



LATIN AMERICA AND THE CARIBBEAN REGIONAL BUSINESS CONSULTATION

WORKING TOGETHER TO IMPROVE EMERGENCY PREPAREDNESS AND RESPONSE

Report

Lima, Peru, 15-16 April 2015



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General Information

Name of the consultation:	Date(s):
Latin American and Caribbean Regional Business Consultation	April 15-16, 2015
Organizing/host organization:	Location:
Business Support Group in Disaster Situations of Peru	Lima, Peru
Focal point (name and contact):	Language(s):
Cecilia Rosell (crosell@sni.org.pe) Katherine McAleer (mcaleer@un.org) Pradiip Alvarez (alvarezp@un.org)	Spanish and English
Countries represented:	Number of participants:
Chile, Costa Rica, Mexico, Nicaragua, Peru, and United States	64
Audience – Consulted Group(s):	Themes addressed:
64 representatives from businesses, business associations, NGOs, government, universities, and the United Nations System, from different countries in the region	<ol style="list-style-type: none">1. Main challenges for a better humanitarian response after a large-scale disaster2. Main areas/opportunities of collaboration between the private sector, government, and humanitarian agencies3. The role of actors in the collaboration process after a large-scale disaster4. Working together to improve emergency preparedness planning

Summary of the Consultation

Over 60 representatives from businesses, chambers of commerce, NGOs, government, universities and the United Nations System from various countries in the region participated in the Latin American and Caribbean Regional Business Consultation. The event was organized by the Business Support Group in Disaster Situations of Peru (presided by the National Society of Industries), in coordination with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), with the support of the UN Global Compact, and the Pan American Development Foundation (PADF).

The goal of the consultation was to provide a platform to explore the engagement between the region's private sector, governments, and humanitarian actors, in emergency preparedness and response, in order to make humanitarian action in Latin America and the Caribbean more inclusive and effective, reducing the suffering of the most vulnerable



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communities in the region. The consultation provided an opportunity to share best practices, to build the basis for new networks and communication/collaboration channels, to reach a consensus about the main barriers and opportunities for engagement in humanitarian action, to develop recommendations and commitments, and to explore concrete actions according to the skills and capacities of each actor.

The workshop was divided into four themes (see agenda in annex). Each theme was centered on a key question answered by each participant, followed by an interactive discussion in which a consensus was reached. The four questions used to generate discussion were the following: What is the main challenge for a better humanitarian response after a large-scale disaster? What is the main area or opportunity for collaboration between the private sector, government, and humanitarian agencies? What should be the role of each actor in the collaboration process? And how can we improve emergency preparedness planning in a framework of collaboration between the public and the private sector?

Challenges after a large-scale disaster: Participants agreed that the **main goal is to save lives and reduce suffering**, avoiding creating new risks and disasters. They identified **coordination and articulation as the main challenge**, highlighting the duplication of efforts, improving institutional communication and coordination, adequately responding according to the abilities of each entity, and **proposed the design and development of a rapid intervention system with clearly defined responsibilities**. Similarly, there was a consensus in that planning the humanitarian response is fundamental, highlighting two key elements: first-hand and quick information about the magnitude of the disaster, and the identification of needs and priorities. On the operational side, participants considered fundamental guaranteeing the protection of basic structures through early intervention, as well as establishing systems and protocols of accountability to the affected population. Lastly, there was agreement about the need that the above operates in a normative framework that makes aid and recovery more effective.

Main areas/opportunities of collaboration between the public and private sector: Participants agreed that the **most relevant areas of collaboration are the transfer of knowledge and capacities**, the recovery process, and articulation and coordination. Technology and logistics were also identified as areas of collaboration. The private sector has the possibility to improve the potential of the public sector to respond to emergencies, providing specialized technical knowledge, business continuity training, among others. Furthermore, in the area of articulation and coordination, participants identified articulation by industry, integrating companies to the risk management system, and establishing a response protocol as areas of collaboration. Finally, in the area of post-disaster recovery, participants foresee public-private collaboration around the quick recovery of vital services such as drinking water, electricity, and telecommunications; the supply of food; and the rebuilding of homes, schools, and health centers.

Main actors and their roles after a large-scale disaster: Participants agreed that the **public sector should play a leading role in coordination and strategic planning**, while the private sector should focus on sharing its technical expertise, and humanitarian agencies should



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serve a bridging role between parties while also supporting accountability, humanitarian standards, and advocating for between global policies for international collaboration.

How to work together to improve emergency preparedness planning: Participants highlighted two specific areas that need improvement: institutional framework and methodology. In regards to the institutional framework, participants suggested **elaborating an action framework with clearly defined responsibilities and roles**. In regards to the methodology, participants concluded that the **creation of mixed working groups- public and private-** is needed for better understanding of lessons learned and national and international best practices.

Throughout the consultation, representatives strongly embraced the position that **private sector actors are expected to help prepare for and respond to emergencies in the region, particularly given the multitude of small scale events**. They emphasized **engagement within the broader context of risk reduction, resilience and climate change adaptation, and recognized the relative strength of existing business networks in the region**. Large-scale international intervention in emergencies remains infrequent in the region, and therefore **initiatives supporting collaboration between national government offices and national or regional business networks was most critical**. Other outcomes included: commitments for cross-network collaboration between entities in the region, including information sharing, comparing mechanisms and best practices, and assisting each other with trainings. Another commitment was to share the best practices from this region's private sector emergency preparedness and response with other regions.

Introduction

Latin America and the Caribbean is a disaster-prone region. Among other disasters, frequent floods, hurricanes, and earthquakes erode the capacity of the affected communities to recover, and the incidence of natural disasters in the region is expected to increase, in part due to climate change and the degradation of the environment related to the rapid and poorly managed urbanization. Collaboration and the adoption of innovative approaches are essential to providing a more effective humanitarian response and reducing the suffering of people in vulnerable communities in a world that is rapidly changing.

The private sector has long been a major contributor to humanitarian action. Businesses are often the first to be affected, to respond and to use their experience, skills and resources to mitigate impact. The growing role of business in crises has vast potential and far-reaching benefits and the humanitarian community has already formed innovative partnerships in a number of sectors. Elements of humanitarian action including telecommunications, cash transfers and logistics have strengthened emergency preparedness and response and helped to save lives in vulnerable communities. However, research confirms that although private sector actors have great interest and capacity to collaborate with the international community and national authorities, there is a pressing need to increase incentives and reduce barriers to effective engagement.

Recent emergencies show that when the private and humanitarian sector collaborate strategically, the velocity, coverage, and durability of humanitarian aid



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increases. Reducing the time that takes to deliver humanitarian aid is crucial to saving lives and reducing suffering; reaching affected people in remote areas is fundamental for effective humanitarian aid; and finally, manufacturing more durable materials is a key element because many of the effects from humanitarian crises are long-term and need materials that can resist the damaging effects of time. This consultation process in Latin America and the Caribbean provides a unique opportunity to explore these issues with the companies in the region, develop recommendations, and demonstrate actions to contribute to a more inclusive and effective model of humanitarian action.

The Business Support Group in Disaster Situations of Peru led the organization of the event. Its mission is to develop synergies between the public sector and the business community by establishing coordination mechanisms and systematic collaboration, in order to bring voluntary and temporary support to the affected community and/or competent authority in disaster situations, as well as preventive measures. Its vision is to be the business standard in the promotion of prevention and articulation of voluntary and temporary support in the private sector, in disaster situations and/or early recovery at the national level. The Business Support Group in Disaster Situations is composed of the National Society of Industries, Confederation of Private Business Institutions, National Society of Mining, Petroleum and Energy, National Fisheries Society, Peruvian Insurance Association, Chamber of Commerce of Lima, Perucámaras and Peruvian Chamber of Construction.

In this context, a consultation was held on 15-16 April, 2015, in the premises of the National Society of Industries of Peru (April 15th) and the National Society of Mining, Oil, and Energy of Peru (April 16th) aiming to identify frameworks for improving engagement between the private sector, governments, and humanitarian agencies in emergency preparedness and response. This is a brief report that summarizes the results of the meeting.

Welcoming remarks, presentations, and panelists

Welcoming remarks

Mr. Carlos Gálvez Pinillos, President of the National Society of Mining, Oil, and Energy of Peru inaugurated the Latin American and Caribbean Regional Business Consultation welcoming the participants, congratulating the Business Support Group in Disasters Situations of Peru, OCHA, the United Nations Global Compact, and the Pan American Development Foundation (PADF) for making the event possible. He also thanked and congratulated the panelists. Mr. Gálvez explained the goal of the World Humanitarian Summit, described the disaster-prone condition of Latin America and the Caribbean, and the importance of private sector engagement in disaster management, providing the support given after the 2007 Pisco (Peru) Earthquake as an example.

Mr. Gálvez highlighted the importance of quick, continuous, and unconditional humanitarian aid so that the private sector can adapt its processes according to the evolution of the situation. Mr. Gálvez mentioned that an important contribution by the private sector is to operate resilient businesses that are able to quickly reactivate their



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operations in order to contribute to alleviate the suffering of affected people. He closed his remarks expressing his hope that the consultation would help facilitate private sector engagement with government so that aid can properly reach people in need.

Mr. Alberto Bisbal, Disaster Risk Management Secretary of the Presidency of the Council of Ministers of Peru, began by highlighting the disaster risk management legal framework in Peru, noting that the private sector is a component of the National System of Disaster Risk Reduction. Mr. Bisbal mentioned that private sector participation in Peru began in 2007 with the creation of the Business Support Group in Disasters Situations of Peru, which has been working hard to identify the existing private sector emergency response capacities, the creation of capacities for small businesses, among others.

He commented that the Secretariat and public entities that form SINAGERD (Peru's National Institute of Civil Defense) are promoting private sector participation in the development and diffusion of scientific research, exchange of experiences, best practices, innovation, etc. He concluded noting that spaces such as the regional consultation allow us to establish common agendas to address humanitarian challenges, identify opportunities for private sector engagement, share experiences, and unite efforts to strengthen the culture of prevention in Peru and help further the humanitarian program at the global level.

Ms. Maria Luisa Silva, Resident Coordinator of the United Nations System in Peru, welcomed the participants and congratulated the organizers. She highlighted the importance of the consultation as an excellent opportunity to exchange viewpoints, outline the role of the private sector in humanitarian action, and share approaches and principles in order to offer coordinated, efficient, and high-quality support.

She commented that the private sector can make very important contributions in several areas, including business continuity, coordinating with the other humanitarian actors, and contributing financially in order to support the actions of other actors in the response. She highlighted that it is important to familiarize ourselves with the State's normative and organizational context, as well as the existing humanitarian architecture. She argued that at the same time, other humanitarian actors must be able to engage the private sector recognizing its capacities and possibilities for innovative and effective contributions. Ms. Silva said she hoped the consultation set the basis for public-private associations to develop all their humanitarian potential.

Mr. Kieran Dwyer, OCHA Director of Communications, began reminding us that the humanitarian landscape in the world is rapidly changing with the significant increase in the frequency and severity of natural disasters, political crises and chronic emergencies that are stretching the global capacity to meet humanitarian needs. It is imperative that we stay ahead of the curve on how we prepare and respond to these demands. But this is not always the case. Mr. Dwyer continued noting that our mutual search for innovation has



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brought the humanitarian and business communities closer together in recent years. This engagement has helped us begin to transform and strengthen humanitarian action in key areas such as telecommunications, logistics, and cash transfers.

He commented that there are many ways the private sector can - and already is - bringing value to emergency preparedness and response. Business brings expertise in strategic planning, technology, innovation, efficient management processes and much more to the humanitarian arena. He continued noting that humanitarian action is not only important after a disaster has struck, but also in the preparation phase. He argued that the largest scale impact is achieved through core business activities that incorporate emergency preparedness and response and that the best results are obtained when we collaborate. Mr. Dwyer closed his intervention calling upon each and every one of the participants to use this opportunity to be creative in their common search for solutions, and to be firm in their commitment to saving lives and alleviating suffering, now and in the future.

OCHA Presentations - Shaping the future for preparing and responding to emergencies

Mr. Darío Álvarez, OCHA-ROLAC Officer in Charge, a.i., gave a presentation about the current humanitarian situation and the work that OCHA does in the region. He noted that between 2000 and 2013 there were 959 disasters in the region, affecting 77.6 million people, 70% of these emergencies were related to climate (50% produced by floods).

Mr. Álvarez also discussed humanitarian financing in the region, noting the high income inequality, the importance of civil-military coordination, the impact of violence in Latin America and the Caribbean (40 out of the 50 most dangerous cities in the world are in the region). Mr. Álvarez mentioned some of the humanitarian association in the region, including Redhum and Redlac. To conclude, he gave an overview of the recent and current emergencies in the region, including floods in Paraguay and Bolivia, food security in Central America, and unaccompanied child migration.

Mr. Matthew Hochbrueckner, OCHA Business Partnership Adviser, talked about practical examples and recommendations about private sector engagement in humanitarian action. He began by mentioning that we all recognize that there exists a strong mutual interest in greater collaboration between the United Nations, governments, and the private sector. He mentioned that during the private sector response to Typhoon Haiyan and the Ebola epidemic in West Africa we saw a transformation in the outdated view of private sector as donors. It is increasingly evident that there is much greater value in the expertise, in-kind services, mobilization of volunteers, influence over local communities, and influence over global policy decisions.



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Then, Mr. Hochbrueckner summarized the key findings that have emerged from the other business consultations, as well as from recent emergencies. The first result is that governments and international responders should engage with local and national businesses in emergency preparedness and response. This can be achieved engaging the business community in emergency preparedness bringing business continuity plans and national disaster preparedness plans together in countries at risk; including the business community in humanitarian coordination mechanisms, or vice versa; establishing mechanisms to encourage the rapid, re-establishment of key businesses in the aftermath of a disaster; and establishing a deployable dedicated capacity to liaise with private sector.

The second recommendation is to harness the expertise and capacity of business and support businesses to establish industry standards. This can be done establishing a pool of technical experts/deployable capacity from the private sector in key sectors where humanitarian actors have technical gaps; and building on the success of the telecoms and logistics clusters to encourage greater engagement of the private sector in the cluster. The third and last recommendation that has emerged from the other consultations is to formalize partnerships between the private sector and humanitarian actors. This can be done establishing country or regional platforms for partnerships between the private and humanitarian sectors; and evolving the UN and humanitarian system mechanisms and procedures to be more conducive and supportive of partnerships with private sector entities.

Panel discussion - Recent emergencies in Latin America and the Caribbean and the business case for engaging in emergency preparedness/response

Mr. Luis de la Torre, Planning Officer at REPSOL - Peru, began his intervention explaining the importance of business continuity and the role the private sector plays in emergency preparedness and response. He highlighted that environmental adaptation is usually the first weakness of disaster management. He said that an adequate planning can be the difference between thousands of people dead and huge post-emergency costs or continuous operations without damages.

Mr. De la Torre mentioned that there are at least five key elements in disaster management that generally are included in operations managed by the private sector: (1) Protecting human capital; (2) preserving essential functions; (3) alternative facilities; (4) protecting databases and registers; (5) frequent testing of systems. At the same time he highlighted six key opportunities for collaboration: (1) Greater presence in the monitoring of the whole system; (2) ensuring that communications have robust channels and key personal for disaster management; (3) ensuring that the population has a minimum knowledge about the activities in the industrial/mining zone and avoiding the creation of settlements sensible to disasters within the security perimeters; ensuring basic resources such as water,



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medicines, and earth-moving machinery; (5) revising climate information and generating plans for climate change adaptation; and (6) training key personnel in the system, especially in the public sector, who leads the disaster, with support from the private sector.

Ms. Emma González, Executive Director of CENACED (National Support Center for Epidemiological Contingencies and Disasters) gave a presentation about the disaster response work her organization has performed in Mexico and internationally. CENACED is a plural, independent, and inclusive non-profit organization that responds to disasters and their subsequent epidemiological contingencies coordinating the efforts of civil society, businesses, and universities to support the affected population.

Ms. González explained that CENACED promotes a proactive model of prevention, self-care training, and assistance. They have responded to a wide variety of emergencies in Mexico and abroad, including sending 40 people to Indonesia after the 2005 tsunami to construct 2,000 houses and 37 people to Haiti after the 2010 earthquake to build five education and health projects.

CENACED's model has five parts: Before the disaster, (1) prevention and disaster risk reduction actions and partnerships with different actors; (2) coordination of aid with the federal government in case of disasters; (3) measuring the quantity and dimensions of the damages; (4) humanitarian programs (food aid, health, medicines, shelter); (5) reconstruction and reestablishment of livelihoods. This last part is divided into two areas: physical (schools, clinics, and shelters) and economic/psychological.

Ms. González highlighted that in order to be able to engage companies and the financial sector specifically, so that they can participate with the public and social sectors in a coordinated way, it is very important to engage business associations, because they promote participation and assume key responsibilities that facilitate the linking process between actors.

Mr. Gregorio Belaunde Matossian, Risk Management Director, General Directorate of Debt and Treasury of the Ministry of Economy and Finance of Peru, described the emergency preparedness and response legal framework in Peru. He noted the importance of business continuity arguing that, during an emergency, if companies stop functioning it would be much harder for the economy to recover; the social impact would be much worse and prolonged; the financial system would collapse; and the private sector would not participate in the response and reconstruction processes. Similarly to Ms. Gonzalez' remarks, Ms. Belaunde also highlighted the importance of business associations, such as chambers of commerce, in the promotion of public-private articulation.



Workshop Results

I. CHALLENGES FOR AN IMPROVED HUMANITARIAN RESPONSE IMMEDIATELY AFTER A LARGE-SCALE DISASTER.

The first segment of the workshop was an exercise to identify the challenges that must be faced in the response to a large scale disaster. The specific question asked was: What is the primary challenge for improved humanitarian response after a large scale disaster?

Participants unanimously concluded that the central issue in a large scale disaster is saving lives and reducing suffering, and ensuring that new risks and disasters that worsen the conditions of affected communities are avoided. In this sense, the challenges for effective humanitarian response stem from issues such as coordination and articulation between different entities, the development of planning processes, assistance operations themselves and normative framework.

With regards to **coordination** and **articulation**, the primary challenge identified was related to coordination among the different levels of response so that problems due to overlapping operations do not occur. In the first place, having total clarity on how to help carry out efforts in order to avoid lack of coordination and duplication of operations, as well as improving institutional communication and coordination procedures that respond jointly according to the expertise of the different entities- public or private- was noted. Additionally, the design and development of a rapid intervention protocol with clearly defined responsibilities was proposed.

After addressing the challenges highlighted in the previous paragraph, other more operational, yet equally important challenges were noted, such as the establishment of networks of interconnectivity among primary public and private actors, ensuring operational procedures so that aid can flow in a simple fashion, as well as the organization of response teams from different private entities based on the specialized training some of them have received, or based on the areas under their sphere of responsibility given their condition as a public or private entity or by the business sphere they pertain to.

Moreover, consensus existed between both public and private participants that the **humanitarian response planning** process for a disaster is fundamental for assistance to be truly effective. In that sense, two main elements were highlighted: first hand and timely information with regards to the magnitude of the disaster, and prior identification of the needs and priorities in order to plan private sector assistance activities in the event of a large-scale disaster.

Additionally, the standardization of concepts, levels, communication processes, and the use of technology and administration and management models were noted. Another challenge includes the design of a structured organization with clearly defined responsibilities for the different actors participating in an emergency response. This requires



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revising and adjusting the roles that have been assigned and that the different entities actually performed, in order to improve the effectiveness of the response.

For field **operations**, public and private sector participants felt it is fundamental to guarantee the protection of basic structures during early intervention. This should be accompanied by the establishment of a logical system that allows for assistance to arrive in a more uninterrupted and timely fashion. Additionally, systems and protocols should be established to increase accountability to affected populations that have benefited from the different emergency response humanitarian operations.

Lastly, consensus existed that all of the above must exist in a normative framework that facilitates effective and uninterrupted assistance and recovery. As a result, it is fundamental that this be addressed in an urgent fashion in order to improve joint private-public levels of participation. [See Protocol 1](#)

<i>Protocol 1: WHAT IS THE MAIN CHALLENGE FOR A BETTER HUMANITARIAN RESPONSE AFTER A LARGE-SCALE DISASTER?</i>				
THE MAIN GOAL	OPERATIONS	PLANNING	COORDINATION AND ARTICULATION	LEGAL FRAMEWORK
To save lives and alleviate human suffering, avoiding creating new risks and disasters	To guarantee the protection of basic infrastructure through early intervention	Identifying the main needs and ordering them by priority in order to plan private sector activities	Coordination among the different levels of response, so that it does not create a larger problem	Review and readjust legal framework to make aid and recovery more effective
	To establish a logistics system that allows deploying aid in an effective and timely way	Quickly knowing the magnitude of the disaster	Articulation to avoid lack of coordination, duplication and in order for all actors to respond more effectively	
	To establish accountability systems/protocols to the affected population	Standardization of concepts, communication, technology, administration, and management systems	Communication and inter-institutional coordination to responds in an orchestrated manner without duplicity	
		Structured organization; clear and defined responsibilities. Objective-oriented response	Rapid response protocol with clearly defined responsibilities	
		Redefine the roles of institutions in emergency response	To have clarity about how to articulately help those in need	
			To establish networks among actors so that aid can quickly reach affected people	
			Response teams responding according to training received	



II. THEMATIC AREAS AND OPPORTUNITIES FOR COLLABORATION BETWEEN THE PRIVATE SECTOR, GOVERNMENT AND HUMANITARIAN AGENCIES.

A second exercise addressed the theme of collaboration between the government, private sector, and humanitarian agencies. The question, *what is the main opportunity or area of collaboration between the private sector, government, and humanitarian agencies?* was selected to encourage discussion.

The main areas for collaboration are the transfer of knowledge and skills, the whole process of post-disaster recovery and articulation and coordination. Issues related to technology and logistics were also been noted as areas of collaboration.

In the **transfer of knowledge and skills** area, the private sector has the potential to contribute to the public sector in improving its emergency response providing, for example, technical expertise to identify expectations about the humanitarian aid system, bilateral aid systems, training in business continuity processes, and initiatives to support the public response.

The processes of **articulation and coordination** are also areas of collaboration. We are expecting the developing of meetings to share local and international experiences, articulation by work areas, development of communication systems, integration of businesses into the risk management system, and the establishment of a response protocol with a joint commitment between the private and the public sector.

In regards to **post-disaster recovery**, collaboration on timely recovery of vital services such as water, electricity, and telecommunications is expected; but also on food supplies, reconstruction, as well as the rebuilding of homes, schools, and health centers, and collaboration with veterinary services and income developing initiatives that do not generate new dangers and threats.

It is considered possible to collaborate on quick financial resource mobilization on the processes of supplying basic goods existing in private stores in the regions that have been affected by the disaster and on the private-public articulation for the correct distribution of donations.

In regards to **technology**, participants foresee possibilities of collaboration in the communication systems to provide critical information, in procedures for operational continuity of the banking system and the use and production of technical information related to hydrometeorology, seismic information, and in the use of early warning systems.

[See protocol 2](#)



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Protocol 2: WHAT IS THE MAIN OPPORTUNITY OR AREA OF COLLABORATION BETWEEN THE PRIVATE SECTOR, GOVERNMENT, AND HUMANITARIAN AGENCIES?				
ARTICULATION AND COORDINATION	POST-DISASTER RECOVERY	TRANSFER OF KNOWLEDGE AND CAPACITIES	LOGISTICS	TECHNOLOGY
The articulation of the different sectors through meetings, sharing both local and international experiences	Quick recovery of basic services: water, electricity, and telecommunications	Specialized technical specialized knowledge to provide collaboration based on the knowledge of the stakeholders expectations	Financial and logistic mobilization of resources to quickly address basic needs	Public communication systems through mobile phones to communicate critical information
The articulated coordination between different sectors (communication, logistics, etc.)	During the emergency: Food supply, reconstruction, shelter, schools and health centers	Bilateral aid system between institutions/agencies (strategic alliances)	Supply of basic goods existing in private stores in affected regions	Operational continuity of banking system
Integration of the private sector into risk management system	Collaboration in services such as veterinaries, safety, education, social assistance, etc.	Business continuity training for small and medium-sized enterprises	Public-private articulation for the correct distribution of donations (logical system)	The usage and production of technical information: hydrometeorological – seismic to be used for early warning systems
The establishment of a response protocol with joint commitments	Sustainable development of income-generation activities that do not create new threats/challenges	Prevention training to vulnerable communities by businesses		
		Private sector planning has less bureaucratic and more effective processes		
		The use of private sector experience in emergency control		
		Investment in capacitation and training to the emergency teams (including materials and tools)		
		Support to citizen response initiative		
		The private sector could participate in prevention and support committees		
		The legal framework and positive experiences of other countries such as tax deductions (Mexico).		

III. MAIN ACTORS AND THEIR ROLES IN A PROCESS OF INSTITUTIONAL COLLABORATION DURING A LARGE-SCALE DISASTER

A third exercise was designed and implemented with the goal of identifying and exploring the roles that actors would have to take in a process of collaboration during a disaster. The question that encouraged discussion was the following: *What should be the*



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role of each actor in the collaboration process?

The actors identified were three: the public sector, the private sector entities, and the humanitarian agencies. The result of the exercise suggests that the public sector has the greatest workload and leadership within the process, and the private sector and humanitarian agencies play a supplementary role, but not less important. See below the roles that were assigned to each actor during the exercise in [Protocol 3](#).

<i>Protocol 3: WHAT SHOULD BE THE ROLE OF EACH ACTOR IN THE COLLABORATION PROCESS DURING A LARGE-SCALE DISASTER?</i>		
PUBLIC SECTOR ENTITIES	PRIVATE SECTOR ENTITIES	INTERNATIONAL COOPERATION ORGANISMS
To elaborate a disaster plan and program that involves the private sector with clear objectives and goals	To collaborate in supporting to the affected population to guarantee their subsistence and the recovery of their livelihoods	To impulse the global implementation of best practices, focusing on international collaboration
To provide information about the magnitude of the disaster	To provide a technical model in the generation of a national business continuity system to ensure the economy of the country	To serve as a bridge or promote the connection between the public and private sectors
To define the channels of effective collaboration establishing incentives (fiscal and/or tributary) and penalties	To provide of technical assistance for restarting basic services (business continuity)	To support society in the application of humanitarian and accountability standards
Convener of actors for collaboration	To convene other private sector entities to plan joint interventions	To generate operational bridges between private and public sectors for disaster management
To ensure the public safety and principle of authority in the aid process	To encourage sharing knowledge and experience	To facilitate the reconstruction of shelters and services with the involvement of rural communities
To lead aid actions, reconstruction, and prevention	To participate in work and coordination groups called upon by the government to define strategies and provide aid	To improve relations between the State and society
To create a system that channels resources and service request from the private sector, avoiding duplicity		
To serve as a link between the community and the private sector, leveraging the appropriate resources		



IV. ALTERNATIVES FOR IMPROVING EMERGENCY PREPARADNESS PLANNING BETWEEN PRIVATE SECTOR, PUBLIC SECTOR, AND INTERNATIONAL COOPERATION AGENCIES

As it has been noted, preparedness planning for a large-scale emergency is fundamental. In that sense, an exercise was developed, using the question *how can we improve emergency preparedness planning in a framework of collaboration between the public and private sector?* to encourage discussion.

The exercise shows that there are two aspects of work necessary for preparedness planning to overcome problems: the institutional framework that surrounds it and the methodology that is used for that process.

In regards to the **Institutional Framework**, participants suggested preparing a framework of action with clearly defined roles and responsibilities, the establishment of specific coordination mechanisms with the participation of officials with decision-making power and taking preparedness planning to the state policy level. In a more operational plane, the creation of articulation and response plans protocols is needed, as well as the preparation of public policies regarding Corporate Social Responsibility.

In regards to the **methodology**, the formation of mixed working groups, public and private, for the understanding of lessons learned and best local and international practices is required, as well as the alignment of plans with the needs of the populations that form the working plans.

Additionally, coordination between both sectors and training the actors involved will be required, as well as the execution of simulations that are as close to reality as possible and incorporate procedures to inform the population about the results of those actions. [See protocol 4](#)

Protocol 4: HOW CAN WE IMPROVE EMERGENCY PREPAREDNESS PLANNING BETWEEN THE PUBLIC AND PRIVATE SECTOR?

METODOLOGY		INSTITUTIONAL FRAMEWORK	
Coordination between both sectors to delegate roles according to expertise	Forming mixed working groups: public-private (services, etc.)	Creating a frame of action with clearly defined responsibilities and roles for preparedness and response	Establishing specific coordination mechanisms with the participation of officials with decision-making power
Using national and international lessons learned as basis	Standardizing the emergency administration tools, common language	Improve planning with support from the private sector	Maximizing mutual potential (public-private)
Through an adequate training of people involved	Consolidating a database to elaborate reliable forecasts	Involving academia	Corporate social responsibility public policy



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	Executing more realistic simulations and informing the population about the necessary results and actions ordered by priorities and including responsible persons and dates	Through protocols of articulation of response plans designed and implemented	
	Aligning plans with real needs	Reformulation of emergency plan by a mixed commission (executive, legislative, private)	
		To consider emergency preparedness planning as a "State Policy".	

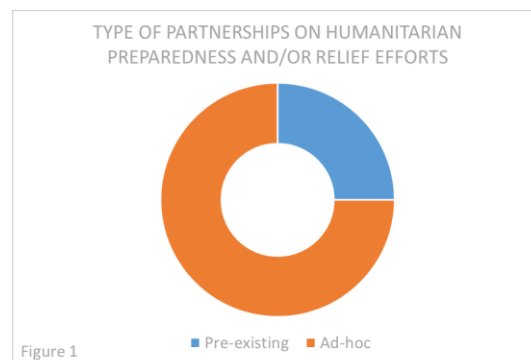
Annex

Private Sector Engagement in Humanitarian Response in Latin America and the Caribbean

Below are highlights from a 2015 OCHA-sponsored survey of business leaders in Latin America and the Caribbean, including key opportunities for and challenges related to engagement between the private and public sectors to address disaster preparedness and response.

Opportunities

Of the 80% of private-sector respondents who have partnered with the public-sector in the past, three-quarters (75%) do so only through ad hoc engagements (see *Figure 1*). This is a higher percentage than other regions surveyed, and many of these ad hoc engagements could, and likely should, develop into longer-term arrangements that enable quick response — and our survey results suggest business leaders would be open to discussing whether and how to transform ad hoc collaborations into long-term partnerships.



The survey asked respondents to identify the areas of innovation which have the most potential to improve emergency response. The Latin America and Caribbean are consistent with other regions surveyed in that the same three stood out as having the most opportunity:

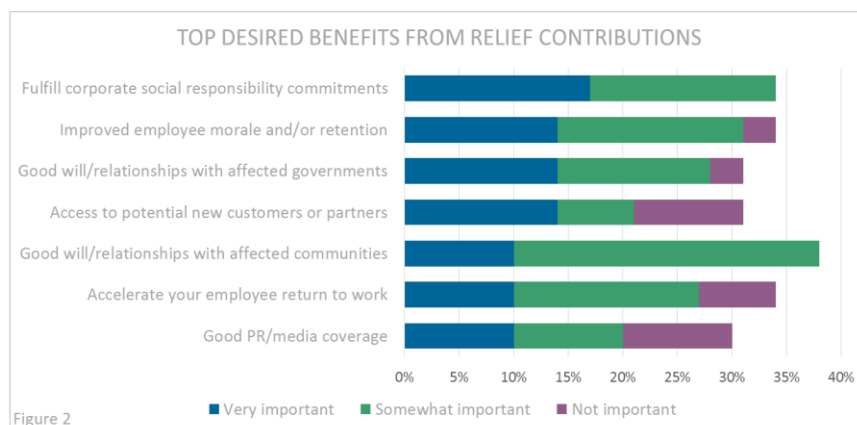
1. Improved use of information and communications technologies such as mobile phones, internet and social media (selected by 71% of respondents)
2. Better communication with and participation of affected communities in disaster response (selected by 58% of respondents)
3. Improved logistics and delivery of assistance (selected by 54% of respondents)

The survey findings suggest an openness among business leaders to engage with the public-sector to maximize the value of their efforts, though they do not necessarily know *how* to engage with these organizations.

Many of the goals that motivate business leaders to invest in emergency preparedness and response align well with the objectives of the public-sector organizations. As shown in *Figure 2*, top motivations include fulfilling Corporate Social Responsibility commitments, improved employee morale, enhancing goodwill among affected governments and communities. Creating economic value (e.g., increased profits and/or expansion of market share) is relatively unimportant to most respondents when compared to the other motivating factors.

Finally, the measures of success used by the private and public sectors also align well. When asked to rank the most important aspects of an effective humanitarian response, respondents ranked capabilities in the following order:

1. Speed in the delivery of relief goods
2. Number of people reached
3. Proportion of people reached (as a sub-set of those in need)
4. Participation by local communities and organizations
5. Responsiveness to views from the affected community on the usefulness and appropriateness of the assistance provided
6. Quality of goods / services provided



In fact speed of delivery is often noted as an area where businesses have a unique advantage over humanitarian responders, particularly in the case of global corporations with strong local operations as well as small and medium sized local businesses.

Challenges

Decisions regarding how private sector organizations engage in humanitarian response are most often made by the CEO and executive boards, rather than heads of Corporate Social Responsibility (CSR) (see *Figure 3*).

Humanitarian organizations interested in sustainable partnerships should engage with these business leaders, rather than focusing time and effort on traditional CSR interactions.

Despite the opportunities for mutual benefit, some significant barriers limit private-sector interest in working with the public-sector (see *Figure 4*). To fully engage business leaders, humanitarian actors need to confront questions about how the private sector can initiate engagement with the humanitarian community efficiently allocate resources.

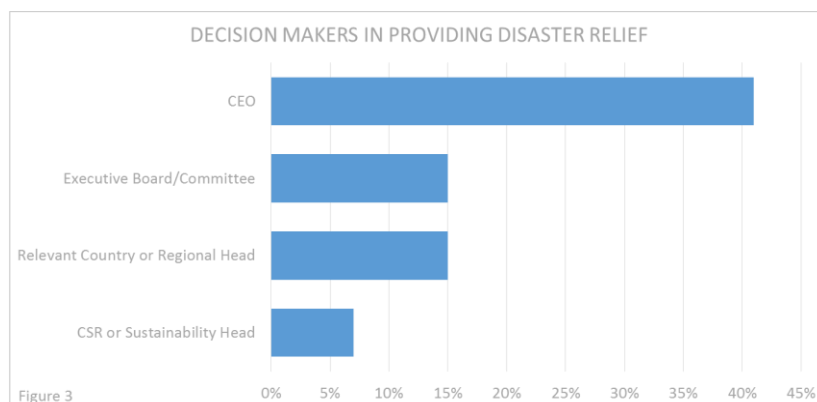


Figure 3

Key questions for further exploration

The scope of this survey was broad. However, very little information was gleaned regarding collaboration in conflict zones. The limited data indicate business leaders see conflict situations as undesirable (i.e., they harm business more than help it) and they have a desire to reduce the incident and/or impact of conflict in areas where they do business. However, no clear answers emerged regarding whether and, if so how, businesses might work with the public sector to accomplish these goals.

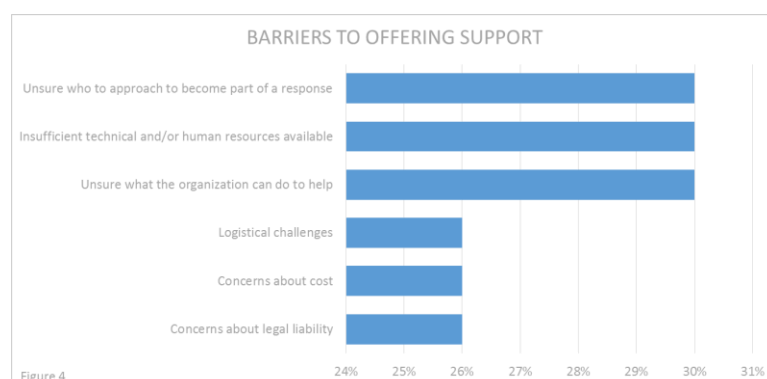


Figure 4

Survey method

During February/March 2015, the survey was sent to leaders within private sector organizations in Latin America and the Caribbean. Through invitations from OCHA, the Business Support Group in Disasters Situations of Peru (presided by the National Society of Industries), the UN Global Compact, and PADF, 92 individuals from regional, national, and multi-national companies responded. All respondents have operations in the region, and 89% of respondents are also headquartered there. Participating companies ranged in size from fewer than 20 employees to more than 50,000. Company revenues ranged from less than \$100k to more than \$5B. Of the survey respondents, 36% report that they have been directly impacted by a humanitarian emergency, and 57% of respondents have engaged in the response to humanitarian emergencies.

The survey was administered by Vantage Partners. Additional surveys will be conducted in other regions in advance of the 2016 World Humanitarian Summit.

AGENDA - AT A GLANCE

WEDNESDAY 15 APRIL 2015 - OVERVIEW SESSION/COCKTAIL RECEPTION

For interested participants from business and the private sector, an overview session on the international humanitarian system will be provided by OCHA on the evening of 15 April. The session will introduce participants to basic components of the international humanitarian system, including the humanitarian principles and key coordination structures, tools and services; outline the typical situation on the ground after a large-scale disaster and how that affects the roll-out of an international response; and look at what implications the focus on strengthening the effectiveness of response might have for the private sector during the response phase.

Time	Session title
19:00 - 22:00	<p>Welcoming Remarks</p> <ul style="list-style-type: none"> -Mr. Luis Salazar, President of National Society of Industries of Peru -Ms. Katherine McAleer, OCHA Humanitarian Affairs Officer <p>INTERACTIVE PRESENTATION AND COCKTAIL: Introduction to the humanitarian architecture and its articulation with the private sector</p> <ul style="list-style-type: none"> -Ms. Vanessa May, OCHA External Relations and Partnerships Specialist

THURSDAY 16 DE APRIL 2015 - REGIONAL BUSINESS CONSULTATION

Time	Session title
08:00 - 08:30	<p>Registration</p>
08:30 - 09:00	<p>Opening speeches</p> <ul style="list-style-type: none"> -Mr. Carlos Gálvez Pinillos, President of National Society of Mining, Oil, and Energy of Peru -Mr. Alberto Bisbal, Disaster Risk Management Secretary of the Presidency of the Council of Ministers of Peru -Ms. María Luisa Silva, Resident Coordinator of UN System in Peru -Mr. Kieran Dwyer, OCHA Director of Communications
09:00 - 09:30	<p>Shaping the future for preparing and responding to emergencies - OCHA Presentation</p> <ul style="list-style-type: none"> -Mr. Darío Alvarez, OCHA-ROLAC Officer in Charge, a.i. -Mr. Matthew Hochbrueckner, OCHA Business Partnership Adviser
09:30 - 10:15	<p>Panel discussion - Recent emergencies in Latin America and the Caribbean and the business case for engaging in emergency preparedness/response</p> <p>Each panelist will present for 10 minutes after which the floor will be opened for an interactive discussion with the participants</p> <p>Panelists:</p> <ul style="list-style-type: none"> - Presentation 1: National private sector. Mr. Luis de la Torre, REPSOL - Presentation 2: International private sector. Ms. Emma González, CENACED - Presentation 3: Public sector. Mr. Gregorio Belaunde Matossian, Ministry of Economy and Finance of Peru <p>Moderator: Mr. Zorobabel Cancino</p>
10:15 - 10:30	<p>Networking break (coffee and refreshments available)</p>
WORKING SESSION: Developing and refining tools for enhanced coordination between business, government and humanitarian partners	
10:30 - 11:30	<p>THEME 1 - MEETING IMMEDIATE REQUIREMENTS IN LARGE-SCALE DISASTERS</p> <p>What are the key challenges to more effective humanitarian response in the days immediately following a large-scale disaster?</p>
11:30 - 12:30	<p>THEME 2 - BUSINESS-HUMANITARIAN PARTNERSHIP HUBS</p> <p>What are the key opportunities for regional and/or national level collaboration between business, governments and humanitarian agencies?</p> <p>Protocol 1: Partnership hubs</p>
12:30 - 13:30	<p>Lunch</p>
13:30 - 14:30	<p>What role should each constituency (public entities, international agencies, and the private sector) play in managing each partnership hub?</p> <p>Protocol 2: Role of actors</p>
14:30 - 15:30	<p>THEME 3 - GOOD PRACTICE IN INCLUSIVE PREPARADNESS PLANNING</p> <p>How can preparedness planning between public and private sectors be improved?</p> <p>Protocol 3: Possible improvements in planning</p>
15:30 - 16:15	<p>To what extent does the private sector wish to be fully incorporated into contingency planning processes?</p> <p>Protocol 4: Level of involvement in planning</p>
16:15 - 16:30	<p>Concluding remarks</p> <ul style="list-style-type: none"> -Mr. Darío Alvarez, OCHA-ROLAC Officer in Charge, a.i. -Ms. Cecilia Rosell, National Society of Industries of Peru