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The **Connecting Business initiative (CBI)** is a joint project of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the United Nations Development Programme (UNDP). CBI works with the private sector to prepare for, respond to and recover from disasters. Learn more at connectingbusiness.org, follow us on Twitter [@connecting_biz](https://twitter.com/connecting_biz) or email us at connectingbusiness@un.org.

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Cover photo

After an earthquake in Caylloma in April 2022, CBI Member Network Hombro a Hombro provided aid to affected families in hard-to-reach areas.

Photo credit: Hombro a Hombro

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Foreword



Marcos Athias Neto
Director, Sustainable Finance
Hub, UNDP

In 2022, while the world was still recovering from the COVID-19 pandemic, the outbreak of war in Ukraine sent shockwaves across Europe and beyond. The escalating conflict triggered global supply chain disruptions, caused energy prices to skyrocket, and led to rising food insecurity, reminding us of how connected and interdependent we all are.

The humanitarian crises triggered by the war also generated an unprecedented wave of support from the private sector – [at least \\$2 billion in cash and in-kind donations](#).

However, the private sector's mobilization in support of Ukraine also raised a number of questions. How can we facilitate similar mobilizations in support of other crises around the world, such as the drought and food security crisis in the Horn of Africa, historic flooding in Pakistan, or earthquakes and floods in Peru? Can private sector engagement in humanitarian emergencies be more systematic, more efficient, and more effective? What lessons have we learned and what good practices have emerged?



Edem Wosornu
Chief, Response Support
Branch, OCHA

Global humanitarian needs have continued to grow year after year, and despite continuous, increasing support from donors, the gap between what is needed and the support available is wider than ever. The [Global Humanitarian Overview](#) highlights the dire outlook for the year ahead, predicting that 1 in 23 people will need aid in 2023, an increase of 24 percent from the same period in 2022. On the ground, this equates to more people suffering, whether from the ongoing impacts of war and the COVID-19 pandemic, more frequent and extreme weather events linked to climate change, conflicts and forced displacement or, increasingly, a complex, layered combination of the above factors.

In 2022, CBI Member Networks responded to 32 crises, including tropical storms, earthquakes, and more. Their emergency preparedness, response and recovery initiatives reached almost 5.5 million people, and over US\$ 7 million was mobilized through in-kind and financial contributions from the private sector.

Given these needs and gaps, the work being done by CBI and our Member Networks is more important than ever. It has been encouraging to see a growing number of CBI Member Networks being recognized by national disaster management entities and governments as essential partners in humanitarian response.

The time to grow CBI's reach and impact is now.

In a world where extreme weather events, pandemics, conflict and combinations thereof are becoming more frequent, more intense and further-reaching in their impact, humanitarian and development practitioners need to work with the public and private sectors. We need to place the needs of affected people, communities and small businesses front and centre if we are to foster more resilient societies.

Becoming stronger together is not just a tagline. It is a philosophy that lies at the very core of what CBI stands for and is the only approach that stands a chance of bridging the gaps between needs and resources, bringing sectors together and reaching across borders.

2022

FACTS AND FIGURES



789,000 businesses

CBI's 14 Member Networks represent over 8,300 members that together represent more than 789,000 businesses in a wide range of industries.



32 crises

CBI and its Member Networks responded to 32 crises in 2022, ranging from tropical cyclones to earthquakes, floods, landslides and more.



5.5 million people

CBI Member Networks' preparedness, response and recovery activities reached almost 5.5 million people across countries such as Kenya, Indonesia, Madagascar, Peru, the Philippines and Sri Lanka.



100% engaged

All CBI Member Networks are engaging with national disaster management agencies or coordination mechanisms.



40 types of content

CBI published more than 40 guidance notes, business guides, blog posts and other documents and was featured in several external articles and a podcast



25 events

CBI hosted, co-hosted or participated in over 25 events, both online and in person, ranging from webinars to panel discussions, regional workshops, conferences and more.



Haiti

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

29 companies

Works with the National System for Risk and Disaster Management and the General Directorate for Civil Protection.

Mexico

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

54 companies

Works with the National Disaster Prevention Center and the Secretary of Integral Risk Management and Civil Protection.

Peru

Hombro a Hombro

59 companies

Works with the National Emergency Operations Center and the National Civil Protection Institute.

Kenya

Kenya Private Sector Alliance (KEPSA)

472 associations and individual members representing over 500,000 companies

Member of the National Disaster Operation Centre, the National Disaster Management Unit, and the National Drought Management Authority.

Côte d'Ivoire

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

208 associations and individual members representing 4,000 companies

Works with the Ministry of Solidarity, Social Cohesion and Compensation for Victims.

OPPORTUNITIES AND CHALLENGES FOR PRIVATE SECTOR ENGAGEMENT IN DISASTER MANAGEMENT

The world’s humanitarian system is being pushed to its limits. With the ongoing impacts of climate change, violent conflict, the COVID-19 pandemic, forced displacement and the economic downturn, we are entering an age of “polycrises”, featuring more frequent and severe disasters nearly everywhere on earth.

To address these unprecedented challenges, the humanitarian system is undergoing profound change. Greater emphasis is being placed on anticipatory action and early warning systems, helping communities prepare for disasters even before they strike and thereby reducing the costs of response and recovery. Aid programmes are focusing on interventions that build long-term resilience even as lifesaving needs are addressed. Humanitarian organizations are working to strengthen national and local institutions. And

new stakeholders are engaging in disaster management and the humanitarian response, including more and more businesses around the world.

When CBI was launched by OCHA and UNDP at the World Humanitarian Summit in 2016, these trends were only starting to emerge. Seven years later, CBI is the only multistakeholder initiative that engages the private sector at the cutting edge of the humanitarian and development agendas, supporting the exchange of knowledge and facilitating operational partnerships for the benefit of people in crisis.

CBI promotes strategic engagement between humanitarian and development organizations and the private sector before, during and after emergencies. It has become clear that working



with businesses to prepare for, respond to and recover from humanitarian emergencies is a win-win proposition for everyone. **After all, businesses of all sizes are affected by crises and are often among the first responders during emergencies, providing not only funds but also critical goods, services and expertise. Engaging with local businesses makes humanitarian response more likely to contribute to long-term development and societal resilience while also promoting local ownership and decision-making.**

The power of shared experiences between CBI Member Networks and across borders and cultures reflects the potential of adapting best practices and lessons learned to different contexts.

Cbi provides a global entry point for businesses to learn how to become more resilient to disasters and contribute to humanitarian response and recovery as part of the global community.

Cbi also plays a unique role by connecting humanitarian and development organizations to trusted local businesses that are ready, willing and able to support disaster risk reduction, anticipatory action and early warning systems, climate adaptation and mitigation, disaster management, early recovery, localization and much more. Finally, Cbi Member Networks coordinate local private sector efforts during disasters, promoting a more coherent, effective and efficient collective humanitarian response and recovery.

CASE STUDY

The importance of business continuity planning for resilience

Business continuity planning is the process of developing documented procedures that guide organizations to respond to, recover from, resume and restore operations following disruptions that may be caused by disasters. The goal is to help a company continue operating or resume its operations as quickly as is safely possible, protecting personnel, assets and other company resources.

Business continuity planning is a key element in building resilience among micro-, small, and medium enterprises (MSMEs), contributing to the resilience of the community and the economy. That is why it is a common theme across many CBI Member Networks, regardless of their location, culture or risk profile.

In Viet Nam, VCCI developed guidelines for business continuity planning as part of a project to promote the role of the private sector in climate change response, and disaster- and disease-related risks. As part of this project, it has already trained 30 small and medium enterprises (SMEs) in the Mekong Delta.

In Haiti, AGERCA developed [a short animated video](#) to raise awareness about the importance of business continuity planning. Despite the country's current security issues, the network continued to carry out its business continuity training workshops by moving them online. The network ran industry-specific workshops and followed up with member companies to support them in developing their business continuity plans. Evacuation drills were one way to ensure companies and their employees understood the link between theory and practice.

In Türkiye, TÜRKONFED also offered sector-specific business continuity planning workshops and distributed 250 emergency backpacks to participants.

In Sri Lanka, A-PAD SL developed [a guidebook for MSMEs in the tourism sector](#).

Likewise, in the Philippines, PDRF continued to offer training sessions and resources through its MSME resilience hub, [SIKAP](#).

Building on all these activities, CBI partnered with PDRF to develop a [free online business continuity planning course](#). This was [launched](#) on World SME Day in June 2022 and can be [accessed online](#).



Fishermen bring in the daily catch in south-eastern Viet Nam.

Photo credit: UNDP Viet Nam



Through a smartphone app with real-time data, farmers can make better informed decisions.

Photo credit: UNDP Climate Change Adaption Cook Islands

CASE STUDY

A business-led emergency operations centre in Madagascar

In December 2022, the Private Sector Humanitarian Platform (PSHP Madagascar) launched a business-led emergency operations centre (BEOC) as part of its efforts to improve national capacity for emergency preparedness and response.

The project contributes to the UN Secretary-General's action plan to provide everyone with access to emergency early warning systems by 2027. It builds on the observation that people living in vulnerable countries are 15 times more likely to die from climate disasters than those in other countries.

The BEOC is supported by CBI and is implemented by the PSHP Madagascar in partnership with the National Office for Disaster Risk Management (BNGRC) and other partners. PSHP Madagascar members Telma, Viamo, Imperial Brands and others supported the project by providing office space, equipment and software.

This initiative aligns with the BNGRC's work to establish a national system for collecting, publishing and exchanging data through a network of sectoral operational centres, thereby contributing to a multisector approach to disaster preparedness and response.

The BEOC is part of the PSHP Madagascar's long-term strategy to be recognized as the Malagasy business community's focal point for disaster risk management. The PSHP Madagascar has drawn on good practices from other CBI members, including the PDRF, which successfully developed a BEOC in 2016.



The PSHP Madagascar launches its business-led emergency operations centre.

Photo credit: PSHP Madagascar



The Asia-Pacific Alliance for Disaster Management Sri Lanka (A-PAD SL) helped deploy resources to support the emergency response in Tonga after it was hit by a volcanic eruption and Tsunami.

Photo credit: A-PAD SL

Overview of CBI Member Networks

Côte d'Ivoire

The **Plateforme Humanitaire du Secteur Privé de Côte d'Ivoire** ([PHSP Côte d'Ivoire](#) or the Private Sector Humanitarian Platform in Côte d'Ivoire) is part of the General Confederation of Businesses of Côte d'Ivoire and brings together private sector entities to engage in humanitarian action in a strategic, coordinated manner.

Fiji

The **Fiji Business Disaster Resilience Council** ([FBDRC](#)), hosted by the Fiji Commerce and Employers Federation, provides a coordination mechanism for the private sector to engage with the Government and partners on resilience-building, response and recovery activities.

Haiti

The **Alliance pour la Gestion des Risques et la Continuité des Activités** ([AGERCA](#) or the Alliance for Risk Management and Business Continuity) is an independent organization that provides a mechanism for the Haitian private sector to support the National System for Risk and Disaster Management and enable businesses of all sizes to recover quickly and rebuild better after crises.

Indonesia

The **Kamar Dagang dan Industri** ([KADIN](#) or the Indonesian Chamber of Commerce and Industry) is the umbrella organization of the Indonesian business chambers and associations. It focuses on all matters relating to trade, industry and services and is committed to tapping into the potential of the national economy, offering a strategic forum for Indonesian entrepreneurs. KADIN established its Division on Social Affairs and Disaster Management to strengthen its engagement in preparedness, response and recovery.

Kenya

The **Kenya Private Sector Alliance** ([KEPSA](#)) brings together local and foreign business associations, chambers of commerce, professional bodies, and corporations ranging from multinational companies to SMEs and start-ups from all sectors of the economy. It seeks to enable them to speak with one voice when engaging with the Government, development partners and other stakeholders on cross-cutting policy issues and programmes for socio-economic development in the country.

Madagascar

The mission of La Plateforme Humanitaire du Secteur Privé de Madagascar ([PSHP Madagascar](#) or the Madagascar Private Sector Humanitarian Platform) is to facilitate the humanitarian actions of its members and help them coordinate with traditional humanitarian stakeholders to make their interventions more effective.

Mexico

The **Centro Nacional de Apoyo para Contingencias Epidemiológicas y Desastres** ([CENACED](#) or the National Support Center for Epidemiological Contingencies and Disasters in Mexico) is an autonomous, inclusive civil society organization that aims to improve the lives of vulnerable populations.

Pacific

The **Pacific Islands Forum Secretariat (PIFS)** is the region's premier political and economic policy organization. With a vision for a region of peace, harmony, security, social inclusion and prosperity, so that all Pacific people can lead free, healthy, and productive lives, PIFS works to achieve this by fostering cooperation between governments, collaboration with international agencies and by representing the interests of its members.

Peru

In Peru, **Hombro a Hombro** (Shoulder to Shoulder) aims to transfer the capacity of businesses to the State for the benefit of the people and to ensure that no Peruvian is alone at their most vulnerable moment following a major disaster.

The Philippines

The **Philippine Disaster Resilience Foundation (PDRF)** is the main private sector vehicle and coordinator for disaster resilience in the Philippines. An alliance of businesses that are building the disaster management capabilities of the private sector in the country, it works on prevention and mitigation, preparedness, response, and rehabilitation and recovery.

Sri Lanka

The **Asia-Pacific Alliance for Disaster Management Sri Lanka (A-PAD SL)** coordinates and supports disaster preparedness, mitigation, disaster risk reduction, capacity-building and relief activities across Sri Lanka.

Türkiye

The **Turkish Enterprise and Business Confederation (TÜRKONFED)** and **Business for Goals (B4G)** in Türkiye aim to strengthen the cooperation and collaboration of the private sector with civil society, international organizations and public institutions in disaster preparedness, response and recovery.

Vanuatu

The **Vanuatu Business Resilience Council (VBRC)** was established to coordinate and strengthen the engagement of the private sector in disaster risk reduction, emergency preparedness, response and recovery, and climate change adaptation and mitigation.

Viet Nam

The **Viet Nam Chamber of Commerce and Industry (VCCI)** assembles and represents the business community, entrepreneurs, employers and business associations in Viet Nam to develop, protect and support the business community; contribute to national socio-economic development and promote economic, trade and technological cooperation with foreign partners based on equality and mutual benefits, and in accordance with the law. Together with the Viet Nam National Disaster Management Authority and UNDP Viet Nam, they established a working group on "Promoting the role of enterprises in disaster prevention, response to climate change and epidemics".



Women from the Community Committee for Disaster Risk Reduction in Nohuayún, Yucatán, also harvest a local variety of oregano which provides main family income and requires careful forest management and conservation.

Photo credit: Andrea Egan/UNDP Mexico



A tsunami drill held at one of three schools in Tanjung Benia, Bali, to ensure students are always prepared when disaster strikes.

Photo credit: UNDP Indonesia



As part of the PAPHYRUS MAIS project, AGERCA conducted a capacity-building workshop for farmers on community emergency planning in Sud Cayes, Haiti.

Photo credit: CBI/AGERCA/Riguerre Noel



The Rio Provaz basin, the main source of water for domestic and industrial use in the town of Neves, the capital of Lembá district in Sao Tome & Principe, has been affected by several natural disasters.

Photo credit: Photo Credit: IWRM AIO SIDS



Aysha Azharudeen is a widow who does tailoring and sewing to support her family in Sri Lanka.

Photo credit: CBI/Ruvin da Silva

CASE STUDY

Enabling a culture of prevention in Peru

Hombro a Hombro is committed to enabling a culture of preparedness in Peru, with a particular focus on high-magnitude earthquakes (and the tsunamis that may ensue).

Starting in 2022, the organization established a cross-sectoral partnership to train schoolteachers in the capital district of Lima, using a fun, agile methodology to help students understand risks and access the tools that will make them better prepared. The approach puts the students at the centre, empowering them as heroes who can take home their learnings to facilitate the implementation of safety measures for their families and communities.

One element of the workshops is to use a cartoon team of heroes to familiarize the students with the four-step Family Emergency Plan developed by INDECI, the Peruvian civil protection organization:

1. Map out your home, especially unsafe areas and dangerous features
2. Create a checklist of actions to address the features identified in step 1
3. Pack and prepare an emergency backpack with appropriate contents
4. Know which evacuation route to take

A communication and advocacy campaign using the hashtag #EstamosPreparados (#WeArePrepared) raises awareness around the importance of being proactive in embracing a culture of preparedness. The [Estamos Preparados](#) website contains short videos on each of the steps in the Family Emergency Plan, downloadable resources for putting the steps into action and a way for teachers and schools to reach out if they want to receive the training run by Hombro a Hombro and its partners.

In 2022, Hombro a Hombro trained over 11,600 schoolteachers in more than 700 schools on earthquake preparedness, reaching an estimated 357,872 children. The organization plans to continue implementing this successful initiative, expanding it to coastal provinces and beyond.



Hombro a Hombro trained school teachers in Peru so they could work with their students on earthquake preparedness, thereby fostering a culture of preparedness.

Photo credit: Hombro a Hombro



After an earthquake in Caylloma in April 2022, CBI Member Network Hombro a Hombro provided aid to affected families in hard-to-reach areas.

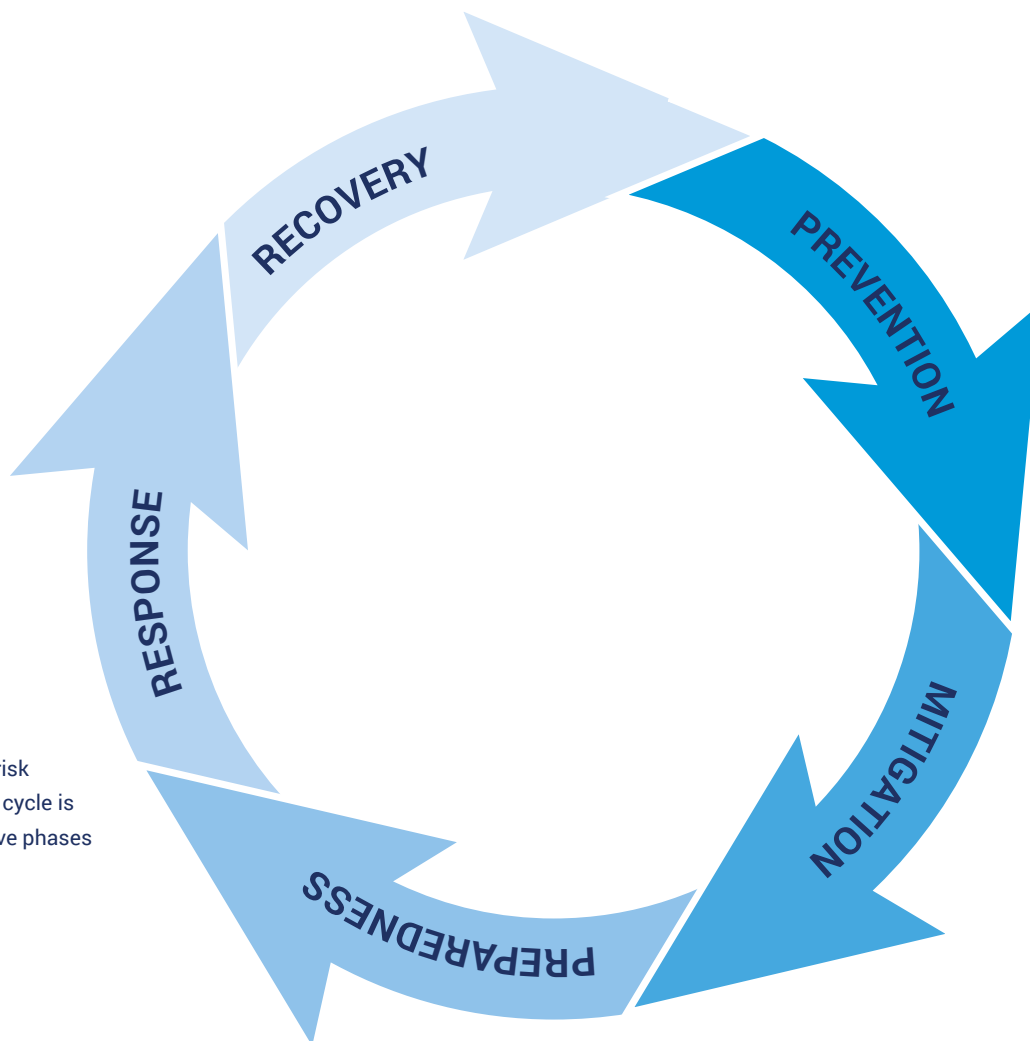
Photo credit: Hombro a Hombro

CBI MEMBER NETWORK KEY ACTIVITIES

The Disaster Risk Management Cycle

The following section showcases some best practices from CBI Member Networks in every phase of the disaster risk management (DRM) cycle.

- **Prevention:** identifying potential hazards and developing safeguards to minimize disaster risk and mitigate impact
- **Mitigation:** structural and nonstructural measures that aim to minimize the loss of human life due to a disaster
- **Preparedness:** planning and training for what to do in the case of an emergency, for optimal readiness
- **Response:** what happens after the crisis occurs
- **Recovery:** supporting individuals, businesses and communities to return to normal or a new normal



The disaster risk management cycle is made up of five phases

PREVENTION, MITIGATION AND PREPAREDNESS

- **CENACED (Mexico):** Co-created the National Risk Atlas to map out risks and vulnerabilities to improve visualization and awareness-raising, developed the [UnidosPorElxs platform](#) to allow companies to take part in disaster management working groups and co-developed a coordination protocol with OCHA Mexico that can be activated during an emergency.
- **PHSP (Côte d'Ivoire):** Hosted a regional webinar on private sector engagement in DRM to raise awareness with employer organizations and held a business continuity planning webinar series.
- **FBDRC (Fiji):** Organized a meeting with the Fiji Commerce and Employers Federation to speak about hazard outlook and cyclone updates, during which PDRF shared insights from the Philippines.
- **AGERCA (Haiti):** Led simulation exercises and evacuation drills, offered business continuity planning workshops and support for member companies as well as supported early warning messaging to the broader population.
- **Hombro a Hombro (Peru):** Organized training sessions for school teachers as catalysts to enable a culture of preparedness.
- **KEPSA (Kenya):** Supported the Mkenya Daima initiative for peaceful elections and a smooth governmental transition, focusing on political, social and economic areas.
- **PSHP (Madagascar):** [Launched a national BEOC](#) and co-hosted a disaster risk reduction retreat with the United Nations Office for Disaster Risk Reduction (UNDRR) and the UN Resident Coordinator's Office.
- **PIFS (Pacific):** Launched the Pacific Adaptation to Climate Change and Resilience project, set up Business Resilience Councils in territories such as the Solomon Islands to better coordinate private sector engagement in disaster resilience and hosted a climate-financing workshop in Samoa.
- **PDRF (the Philippines):** Developed the National Energy Contingency Plan, continued fostering resilience among MSMEs through the Synergizing Recovery Initiatives, Knowledge, and Adaptation Practices for MSMEs (SIKAP) platform, developed the [CBI Business Continuity course](#) and led a business continuity planning workshop for the Humanitarian Country Team.
- **A-PAD SL (Sri Lanka):** Offered first aid training to over 300 MSMEs, prepared school children for lightning strikes and launched [A Guide for MSMEs in the Tourism Sector](#) and [Sustainable Tourism Practices for MSMEs](#), guidelines for fostering resilience in a key sector of the economy.
- **TÜRKONFED (Türkiye):** Organized business continuity planning training sessions for SMEs by sector and distributed 250 emergency backpacks to member businesses.
- **B4G (Türkiye):** Led the [Business Climate Resilience](#) project to ensure that businesses are prepared for possible disasters and crises and strengthen their actions against climate change.
- **VCCI (Viet Nam):** Hosted business continuity planning training sessions and launched a subnational network in Da Nang to better coordinate private sector engagement in disaster management in the region.
- **KADIN (Indonesia):** Participated in an earthquake response exercise run by the International Search and Rescue Advisory Group (INSARAG), started the virtual Business Disaster Operations Center, and conducted workshops on preparedness, women in business continuity and risk communication.
- **VBRC (Vanuatu):** Hosted the Subregional Climate Financing Workshop to raise awareness around financing opportunities for climate change mitigation and adaptation.

RESPONSE

- **Hombro a Hombro (Peru):** Responded to an oil spill off the coast of Lima and carried out damage assessments and distributed aid after earthquakes in Caylloma Arequipa and Amazonas.
- **KADIN (Indonesia):** Deployed a staff member for a rapid needs assessment after the Cianjur earthquake.
- **KEPSA (Kenya):** Co-organized a high-level event on drought and famine with the President of Kenya, leading to a commitment of \$4 million in cash and in-kind donations by the private sector.
- **PHSP (Madagascar):** Responded to six cyclones between January and April 2022, took action on drought and floods and activated their BEOC.
- **PDRF (the Philippines):** Responded to four tropical cyclones, the Abra 7.0-magnitude earthquake, and floods, monitored events through the BEOC and distributed food packs as well as hygiene, solar, and water filtration kits.
- **A-PAD SL (Sri Lanka):** Developed situation reports on the multidimensional food security and economic crisis response and distributed relief kits, including food rations, through schools.

RECOVERY

- **KADIN (Indonesia):** Developed and implemented a reconstruction, resettlement and rehabilitation programme for the Cianjur earthquake.
- **PSHP (Madagascar):** Provided support to almost 400 families as part of early recovery activities after cyclones Batsira and Emnati.
- **PDRF (the Philippines):** Implemented a livelihood recovery project for fishing communities in the aftermath of Typhoon Odette (December 2021).
- **A-PAD SL (Sri Lanka):** Hosted “Preparing for Recovery”, an international symposium to address the impact of the food and economic crisis.
- **VBRC (Vanuatu):** Worked on COVID-19 early recovery efforts and continued recovery activities following Tropical Cyclone Harold.



In the small village of Pajam, Kaledupa, women are a powerhouse of economic enterprise with traditional weaving.
Photo credit: UNDP Indonesia/Fieni Aprilia



A gendered and inclusive economy is fundamental in ensuring that no one is left behind.
Photo credit: UNDP Kenya

CASE STUDY

Voices from the ground: Disaster resilience in Sri Lanka's tourism sector

In early 2022, the A-PAD SL developed a programme to revive tourism-based MSMEs in Sri Lanka's southern coastal belt and strengthen their capacity and resilience to disasters, working in partnership with UNDP Sri Lanka and CBI.

A series of workshops were designed to assist MSMEs affected by the unprecedented drop in tourist numbers, largely due to the COVID-19 pandemic. Training sessions were offered in the districts of Galle, Matara and Hambantota for over 200 MSMEs, 131 of which were selected based on specific criteria for tangible business diversification support.



Ms. Y.M. Somathilaka, the founder of Dhanu Products, receives a certificate for completing the MSME disaster resilience workshop offered by A-PAD SL.

Photo credit: A-PAD SL

Ms. Y.M. Somathilaka, the founder of Dhanu Products, shared her experience:

“My business is based on packaging authentic Sri Lankan dry foods such as cashews to promote the essence of Sri Lanka to foreign tourists. I have three staff members working with me. I am so glad that I received an opportunity to attend the [A-PAD SL] workshop—I was on the verge of shutting down my business as it was badly affected by COVID-19. However, after listening to the trainers, I changed my mind. The experts helped me realize where I have fallen short. I am determined to go home and realign my business plan and look at expanding my business to other areas.”

As part of the diversification workshop she also participated in, Ms. Somathilaka received a gas cooker, grinder and packing material. Six months later, she reached out with an update.

“As of now, because of the knowledge imparted and the business-enhancing equipment you provided, my sales increased. In spite of the economic crisis, my business is slowly picking up. While I sell to foreign tourists who are vacationing near my village here in Galle, I have also found channels to take the products to Colombo and beyond.”



A-PAD SL provided ration packs for families and school stationary to help reduce dropout rates.
Photo credit: A-PAD SL



A community awareness raising session in Sri Lanka on building resilience.
Photo credit: A-PAD SL

Business engagement, advocacy and events

A selection of other CBI activities is presented below.

The **invasion of Ukraine** led to an unprecedented level of private sector engagement. With the support of the United States Agency for International Development (USAID), the Government of Ukraine and the UN Resident and Humanitarian Coordinator, CBI launched the interactive online [Ukraine Private Sector Donations Tracker](#), which recorded close to US\$2 billion in private sector donations and received global media attention. CBI also worked with UN Global Compact to train over 100 Ukrainian and Polish companies on [humanitarian principles and standards](#). CBI engaged in public advocacy and outreach through an [emergency response page](#) and a [Twitter Spaces event](#) and was featured on the [Rethinking Humanitarianism](#) podcast. CBI's work in Ukraine was also highlighted in [UN press releases](#), [official tweets](#) and the [DevEx Invested newsletter](#).

CBI continued to produce **publications and tools** to bridge knowledge gaps and support private sector disaster management, including our latest guidance note, [Putting People First: Accountability to Affected People in Private Sector Disaster Management](#). CBI also co-authored the article [Seizing the Peace Dividend: Private Sector Contributions to Forging Resilient Societies](#), which was published globally as part of UNDP's Development Futures Series. Finally, CBI re-designed its e-learning academy and launched a [new online course on business continuity](#) for MSMEs.

For the first time since the pandemic began, CBI hosted its annual meeting in person in Geneva, Switzerland, during the second week of OCHA's **Humanitarian Networks and Partnerships Weeks** (HNPW). Over four days, 22 CBI participants from 14 countries [participated in seven working sessions, a special presentation to the CBI Executive Committee, and three public events](#), as well as a **third one** the following week. CBI delegates joined more than 6,000 HNPW participants for bilateral and working sessions throughout the week.

CBI also co-hosted a session with UNDRR's Private Sector Alliance for Disaster Resilient Societies (ARISE) and the UN International Children's Emergency Fund (UNICEF) at the seventh **Global Platform for Disaster Risk Reduction** (GPDRR), which took place in Bali, Indonesia, under the tagline **"Resilience is Everyone's Business"**. Later in the year, CBI co-hosted a webinar with our network in Côte d'Ivoire and the **West African Federation of Employers' Organisations**, entitled "Engaging Businesses in Emergencies in West Africa". The event was held in English, French and Portuguese and was attended by representatives of 15 countries' apex employer organizations.

To strengthen collaboration, a number of CBI Member Networks attended the Asia-Pacific Ministerial Conference on Disaster Risk Reduction (APMCDRR) in Australia, CBI participated in the **UNDRR ARISE General Meeting**, and CBI's Programme Coordinator delivered remarks during the World Bank event at **Building Bridges Week** in Geneva, "Financing Climate Adaptation & Disaster Risk Reduction in Emerging Markets and Developing Economies".

CBI was invited to present about private sector engagement and about KADIN to the Indonesia Humanitarian Country Team.

In 2022, CBI also hosted its first **regional workshop** for Latin America and the Caribbean in Panama City, which brought together more than 40 representatives from 13 countries in the region—including from the private sector, OCHA, UNDP, UNICEF, UNDRR and government focal points—to **develop national and regional road maps for private sector engagement** in disaster management.

CASE STUDY

Typhoon Odette: Voices from Barangay

Typhoon Odette struck the Philippines in December 2021, bringing torrential rains, violent winds, floods and storm surges. It left more than 1.3 million individuals affected across 10 regions. More than half a million people were displaced, with many seeking shelter in more than 2,500 evacuation centres around the country.

The head of Barangay Caub, 52-year-old Raquel Moso Barquilla, said

“During Typhoon Odette, all our hard work suddenly disappeared in just four hours. People came to me one by one asking for help. We had no food and no water because we had no transportation for two days. I saw people on the pier waiting for water, even though the boat was still far away, and some were swimming because they were desperate to get something for their family...”

As well as participating in the immediate humanitarian response, PDRF organized three-week training workshops in partnership with a certified boat manufacturer to teach communities how to build fibreglass boats as part of a livelihood recovery project.



Jehnel Sambayon, a 26-year-old living in Barangay Bayanihan Libjo Dinagat Island, explained why these boats and the training he received will make such an impact:

“[Typhoon Odette] greatly impacted our livelihood because our boats were damaged and we lost our work as fishermen. [The training programme] was a great help, as we were able to repair our damaged boats. We are now able to continue our fishing because of the fibreglass boats. [These] boats would not be easily damaged if not painted for two or three years. However, the pump boat, which was made of plywood, only lasts for three months without a hole.

During the training, we learned that we can make the boats right here on Dinagat Islands! [That means people can] order boats from us. It is an additional skill for us as fibreglass boat makers.”



PDRF offered boat-building workshops as part of a livelihoods recovery project in the aftermath of Typhoon Odette.

Photo credit: PDRF

Looking ahead



Kareem Elbayar
Programme Coordinator, CBI

When we think of the next year or even the next decade, our vision for CBI combines bold ambition with sustainable growth. With ever-growing risks amplified by our interdependence and our interconnectedness, it is not a question of *whether* we will prevent, mitigate, adapt to, prepare for, respond to and recover from disasters but rather *how* we will achieve this despite growing needs and resources being stretched. Our answer is deceptively simple: together.

This refers to how we work on the ground but also what we advocate for: greater recognition of the role of the private sector as a key player in DRM, from preparedness to response and recovery.

In 2022, we piloted a regional approach to engaging the private sector in DRM, with the example of our regional workshop in Panama. Fostering collaboration, peer-to-peer learning opportunities and tangible next steps for Latin America and the Caribbean reminded us of the importance of co-creating for systemic change and making a point of going beyond meetings and achieving high-impact collaborations.

As the world we live and operate in is struck by increasingly complex crises, at CBI we are adamant about streamlining what we do and how we do it.

We want to bring people together through a collaborative approach that will move mountains when it comes to putting people first, catalysing business continuity and community resilience.

We are incredibly excited about our renewed focus on localization. We are eager to showcase practical examples and lessons learned around early and anticipatory action. And we are ready to put the spotlight on post-disaster recovery efforts, too.

It sounds like a lot. And it is. But we are not in this alone—we are working with our Member Networks, our colleagues at both OCHA and UNDP, and all our partners around the world.

If you are reading this, you might already be part of this change. If that is not yet the case, reach out – we would love to connect with you and add one more voice to our community.



AGERCA offers agricultural support to subsistence farmers in Sud Cayes in Haiti.

Photo credit: CBI/AGERCA/Riguerre Noel

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