Business in the Community's Feedback Report for UN OCHA on Business Collaboration for Humanitarian Action

20th May 2015, London, UK

In partnership with

OCHA

WORLD HUMANITARIAN SUMMIT

Hosted by

IHG® InterContinental Hotels Group

THE PRINCE'S CHARITIES

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Introduction

As part of the preparations for the UN World Humanitarian Summit, Business in the Community (BITC), in partnership with the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA), hosted a business consultation in London on 20th May 2015.

The objective of this business consultation was to identify issues, recommendations and commitments to be presented to the UN World Humanitarian Summit (UN WHS). The UN WHS is intended to re-shape the global humanitarian system, to be more representative of the needs and challenges of a rapidly changing world, more inclusive of the full range and diversity of its stakeholders, build a truly global support base across all stakeholder groups, and achieve greater effectiveness, in short, to be fit for the future.

This business consultation focused on ways the private sector can collaborate to enhance the value of business contributions to international disaster preparedness and response. Specific topics included:

- Business to business collaboration,

- Working with humanitarian partners and the UN Cluster System,

- Working with local and national Government,

- Business collaboration on disaster preparedness and resilience

The consultation hosted over 50 people including 36 private sector participants from multiple sectors, including hospitality, pharmaceuticals, construction, legal, professional services, food and beverages, and telecommunications. 10 representatives from non-governmental organisations (NGOs), UN Agencies, The Red Cross/Red Crescent Movement, The Department for International Development (DFID) and humanitarian think tanks also attended, primarily to provide expertise to support the discussions.

BITC organised for the consultation to be kindly hosted by InterContinental Hotels Group (IHG), a member of BITC's International Leadership Team. We are grateful to BUPA, Diageo, GlaxoSmithKline (GSK) and IHG and the Business in the Community members who acted as facilitators for the roundtable discussions. We also thank the UN OCHA and BITC colleagues who organised and delivered this consultation.

Image 1: Roundtable discussions among BITC member companies, facilitated by NGO partners, BITC colleagues and facilitators.

Introductory remarks and opening addresses

The Right Hon. Desmond Swayne (TD), the UK Minister of State for the Department of International Development opened the consultation with a keynote address. Minister Swayne highlighted the importance of business contributions to address humanitarian challenges, particularly through their skills, expertise, products and services and their ability to innovate and adapt. The Minister called on businesses to "be bold, and be radical", in putting forward ways that humanitarian

Image 2: The Right Hon. Desmond Swayne (TD), the UK Minister of State for the Department of International Development opening the consultation with a keynote address.

aid could be reshaped.

On behalf of Business in the Community and its International Leadership Team, George Turner, Executive Vice President of the InterContinental Hotels Group (IHG), and a member of BITC's International Leadership Team, welcomed participants to the consultation. George explained how IHG is prioritising international disaster relief as a key component of their responsible business strategy, through their Shelter in a Storm programme.

Robert Smith, Head of the UN World Humanitarian Summit Geneva Office, gave an overview of the UN World Humanitarian Summit, an initiative of the UN Secretary General Ban Ki Moon. A key element of The Summit is to bring in a wide range of voices from diverse stakeholders, and Mr Smith stressed the importance of listening to business voices and learning from their skills, expertise and business models.

Sue Adkins, International Director of Business in the Community summarised the work that the organisation has been and continues to do to inspire, engage and support business engagement in international disaster relief, covering preparedness, response, recovery and risk mitigation. Sue Adkins emphasised that this is no longer a question of philanthropy alone, and that supporting international disaster relief is a core business issue, backed by a strong business case for action.

Support for international disaster relief today goes beyond philanthropy and was becoming increasingly an integral part of a business sustainability strategy, as disasters impact not only communities but employees and their families, supply chains, and market sustainability. Together this provides the business case for action. It is also leading to a more holistic approach.

<u>Panel Session</u>

To frame the day's discussions, a panel session was then held to share some successful examples of business collaboration in disaster preparedness and response.

The first panelist, **Dr Alan Knight of Arcelor Mittal and Chair of the Ebola Private Sector Mobilisation Group (EPSMG),** shared how the EPSMG had come into being and had played a key role in responding to the Ebola crisis in West Africa. The initiative was a response to a critical business need. It began as a coming together of companies through teleconferences, as a means to share information on the business impact and remained an informal group. At the height of the crisis, 100 companies and 50 NGOs and public bodies were joining the calls. Dr Knight's key message was that the initiative "was clever because it was simple".

Kate Gibson, Vice President of Corporate Responsibility at InterContinental Hotels Group (IHG), spoke about the IHG's 'Shelter in a Storm' programme, a partnership with CARE International through which hotels act as hubs for immediate response following disasters. Kate Gibson explained how IHG hotels had played a key role in the response to Typhoon Haiyan, Cyclone Pam in Vanuatu and to the recent earthquake in Nepal. IHG is now working with CARE to strengthen disaster preparedness at hotels in disaster prone countries, so that they are better placed to support the community when disaster strikes.

Image 3: Kate Gibson, Vice President of Corporate Responsibility at InterContinental Hotels Group (IHG), addressing the audience about the IHG's 'Shelter in a Storm' programme

Andy Andrea, Officer in Charge of UN OCHA's Private Sector Section, shared some of the key outcomes of the UN World Humanitarian Summit business consultations that have taken place to date around the world. Andy Andrea highlighted commitments that had emerged, including platforms for business partnerships with government in Madagascar and the Philippines. A recent business consultation for the mobile industry hosted by GSMA, endorsed a commitment to the newly created Mobile Industry Humanitarian Connectivity Charter. These commitments, together with the results of the UK Business Consultation, organized by BITC and hosted by IHG, will feed into the UN Secretary General's Report to the UN World Humanitarian Summit.

The introductory session was closed with a telephone address by **Marcy Vigoda, Chief of UN OCHA's Partnerships and Resource Mobilization Branch**. Ms Vigoda emphasised that the UN World Humanitarian Summit is a key moment in the evolution of the humanitarian system, and that business contributions will be essential to ensure the system can be fit for purpose in the coming years and decades. Ms Vigoda urged participants to share their views freely during the discussion and to propose ways to strengthen effective business collaboration, to address humanitarian needs.

The consultation then moved into a series of roundtable discussions, each focusing on a different aspect of business collaboration. Participants had the opportunity to contribute at each table in rotation, sharing their perspectives on the issues that business can address, the challenges affecting business collaboration, solutions and recommendations to address these challenges, and commitments.

Issues

The following key themes and issues emerged from the discussions.

Business to business collaboration

- There is a real willingness among companies to collaborate, and there is recognition of the importance of business to business collaboration. Working together can help to increase efficiency, share the workload and to identify more creative solutions. Collaboration also helps to bring in a wider range of companies including those who are not currently able to respond directly but who have valuable skills, products or services that can support the response.

- Businesses responding to disasters often come up against specific challenges including:

    o International and local transport,
    o local accommodation,
    o staff safety,
    o local knowledge, including local customs and bureaucracy.

Other businesses, through their core capabilities, skills and capabilities, can often support on these issues, and working together can enhance the value of business' overall contribution to the disaster response.

Business partnerships with humanitarian agencies and the UN Cluster System

o There is very low awareness and knowledge of the UN Cluster System among business. Many companies did not know that the UN Cluster System existed, whilst others have some limited knowledge through their partnerships with humanitarian agencies. Only a very small number of companies have engaged directly in UN clusters and have detailed knowledge about how the system functions.

o Those who were aware of it feel that the UN Cluster System is beneficial, and could play an important role in helping business engage effectively in international disaster preparedness and response. Meanwhile, those that had not heard about the UN Cluster System before, were reassured that there is an overarching system for coordination and a way to cut through some of the complexity and international disaster relief management.

o Businesses asked for more information on the UN Cluster System, how it functions and how they can engage in it. Businesses also felt that more needs to be done to make the system accessible to business and other actors, and are looking for support to get involved.

o Businesses felt that they had a huge amount that they can contribute to support humanitarian agencies, but the full scale of their contributions are not currently being leveraged. Primarily this relates to a circular problem of business not knowing what is needed, while humanitarian agencies are not aware of what business could contribute, so they are not able to request support effectively.

Business partnerships with local and national government

- Business has mixed experience in engaging with government: both positive and negative examples were shared. Much of this is context specific and it is difficult to draw universal lessons and recommendations.

- The discussion highlighted the need for clarity on when it is helpful for business to engage directly for governments, and when it is more appropriate to engage through humanitarian partners.

- It was strongly felt that Business has an important role to play in helping to ensure market resilience, economic growth, and in helping local economies recover from disaster and that working with government is critical in this process.

Business collaboration on disaster preparedness and resilience

- Business have a role to play in all areas of disaster management. Not all companies are well placed to support immediate response, and can make a more significant contribution on disaster preparedness and resilience.

- Disaster preparedness and resilience is critical for companies' own business continuity and success. For example, for a hospitality company, the safety of staff and guests is the top priority. It is therefore clearly in their interests to take interest in disaster preparedness and to identify and map key risks ahead of time. It was felt that there is much that humanitarian agencies can learn from the way the private sector is able to embed preparedness and resilience into their business models and to secure internal support for this work.

Challenges

The following key challenges relating to business collaboration were highlighted through the discussions.

Business to business collaboration

- Business to business collaboration does happen, but it is primarily small scale and ad hoc. There is a need to scale up and make business to business collaboration more systematic. There is a sense from companies that they are having to reinvent the wheel and that better information and coordination could help better streamline companies' responses in disasters.

- There is insufficient focus on business preparedness and establishing business partnerships and that the systems are in place in advance of disasters. There is a need for a greater sense of urgency to ensure effective business to business collaboration to take place when disasters strike.

- Internal business politics and pressures may constrain agility and resources. Working collaboratively in disasters often requires companies to fast track internal processes or adapt normal systems. Preparedness, in the form of establishing systems, and building strong human relationships to support sufficient flexibility in implementing systems at speed, is critical.

Image 4: Roundtable discussions facilitated by representatives of BITC member companies and BITC colleagues

- The discussion highlighted that we need to be able to move beyond the challenge of businesses not knowing or understanding what is needed and NGOs not knowing what business can offer. Business to business collaboration cannot really function effectively unless this is addressed, as it relies on accurate information and support from the wider humanitarian system. It can often be challenging to find the right data and identify appropriate entry points. There was a strong sense among business that the UN holds the key to communicating accurate information on needs, and that this information needs to be more efficiently and effectively captured, packaged and disseminated to business, to enable business to contribute effectively.

Business partnerships with humanitarian agencies and the UN Cluster System

- Companies, even those with quite well established disaster response programmes, are not currently engaging in the UN Cluster System. Businesses often work directly with their humanitarian charity partner and often operate at quite local levels. There is recognition that businesses may be missing an opportunity by not engaging in The UN Clusters and could be making extra unnecessary work for themselves.

- While businesses recognise that the UN Cluster System is important, businesses need more information and support to be able to engage in it effectively. To some extent relatively simple information that already exists is required, but it needs to be packaged and disseminated for business. For example information on the UN Cluster System lead agencies, and a road map for how to get involved at different levels, would be extremely helpful.

- For some companies it is not obvious which UN Cluster they should link with, particularly for broad overarching issues. For example, where would the insurance sector sit? For companies whose contribution spans resilience as well as preparedness and response, it was also felt that there are insufficient linkages with bodies such as the United Nations International Strategy for Disaster Reduction (UN ISDR).

- Businesses with a centralised business model where the skills, capabilities and capacities to respond to the disaster do not necessarily sit in country, can find it difficult to identify their entry point into the UN Cluster System.

- On the response side, the UN Cluster System (UNCS) is very country based, but private sector capacity may well be coming from or coordinated from outside the country. Businesses want more information about how they can engage at the UN Global Cluster level, as well as information on how the UN Global Clusters link with country Clusters during disasters. BITC commit to providing and supporting businesses in their better understanding of the UN Cluster System, working together with UN OCHA.

- The Consultation highlighted that businesses felt that the UN Cluster System appears to business to be a very UN centric system, revolving around the UN RC/HC. It is felt form discussions that the UN CS needs to be adjusted to be more open to a range of different actors, not just business. Business has a responsibility to ensure that they are well informed and engage more proactively, but it is a two way process.

- In terms of partnership with individual humanitarian agencies, the Consultation highlighted that there is a longstanding and persistent challenge which hinders business' ability to effectively support the needs of the humanitarian sector. Businesses need to know what is needed, but feel that humanitarian agencies are not asking the questions in the right way, often because they lack understanding about the range of support that companies could offer. It was felt that there are two extremes. Either the problem presented is so broad and intangible that businesses don't understand how they can help, or the 'ask' from NGOs is so specific and does not identify what they are trying to achieve. Given this, businesses find it difficult to identify ways in which they could support, beyond donating cash or specific items. Having understood the ultimate purpose, the real value business could bring, would lie in using their skills, expertise, creativity, problem solving techniques, and systems. Given the framing of the 'problem' it is felt that these contributions are not currently being accessed and used as regularly as they could be.

Business partnerships with local and national government

- In some disaster contexts there is in effect no functioning government, for example in Somalia. In conflict situations it may not be possible or appropriate for business to engage directly with government. Companies need to plan and be clear in advance about when it is and is not appropriate to engage with governments directly, and have a coordinated approach with humanitarian partners.

- Corruption in local and national government is cited as often being a challenge, which poses a business risk in terms of reputational issues and trust with employees, who are often contributing money to the response.

- Challenges are often experienced with governments when trying to import and export supplies. Some companies address this by insisting that all interaction in disaster relief situations are dealt with through NGO/UN relationships. Where third parties such as NGOs or UN agencies are not involved, business relationships with government can be more challenging.

- Many companies supporting international disaster relief may not be operating on a day to day basis in that country or particular location. Businesses need support with information and insights on the context and the national and especially local government systems. This

knowledge needs to be centralised and easily accessible to the private sector. There is a risk of business flooding a country with too many offers of help, which may make things worse, but often businesses don't know who to contact within government, to understand whether their offer is really needed.

- Companies need to make themselves aware of the cultural sensitivities of countries and regions where they are working. For example, in Nepal the caste system became an issue in the distribution of aid, and companies need to be aware of this, when engaging with government.

- The discussion highlighted that local and national government may not themselves be set up to work with business, particularly international businesses, and may be overwhelmed. Businesses need to be sensitive to this, particularly with local government authorities.

Image 5: Table 4 roundtable discussion around business partnerships and collaborations

Business collaboration on disaster preparedness and resilience

The consultation identified that:

- There is a need for better research and identification around the business case and incentives for preparedness, as there is conflicting data on this and it may depend on the nature of the business, supply chain, value chain etc. Defining the better, could encourage business engagement and help companies to demonstrate the value of, and make the case internally for, supporting their approach for disaster preparedness and resilience.

- Employee engagement can be a challenge, as interest generally peaks at the time of disaster. If employee engagement is a key business driver, then it may be more challenging to make the case for involvement in disaster preparedness. Being able to articulate the value about investing in preparedness, to employees and how the company has contributed through preparedness, in a compelling way, is key.

- There is a clear link between disaster preparedness and business continuity, but there are also important differences. Business continuity is focused on restoring normal business services, whereas preparing to respond in a disaster potentially requires an increase in business services and extraordinary approaches. More dialogue and engagement between disaster

preparedness experts from humanitarian agencies and business continuity teams within companies, is needed.

- There is potential duplication with each organisation conducting its own risk assessment, and a common outlook on risk assessment could be much easier to apply. Communications often reduce in disasters and there is a lack of information, evidence and analysis in early stages. Having a shared risk assessment in advance, would potentially help to provide immediate information.

Solutions & Recommendations

The following solutions were recommended through the consultation, to overcome challenges that are currently limiting business collaboration.

Business to business collaboration

The consultation highlighted the following insights:

- The UN should act as a stronger hub for information, convening different groups, providing real time information about the situation on the ground, and ensuring this information is readily accessible for business.

- There is a need to understand and map the pre-existing business capabilities together with partners. The mapping should also cover supply chain presence or partners that can be mobilised, as these are important ways that companies can contribute even without a direct operational presence.

- Cross sector conversations to map potential risks and impacts, and collective risk mapping. This could be of particular value in major urban centres and megacities, where the UN may not have capabilities.

- Companies are able to help in preparedness and reconstruction rather than immediate response. Mapping companies and their contributions on the disaster management cycle could help to increase engagement and collaboration, thereby helping to spread the load across a wider range of companies. Currently it is often the 'usual suspects' who are approached to support.

- Companies need to go beyond the immediate ask of the NGOs and encourage them to articulate the outcomes they are seeking to achieve and the business are then able to think laterally about what they can contribute. Businesses need to consider the requests in terms of what needs to be delivered, how they can deliver this in partnership with other international companies, and how they can link with local businesses.

- It was felt that companies can do more to coordinate through industry bodies, initially by identifying those sectors where it is easier to collaborate without direct competition. More business to business collaboration is needed, to enable systematic engagement of companies in the UN Cluster System.

- There is a need for a simple, transparent framework for collaboration. The EPSMG example was compelling because it was "simple and nimble". There is however a recognition that what we are contemplating at a global level is more complex because it crosses different contexts.

- Mechanisms are needed to strengthen regional, as well as global, coordination of business to avoid duplication, facilitating collaboration and share learning. There is a need for a safe, collaborative environment where people can talk to relevant parties before a disaster. Facilitating local knowledge networking, just getting to know each other, helps to facilitate information exchange, on-the-spot collaboration and problem solving. Something along the lines of a 'UN Cluster System' for business was suggested, that allows business to come together to coordinate and that links and interfaces effectively with the UN Cluster System.

- Building relationships, sharing ideas and developing and testing solutions is key. Longer term, post-disaster contexts or slow onset crises may be opportunities to develop and test business to business collaboration. These situations would allow more time to given the significant risks associated with many protracted and complex crises.

- The discussions highlighted the need for single points of contact in the business who can act as focal points. If they are asked the right questions, the business can then devolve responsibility internally. This applies to business to business collaboration as well as partnerships with humanitarian agencies.

- Business to business collaboration should be established in advance and needs to be supported by strong 'back office' systems. Businesses need to have internal mechanisms in place, and need to identify the right people to contact in other organisations. They also need to ensure understanding and buy-in to the process, from key internal stakeholders who will be essential in making sure the offer, often something outside normal business practices, can be operationalised. This includes not only senior level champions but also people in key operational roles, such as finance or human resources, whose support will be required.

- Business can do more to partner with and support local businesses, as they are often best placed to respond and contribute locally appropriate expertise.

Business partnerships with humanitarian agencies and the UN Cluster System

Then UN Cluster System

- Many companies have existing relationships with humanitarian agencies involved in the UN Cluster System, and there is an opportunity to explore how these existing partnerships can be leveraged as entry points to help companies engage in and navigate the UN Cluster System.

- Companies could engage in the UN Cluster System through industry bodies at global or national level, or Chambers of Commerce, and could lobby these bodies to do more. This would be beneficial for companies and also for the UN Cluster System, as it may be more efficient and effective rather than having every company represented individually.

- There is a need for a training session for business to explain about the UN Cluster System and identify measures that can be introduced to make it easier for business to engage effectively.

- Development of a road map for business engagement in the UN Cluster System, including clear information about what the UN Clusters do, who the lead agencies are, and how to engage at country and global level. This needs to make clear to stakeholders that the UN Cluster System is a framework for coordination, not a detailed methodology, and that much is context specific.

- UN Clusters need to do more to engage with private sector partners before disasters and help companies to identify reliable partners.

- The Emergency Telecommunications Cluster was highlighted as one of the UN Clusters that has successfully been able to engage business. Learning and good practice should be captured to help replicate this success within other UN Clusters.

- A suggestion from the consultation is that a business lead could be adopted for each UN Cluster to help engage other companies. Alternatively another option might be to expand the use of private sector focal points deployed to the UN Humanitarian Coordinators office, to provide support across the system, in major emergencies. It is understood that the resources are available to roll this out over the next two years, but the challenge seems to be finding the right people who can span both the business and humanitarian worlds. There may be a number of solutions to explore. These could include working with business led organisations to help articulate the opportunity and identify potential business leads, and or second employees to take up these posts.

Humanitarian agencies

- There is a longstanding 'chicken and egg problem', of NGOs not knowing what to ask for of business and businesses not knowing what to offer. This means that the full capabilities of business are not being harnessed. NGOs could instead ask for outcomes, not for specific products or activities. If NGOs can articulate the challenge and the outcome they would like to see, businesses are well equipped to find creative ways to achieve this, using the full range of their resources, skills, supply chains and partners.

- Documenting and sharing case studies of examples of how companies have worked well to solve problems identified by humanitarian partners.

- Forums need to be strengthened to help enable greater use of innovation within business. Stronger information sharing and forums for discussion and problem solving are needed, which bring together the right minds to tackle specific issues.

- There is an increasing realisation among companies that they should have been having conversations with their charity partners in advance of disasters about how businesses can be prepared, rather than trying to work this out at the time when a disaster strikes.

Business partnerships with local and national government

- The 1-in-100 Initiative, a drive by public and private sectors led by Willis Group Holdings to integrate natural disaster risk into the financial system, was an example of a positive experience of companies working with government. More information on this initiative has been shared with BITC by Willis, post event.

- A BITC Award Finalist example was shared of Allen & Overy's work with the International Federation of the Red Cross [1] (IFRC) to develop the Model Law and Model Emergency Decree to help governments streamline and accept aid in emergencies. BITC is talking to other interested law firms to explore how they can build on and expand this work.

[1] *BITC's Business' Unique Contribution: International Disaster Relief publication,* http://www.bitc.org.uk/our-resources/report/business-unique-contribution-international-disaster-relief

- MIGA, a World Bank scheme to provide multilateral insurance for companies investing in high risk countries to encourage companies to continue doing business, is a good example of how companies can support market resilience and safeguard continuous economic growth. Many companies were interested to explore this further.

- Professional service companies who already have strong relationships with government could play an important role in supporting discussions and developing engagement with government in advance of disasters. It is extremely difficult to do this effectively in the aftermath of a disaster.

- There is potential for companies to play a role lobbying governments for stricter building legislations to reduce disaster risk. There could be a risk that this would be perceived negatively by government or seen as paternalistic, but if done sensitively this could be worth exploring.

- Companies can use their public policy teams to help engagement with governments.

- Companies can build relationships with and support local businesses who understand the systems and have local contacts, and can assist with government engagement. In different contexts it may be more appropriate to connect with different levels of government, for example sometimes it may be most effective to approach local government officials. At other times it may be more effective to engage at the national level. Local businesses are well placed to advise on this.

- It may be more practical to engage directly with government in longer term crises and in the recovery and reconstruction phase. In the response phase the UN Cluster System should be providing a liaison with government.

Business collaboration on disaster preparedness and resilience

- Greater publicity for preparedness, not just response, would help companies to be aware of the opportunity and the need for them to mobilise internally. Business and humanitarian agencies could work jointly to promote this, as part of strategic partnerships.

- Humanitarian agencies can learn from the private sector approach to preparedness and resilience. NGOs often find it hard to make the case and secure funding for preparedness, but the importance of this is much more embedded and accepted within business systems.

- By strengthening their own preparedness, businesses can help communities to be resilient and recover quicker, as well as being better placed to support humanitarian agencies. There is potential for effective collaboration between business continuity planners in different companies.

- Businesses need to think in advance about the unique skills, expertise products and services that their business have to offer to support international disaster relief and humanitarian aid, and what can be prepared or prepositioned ahead of time. Hotels, for example can stockpile resources ahead of disasters, other companies could products to preposition and/or identify skilled employees to be called upon at short notice for a specific period.

- Professional service companies and consultancy firms have many skills, expertise, approaches and learning that they could share to support international disaster relief and humanitarian aid.

- There is a need for business to business collaboration on preparedness and resilience. Companies need to consider both vertical preparedness, within their own organisation, as well as horizontal preparedness, in terms of thinking in advance about how they can work with other companies. In both areas companies need to be prepared enough and have done the "back office" work as the response is like "switching on a light switch", as the key decision making and negotiation has already been done.

Commitments

The following commitments and endorsement were made:

Business to business collaboration

- The group commits to the idea of cross sector collaboration and working together to support international disaster preparedness and response.

- Companies commit to share what they can contribute in disasters, and where they would be able to support through direct operations and also through distribution networks, partners and supply chains, in high risk countries identified by the global UN Index for Risk Management. Selected companies committed to working with Business in the Community to develop a system for capturing and sharing this information, including potentially an option for companies to 'light up' on the system when a disaster strikes to confirm that these preliminary offers can be provided in this particular situation.

- Business commit to exploring opportunities for scenario planning in high risk areas to think about what they can offer and how they could collaborate. BITC commit to continue their scenario planning work with companies.

- Commitment from NGOs to share how they operate, what they need and what they can accept, for example the UNICEF "Gifts in Kind list". This needs to be easily consolidated into one accessible place, and BITC commits to helping work with NGOs to consolidate and disseminate this information to business.

- Commitment from business to support the development of something along the lines of a 'UN Cluster System for business' where businesses can come together to collaborate, share skills, assets, capabilities and information about what they are doing. This would need to link and interface effectively with the UN Cluster System. Commitment from the group to engage in this in whatever form it takes, to ensure that it remains live and relevant and BITC commit to work with businesses to facilitate and support this.

- BITC commitment to working with UN OCHA to help disseminate key information to businesses and provide a platform where companies can access information easily and quickly in appropriate formats.

- Commitment from BITC to work with members to develop a "Matching Tool", to match humanitarian needs with BITC members' contributions, which companies agreed to keep up to date with information.

- Commitment from Ferrovial Agroman to share best practice examples of learnings from internal investigations around risk mitigation

Business partnerships with humanitarian agencies and the UN Cluster System

- Commitment from businesses to give time and attention to understanding and engaging in the UN Cluster System. As one participant noted "this is our job", and is a critical issue for business.

- Business in the Community and UN OCHA committed to deliver a training session for BITC members on the UN Cluster System. This can be available to non-member companies if required.

- UN OCHA committed to disseminating 'business friendly' information on the UN Cluster System. BITC commits to help 'translate' information for a business audience.

- Commitment from business to explore opportunities for engaging in UN Clusters in a coordinated way through industry bodies or Chambers of Commerce. Companies will also need to raise awareness of the UN Cluster System through sector bodies and trade bodies, to help get it on the sector or trade body agenda.

- Commitment from business to map their engagement with humanitarian partners who are involved in the UN Clusters, and coordinate discussions with them about how to engage more effectively. Businesses also commit to holding conversations with these humanitarian partners, either individually or collectively as appropriate.

- UN OCHA will explore possibilities to expand the use of the UN private sector focal points deployed in emergencies, and communicate ways that business could support in identifying potential candidates. They will also explore possibilities for having business focal points within each UN Cluster.

Business partnerships with local and national government

- Interest among companies to explore further the MIGA World Bank scheme.

- Interest from law firms to collaborate to explore and deliver the Model Law and Model Emergency Decree developed by Allen&Overy and IFRC, or other similar areas where global legal expertise could support disaster response.

- DFID appreciated that it needs to better understand the gaps in its data concerning local government, and then make requests from business and local governments to help fill these gaps.

Business collaboration on disaster preparedness and resilience

- Commitment by Aviva and Willis Group to consider making the relevant data they have or risks more freely available if it could assist in disaster relief operations.

- Commitment by Willis Group to share information on the 1 in 100 resilient cities initiative.

- Companies commit to consider preparedness and resilience more systematically in business strategies on disaster response.

- Commitment to explore opportunities for joint private sector- humanitarian lobbying to governments for increased investment for preparedness and resilience.

Lessons learned

The roundtable discussions with the delegates moving in groups from table to table in rotation, were an effective way of gathering business input, on different topics, from a wide range of companies, from different sectors. The groups were kept the same through the day in order to ensure that everyone had a chance to participate and provide feedback on every topic. Some participants suggested that they would have liked to mix up the groups part way through the exercise to allow for more networking and sharing of ideas.

Having business representatives facilitate the round table discussions was effective, and ensured that the discussions were framed in ways that were appropriate and accessible for business.

It was helpful to have an introductory session to frame the issues and provide some inspiring examples to stimulate discussion. It may have been possible to reduce the time taken for introductory presentations and to present the UN system and UN World Humanitarian Summit process more concisely. Some participants also felt that it would have been useful to have more information on the UN World Humanitarian Summit process in advance.

Finally, the session provoked very rich discussion and innovative ideas. Having not met or discussed the subject together before, expecting participants to be able to commit to specific pledges and promises without the opportunity for prior discussion and consultation within their companies, is challenging. BITC will continue to encourage, engage and provide forums to support business collaboration which is core to our work in this area.

Meanwhile a suggestion would be to consider having a two stage process for future consultations, to allow people to reflect on the discussions and come to a follow-up meeting, focused on commitments and actions.

In the event evaluation, 95% of participants said they found the event "very useful" or "useful". Attendees commented that they found the opportunity to discuss with other companies and to hear examples of successful collaboration particularly helpful. Attendees felt that the event had been a useful learning experience, and would help to inform the development of disaster response strategies within the company.

Image 6: Andy Andrea, Officer in Charge of UN OCHA's Private Sector Section, guiding a delegate with using the UNDP's Disaster Virtual Reality Gear: 'Gear VR'

Appendix I: Meeting Agenda

Time	Agenda Item
09.00- 10.00	**Welcome Addresses** • The Rt. Hon Desmond Swayne TD, Minister of State for the Department of International Development • George Turner, Executive Vice President, General Counsel & Company Secretary, InterContinental Hotels Group **Introducing the UN World Humanitarian Summit and the role of business** • Robert Smith, Head of the UN World Humanitarian Summit Secretariat Geneva Office • Sue Adkins, International Director, Business in the Community **Introductory Panel Session: examples of business collaboration in action** • Dr Alan Knight, General Manager, ArcelorMittal and Chair of the Ebola Private Sector Mobilisation Group • Kate Gibson, Vice President Corporate Social Responsibility, InterContinental Hotels Group • Andy Andrea, Officer in Charge, Private Sector Section, UN OCHA **Call to action** • Marcy Vigoda, Chief, Partnerships and Resource Mobilization Branch, UN OCHA
10.00-10.20	**Coffee break**
10.20-13.15	**Roundtable discussions** Four simultaneous round table discussions, each focussing on one of the following areas of business collaboration. Participants will have a chance to rotate between each table during the session. 1. Business to business collaboration, including international business support to local and national business 2. Business partnerships with humanitarian agencies and the UN Cluster System 3. Business partnerships with local and national government 4. Business collaboration on disaster preparedness and resilience Each round table group will be asked to answer the following questions for their area of business collaboration, with each new group building on the discussions of the previous group at that table: • What are the key issues affecting business collaboration in this area? • What are the challenges and constraints currently facing business? • What are the proposed solutions to strengthen collaboration in this area? • Are there innovative pilots that could help move the agenda forward in this area? • What are the commitments or proposals from the group to take forward these solutions?
13.15-13.45	**Lunch break**
13.45- 15.00	**Feedback to plenary and concluding discussion** • Feedback from table discussions • Plenary discussion focusing on common themes, solutions, proposals and commitments from the group • Thanks and close

Appendix II: List of participants

First Name	Surname	Company
Graham	Ackerman	APCO Worldwide
Alan	Knight	Arcelor Mittal / Ebola Private Sector Mobilization Group
Charlotte	Brierley	Aviva
Sue	Adkins	Business in the Community
Amanda	Crozier	British Red Cross
Ray	Hardy	BT
Richard	Holroyd	BT
Dave	Young	BT
Clare	Jenkinson	Bupa
Lucy	Kentash	CH2M Hill
Catherine	O'Sullivan	CH2M Hill
Daniel	Potter	Citi
Francesco	Vanni d'Archirafi	Citi
Katie	Armstrong	Deloitte Global
Fergus	McBean	Department for International Development
Helen	McElhinney	Department for International Development
Laura	Gordon	Department for International Development
Lynne	Smethurst	Diageo
Melissa	Goncalves Ferreira	Experian
Jeffrey	Oatham	Experian
Luis	Amorim	Ferrovial Agroman
Michelle	Delgado	Ferrovial Agroman
Oliver	Dudok van Heel	Freshfields Bruckhaus Deringer
Charlotte	McNaughton	Freshfields Bruckhaus Deringer
Claire	Hitchcock	GlaxoSmithKline
Jayne	Brownridge	Grant Thornton UK
Regan	Leahy	Hogan Lovells
Emma	Rehal-Wilde	Hogan Lovells
Barnaby	Willitts-King	Humanitarian Policy Group, Overseas Development Institute
Deman	Le Deaut	Independent Consultant
Kate	Gibson	InterContinental Hotels Group
Laura	Noctor	InterContinental Hotels Group
George	Turner	InterContinental Hotels Group
Josephine	Blundy	InterContinental Hotels Group
Serena	Brown	KPMG International
Meera	Dadia	Linklaters
Fiona	Ranson-Sasaki	Mabey Bridge Ltd
Nick	Flynn	NATS
Michael	Smith	NATS
Julia	Hall	RMS
Francis	West	UN OCHA

Ara	Yoo	UN OCHA
Andy	Andrea	UN WFP - Global Emergency Telecommunications Cluster (ETC)
Robert	Smith	UNICEF UK
Antoine	Bertout	UNICEF UK Bottom of Form
Giulia	Ferrati	Walgreens Boots Alliance
Sophie	Abraham	Willis Group
Sophie	Evans	Willis Group