



## CBi snapshot



### Crisis response and recovery

The CBI Member Network in Madagascar responded to two cyclones, a health emergency, drought and a fire in 2019. Read more about CBI Member Networks crisis response and recovery activities on p. 9-11  
*Photo: World Bank / Sarah Farhat*



### Engaging Companies in Manmade Disasters

The CBI Member Networks in Côte d'Ivoire, Kenya and Turkey analysed how to strengthen local private sector engagement before, during and after complex emergencies and manmade disasters. Read more about addressing knowledge gaps on p. 12  
*Photo: UN Women*



### Internetwork learning

CBI business networks from Asia and the Pacific visited two emergency operations centres in the Philippines. Read more on p. 8.  
*Photo: Jason Gutierrez/IRIN*



### CBi Annual Event

CBI brought together its networks and partners to share experiences, learn from one another and discuss opportunities for collaboration. Read more about CBI events on p. 13.  
*Photo: OCHA*

## What our partners say

*“The Connecting Business Initiative is driven by a collaboration between the people most affected and those most accountable for progress. It has helped reimagine partnerships in a way that we have started to see traction across public, private and government sectors alike.”*



**Shaheen Kassim-Lakha**  
Director of Strategic Partnerships,  
Conrad N. Hilton Foundation



**Eduardo Martinez**  
President of The UPS Foundation,  
UPS Chief Diversity & Inclusion Officer

*“The UPS Foundation and UPS have a deep commitment and extensive experience in helping communities prepare, respond, and recover from sudden onset and prolonged crises. This expertise enables UPS to provide critical support to the UN Connecting Business Initiative (CBI) and help connect the capacities of the business community to strengthen local preparedness and mitigation efforts in high risk countries to reduce the human impacts of devastating typhoons, earthquakes and other disasters.”*

# Foreword

*"The Connecting Business initiative (CBI) was set up to encourage private sector engagement before, during and after natural or man-made crises, or disease outbreaks."*



**Marcos Neto**  
Director, Finance Sector  
Hub, United Nations  
Development Programme



**Ramesh Rajasingham**  
Director, Coordination  
Division, United Nations  
Office for the Coordination  
of Humanitarian Affairs

**We are confronting some of the greatest challenges of our time. In 2019, 167.6 million people needed humanitarian assistance. This represented one in about 45 people in the world, and is the highest figure in decades.<sup>1</sup> As a consequence of climate change, natural disasters occur more frequently and are more intense and destructive. In 2018 alone, they affected 68 million people.<sup>2</sup>**

Countries around the world have committed themselves to the 2030 Agenda for Sustainable Development including Sustainable Development Goals (SDGs) pledged to "Leave No One Behind". However, 2030 Agenda Global Goals cannot be achieved if communities are not well-prepared for disasters that threaten to reverse hard-won development gains. Every year, an estimated 26 million people are pushed into poverty by disasters.<sup>3</sup>

Disasters also have a profound effect on economic welfare. Between 1998 and 2017, affected countries by disasters reported direct losses of US\$2.908 trillion.<sup>4</sup> Several Post Disaster Needs Assessments have shown that most of the losses are experienced by the private sector. In addition to material losses, business disruption puts further pressure onto businesses, and many may not recover from disasters. There is a clear business case not only for companies to ensure their own operations can withstand shocks but also for them to contribute to the resilience of their sector and society at large.

The Connecting Business initiative (CBI) was set up to encourage private sector engagement before, during and after natural or man-made crises, or disease outbreaks. It works with the private sector at the intersection of the humanitarian, development and peace agendas.

In 2019, CBI supported 19 business networks. Nine CBI Member Networks, along with their partners, addressed a total of 31 crises. These included cyclones and a measles epidemic in Madagascar, earthquakes and typhoons in the Philippines, and the Easter Sunday attack in Sri Lanka. CBI Member Networks, including those that did not experience disasters in 2019, also engaged in preparedness and

resilience activities. They organised simulation exercises, engaged in advocacy, contributed to national dialogues, built information and communication systems, and provided business continuity planning trainings, especially to micro-, small- and medium-sized enterprises (MSMEs). More CBI achievements and examples of the business networks' activities are presented in the report.

Partnerships are not easy in crisis setting; they require sustained commitment and investment. We are impressed by the successful examples of coordination emerging from the work of these networks. As humanitarian needs keep rising, collective action is critical: We need to build on each other's expertise and experience to better anticipate, prepare for, respond to and recover from crises.

The enormous success of CBI would not have been possible without the support of our global and local partners – Boston Consulting Group, Conrad N. Hilton Foundation, European Civil Protection and Humanitarian Aid Operations, International Federation of Red Cross and Red Crescent Societies, United Nations Global Compact, The UPS Foundation and United States Agency for International Development. These partners provided much-needed financial and in-kind contributions, expertise and guidance to the initiative. Furthermore, the activities would not have materialised without the business networks and their members in the 19 countries that CBI supported in 2019.

With the support of Boston Consulting Group (BCG), we completed a strategy refresh process in 2019 that allowed us to take stock of what has or has not worked. While feedback from our stakeholders has been overwhelmingly positive, we have identified areas that need to be further explored, such as addressing complex emergencies, minimizing the impact of climate change-related hazards, and providing further support for the business networks to innovate. CBI will focus more on these areas in the future.

The complex and multidimensional nature of today's crises requires collective action. We look forward to continuing our fruitful collaboration in 2020 and beyond.

<sup>1</sup> OCHA, Global Humanitarian Overview 2020 [www.unocha.org/sites/unocha/files/GHO-2020\\_v9.1.pdf](http://www.unocha.org/sites/unocha/files/GHO-2020_v9.1.pdf)

<sup>2</sup> Natural disasters 2018, [www.reliefweb.int/sites/reliefweb.int/files/resources/CREDNaturalDisaster2018.pdf](http://www.reliefweb.int/sites/reliefweb.int/files/resources/CREDNaturalDisaster2018.pdf)

<sup>3</sup> The World Bank [www.worldbank.org/en/results/2017/12/01/climate-insurance](http://www.worldbank.org/en/results/2017/12/01/climate-insurance)

<sup>4</sup> Economic losses, poverty and Disasters 1998-2017, UNISDR and Centre for Research on the Epidemiology of Disasters [www.unisdr.org/files/61119\\_credeconomiclosses.pdf](http://www.unisdr.org/files/61119_credeconomiclosses.pdf)

# At a glance

CBI is a demand-driven, multi-stakeholder initiative that is transforming the way the private sector engages before, during and after crises. Launched at the World Humanitarian Summit in May 2016, it aims to increase local capacity, build resilience and alleviate human suffering.

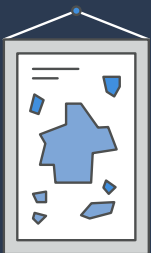


## 19 networks

**Nineteen business networks were engaged and supported by the CBI Secretariat**

CBI engaged with business networks, helping them build their foundations and strengthening their contribution to disaster risk reduction, preparedness, response and recovery. These networks are based in the Bahamas, Colombia, Côte d'Ivoire, Ecuador, Fiji, Haiti, Indonesia, Kenya, Madagascar, Mexico, Myanmar, Nigeria, Pacific Islands, Philippines, Sri Lanka, Turkey, Vanuatu, Viet Nam and Yemen.

[More on pp. 6–7, 12](#)



## 31 crises

**Nine CBI Member Networks and their partners addressed a total of 31 crises**

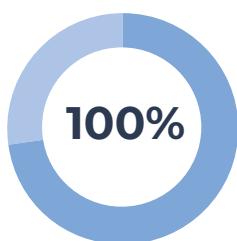
CBI Member Networks played a critical role in disaster response to a range of crises, including storms, floods, volcanic eruptions and disease outbreaks. They served as local entry points to link industries, coordinate private sector contributions to crisis relief efforts, and liaise with national and international disaster management structures.

[More on pp. 9–11](#)

## Survey results

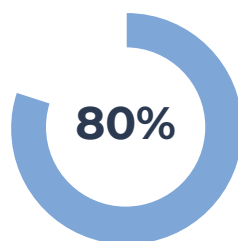


To assess the initiative's value proposition, collect feedback on performance and solicit suggestions on priority areas, CBI conducts an annual survey among its Member Networks. In 2019 again, the results were encouraging across all areas, indicating that CBI is valued by its key stakeholders and provides much-needed humanitarian support.



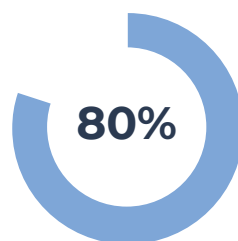
### Influence

CBI is positively influencing its Member Networks' efforts to address disaster management (73% strongly influenced, 27% moderately influenced)



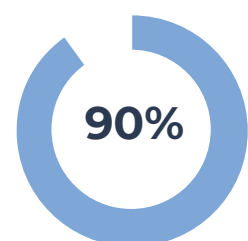
### Coordination

Over 80% of the Member Networks find that CBI helps them connect and coordinate well or very well with actors in disaster management.



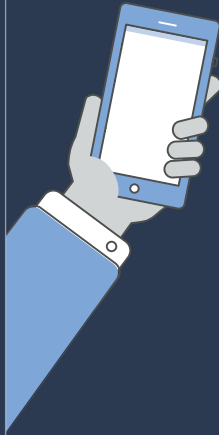
### Peer-to-Peer learning

Over 80% of the Member Networks find that CBI is very successful at providing opportunities for peer-to-peer learning.



### Advocacy

Over 90% of the Member Networks said CBI successfully raised awareness of and advocated for the role of the private sector in disaster management.



## 50,000 members

Around 50,000 member companies are part of the 11 established CBI Member Networks.

Member companies represent a vast range of industries including Information and Communications Technology (ICT), Media and Entertainment, Financial Services and Insurance, Transport and Logistics and Housing and Construction.

More on pp. 13–14

## 93 events

CBI Member Networks organized 93 local events and trainings in 2019

CBI Member Networks continued to strengthen the capacity of local businesses in disaster management. Workshops and trainings covered a vast range of topics ranging from business continuity planning to rapid earthquake damage assessments.

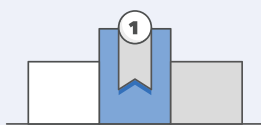
More on pp. 8, 13–14

## 35 million people reached

Over 35 million people were reached through media coverage

CBI-related media coverage reached 35.4 million people. In addition, the CBI global online portal welcomed over 60,000 visitors, and social media posts on CBI's channels reached more than 150,000 people. Social media outlets like Twitter and Facebook allow CBI to spur awareness and share information about the role of the private sector in disaster management.

[www.connectingbusiness.org](http://www.connectingbusiness.org)



### Top three reasons why Member Networks partner with CBI

To exchange expertise and best practices

To network with other organizations

To enhance visibility and credibility



### Top three CBI services to Member Networks partners

CBI Annual Event

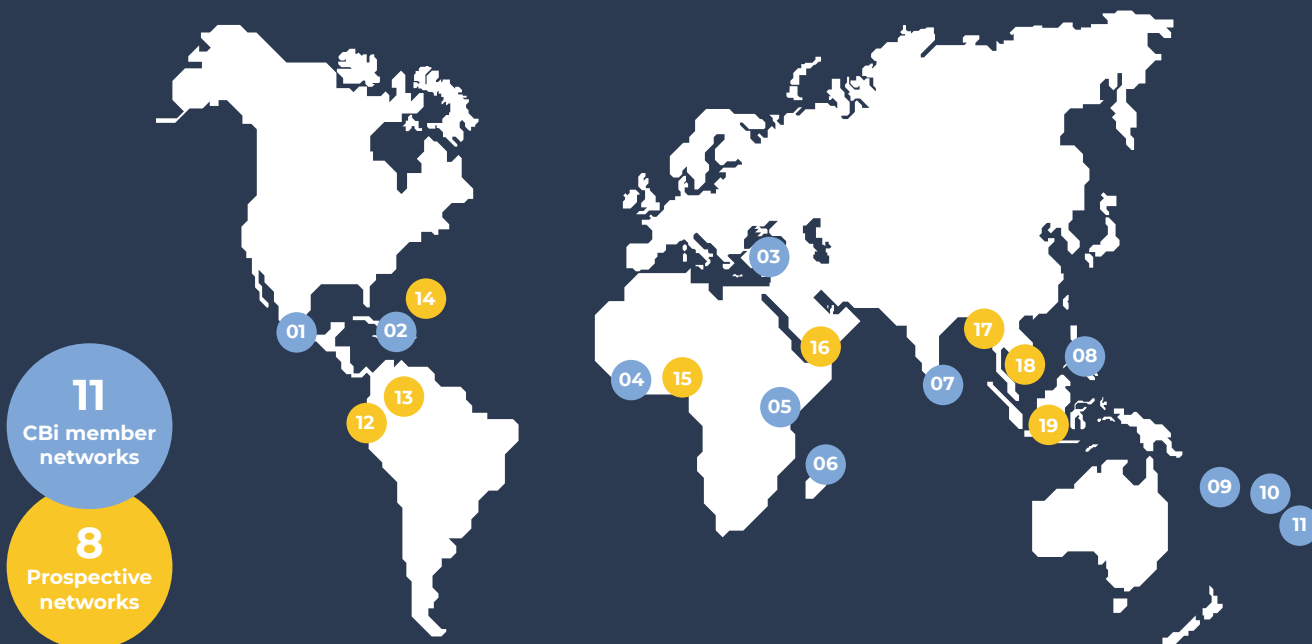
Technical support from the CBI Secretariat

CBI trainings and workshops



100% of the respondents find the CBI Guidance Toolkits useful

# Strengthening Business Networks



**CBI’s main target group includes business networks and organisations, who, after meeting certain criteria, can become CBI Member Networks. In 2019, CBI worked with 19 business networks by helping them build their foundation and strengthening their engagement in disaster risk reduction, preparedness, response and recovery.**

## 01 Mexico

**Centro Nacional de Apoyo para Contingencias Epidemiológicas y Desastres (CENACED)**  
54 members

The CENACED is the representative of private sector organizations on the National Council of Civil Protection in Mexico, which brings together companies, civil society, government institutions and others to support disaster prevention and emergency response. CENACED engages the private sector in disaster risk reduction, emergency preparedness, response and recovery.

## 02 Haiti

**Alliance pour la Gestion des Risques et la Continuité des Activités (AGERCA)**  
19 members

AGERCA, launched in 2008, encourages businesses and civil society to identify

the risks to which they are exposed and to seek solutions. AGERCA raises awareness about risk prevention and helps connect the private sector to national disaster management structures in Haiti.

## 03 Turkey

**Business for Goals (B4G) platform**  
40,000 members

The Business for Goals (B4G) platform, launched in 2018, is a strategic partnership between UNDP Turkey, Turkish industry and Business Association (TÜRK SANAYİCİLERİ VE İŞİNSANLARI DERNEĞİ (TÜSIAD)) and Turkish Enterprise and Business Confederation (Türk Girişim ve İş Dünyası Konfederasyonu (TÜRKONFED)). The platform, as a formal member of the CBI Global Network, aims to build business resilience through an approach based on shared responsibility and building partnerships within the networks of TÜSIAD, the umbrella business

association for large enterprises, and TÜRKONFED, the umbrella business association for SMEs. As an emerging entity, the platform's focus is on strategic positioning, fundraising, trainings and disaster mobilization.

## 04 Côte d'Ivoire

### Plateforme Humanitaire du Secteur Privé de Côte d'Ivoire (PHSP Côte d'Ivoire)

100 members

The PHSP Côte d'Ivoire, launched in 2017 and hosted by the Confédération Générale des Entreprises de Côte d'Ivoire (CGECI), brings together private sector actors willing to engage in humanitarian action in a strategic and coordinated manner. CGECI works together with the private sector, the government, UNDP and the Red Cross of Côte d'Ivoire.

## 05 Kenya and East Africa

### East Africa Humanitarian Private Sector Partnership Network (HPPP)

22 members

Launched in 2016, the East Africa HPPP promotes the inclusion of the private sector as an integral participant in government-led preparedness planning and coordination of offers for disaster management or humanitarian action.

## 06 Madagascar

### Plateforme Humanitaire du Secteur Privé de Madagascar (PSHP Madagascar)

43 members

The PSHP Madagascar was created in 2014 and structured as an association in 2017. Its mission is to bring together its members and facilitate and coordinate their actions with those of the so-called traditional humanitarian actors and the Bureau of National Risk and Disaster Management (BNGRC).

## 07 Sri Lanka

### Asia Pacific Alliance for Disaster Management - Sri Lanka (A-PAD SL)

300 members

Launched in 2014, the A-PAD Sri Lanka aims to coordinate and support disaster preparedness and risk reduction, mitigation, capacity building and relief activities across Sri Lanka. A-PAD Sri Lanka also facilitates other alliances in the Asia-Pacific region and supports global frameworks and advocacy in disaster management, linking civil society and private sector organizations in humanitarian and development activities.

## 08 Philippines

### Philippine Disaster Resilience Foundation (PDRF)

86 members

After the devastating typhoons in 2009, the Philippine government tapped the private sector to channel more support for its reconstruction programs. Business leaders and non-governmental organizations (NGOs) established the Philippine Disaster Recovery Foundation (PDRF) in 2009 and signed a cooperation agreement with the government. After successive large-scale disasters in 2013, PDRF was reorganized as the umbrella organization of the private sector for disaster preparedness, relief, and recovery. Two years later, its name was formally changed to the Philippine Disaster Resilience Foundation, encompassing the entire disaster risk reduction and management framework.

## 09 Vanuatu

### Vanuatu Business Resilience Council (VBRC)

2,300 members

The VBRC, launched in 2017, provides a coordination mechanism for the private sector to engage with the government and other partners on resilience building, response and recovery activities.

## 10 Fiji

### Fiji Business Disaster Resilience Council (FBDRRC)

410 members

The FBDRRC, launched in 2016 and hosted by the Fiji Commerce and Employers Federation, provides a coordination mechanism for the private sector to engage with the government and other partners on building resilience as well as response and recovery activities.

## 11 Pacific

### Pacific Islands Private Sector Organisation (PIPSO)

22 members

In 2016, CBI supported the establishment of the Fiji Business Disaster Resilience Council as part of the Fiji Commerce & Employers Federation. In 2017, a Pacific regional private sector network for resilience was launched to build on the work already undertaken in Fiji and to replicate regional best practices, led by the Pacific Islands Private Sector Organisation (PIPSO).

## Prospective networks

### 12 Ecuador

### 13 Colombia

### 14 Bahamas

### 15 Nigeria

### 16 Yemen

### 17 Myanmar

### 18 Viet Nam

### 19 Indonesia

# Inter-network learning



**Clark, Philippines**  
The Philippine  
Disaster Resilience  
Foundation (PDRF)  
emergency center  
Photo: PDRF

During the Humanitarian Networks and Partnerships Week in February, CBI brought together its networks to share experiences, learn from one another and discuss opportunities for collaboration.

In March, CBI invited its business networks from Asia and the Pacific to visit two emergency operations centres in the Philippines, one run by PDRF in Clark and another run by the government in Makati. It allowed participants from Fiji, Indonesia and Vanuatu to discuss information management and potential regional inter-operability in disaster preparedness, response and recovery.

CBI also continued to host quarterly webinars for the business networks to share updates, exchange lessons learned and provide input to the CBI Secretariat.

***"The support from the Connecting Business initiative has allowed the private sector in Vanuatu to upscale its disaster management practices at a rate that would not otherwise be possible in a small island developing state. Readiness and resilience are the "new norm" in terms of business planning."***



**Glen Craig**  
Vanuatu Business Resilience Council (VBRC)



# Coordinating Private Sector Contributions in Disaster Management



## **Hurricane Irma and Maria, Caribbean**

*The powerful category 5 hurricanes Irma and Maria hit the Caribbean in September causing a number of deaths and widespread devastation in the Caribbean.*

*Photo: Michael Atwood / UNDP*

## **Crisis Response and Recovery**

In 2019, nine CBI Member Networks and their partners addressed a total of 31 crises. From earthquakes to cyclones and political unrest to flooding, the private sector played a critical role by participating in search and rescue operations, collecting and distributing relief aid, restoring power lines, sharing information, making financial contributions and working alongside governments and aid organizations. Some networks also contributed to long-term recovery efforts. Some examples of the CBI Member Networks crisis response and recovery activities are provided below in this section. A comprehensive overview is available on CBI website at [www.connectingbusiness.org](http://www.connectingbusiness.org).

### **Fiji**

The Fiji Business Disaster Resilience Council (FBDRC) dealt with two cyclones, flooding and a public health emergency in 2019. The council supported the dissemination of information between the National Disaster Management Office (NDMO) and the private sector and coordination between them. The network provided updates from companies to NDMO regarding conditions on the ground and on critical needs prior to governmental teams being dispatched. They also provided support and coordinated relief supplies. Read more at [www.connectingbusiness.org/Fiji](http://www.connectingbusiness.org/Fiji)

### **Haiti**

In October, Alliance pour la Gestion des Risques et la Continuité des Activités (AGERCA) collected donations consisting of food items from its members and dispatched them to La Gonâve Island, which had no access to the capital, in order to stock up on basic supplies during ongoing political unrest. Read more at [www.connectingbusiness.org/Haiti](http://www.connectingbusiness.org/Haiti)

### **Madagascar**

The Private Sector Humanitarian Platform (PSHP) Madagascar responded to two cyclones, a health emergency, drought and a fire in 2019. In December, Tropical Cyclone Belna made landfall in the Amparafa village on the western coast of the country. Belna then weakened into a tropical storm and continued southwards. PSHP Madagascar contributed to the response by providing an internet connection and supporting data collection and information management for the regional operational centre of Boeny and collaborated with MEDAIR on fundraising. Read more at [www.connectingbusiness.org/Madagascar](http://www.connectingbusiness.org/Madagascar)



### Mexico

Mexico was struck by a magnitude 7.1 earthquake in September 2017. The earthquake left over 200 people dead and dozens of buildings destroyed. In 2019, the Centro Nacional de Apoyo para Contingencias Epidemiológicas y Desastres (CENACED) continued to work with partners and contribute to the reconstruction program by building 30 houses. Members of CENACED also responded to five other crises in 2019 (freeze in the mountains, fire, landslides caused by heavy rainfall, flooding, tropical storm) by supplying relief aid, health and hygiene kits, water filters, shovels, and psychological and medical consultation. Read more at [www.connectingbusiness.org/Mexico](http://www.connectingbusiness.org/Mexico)

### Pacific Islands

The Pacific Islands Private Sector Organisation (PIPSO) joined discussions with regional partners and shared information among its members in an effort to tackle the measles outbreak in Samoa. Following the devastating bushfires in Australia that broke out in mid-2019, the network also helped raise awareness and sent a funding appeal to its members. Read more at [www.connectingbusiness.org/Pacific](http://www.connectingbusiness.org/Pacific)

### Philippines

In 2019, the Philippines was struck by two typhoons and three major earthquakes, which hit 12 out of 17 regions, affected over 1.3 million families, and caused damage to agriculture and infrastructure amounting to almost 12 billion pesos. The Philippine Disaster Resilience Foundation (PDRF) mobilized its member companies and private sector partners to augment government efforts and help affected communities. In 2019, the network provided over 1.8 million liters of water, transported and distributed over 91 tons of government and private sector relief goods, distributed over 9,800 non-food items, 50,800

ready-to-eat food items, and 44,600 family food packs, and deployed 95 teams for search-and-rescue operations, medical assistance and restoring utility services. PDRF also released regular advisory and situation reports to members, helped distribute shelter repair kits, and provided free call and charging stations. Read more at [www.connectingbusiness.org/Philippines](http://www.connectingbusiness.org/Philippines)

### Sri Lanka

The Asia Pacific Alliance for Disaster Management Sri Lanka (A-PAD SL) responded to terrorist attacks and a flooding in 2019. On 21 April, Easter Sunday, three churches in Sri Lanka and three luxury hotels in the commercial capital, Colombo, were targeted in a series of coordinated suicide bombings. Later that day, there were smaller explosions at a housing complex in Dematagoda and a guest house in Dehiwala. The attacks led to the killing of 259 people, and at least 500 were injured. A-PAD SL helped after the Easter Sunday attacks by providing food and non-food items via a supermarket outlet, when other partners lacked access or were otherwise unable to provide immediate support. Identifying gaps in the response, a partnership was formed between HSBC, Sarvodaya Shramadana Movement and A-PAD Sri Lanka to provide long-term assistance to the affected communities of Colombo, Batticaloa and Negombo. The project's goal is to provide medical and non-food assistance, revive education, and introduce community/school safety programs that offer psychosocial support, community clinics (optical/hearing), special nutritional assistance for children below the age of five, educational scholarships, livelihood support and special assistance to overcome special medical conditions. Read more at [www.connectingbusiness.org/Srilanka](http://www.connectingbusiness.org/Srilanka)

### Mexico City, Mexico

*Humanitarian aid for the 2017 earthquake was stored and distributed by CENACED from the Mexico City airport cargo terminal. Photo: CENACED*

### Vanuatu

Ambae is a very large and frequently active volcano in the New Hebrides archipelago of Vanuatu. Eruptions between 2017 and 2019 resulted in multiple evacuations as ashfall has made it dangerous for local populations to stay in their villages. Between August and November of 2019, the private sector, through the Vanuatu Business Resilience Council (VBRC), provided sea transportation to 11,000 people who were displaced due to an eruption in 2018, allowing them to return home. Read more at [www.connectingbusiness.org/Vanuatu](http://www.connectingbusiness.org/Vanuatu)

## Disaster Risk Reduction and Preparedness

CBI Member Networks – including those that did not experience disasters in 2019 – continued to strengthen the preparedness of their member companies and to build the resilience of the societies in which they operate. They took part in simulation exercises, provided business continuity trainings, conducted landscape assessments, engaged in advocacy, contributed to national policies, and much more. This section provides examples of the types of disaster risk reduction and preparedness work that CBI Member Networks engaged in 2019. For a more comprehensive overview, please visit the CBI online portal.

### Landscape assessments

The Member Networks in Côte d'Ivoire, Kenya and Turkey convened workshops and conducted landscape assessments to determine how the networks and their members can address manmade disasters. While Côte d'Ivoire focused on the impact of inter-communal conflict, Kenya addressed the challenges of a protracted displacement crisis and Turkey explored how the influx of refugees affects business operations. A landscape assessment was also conducted in Viet Nam. It provided insights on the risks, policies, stakeholders and the potential for stronger public-private collaboration in the country.

### Business continuity planning

With the support of USAID, the Vanuatu Business Resilience Council (VBRC) convened a training of trainers on business continuity planning in April, involving 128 business owners and operators across three provincial locations on separate islands.

### Drills and simulation exercises

The Asia Pacific Alliance for Disaster Management Sri Lanka (A-PAD SL) and the Sri Lankan Navy carried out an internationally-recognized training in flood response in January. The intent is to deploy professionally trained teams both locally and in the Asia Pacific Region in Search and Rescue operations.

### Advocacy and awareness raising

For the hurricane season (June-November), Alliance pour la Gestion des Risques et la Continuité des Activités (AGERCA) conducted an awareness campaign to encourage member companies to protect their assets and workforce. They also convened seven workshops between May and August on disaster risk reduction for their members.

### Early warning

The Private Sector Humanitarian Platform (PSHP) Madagascar provided phones and tablets to non-profit organizations like Medair Madagascar to support preparedness and early warning measures. Used by mayors, local leaders, school directors and Medair Madagascar field agents, the equipment allows them to receive weather warnings before, during and after a natural hazard. It also allows for more efficient reporting on the project. PSHP Madagascar also provided smartphones to the World Food Programme to improve food security analysis and decision making for future drought emergency responses in the South of Madagascar.

### Contribution to national policies

The Philippine Disaster Resilience Foundation (PDRF) strengthened partnerships with government agencies to build the resilience of the power, fuel, and energy, health, and education clusters. Together with the Department of Energy, it organized a series of activities that gathered key representatives from the energy industry and representatives from relevant government agencies to update the country's National Energy Contingency Plan for a magnitude 7.2 Metro Manila earthquake.

### Partnerships

The Asia Pacific Alliance for Disaster Management Sri Lanka (A-PAD SL) announced a new partnership with Airbnb's corporate philanthropy Open Homes to link search and rescue teams with Airbnb hosts. The Philippine Disaster Resilience Foundation (PDRF), through Open Homes, housed its response teams with Airbnb hosts during some of the disaster responses carried out by the network in 2019. PDRF also hosted a one week Humanitarian Field Program for 44 early to mid-career professionals with Brown University's Watson Institute for International and Public Affairs. In November, they launched Project "KoNeK" with support from USAID to further enhance the institutional and organizational capacity for continuity planning in Makati City and Quezon City.

# Addressing Knowledge Gaps

## Engaging Companies in Manmade Disasters

With funding from the European Civil Protection and Humanitarian Aid Operations, CBI completed a two-year project that focused on strengthening local private sector engagement before, during and after complex emergencies and manmade disasters. The following outputs are now available and can be accessed on the CBI online portal:

- A resource entitled Engaging companies in manmade disasters - a guidance toolkit for private sector networks that was developed in collaboration with the Overseas Development Institute (ODI). The toolkit material is available in English, French and Spanish, and as an e-learning course (English only).
- Case studies that highlight the initial lessons learned in the three pilot countries of Côte d'Ivoire, Kenya and Turkey. The CBI Member Networks in these countries conducted landscape assessments and organized workshops to create a base for private sector engagement in their specific manmade disaster context.
- An online library with tools and resources. The CBI online portal now contains close to 60 documents relevant to manmade disasters, with new ones being added regularly.

Going forward, more constructive information exchange is needed between the government, humanitarian and development actors, and the private sector. Companies need more support in assessing opportunities and risks and making informed decisions on their engagement. The conversations that CBI and its Member Networks have hosted with the private sector in the pilot countries highlighted that insufficient information and poor understanding of risks are impeding private sector engagement. As the first resource of its kind in this space, the guidance toolkit provides a good starting point for framing the discussions with the private sector in challenging operating environments. The pilot only included three networks, but many more countries can benefit from the work in 2020 and beyond.

## Business Guide on Hurricane Dorian

CBI developed a business guide on Hurricane Dorian in the Bahamas. The initiative also contributed financial support to the UNDP office in the Bahamas for the private sector pledging conference, which led to the mobilization of US\$ 1.5 billion in financing and in-kind services for Bahamas hurricane recovery. The CBI programme coordinator was also deployed to the Bahamas for two weeks to engage with private sector actors in the response.

[www.connectingbusiness.org/BusinessGuide-Hurricane-Dorian](http://www.connectingbusiness.org/BusinessGuide-Hurricane-Dorian)

*“The CBI guidance toolkit has been an important development for helping responsibly engage the private sector in emergencies. It is an example of how to drive cooperation between businesses and humanitarians, and its lessons should be built upon.”*



**Paraskevi Michou**  
Director General, Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), European Commission

*“Our member companies in Côte d'Ivoire, from large companies to smaller enterprises, welcomed this important resource as we discussed the implications of inter-communal conflict and business continuity planning.”*



**Aicha Mylonoyannis**  
Plateforme Humanitaire du Secteur Privé de Côte d'Ivoire

*“The toolkit is an innovative way to address one of the most difficult problems facing humanitarian organizations today – how to operate in conflict situations.”*



**Rene “Butch” Meily**  
Philippine Disaster Resilience Foundation (PDRF)

# Raising Awareness and Advocacy for Private Sector Engagement

## CBI Annual Event and the Humanitarian Networks and Partnerships Week

The fifth Humanitarian Networks and Partnerships Week (HNPW) was held from 4 to 8 February 2019 in Geneva, Switzerland. Organised by OCHA and hosted by the Swiss Government, HNPW 2019 was attended by close to 2,200 participants from 150 Member States and some 400 organizations and private sector institutions. CBI convened its 2019 Annual Event and hosted several working sessions for its Member Networks during the week. The event allowed participants to showcase their work over the past year, share lessons learned and identify further opportunities for collaboration. In 2019, the event was structured around two thematic sessions – one that explored enabling policy environments for public-private collaboration and one that focused on private sector engagement in manmade disasters.

## Combining Capabilities: Public-Private Partnerships in Disaster Management

On 29 August, CBI co-hosted a session entitled Combining capabilities: Public-private partnerships in disaster management with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and the UNDP Bangkok Regional Hub. Organized alongside the ESCAP Disaster Resilience Week, the session explored policies and practices that enable effective private sector engagement in disaster risk reduction, preparedness, response and recovery. It also examined how to enable policy environments for effective disaster management, highlighted best practices for effective public-private partnerships in the

Asia- Pacific region and discussed recommendations to further encourage policy changes and practices to support public-private collaboration in disaster management.

## Sessions to promote the manmade disaster toolkit

The CBI Member Networks in Côte d'Ivoire, Kenya and Turkey organized a number of workshops in 2019 on manmade disasters. The CBI Secretariat also introduced the new guidance in Manila and Bogota, where workshops were convened with the Philippine Disaster Resilience Foundation and UNDP Colombia respectively.

On 25 November, CBI and the US Chamber of Commerce Foundation convened a webinar that introduced two resources – Resilience in a Box, and Engaging Companies in Manmade Disasters – a Guidance Toolkit for Private Sector Networks. Participants learned about the importance of engaging the private sector in natural and manmade disaster contexts and how the resources can guide them in the process.

Organized alongside the Business & Human Rights Forum and the UN Global Compact Business for Peace Annual Event, the Connecting Business initiative organized a session entitled Engaging companies in manmade disasters - presentation of the new CBI guidance toolkit on 27 November to discuss private sector engagement in manmade disasters.



**Geneva, Switzerland**  
Participants at the CBI Annual Event during the Humanitarian Networks and Partnerships Week (HNPW).



**Geneva, Switzerland**  
Participants at the CBI Annual Event during the Humanitarian Networks and Partnerships Week (HNPW).

**CBI Reached More People Through its Communications Efforts and Was Featured in Global Reports**

In 2019, 62,000 users visited the CBI website, a 25 percent increase from 2018. Close to 900 people have subscribed to CBI newsletter. Three newsletters were sent in 2019 providing information about CBI’s achievements, CBI Member Networks’ activities and upcoming engagement opportunities.

CBI was also featured in several global reports such as “Sustaining the Ambition – Agenda for Humanity Annual Synthesis Report 2019” as a successful example of how the private sector is continuing to play a vital role in boosting global and local disaster preparedness and response capacity.

**CBI Strategy Refresh**

CBI worked with Boston Consulting Group (BCG) to review and refresh its strategic framework. Focusing on the initiative’s value proposition and effectiveness, operating model and funding approach, the process allowed CBI to understand how past learnings can help deliver on its unique value proposition and manage the next phase of growth. Consequently, CBI clarified its scope and mandate, aligned on strategic priorities and re-defined organizational needs. The strategy refresh will be taken forward in 2020 through the development of a new project plan for 2020-2023.

**Building Partnerships**

A number of resource and program partners continued to support the CBI by providing resources, expertise and advice. In 2019, the following organizations supported the initiative on the global level: Conrad N. Hilton Foundation; European Civil Protection and Humanitarian Aid Operations; International Federation of the Red Cross and Red Crescent; Boston Consulting Group; The UPS Foundation; United States Agency for International Development; and United Nations Global Compact. CBI Member Networks also leveraged their own partnerships locally, working with 50,000 members.

***“The UN Connecting Business initiative is a great example of how the private sector can have a positive impact on communities around the world when companies come together before, during, and after natural or human-made disasters, or disease outbreaks. CBI builds local capacity for resilience, disaster preparedness, response, and recovery.”***



**David Young**  
Managing Director & Senior Partner,  
Social Impact Practice, Boston Consulting Group

# Looking ahead

***"The Connecting Business initiative (CBI) was set up to encourage private sector engagement before, during and after natural or man-made crises, or disease outbreaks."***

In September 2019, heads of state and government launched the decade of action and delivery to accelerate progress towards achieving the SDGs and their targets by 2030. Acknowledging that disasters can reverse years of development gains, governments, humanitarian and development organizations, civil society and the private sector must do more to identify collaboration opportunities and take concrete action to address humanitarian crises in the context of sustainable development. Moving towards more resilient and sustainable approaches requires CBI and its partners to increasingly consider:

- Strengthening local actors to implement disaster management
- Addressing climate change-related hazards
- Leveraging innovation and new technologies
- Using predictive analytics and anticipatory approaches to better prepare for crises
- Shifting towards prevention and addressing root causes, particularly in the context of manmade disasters
- Ensuring that no one is left behind, including women who are often more adversely affected by disasters

There is growing recognition of the important role of local actors, including the private sector, in disaster management and humanitarian response. CBI has demonstrated that the private sector has the interest, resources and capabilities to help local communities prepare better, respond more quickly and work together to get back to normal after disasters strike. As an integral part of the community, local business networks understand the context and cultural norms and are making a significant difference in disaster management.

Climate-related disasters are happening at the rate of one a week.<sup>5</sup> CBI Member Networks have also highlighted climate change-related hazards as a top priority. CBI will continue to support networks to strengthen their preparedness and adaptation including through business continuity management and multi-stakeholder scenario planning to build community resilience.

The growing use of, and advancements in, technology are changing business models and creating numerous opportunities for improving disaster risk reduction, preparedness, response and recovery effectiveness. For CBI, there are great opportunities in further sharing

lessons learned across the business networks as well as connecting the networks with start-ups and other private sector actors to further innovate using digital solutions.

One of the biggest opportunities available to CBI is the use of data, and especially predictive analytics, to anticipate crises and to trigger earlier responses. Although predictive analytics is not a new field, its application in humanitarian response has only just begun. The increasing availability of data from a variety of sources, including the private sector, along with advances in statistics and machine learning, are generating a growing interest in using models to gain insight and trigger anticipatory action. This will assist in shifting from a reactive humanitarian response approach to an anticipatory one where we plan for the next crisis to address vulnerability and strengthen resilience and robust continuity plans.

Protracted and intensifying conflicts have driven humanitarian needs to unprecedented levels. More emphasis needs to be placed on prevention, i.e. activities that prevent the outbreak, escalation, continuation and recurrence of violence (that may lead to humanitarian crises). This type of sustainable approach to humanitarian challenges requires collaboration between actors, including the private sector. CBI will therefore continue to advocate for, provide trainings on and share examples of private sector engagement in manmade disasters.

Globally, women and girls are disproportionately affected by natural and manmade disasters. At the same time, women often have strong informal networks that make them invaluable participants in early warning systems and in identifying and delivering services to the most vulnerable during crisis response and recovery. To date there is limited gender guidance available for business networks operating in humanitarian and development settings. CBI will work with its member networks to ensure that gender considerations are integrated throughout our work and that implementation is informed by community participation and feedback systems.

Moving forward, CBI will build upon its achievements and lessons learned in 2019 to build the capacity of member networks to achieve the SDGs and support their integration in local disaster risk reduction, preparedness, response and recovery mechanisms.

<sup>5</sup> Mami Mizutori, the UN secretary-general's special representative on disaster risk reduction, interview with the Guardian [www.theguardian.com/environment/2019/jul/07/one-climate-crisis-disaster-happening-every-week-un-warns](http://www.theguardian.com/environment/2019/jul/07/one-climate-crisis-disaster-happening-every-week-un-warns) 7 July 2019

## For more information

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## Global partners

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