organisations. It coordinates closely with the Philippine Department of Social Welfare and Development (DSWD) and National Disaster Coordinating Council (NDCC). (League of Corporate Foundations, 2005) Similarly, a group of companies in Mexico formed the Chihuahuan Business Foundation in response to flooding in Chihuahuan province in 1990. Subsequently, a fund was established to combat disasters and other social issues. The fund raises approximately \$6m annually. (Johnson, 2004)

The roles of the corporate sector in disaster recovery include: 1) the privatisation of recovery; and, 2) corporate philanthropy – this paper’s topic of focus. The assets of the private sector include financial resources, products and services, and technical and management skills. During time of disasters, the corporate sector’s managerial abilities and systems are perhaps most valuable. For example, the private sector can often move needed supplies and equipment and provide services such, as logistics and IT support, more efficiently and effectively than government and international relief agencies. Of course these resources are often best delivered when in partnership with these agencies. A good example is IBM’s Crisis Response team:

Caselet 1: IBM’s Response to the Tsunami Disaster

IBM leverages its core strengths in technology and management to assist communities after disasters. In Thailand, IBM employed its Crisis Response Team to provide immediate relief assistance in establishing data management systems to track missing persons, setting-up secure, wireless communications, managing logistics associated with refugee camp management and medical supplies, and establishing systems to manage allocations of donations. The team is comprised of managers, technicians and local staff. The Crisis Management Team has responded to over 70 disasters around the world in the past several years. The market value of the technology and services provided to the affected countries in the Andaman Sea is \$3m. In Thailand, IBM’s Crisis Response Team has been working with government and relief agencies, including Ministry of Public Health, Ministry of Information and Communication Technology, Ministry of Justice, and the Thai Red Cross Society. Efforts include:

- (1) Establishing the technology infrastructure, technical services, and logistics support needed to facilitate the flow of information and funding to support relief and recovery efforts;
- (2) Establishing a data management system for tracking donations of blood, basic necessities in the form of rice, food, building materials, clothes, blankets, sleeping mats, etc.; and,
- (3) Collecting and managing the information on medical supplies, location of people and supplies.

Working closely with IBM business partner Metro System Corporation and the ThaiWebmaster Association, IBM provided support (system infrastructure, administration, application and management support) to build the website at www.thaitsunami.com and its database, which consolidates information of missing/dead/injured people, including photo identification. In addition to the expertise of their staff, IBM also provided 100 laptops equipped with fingerprint readers and Web cameras and contributed software and hardware, including IBM eServer xSeries 440, Desktop PCs and IBM ThinkPad Notebooks.

(Sources: IBM Thailand staff and www-1.ibm.com/services/us/index.wss)

B. Drivers of corporate philanthropy

The drivers behind the tremendous and rapid outpouring of corporate philanthropy are many. Obviously the devastating nature of the tsunami invoked an emotional response that other disasters have not. This was accentuated by the important role that the media, particularly CNN and BBC, played in bringing images of the tsunami and its aftermath directly into living rooms around the globe. The role of the Internet was also very significant. The Internet helped to facilitate communication of events, build awareness and raise on-line donations. More specifically in Thailand, the tsunami "hit close to home" as many firms lost executives or staff during the disaster. A member of the royal family died at a resort in Khao Lak, which led many to support the strong leadership role of the Thai Royal family in the recovery efforts.

In addition to the altruistic humanitarian response, corporations also consider corporate social responsibility factors including enhancing employee morale – which can lead to greater productivity, exhibiting their commitment to key stakeholders such as Government, partners and customers, and being good citizens where they do business. According to the Committee to Encourage Corporate Philanthropy's (CECP) study of large US-based multinational companies, the most influential factors to inspire corporate giving for tsunami recovery were to meet a senior executive or a corporate priority and employee encouragement. (CECP, 2005) In the case of Amway, the Amway Business Owners organised themselves to manage relief efforts through volunteering efforts in Thailand. Based on these initiatives, it was only later that the Amway corporation and foundation provided support. (KIAAsia, Sept. 21, 2005)

Pfizer, perhaps the largest corporate contributor, pledged \$35m, including \$10m in cash and \$25m in health-care products for the region. Paula Luff, director of international philanthropy at Pfizer, said its response reflected the fact that it has more than 4,000 employees in India, Thailand, Indonesia and Malaysia. "Philanthropy is an integral part of our business model," she said, "but that doesn't mean it is purely altruistic. More and more, investors are looking not just at the bottom line but at the triple bottom line: What are you doing for the company? What are you doing for investors? And what are you doing for society? Companies, unlike charitable foundations, have a dual vision, which is to create business value as well as social value. Corporate philanthropy is at the intersection of both those values." (The Washington Post, January 28, 2005)

C. The Magnitude of Corporate Philanthropy in Thailand

As noted in the introduction, there have not been any surveys on the magnitude of corporate philanthropy in Thailand. In early 2005, the Chronicle of Philanthropy estimated that as much as \$2.5bn was committed by the corporate sector to assist efforts in the four countries in the region. More recently, a UN official interviewed for this paper said the UN had estimated the corporate contributions to be approximately \$850m. The actual amount is likely in between these two estimates. In a survey by the Committee to Encourage Corporate Philanthropy, just 56 companies, including 24 members of the Fortune 100, provided \$198m in cash and non-cash giving for the four countries. (CECP, 2005) The differences in estimations may include the way the amounts were calculated. Early estimates were based on committed amounts, rather than distributed amounts. The estimates take in account both cash and non cash giving. However, the value given to the non cash giving varies depending whether a company estimates are based on fair market value, wholesale value or cost. Finally, there are inconsistencies in reporting on whether donations from staff and customers that are funneled through corporations are labeled as individual or corporate giving.

For this paper, the KIASIA estimates that the corporate sector has donated approximately \$50 - 60m in Thailand. In contrast, the Thai government has distributed \$101m. out of a budget of \$151m. This does not include another \$120m. set aside for subsidized loans. (Office of Disaster Mitigation) The Thai and foreign firms each account for about half of the total of \$50 - 60m. This estimate is extrapolated from information available. KIASIA assumes that 400 firms on the Stock Exchange of Thailand and the largest 300 foreign multinationals in Thailand provided various levels of contributions. Some of the largest donations of up to \$3m came from Thai corporations. AIS committed to providing up to \$3m in call revenues in January through the Government fund (AIS, 2005). PTT Public Company Limited donated \$1.3m primarily to the Government fund (PTT, 2005). Large foreign multinational's provided up to \$1m, often for in-kind donations such as medical supplies. An example is General Motors that donated automobiles valued at \$500,000. Toyota Motor Thailand Co., Ltd. and other local affiliates donated \$320,000, plus trucks, rice, water, medical supplies, etc. (Toyota, 2005)

KIASIA's estimate is overstated in the sense that they include donations that went through intermediaries such as the banks and collections through the instant messaging. On the other hand, the estimate does not include the donations of non-listed companies or contributions from private company foundations. It also does not include the value of subsidised loans and debt write-downs by Thai state-owned commercial banks.

There has been much concern that Tsunami giving might detract from firms' regular charitable programmes. However, 67% of multinational corporations surveyed by the CECP approved new funds for the Tsunami while the remaining drew on existing crisis relief budgets and/or deducted funds from other programmes to cover the unanticipated giving. (CECP, 2005) There is no comparable information available in Thailand. However, from KIAAsia's discussions with Thai firms, the donations largely appear to be from new funding.

D. Partnerships to engage the community

Once large corporations decided to assist, they generally followed a pattern of first providing funding, then products and services and some, even long-term programming within areas of strategic interest. For the US firms surveyed by CECP, Tsunami contributions were: 38% cash, 49% non-cash, 11% corporate matching of employee gifts and 2% not categorised. Corporations learned that early infusions of cash enable on-the-ground charities to move quickly (CECP, 2005). The initial funding went largely to the relief agencies to enable the first wave of relief assistance to be mobilised. The Thai Red Cross and Red Cross chapters around the globe were the most favoured channels. In Thailand, companies also gave directly to the Thai Government relief fund and Royal foundations.

The second wave of support in the relief stage was the provision of products and services needed for relief operations. Non-cash giving allow companies to leverage their people, products and distribution networks. Examples include:

- Giving mobile phones, network support and Internet connections - AIS
- Donating vehicles to the Thai Red Cross - General Motors
- Facilitating donations - Krung Thai Bank, American Express, AIS (instant messaging)
- Offering cleaning supplies - Dupont, Kimberly-Clark
- Providing drugs and medical supplies - Pfizer, Merck
- Donating and delivering drinking water - Boon Rawd Brewery
- Managing logistics for the delivery of needed supplies - SCI Systems, DHL
- Donating computers, building databases and web sites - IBM (see Caselet 1 above)
- Cleaning beaches and disposing of waste - Waste Management Siam
- Managing relief camps – Amway (see Caselet 2 following)

Caselet 2: “One by One” – Amway’s Tsunami Disaster Relief Efforts

Amway Thailand, the Amway for Thai Society Foundation (ATF), and Thai Amway Business Owners (ABOs) have provided assistance at the tsunami relief, rebuilding and development stages through a combined effort labeled the “One-by-One” project. As an immediate response, Amway Thailand, the Amway for Thai Society Foundation donated money and food valued at \$25,000.

At nearly the same time, over 90 ABOs volunteered their time and efforts in helping the tsunami victim identification unit in Phang-nga province. For example, on the fourth day after the tsunami disaster on December 26, 2004, Wachara Sapsuwan and his wife, Sirinuch, and 22 other ABOs in their network traveled by their own vehicles and by plane to dedicate themselves at the tsunami victims’ identification unit in Phang-nga province. Watchara is a doctor by trade and was able to lend his expertise to the efforts. In the second wave, 70 ABO volunteers formed a self-managed team that supported the Government identification unit. The ABOs, who are self-starters and possess strong coordination and management skills, helped by:

- providing IT skills in searching for data on the dead;
- moving, cleaning, taking photos of the dead bodies;
- providing mental health consultations for the alive tsunami victims and their families;
- servicing the identification team with food and beverages;
- helping to establish systems to prevent infection by identifying the separate zones of operations;
- assisting to operate the systematic storage of donated items; and,
- coordinating with the provincial government offices to provide advice on first aid.

At the same time, the volunteer teams also raised funding of approximately \$6,500 from their ABO groups to support the government agencies and relief organisations in helping the disaster victims.

Subsequently, Amway Thailand organised two special initiatives to facilitate collaboration from ABOs, employees and the public. The first programme was to raise funds through donation boxes, an Amway exhibition, and direct donations to the ATF. Amway Thailand provided matching funds for a total of \$60,000. Amway Thailand’s second initiative was to contribute the ticket sales of its annual National Leadership Conference and National Convention, in the amount of \$120,000 to help the Tsunami victims. The Board of the ATF is providing the following support of \$193,000 to help approximately 233 ABOs affected by the tsunami, provide 200 water containers, award for 400 scholarships for orphaned students, 59 scholarships for other affected students and fisheries equipment to villagers on Kor Kao Island, Phang-nga province. In total, ATF and Amway Thailand have donated or committed \$344,500 in its “One by One: Tsunami Disaster Relief Efforts” project. This total does not include the expenses of the ABO volunteers, which they covered themselves.

Sources: Amway and ATF Thailand staff and www.amway-th.com.

Other organisations used existing mechanisms and resources to redistribute assets to the needy. For example, AIA, Unocal, Dow Chemical and American Express worked with the KIASIA to redirect existing funding available under the American Corporations for Thailand programme to provide scholarships to 404 students impacted by the tsunami. KIASIA was able to act quickly because of its standing relationship with the Ministry of Education and the existence of skills and mechanisms to quickly identify needs and allocate funding.

For the rebuilding stage, companies provided donations, products and service. Examples include:

- Building houses: - Ford, Bank of Ayudhya and Siam City Cement partnering with Habitat for Humanity; UCOM partnering with Crown Property Bureau
- Rebuilding schools: AIS and Toyota partnering with Rajaprajanugroh Foundation
- Boat building: Siam Cement Group and Siam Commercial Bank
- Providing loan deferment and lower interest rates - Krung Thai and Government Savings Bank
- Providing consulting services for Small and Medium Enterprises (SMEs) - PriceWaterhouseCoopers

Finally, a number of companies are interested in the long-term sustainable recovery of the tsunami-affected areas. These efforts are still at an early stage of planning and implementation. In these cases, firms support areas of strategic interest such as education or economic development issues that are incorporated in their established CSR plans. Examples include:

- Supporting microfinance schemes such as community-based revolving funds – Siam Cement Group (see Case 3 below)
- Establishing community learning centers – Microsoft
- Building capacity of community members to serve tourism - Phang-nga Hotel Association and Le Meridian Hotels
- Enhancing science education – MSD Thailand

Caselet 3: Siam Cement Group Tsunami Relief Fund

Contributing funds and relief supplies to those affected by natural disasters is one of Siam Cement Group's (SCG) philanthropic areas of giving. Shortly after the tsunami hit, SCG established the "Siam Cement Group Tsunami Relief Fund", managed by the Siam Cement Foundation. The SCG's business groups, employees, partners, and distributors have provided funding through the Relief Fund to assist people in the affected communities on the Andaman Coast. Before implementing assistance programmes, the Relief Fund Committee Members conducted a survey of the Tsunami-affected people's needs. The Members identified the need to repair or replace fishing equipment to enable fishermen and their related businesses to get back to work. Based on the survey, the SCG Tsunami Relief Fund objectives were established as:

1. Assist local people in the affected communities to resume their careers in a sustainable manner;
2. Provide assistance for establishing community revolving funds in which community members would take micro loans for business purposes, help develop management knowledge and skills for community members, and ensure people's participation;
3. Support and encourage community participation in solving their own problems in order to develop their own leadership; and,
4. Generate funds for community development.

SCG provided immediate relief through donation of \$250,000 to the Government and materials, including relief supplies, clothing, 550 large water tanks, and 600 coffins, valued at \$500,000. To support long-term development, SCG is partnering with the Save Andaman Network - a network of NGOs and Tsunami-affected communities - to establish 30 community boatyards for repairing fishing boats in Ranong, Phang-nga, Krabi, Trang, and Satoon provinces. Approximately, 1,200 community members are to benefit from this programme through the provision of support from community revolving funds in each village.

To make the programme efficient and sustainable, each community's revolving fund is managed by community members. The primary role of the Relief Fund Committee is to provide advice. The community-based revolving funds aim to provide resources to needy community members. Community members joining the programme to repair boats will pay back the grants to the community revolving fund. The resources then can be used as a source of funds to support other community activities. The community revolving funds are to be utilised over two periods:

Immediate term (4-6 months) – establish boatyards to repair boats and fishing equipment to help villagers resume their careers. The boatyards are to be operated by local boat builders.

Long-term – After people in the affected communities resume the careers and start to repay the community revolving funds as agreed, the Community Revolving Funds Committee Members and community members will develop financial plans for future development. During this period, the Relief Fund Committee will consider

providing additional assistance to strengthen each community. The areas of focus may include:

1. Developing permanent boatyards in order to assist the community boat construction industry;
2. Career development in:
 - a. Fishing equipment repair and boat construction and repair,;
 - b. Education on coastal ecosystems preservation through development of school curriculum; and,
3. Restoration and maintenance of coastal resources and coastal ecosystems.

Sources: SCG Foundation Staff and www.siamcementfoundation.or.th

Royal foundations

The Thai royal foundations are playing a key role in the rebuilding of the tsunami-affected areas. His Majesty the King led the way by providing a generous personal donation of \$750,000 to support orphans (Bangkok Post, Jan. 6, 2005). The Rajaprajanukroh Foundation and the Chaipattana Foundations are very active in the area. The Rajaprajanukroh Foundation is establishing the Rajaprajanugroh 35 School to replace Bang Sak School in Khao Lak, which was completely washed away in the waves. With support from individuals and companies such as Toyota, ITV, Tiger Woods Foundation, the PGA Tour, Seiko and Siam City Hotel. The school will have boarding facilities for orphans, a Computer Assisted Instruction Library and teleconferencing facilities linked to the Distance Learning Foundation (DLF), www.dlf.ac.th, under His Majesty the King's patronage. Eventually the total enrollment of the school is expected to be 1,000.

The Chaipattana Foundation developed an educational booklet on tsunamis. The work includes a translation of "Tsunami: The Great Waves", produced by the Hawaii-based International Tsunami Information Centre (Chaipattana Foundation, 2005). Various Thai and foreign companies, including Bacardi donated funds to the Chaipattana Foundation. Others provided products such as Israeli-based Radwin's donation of 1,000 broadband wireless communication devices to Chaipattana Foundation. Dr. Sumet Tantivejkul, Secretary-General of the Foundation, stated that: "Radwin's products will enable us [Chaipattana Foundation] to re-establish communications in the disaster-struck southern regions of Thailand virtually instantly, to the benefit of both residents and tourists" (PRNewswire-AsiaNet, June 23, 2005)

Thai Red Cross

The Thai Red Cross Society has played a major role in the relief and now the recovery of the tsunami-affected areas. Companies have assisted the Thai Red Cross by providing financial recourses, products and services. Chevron Texaco Corporation contributed \$250,000 to the

Thai Red Cross Society. In addition, \$240,000 in aid has been provided by local affiliates in Indonesia, Malaysia, Sri Lanka, India and Thailand (Chevron, 2005). Likewise, Avon and NEC Corporation provided generous donations of over \$100,000 each. Product donations were another type of support; for example, General Motors and Chevrolet Sales donated 25 cars, valued at \$500,000, to the Thai Red Cross Society. Toyota, Kimberly Clark and Federal Express provided trucks to help deliver donated goods in the affected areas. In addition to the direct donations, additional funding was provided through national and international branches of the Red Cross that collected donations.

International Organisations

There is a broad range of international non-government organisations providing assistance. Most have funneled donations through local affiliates. Some of the most active organisations include World Vision, Save the Children and Habitat for Humanity. Most of the corporate assistance has been through financial contributions. Others have also taken a lead role in volunteering efforts. An example is the partnership between Habitat for Humanity (HFH) Thailand, Bank of Ayudhya and Siam City Cement. Habitat is facilitating the funding and volunteers to assist for the families who will receive the houses. Materials are being fabricated at multiple sites (HFH, 2005) Corporate volunteers from the two firms are helping to build the houses. It should be noted that a number of Christian organisations have also been assisting in efforts. The WeLoveThailand consortium of 18 charities is a good example. However, most of the Christian Organizations' funding has originated from individual, not corporate, philanthropy.

Thai NGOs

The local Thai NGOs have important local knowledge, networks and experience that can help donors' resources reach the needy, but the NGOs have traditionally had a poor reputation among the corporations. This is largely due to a few NGOs that operate under political influence as well as concerns over the NGOs' accountability and professionalism. The tsunami provided an opportunity for companies and NGOs to develop partnerships and some corporations preferred to work with the local NGOs as it is hard to identify the impact of contributions to the international NGOs or the Government funds. A good example of a local NGOs' work is the Roong Aroon School Foundation (RASf), a leading private school in Bangkok. RASf's teachers, students and volunteers are helping the sea gypsies, an ethnic minority in Thailand living on remote islands, to rebuild houses, piers and schools. With support from Give2Asia and a combination of corporate financial and in-kind donations, RASf is building waste management and recycling facilities, digging new wells, repairing fishing boats and buying equipment for schools and businesses. The villagers have also designed a

daycare center that will double as a community center, so their children can be well cared for while their parents work outside the home. (Asia Foundation, 2005)

The Population and Community Development Association is working with its corporate donors such as Unocal Thailand to support long-term development needs in the Krabi province where it has an office and strong relationships with the local communities. Programming is focused on youth development, income generation and sanitation (PDA, 2005). Similarly, KIASia is working with its corporate partners such as Le Meridian, Microsoft and MSD Thailand to focus on hotel management, entrepreneurship and science education programmes, respectively, in the tsunami-affected communities of Phang-nga and Ranong provinces. (KIASia, 2005)

Another avenue for corporate philanthropy was through family foundations of wealthy businessmen, usually of Thai-Chinese heritage. For example, KIASia met a Techapaiboon family member, who is the head of the family-managed Potekdung Foundation, while he was providing donations directly to affected-families in the weeks following the tsunami. The family, having great wealth from the banking and trading businesses, saw that the government funding was slow to arrive. It used the family foundation to help fill in the gap with donations of \$75 - \$125 per family to hundreds of those who lost their homes and businesses.

Networks of assistance

It is important to note that non-government networks have been established to coordinate and leverage assistance. This has been particularly important since the on-the ground coordination by the Government is badly lacking. The Collaborative Network for the Rehabilitation of Andaman Communities and Natural Resources, 40 national organisations and the Coalition for Andaman Community Support (Save Andaman Network), comprised of 6 local organisations, are two networks focused on improving the livelihoods of marginalised groups. These groups include small-scale fisher folk, women, children and migrant workers. Much of the work has focused on boat building, house building and provision of skills training. The Networks are coordinated by the Sustainable Development Foundation, which was established in 2000 to support sustainable management of natural resources, funded on a project basis by the 'Danish Cooperation for Environment and Development (DANCED)'. Between January and April 2005, the Collaborative Network and the Save Andaman Network raised over \$2m. Sixty percent of the funding has been generated from the private business sector, primarily through the provision of financial contributions. Donors include Ernst and Young, Michelin, Toyota Thai Farmers Bank, Phatra Securities and staff members of Unocal Thailand (www.sdfthai.org).

Another network is ThaiTogether.com, an unofficial online and offline discussion forum. for a network of non-governmental organisations (NGOs) including charities, foundations, business associations, social groups and individuals that are involved in the post-tsunami recovery effort across Thailand. It also provides a centralised information centre online and matches organisations that implement programmes with funders (www.thaitogether.net).

VI. Conclusions and Recommendations

This final section summarises the underlying causes for such an impressive outpouring of corporate philanthropy. The causes are categorised as the nature of the tsunami and key characteristics of the response - including the roles of the media and Royal family, policy issues and corporate level preparedness. Finally, lessons learned from this case are applied to provide recommendations on actionable steps for improving the readiness of corporations, governments and civil society organisations for future disasters.

The nature and magnitude of the disaster influenced the broad-reaching levels of philanthropic support. The Tsunami was a disaster of massive proportions that affected 10 nations in the Andaman Sea. In Thailand, the greatest devastation was in the well-known tourist destinations of Phuket, Krabi and Khao Lak. The relatively limited area that the tsunami physically damaged is also an important consideration. Unlike Aceh and parts of Sri Lank and India, the tsunami badly devastated only a few areas. Most of the basic infrastructure, including roads, was left intact while the infrastructure that was damaged, such as water and electricity, was repaired relatively quickly. This provided accessibility to impacted areas not only for the government agencies and the military but to individuals, corporations and NGOs.

The role of the media and Internet distinguished this disaster from previous ones in Asia. The tsunami and its aftermath were digitally recorded and widely played in world-wide media. Media presented news to a global audience; much of it based on footage from tourists in Thailand that was updated hourly and daily as the situation unfolded. The Internet both communicated the news and facilitated billions of dollars in giving. The surge of support and donations was unprecedented and gained momentum in the days and weeks after the tsunami as the true nature of death and destruction was revealed.

In Thailand, the Royal foundations played an important role both in facilitating assistance and, symbolically, through the leadership of the Royal family. Thai culture and norms afford respect for H.M. the King and the Royal Family. The Royal Family lost a member in the tsunami and

the King personally provided leadership during the recovery efforts. The Royal foundations are considered to be trustworthy and distinguished organisations for managing donations.

On the policy level, the Thai Government's rejection of international aid provided both a need and an opportunity for private sector participation. In the past, disaster and development assistance has largely been seen as the purview of government and non-government organisations. The bureaucracy in the Government combined with the absence of an injection of foreign aid provided a need for the private sector to provide funding, products and services. The Government has also been promoting corporate social responsibility (CSR) over the past few years. The prime minister has promoted good governance and corporate-school partnerships. The Ministry of Industry and the Stock Exchange of Thailand are also advocating CSR.

The Government has also been criticised for failing to effectively coordinate the recovery efforts. At times the Government has had limited input on who could provide assistance to which areas and when. This had both positive and negative impacts. On the positive side, assistance was delivered without potential delays caused by bureaucratic barriers or unclear lines of responsibility. This is in contrast to hurricane Katrina, in which help was ready, but either the local and state authorities did not request assistance or the request was delayed. In Thailand both corporate and non-governmental organisations often moved quickly without first informing the local authorities, including the CEO Governor's office. On the other hand, this ad-hoc approach has led to overlapping assistance. Often, the most urgent priorities of the affected communities were not met.

As mentioned previously, the Tsunami's impact hit close to home for a number of companies. Many of those killed were foreign tourists and middle-upper class Thais. Many in the corporate community had ties to those who were directly impacted, whether it was an employee, a neighbour, a friend or a relative. There was strong motivation to help both at the executive level and with the employees. Then once companies decided to act, they were able to do so quickly, allocating badly needed resources - finance, manpower, products and services. Many firms had the CSR mechanisms in place to facilitate this response. Now, as the recovery is moving from relief and rebuilding to long-term development, some companies are taking the opportunity to assist the tsunami victims and to further their community involvement programmes in their strategic areas of interest such as education or community development.

In Thailand and elsewhere in Asia, private firms do not have a strong reputation for corporate philanthropy. It has only been over the last decade that companies really have begun to engage with the communities where they operate. Recent national and international trends towards CSR have increased awareness and practices in Thai firms. In addition to increased awareness, many have grant review committees, a community relations position, plans for giving and dedicated funds for disaster recovery philanthropy. Consequently, some firms were in a better position to assist when the disaster hit. However, most companies continue to assist through the provision of donations.

The tsunami exhibited the tremendous resources that the corporate sector can bring to the table. Of course the financial resources are important, but in the case of a disaster the services such as communications and logistics, the products such as medical supplies, food and water, and manpower with management skills and technical skills, proved to be invaluable.

This disaster was a landmark event for volunteering. Volunteering in Thai society has been largely focused on religious-related events. It has only been in the past few years that corporate volunteering has begun in some leading firms. Previously, development and poverty causes were seen as the responsibility of the Government and NGOs. The tsunami provided the need and opportunity for thousands of Thais to volunteer, both in Bangkok through the provision of goods and services and fundraising and in the affected areas through directly providing relief services. The corporations proved to be a good source for supplying and managing volunteers.

The corporations also had an opportunity to develop or strengthen relationships with international and local civil society groups. While the corporate sector gave donations to the Government funds and large Thai and international relief agencies shortly after the disaster, some firms preferred to provide subsequent donations to local NGOs because they wanted to know the direct impact of their giving. When donating to the larger organisations, the giving is pooled and results are often not reported back to the donors. Secondly, some firms wanted to take the opportunity to build relationships with the local NGOs. The question remains whether these NGO-corporate partnerships can be sustained.

Actionable Steps

The December 26, 2004 tsunami that made landfall in the Andaman Sea resulted in unprecedented death and destruction. The response to the disaster has been almost as remarkable. The lessons learned are far reaching. Certainly, the role of corporate philanthropy was raised to new heights in Asia. It will be important to seize the opportunity to build on the progress that the corporate sector has made. The actionable steps can be divided into internal and external factors.

Internally, the companies can be better prepared for disasters. For example, some companies have programmes and budgets set aside for disasters. While developing their approaches, the firms need to understand what are the most appropriate types of contributions for the relief, rebuilding and development phases. The contributions may be financial donations, products, services and management and staff volunteers. The firms should have a clear idea of the assets they possess and the appropriateness for employing these assets in times of disasters. Then firms can develop procedures for post-disaster recovery including strategies, plans, funds and mechanisms such as matching employee contributions.

Externally, the role of the corporate sector needs to be acknowledged by the Government and civil society. This may require some awareness and trust-building initiatives. Although the corporate sector's participation in the disaster has been impressive, there are still doubts about the firms' commitment to assisting the communities where they operate. Firms will have to continue to prove themselves and the Government and NGOs need to encourage their participation in preparation for future disasters, crises, and general development.

The corporations really need to be brought formally into the disaster preparedness plans. There are various models such as the collaborative groupings of corporations in Mexico and Philippines that can be applied. It is also important that the companies work closely with the Government's emergency management response systems. The Australian and United Kingdom examples may serve as models in which the private sector has work closely to develop, participate and assist the national disaster preparedness programs.

Companies also need to develop strong relations with the communities in which they operate, through NGOs and other civil society groups. Corporate philanthropy will be most successful and sustainable if it is focused in disciplines, areas or locations consistent with a firm's strategic interests. In the immediate relief phase, this may be through exhibiting corporate

commitment and raising the morale of employees through participation. For the longer-term development phase, firms may focus in their corporate-community programme areas (e.g. education, microfinance, health, etc.) and they may develop partnerships with CSOs. The experience of managing CSO-private sector relationships can be leveraged relationships in time of disasters. To be most successful, the local emergency response systems can benefit from strong government leadership, private sector / civil society partnerships and community preparedness.

Corporate philanthropy after the tsunami exhibited the strengths and potential of the sector to contribute in a way that benefits society and is also in the interests of the companies themselves. The lessons learned can assist in the continued recovery of the tsunami-affected areas. As Thailand was not affected as badly as Aceh and elsewhere, some examples from Thailand, particularly long-term development aspects, may be helpful in the coming year. In addition, sharing lessons learned with organisations assisting communities in other disasters, such as the Katrina hurricane and recent earthquake in Pakistan, may be of value. A more detailed study of the corporate philanthropic response, including a survey of corporate giving in Thailand would provide even more insight.

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