

ASIA REGIONAL BUSINESS CONSULTATION



WORLD HUMANITARIAN SUMMIT
Thailand, December 2014

**Working together to improve emergency
preparedness and response**

FINAL REPORT

ASIA REGIONAL BUSINESS CONSULTATION



WORLD HUMANITARIAN SUMMIT

Thailand, December 2014



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EXECUTIVE SUMMARY

ASIA REGIONAL BUSINESS CONSULTATION



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The one-day regional consultation featured a mixture of plenary discussions and breakout sessions. Following the opening plenary, an interactive panel discussion sought to establish the business case for private sector engagement in emergency preparedness and response. Participants generally agreed that while reasons for engagement vary on a case-by-case basis, there was a clear business rationale for the private sector to work with government and humanitarian organizations on emergency preparedness and response, reflecting both their status as members of local communities, as well as their need to protect their investments.

The panel discussion was followed by three breakout sessions, which provided participants with a more focused opportunity to reflect on various aspects of business-humanitarian partnerships, preparedness planning and response frameworks and to discuss proposals for strengthening work in each of these areas through pilot initiatives.

In the final plenary, participants discussed the feedback from each breakout session and the way forward for strengthening collaboration between the private sector, government and humanitarian actors for emergency response in Asia.

Among the key conclusions of the Asia RBC:

- More sharing and exchange of information is required to enable the private sector to better engage with government and humanitarian actors.
- Business-humanitarian partnership platforms need to be established to link the private sector with government and humanitarian actors, and to coordinate private sector response during emergencies.
- Greater inclusion of the private sector in preparedness planning is essential if their support is to be leveraged effectively.
- Adopting a framework that supports the identification of key priorities for response and required goods and services will help orient and expand private sector support for response.

Comprehensive summaries of the plenary and breakout group discussions that led to these conclusions are available in the respective sections of this Final Report.

The Asia Regional Business Consultation (RBC) was held in Bangkok, Thailand on 2 December 2014. Co-hosted by the Philippine Disaster Recovery Foundation, Accenture Development Partnerships and the United Nations Office for the Coordination of Humanitarian Affairs, the RBC brought together more than 50 representatives of private sector and humanitarian organizations based in 13 countries across Asia.

A proposed Road Map of activities and timeframes for follow-up on the conclusions and recommendations of the Asia RBC has been included on pages 13-14 of this report.

Two preparatory events were held in advance of the Asia RBC. On 1 December, OCHA provided an overview of the international humanitarian system for private sector participants of the RBC, which dealt with how the international humanitarian system is organized, and how it plans for and responds to disasters in the region. This overview session provided an opportunity to start identifying potential areas for collaboration between the humanitarian system and the private sector, as well as bottlenecks and potential solutions. A summary of the overview session is provided in Annex I, on page 15.

On 26 November, Professionals in Humanitarian Assistance and Protection (PHAP) hosted an online consultation “Building disaster management partnerships – Private sector experiences in the Philippines and beyond” with the three RBC co-hosts – OCHA, PDRF and ADP – as well as The Partnering Initiative (TPI). The webinar drew 73 participants from the private sector, humanitarian and civil society organizations and academia. A summary of the webinar is available in Annex II, on page 16.

For more information on the Asia Regional Business Consultation and/or opportunities for private sector engagement in coordinated emergency preparedness and response in Asia, please contact:

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BACKGROUND



The Asia Regional Business Consultation (RBC) was held in Bangkok, Thailand on 2 December 2014. Co-hosted by the Philippine Disaster Recovery Foundation (PDRF), Accenture Development Partnerships (ADP), and the UN Office for the Coordination of Humanitarian Affairs (OCHA), the RBC brought together more than 50 participants from 13 countries across Asia, representing small, medium and large companies, chambers of commerce and private sector coordinating platforms, as well as humanitarian organizations.

Ahead of the RBC, a half-day overview session, that sought to familiarize private sector participants with the guiding principles and basic organizing concepts for humanitarian action was also held in Bangkok on 1 December 2014, and attended by nearly 30 participants.

The purpose of the RBC was to deliver concrete outcomes for improved collaboration and better-targeted private sector support to coordinated humanitarian response, with a focus on the critical initial days after a disaster. During this period, business engagement could have a major added value, particularly in large-scale disasters, in terms of the speed and volume of supplies and services that could be mobilized.

Desired outcomes included:

- Agreement on the business case for private sector engagement in emergency preparedness and response;
- Draft guidance on establishing national-level hubs to promote business-humanitarian partnerships;
- Sharing of good practice on integrating business and the private sector into national-level and government-led preparedness planning and humanitarian coordination mechanisms;
- Agreement on key sectors and draft guidelines for private sector response to key immediate needs after large-scale disasters; and
- A draft Road Map for enhanced collaboration between private sector, government and humanitarian agencies in Asia.

OCHA committed to convene the RBC as an outcome of the **2013 Regional Humanitarian Partnerships Forum (RHPF) for Asia-Pacific**, at which participants requested that OCHA establish an inclusive process to promote collaboration between the public and private sectors on emergency preparedness and response. During the RHPF thematic discussion on public-private partnerships, a number of areas in which better cooperation would support more effective action were highlighted, including (i) heightened awareness and commitment to existing guidelines on public-private partnerships; (ii) inclusion of the private sector in contingency planning for disaster response and in (iii) coordination mechanisms during response; and (iv) strategic and sector-focused engagement between the public and private sectors.

The Asia RBC also constituted one in a series of regional business consultations organized by OCHA and partners in the lead up to the **World Humanitarian Summit (WHS) in Istanbul, Turkey in May 2016**. Convened by UN Secretary-General Ban Ki-moon and facilitated by OCHA, the 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 humanitarian stakeholders, build a truly global support base, and achieve greater effectiveness – in short, to be fit for the future.

In the lead-up to the Summit, the series of regional business consultations would ensure that the voice of the private sector was brought to the table in Istanbul. The Asia RBC was the third in this series, following consultations in Kigali, Rwanda (for West and Central Africa) and in Johannesburg, South Africa (for Southern and Eastern Africa). The regional business consultations served as platforms for identifying leading private sector initiatives in emergency preparedness and response, gaining insights and securing commitments to help shape a new model for humanitarian action.

For more information on the World Humanitarian Summit, please visit www.worldhumanitariansummit.org and the dedicated Power of Business in Emergencies page: www.worldhumanitariansummit.org/whs_business. For more information and guidance on UN-Business engagement, including in the area of humanitarian action, please visit <http://business.un.org/>.

OPENING REMARKS AND PANEL DISCUSSION

Opening Remarks: Shaping the future for preparing and responding to emergencies



Marcy Vigoda, Chief of OCHA's Partnership and Resource Mobilization Branch, welcomed participants and highlighted the rapidly changing humanitarian landscape. The significant increase in both the occurrence and severity of natural disasters was very visible in Asia, which had just marked the first anniversary

of Typhoon Haiyan in the Philippines and would mark the tenth anniversary of the Indian Ocean Tsunami at the end of December. Noting that disasters often had impacts that reached far beyond directly-affected populations and countries – for example, due to disruptions to global supply chains, she stressed that disasters were getting more complex; they did not respect national borders; and their impact on businesses, large and small, could be devastating.

“Effective preparedness and response depends on all of us – government, humanitarian organizations, the private sector – and on listening to those affected by crisis.”

The mutual search for solutions to address the growing impact and complex challenges of disasters had brought the humanitarian and business communities closer together, and continued to drive innovation and collaboration in the field. From Asia, many examples of successful partnership between government, humanitarian and private sector actors had emerged, moving beyond financial contributions to businesses leveraging core assets and expertise in support of preparedness and response.

Businesses, from small and medium enterprises to multinational companies, were providing essential assistance to help those affected by disasters, including their own personnel, to cope with the impact and get back on their feet. Businesses were also providing strategic planning expertise, innovative technology, logistics and warehouse management, and other resources to support affected communities, responding governments and humanitarian organizations. These contributions had already proven essential in a variety of settings and should, as a matter of priority, be strengthened and better coordinated.

She called for a redefinition of the “humanitarian community” to include a broader range of stakeholders, and concluded by noting that the Asia RBC offered a chance to talk frankly about opportunities and obstacles to more coordinated engagement

between public and private sector actors in Asia. It would also contribute to the private sector messages from around the world on re-shaping the future humanitarian system. Beyond the consultation, however, the discussions should lead to action.

Panel Discussion: Recent emergencies in Asia and the business case for engaging in emergency preparedness and response



Leading the panel discussion, Marc-xavier Fancy, Executive Director of the Prudence Foundation, outlined Prudential's motivation and rationale for focusing its efforts on the preparedness and recovery phases, as well as providing emergency relief during times of disaster. While Prudential had been funding

disaster response since 2006, the catalyst for a more focused engagement came in 2009 as a result of the Padang, Indonesia earthquake, in which four Prudential staff lost their lives.

Prudential commissioned an internal study that showed most resources were provided during the peak of disaster relief activities, leaving the preparedness and recovery phases less covered. Prudential's areas of comparative advantage as a life insurance company were protection, security and risk mitigation. They therefore decided to focus on three areas:

- In preparedness, supporting disaster prevention advocacy, capacity building and provision of educational information.
- In times of disaster, providing support through pre-existing partnerships with NGOs, including secondment of trained staff.
- In recovery, looking for long-term programmes to support.

“From our perspective, the most effective results will come when there is coordination between government, NGOs and the private sector – when we are part of the ecosystem.”

Noting a number of motivations for business to engage, both from the commercial/economic and social perspectives, he stressed that business was part of the community: they were present before and after a disaster. He identified a number of skills and practices that business brought to the table, including being results driven; having specific expertise and human capital; integrating risk

OPENING REMARKS AND PANEL DISCUSSION

management as part of the “corporate DNA”; and focusing on long-term planning. He also noted points where the private sector needed support, such as in mitigating governance concerns, and understanding what support was helpful and appropriate.

Outlining an evolution in thinking from “CSR v1.0 – Do No Harm” through charitable donations and volunteering, to more strategic engagement, he stressed that businesses wanted to be proactive and ensure strategic alignment of their core work and CSR efforts. He called upon governments and humanitarian organizations to adopt smarter approaches to working with the private sector; to capitalize on their long-term planning and strategic resources; and to use gaps analysis to interest them in helping to solve recognized problems.



Rene ‘Butch’ Meily, President of the Philippine Disaster Recovery Foundation (PDRF), outlined the origins of the PDRF as a public-private enterprise established in 2009 in the wake of typhoons and severe flooding in Manila to provide a neutral setting in which business competitors could come together to cooperate and work

for a common cause. Noting that PDRF’s focus was broader than the preparedness and response phases, encompassing recovery in particular, he also emphasized the importance placed by PDRF on developing partnerships between businesses and government, humanitarian organization, militaries and other humanitarian stakeholders.

“More often than not, there is real common ground for private sector companies to engage with one another on preparedness, response and recovery.”

In Asia, there was a particularly clear role for the private sector in humanitarian action, he noted, adding that the private sector often had the advantage of credibility over the government in the eyes of the local population. The private sector in the Philippines had demonstrated its ability to fill key gaps in response, as seen in the aftermath of Typhoon Haiyan in 2013. In one example, PDRF provided emergency feeding for affected schoolchildren for one month, until the government was able to take over the program. In another, PDRF collaborated with the Department of Trade and Industry to initiate a programme that provided kick-starter funding to small entrepreneurs; in this way, the Department was able to avoid having to request funding from the Government for the programme, a process that would have taken months to complete.

Citing the results of the private sector survey administered by OCHA ahead of the RBC (a summary of which is included in Annex III on pages 17-18), he noted that they confirmed that private sector did not want to be seen only as a financial contributor to disaster response but as a core partner for government and humanitarian organizations, and that they wished to be engaged in all phases of the cycle, i.e. preparedness, response and recovery.

He noted that, in the face of diminishing CSR budgets and donor fatigue, the biggest contribution of the private sector to disaster response could be in terms of supporting economic recovery. To this end, he called for governments to consider putting in place economic incentives that would draw the private sector into disaster-affected areas, where their presence would create jobs, support livelihoods and have a multiplier effect on job creation in related sectors like construction and service provision.



Oliver Lacey-Hall, OCHA Regional Director for Asia and the Pacific, noted that interest, capacity and increasing commitment and know-how that business brought to the table had caught the attention of humanitarian agencies. Even as they engaged the private sector as a partner, humanitarian agencies

were themselves struggling to find their new fit in the evolving humanitarian landscape – especially in Asia, where governments and local actors were taking a greater leadership role in managing risk, preparing for, and responding to crises. Working effectively in this environment required humanitarians to understand the various interests of new partners in becoming more involved in preparedness and response.

From the humanitarian perspective, private sector motivations for engaging in preparedness and response were seen to include the desire to give back to communities of which they were a part, as well as the desire to protect their own operations and personnel, and to secure more or larger markets by deepening their market penetration or engaging with humanitarian agencies as new customers. During the RBC, OCHA was asking the private sector participants to engage in discussions from the perspective of answering the question:

OPENING REMARKS AND PANEL DISCUSSION

“If a large-scale disaster affects the country and/or community in which we are operating, what would my company be able to bring to the table in terms of a commitment to support immediate response efforts?”

OCHA's focus on the immediate response phase stemmed from a growing body of analysis that showed that despite significant investments to expedite the deployment of staff and establish coordination mechanisms to support response, it still took too long to establish supply and logistics pipelines needed to sustain large operations. In order to improve the speed and volume of delivery, OCHA and its humanitarian partners were increasingly looking to stakeholders that had strong existing capacity in these areas, and had identified some key elements it felt would support their greater engagement:

- Developing evidence-based analysis of how affected populations were typically affected by disasters (i.e. common needs that were consistent in most if not all disasters) and the capacity to rapidly calculate their scope in a given disaster (i.e. based on size of the population affected, how many people likely required which types of assistance).
- Establishing channels to convey this information to potential responders early enough to influence decision-making; this also implied the need for regular communication and coordination in the pre-disaster phase.

Coming out of the RBC, he said, the focus would shift to the national level, where governments and humanitarian agencies were encouraged to be more open to the participation of the private sector. OCHA was investing in helping humanitarian partners to understand the private sector's preferred ways of working, as well as in promoting better understanding among businesses on how the humanitarian community worked. Creating more opportunities for dialogue should lead to more trust and space for all stakeholders at the planning table.

Interactive Discussion

During the interactive discussion that followed the panellists' remarks, the following points were raised:

Government leadership: The need to ensure that private sector engagement in emergency preparedness and response was consistent with government leadership, given the primary responsibility of governments in protecting and supporting their citizens. All actors had the responsibility to engage with national structures, to better understand them and hold them accountable. While recognizing that government capacity remained limited in some areas, and that government – particularly local government – was also affected by disasters, Asian governments had invested significantly in increasing national disaster response capacities over the past decade. There was a clear point of entry for the private sector in engaging with both national and local governments, as well as with humanitarian agencies.

Cooperation should prevail over competition: This was not just a point for the private sector, but also for humanitarian agencies, which often had overlapping mandates and tended to approach private sector engagement individually, rather than as a single system. Possible mitigating elements included the role of the cluster approach in building partnership among humanitarian agencies toward common goals, where successful examples of private sector engagement had already been seen in key areas, such as emergency telecommunications and logistics, among others.

Variation across the private sector: Several participants stressed the need to recognize that the discussion was often targeted more toward large, multinational businesses, rather than small and medium enterprises (SMEs), which made up the lion's share of the private sector in Asia. There was a need to consider the different capacities and modalities for engagement with SMEs. On one hand, they could be engaged and supported by larger businesses, particularly through supply chains. On the other, since response occurred at the local level, it was important to consider how SMEs could engage at the local level more effectively.

Building a culture of partnership before disaster struck: Just as the panellists had said that business wanted to be proactive rather than reactive, it was key to recognize the importance of creating a culture of partnership between public and private sector actors before they were put to the test in response. PDRF noted the idea of establishing pre-agreements that outlined the roles of private sector, government and humanitarian partners beforehand and which could be mobilized in times of disaster. Others commented on the importance of fostering connectivity among the private sector, as well as with governments and humanitarian organizations, and of creating better understanding among the private sector on how humanitarian action was managed and conducted and what its guiding principles were.

BREAK-OUT SESSIONS

THEME 1: BUSINESS-HUMANITARIAN PARTNERSHIP HUBS

Session Objective: The objective of the session was to gather private sector perspectives on how business, government and humanitarian organizations could most effectively work together to promote multi-stakeholder partnerships for emergency preparedness and response at the national level.

Session Facilitation: The session was facilitated by David Carden, Head of Office, OCHA Philippines; Nicholas Luff, Senior Associate, The Partnering Initiative; and Marilou “Malu” Erni, Programme Manager, PDRF.

Session structure: Mr. Carden opened the session by describing the context for private sector engagement with government and humanitarian organizations on emergency response in the Philippines.

Mr. Luff briefly presented TPI’s experience in supporting partnership hubs that brought together business, government and humanitarian agencies, and possible models for a Philippines pilot hub.

Ms. Erni concluded by presenting ongoing discussions among PDRF, OCHA, TPI and the Government of the Philippines to establish a Business-Humanitarian Partnership Hub.

Interactive Discussion

Throughout the breakout sessions, participants were asked to give feedback on the proposed Partnership Hub structure. The key themes that emerged from the sessions included: the desirability of creating national partnership platforms; how they could be set up; and the role they could play in the wider partnership context.

Desirability of partnership hubs: In general, participants agreed that creating business-humanitarian partnership hubs at the national level would be useful, especially where there was a push from the private sector for the establishment of such mechanisms. Additionally, participants saw a clear need for more coordination of private sector involvement to redress currently fragmented approaches, but also a need to avoid creating an additional layer of coordination. Hence, the suggestion was that the model should provide for private sector to work directly with both government and humanitarian agencies, with the hub playing a facilitative role in this process.

Organizational set-up: Participants stressed that it was essential to ensure the hub would be useful and appropriate at the local level, especially for SMEs. Participants suggested that there should not be one set template for all hubs, but that any subsequent replication should be adapted to the specific national context. On the other hand, it was generally agreed that the hub(s) should be organized according to the national approach to response (i.e. in the Philippines, the nationalized cluster approach). Some

suggestions about how to promote the sustainability of the hubs were also discussed such as potential member fees and certification processes. In complement to a physical presence, it was suggested that an online portal for the hub should be developed.

Role of the hub: The participants agreed that the hub should initially start small and focus on preparedness and response, with the ultimate aim of growing into an inclusive platform for all phases of disaster management, from risk reduction to recovery. The hub should also include a strong element of national capacity building if and where it was weak. While the hub should focus on facilitating the creation of long-term partnerships, it could also play a marketplace role, whereby businesses could provide direct support to meeting identified needs during a response.

Conclusions & Recommendations

- The business-humanitarian partnership hub concept was endorsed as a mechanism that would facilitate private sector engagement in preparedness and response planning in various countries in Asia.
- The scoping exercise to pilot the business-humanitarian partnership hub in the Philippines in 2015 was endorsed.

Globally interest has been expressed in creating platforms, hubs and portals to support better business engagement with humanitarian action. For example, the Regional Business Consultation for Eastern and Southern Africa suggested the establishment of a Business Platform in Madagascar. Elsewhere, the creation of a global platform designed to match needs with businesses’ offers of support, as well as looking at enhancing existing tools, has been suggested. The scoping and pilot of a Philippines hub is therefore timely and will help inform other similar initiatives.

BREAK-OUT SESSIONS

THEME 2: GOOD PRACTICE IN INCLUSIVE PREPAREDNESS PLANNING

Session Objective: The objective of the session was to gather private sector perspectives as to whether and how they could be better engaged in preparedness planning and humanitarian coordination at the national level.

Session Facilitation: The session was facilitated by Antonio Massella, Head of the Preparedness and Response Unit, OCHA ROAP; and Cheryl Chen, Regional Coordinator, Corporate Responsibility, Asia Pacific, Deutsche Post DHL.

Session Structure: Ms. Chen opened the session with a presentation on DHL's business case and experience first in supporting humanitarian response, and then in developing a programme for engagement in emergency preparedness.

Mr. Massella then provided a brief introduction to the Emergency Response Preparedness (ERP) guidance, which is the new global standard for humanitarian preparedness planning

Interactive Discussion

Throughout the breakout sessions, participants were asked to give feedback on the private sector's interest and how the sector could be better engaged in government-led and humanitarian-facilitated preparedness work at various levels.

Interest in preparedness engagement: Private sector participants expressed clear interest in engaging on humanitarian action during the preparedness phase, as an opportunity to help shift the focus away from financial contributions toward collaborative partnerships that made the best use of core business competencies to address specific challenges. Particularly at the community level, the private sector was seen to have a clear role in supporting the development of early warning mechanisms and community contingency planning.

The participants generally agreed that the humanitarian community needed to more clearly communicate its structures and needs to the private sector, and identify various modalities for private sector engagement, while remaining mindful not to be too prescriptive. Businesses in turn needed clearly to articulate their core competencies and where they could add value and/or propose innovative solutions to specific challenges.

Government leadership: Participants emphasized the important role of strong national and local leadership on preparedness, as well as ensuring that legal frameworks did not hinder preparedness efforts. National disaster management platforms were seen as the best anchor for private sector engagement on preparedness, although the humanitarian clusters could be useful points of entry to international and national systems.

Humanitarian organizations as brokers: Participants agreed that the UN could play a facilitative and brokering role in building partnerships between the private sector and other actors such as governments and other humanitarian agencies. Governments and humanitarian agencies interested in partnerships with the private

sector should initiate processes to develop standardized contracts and guidelines in advance of response to provide initial guidance.

Operational set-up: Participants recommended that clusters designate focal points to coordinate and share information with the private sector. At the national level, Chambers of Commerce could play an important role in facilitating information sharing as well as advocating for private sector cooperation with the humanitarian system. Additionally, business associations, industry interest groups and global lobby groups could also be used as platforms for coordination and information sharing.

Context sensitivity: Participants stressed caution when trying to engage the private sector in different emergency situations such as conflicts, which could pose reputational as well as security hazards.

Conclusions & Recommendations

- The value of private sector engagement in preparedness planning was recognized.
- Humanitarian agencies should more clearly communicate the value of preparedness and build private sector understanding on their set-up, while being mindful to avoid use of technical terminology / jargon. They should also focus on developing long-term rather than ad hoc partnerships with the private sector.
- Initially, preparedness for response partnerships should be initiated in sectors with clearly articulated needs and gaps, such as construction, debris removal and food security. Clusters should designate focal points for private sector engagement and coordination.
- The role of SMEs as both partners in response and part of the affected population must be recognized and additional steps taken to support their recovery.

Globally the need to use business-friendly language and to ensure the private sector has a clearer understanding of potential entry points to government and humanitarian organizations is recognized. In response, OCHA is working to produce simple guides for business, and develop supportive arrangements for engaging the private sector prior to disasters. When major disasters occur, information sessions would be organized for the private sector via webinars, disaster-specific 'guides to giving' and outreach to global business networks. OCHA has also deployed private sector focal points in major response operations to develop efficient communication lines to the private sector at both the national and international levels.

BREAK-OUT SESSIONS

THEME 3: MEETING IMMEDIATE REQUIREMENTS IN LARGE-SCALE DISASTERS

Session Objective: The objective of the session was to gather private sector perspectives on how business could work with governments and humanitarian organizations to increase the speed and volume of life-saving assistance delivered to affected communities in the critical, initial days of an emergency response.

Session Facilitation: The session was facilitated by Markus Werne, Senior Humanitarian Affairs Officer, OCHA ROAP; and Robert de Souza, Executive Director, The Logistics Institute, National University of Singapore.

Session Structure: Mr. Werne opened the session by presenting OCHA's analysis on key immediate needs that typically arise in large-scale, sudden-onset disaster settings, and a corresponding draft framework to proactively identify appropriate response packages to meet those needs at the national level.

Mr. de Souza then presented the concept of the Disaster Relief Exchange as an online marketplace that could indicate the availability of key relief supplies both globally and locally, feature supply requirements, and bring together humanitarian agencies and private sector suppliers.

Summary of the discussion

During the breakout sessions, participants were asked to give feedback on OCHA's key immediate needs analysis, both in terms of the validity of the analysis and where it could be strengthened, as well as its likely usefulness as an organizing framework for private sector support to humanitarian operations.

Support for key immediate needs framework: Participants agreed on the clear need to fill the gaps that continued to be seen in the initial 0 to 4 weeks of most large-scale response efforts, and generally felt that the key immediate needs framework proposed by OCHA was helpful in terms of providing easily-digestible information, including specifications on how to meet requirements in priority areas.

Additional elements for consideration: Participants agreed that using the key immediate needs framework made sense in the initial stages of a response, but that it should not replace a thorough needs assessment. Moreover, to be useful, the template needed to be populated at the national and local level, with inputs from affected populations, government and the private sector as well as humanitarian agencies. They also suggested that the focus should be shifted away from individual items toward service delivery.

In addition to the clusters included in the OCHA draft framework (food, health, shelter and water, sanitation and hygiene, as well as logistics), there was a strong push to include other sectors such as information and communications technology (ICT) / emergency telecommunications (ETC) and debris removal, as areas in which the private sector had a comparative advantage as a service provider.

Participants also emphasized that the idea of initial focus clusters should not limit business from engaging in other areas of response and recovery.

Disaster Relief Exchange: Participants generally received the concept positively, including its potential use in channelling private (individual and corporate) contributions of cash and in-kind support directly to relief operations and supporting tracking and impact monitoring of those contributions. One suggestion was to use the Disaster Relief Exchange also to highlight challenges to response (e.g. logistics bottlenecks) and to provide space for users from the private and humanitarian sectors to share ideas for resolving those bottlenecks.

Conclusions & Recommendations

- The concepts of the key immediate needs framework was endorsed, with a recommendation that an advisory group be formed to support further development of the template and to advocate for its use at the national and local levels.
- Once developed, the framework template should be populated at the national and/or local level, with inputs from key stakeholders, including affected communities, government and the private sector, as well as humanitarian agencies.
- To avoid duplication, the Disaster Relief Exchange should be linked to other initiatives to be piloted in the wake of the RBC, namely the Business-Humanitarian Partnership Hub.

Globally, there are several ongoing initiatives that seek to create various types of marketplace for private sector-humanitarian interaction. Continued attention is needed to ensure they are complementary and avoid duplication. OCHA is looking at several modalities for capturing offers of support from the private sector and matching them to needs, including the creation of a global advisory group to provide advice on possible solutions from various industry perspectives.

PLENARY FEEDBACK AND CLOSING REMARKS

Plenary feedback: Rising to the challenge – Recommendations on potential collaboration, roles and responsibilities of individual actors



The final plenary session, provided an opportunity to summarize and share feedback received during each of the breakout sessions. It was moderated by **Dan Baker, Global Lead – Programme Innovation, Accenture Development Partnerships.**

Business-Humanitarian Partnership Hubs: In presenting the feedback from this breakout theme, Ms. Erni noted that the Philippines business-humanitarian partnership hub pilot project had received full support from the RBC participants, and added that initiating an in-depth scoping exercise at the national level to engage government, private sector, local civil society and international humanitarian agencies was the next step. During the scoping exercise, the discussion on specific modalities for the Philippines hub would be taken forward; however, it was already evident that the hub should play a facilitative role towards the participation of various stakeholders.

She noted that a key question to be answered was whether the Philippines hub should have autonomous standing, or be hosted within PDRF. In favour of the latter solution, PDRF was already coordinating private sector engagement at the national level. However, the hub should also be locally driven, and local government support would be critical, as would local capacity development.

At the end of the day, the bottom line would be the extent to which the hub was seen as promoting sustainable action and helping to save lives. In the Philippines the goal was to have one preparedness plan and one response plan. The hub needed to support more inclusive planning, benefit from high-level champions, and promote a common agenda and shared value.

Good practice in inclusive preparedness planning: Presenting the feedback from this breakout theme, Ms. Chen noted the agreement that private sector should be at the table for preparedness planning, and that they had substantial capacity to support communities in helping themselves. She cautioned against creating additional layers of coordination, and recommended to focus on using existing frameworks to engage business.

For their part, the private sector should look at the value of preparedness for their business, moving the logic of engagement away from corporate social responsibility (CSR) to sustainability.

She noted agreement that efforts to further incorporate the private sector in preparedness planning should be focused at the national level, and suggested that key initial progress could be made in targeting private sector actors from industries that had clear

link-ups with existing humanitarian clusters and response needs, including telecommunications and logistics. The development of pre-agreements in specific country and sector contexts would also be useful. She also noted that continuing challenges related to the use of unfamiliar technical terminology and humanitarian structures should be avoided.

Asked to clarify how DHL convinced line managers to support the disaster response programme, Ms. Chen explained that managers supported these initiatives in principle. However, in practical terms, when an actual disaster occurred the business faced the pressure of having to choose whether to release employees as disaster response volunteers or to focus on meeting the needs of regular projects with which they were involved. This situation was not particular to DHL, but applied to the private sector more generally. She also noted that top management recognition for volunteers, for instance at town hall meetings in the wake of a deployment, supported a strong sense of engagement among volunteers and also generated support among their respective line managers.

Meeting immediate requirements in large-scale disasters:

Presenting the feedback from this session, Mr. Werne noted the positive reaction to the key immediate needs framework, and said the next step would be to initiate country-level implementation, which would be in the Philippines in conjunction with other private sector engagement initiatives agreed here as pilots. The framework would be expanded as suggested to focus on services as well as supply provision, and a regional advisory group formed to support development of the template and advocacy on its rollout at the national level. He also noted that while the discussion had focused on large-scale disasters, the framework would also be valid in smaller emergencies.

Concluding Remarks



Summarizing the day's consultations, **Ms. Vigoda**, thanked the participants for a rich consultation. She noted several themes that arose repeatedly during the consultation, including the need to put affected communities at the centre of humanitarian action; to recognize that evolving private

sector engagement from corporate social responsibility to sustainability took concerted investment from both sides; and that despite growing linkages between the private sector, governments and humanitarian organizations, there was still room to do a lot more. She noted that this required increased information sharing, confidence building and joint planning. She further stressed

PLENARY FEEDBACK AND CLOSING REMARKS

that while it was essential to use the preparedness phase as an opportunity to create links that would withstand the demands of response, it was also important to recognize that crises also brought opportunities to engage new partners and create greater synergy.

The private sector had a broad base in communities, and it was important for the humanitarian community to tap into that network to make preparedness and response more effective. But, to do so, humanitarian organizations needed to more clearly communicate their needs and entry points, and to facilitate private sector in navigating humanitarian structures.

A number of issues were noted as requiring further follow-up, including fostering cooperation among competitors, balancing process and speed, and managing partnerships at multiple levels, including the local, national, regional, and global.

Considering the desired outcomes of the consultation, she noted that the business case had been established, and that the humanitarian-business partnership hub and key immediate needs concepts had been endorsed. Both would require follow-up action at national level. On the preparedness planning, she noted that there was agreement and ideas about how to strengthen this and that the conversation would continue. These elements would all be followed up by OCHA in a road map with key benchmarks for progress over the next 18 months leading up to the World Humanitarian Summit in May 2016.

Noting that the RBC final report would be shared with all participants and be posted on OCHA and the WHS websites, she confirmed that the report and lessons learned from the Asian pilots would be fed into other business consultations, and that the discussion would also continue in the Asian regional context.

ROAD MAP

Based on the outcomes and recommendations of the Asia Regional Business Consultation, OCHA proposes the following activities as a Road Map to support progress in piloting useful initiatives. These are aimed at fostering improved collaboration and better-targeted private sector support to coordinated humanitarian response in the lead-up to the World Humanitarian Summit to be held in Istanbul, Turkey in May 2016. Activities are grouped according to the strategic priorities that emerged from and/or were agreed during the consultation.

No.	Activity	Responsible	Timeframe
Improved information sharing between humanitarian and private sectors on emergency preparedness and response			
1.	<p>Provide regular updates, targeting the private sector as a primary audience and humanitarian and government counterparts as a secondary audience, which will share developments on agreed pilot initiatives and feature private sector engagement in humanitarian work in Asia and other regions.</p> <p>Among subjects to be covered, the following emerged from the Asia RBC:</p> <ul style="list-style-type: none"> - Good practice and training opportunities for SMEs on business continuity planning; - Experience sharing, lessons learned and good practice on private sector inclusion and engagement in humanitarian clusters. 	<ul style="list-style-type: none"> - OCHA will be responsible for coordinating the regular updates, and may request feature content from private sector, humanitarian and government partners. - Suggestions for feature topics are welcome and should be sent to Kristen Knutson (knutson@un.org). 	<ul style="list-style-type: none"> - To be provided regularly, via OCHA's global online platform for engaging business in coordinated humanitarian action.
2.	<p>Publication of a Guide for the Private Sector, as a complement to the 2013 publication "Disaster Response in Asia and the Pacific: a Guide to International Tools and Services" for which government was the main audience (the electronic version of this document can be found at www.unocha.org/publications/asiadisasterresponse/). The content of the Private Sector Guide will be similar to that of the Overview Session that preceded the Asia RBC, i.e. the principles guiding humanitarian action and public-private partnerships for humanitarian response, as well as the basic components of the international, regional and – in a general sense – national planning frameworks and coordination mechanisms for emergency preparedness and response.</p>	<ul style="list-style-type: none"> - OCHA will coordinate the publication of the Guide, with content to be developed and reviewed in consultation with key private sector, humanitarian and government partners. - Individuals interested to support the development of the Guide should contact Kristen Knutson (knutson@un.org). 	<ul style="list-style-type: none"> - Content development and review between February and June 2015. - Publication of the Guide (hard copies and electronic) in July 2015. - The Private Sector Guide would thereafter be subject to regular review and updating, following a frequency and consultation process to be agreed during the development of the initial version.
Strengthened opportunities for partnerships between private sector, government and humanitarian organizations			
3.	<p>Regular advocacy with governments and humanitarian partners for recognition of the private sector as a humanitarian stakeholder referencing the outcomes and recommendations of the Asia RBC, and sharing of good practice in engaging private sector by governments and humanitarian organizations.</p>	<p>OCHA, other humanitarian agencies and private sector that attended the Asia RBC.</p>	<ul style="list-style-type: none"> - Ongoing, with immediate effect

ROAD MAP

No.	Activity	Responsible	Timeframe
4.	Development and piloting of the Business-Humanitarian Partnership in Emergencies Hub in the Philippines	<ul style="list-style-type: none"> - OCHA will coordinate the publication of the Guide, with content to be developed and reviewed in consultation with key private sector, humanitarian and government partners. - Individuals interested to support the development of the Guide should contact Kristen Knutson (knutson@un.org). 	<ul style="list-style-type: none"> - Content development and review between February and June 2015. - Publication of the Guide (hard copies and electronic) in July 2015. - The Private Sector Guide would thereafter be subject to regular review and updating, following a frequency and consultation process to be agreed during the development of the initial version.
More enabling environment for private sector engagement in coordinated preparedness for response planning at the national level			
5.	<p>Development of 'Minimum Preparedness Actions' and 'Advanced Preparedness Actions' for the private sector as part of the roll-out of the Emergency Response Preparedness guidelines in targeted countries (e.g. Nepal and the Philippines)</p> <ul style="list-style-type: none"> - Indicative MPAs and APAs for private sector will be included as part of the regional approach to implementation of the ERP guidelines in subsequent country roll-outs. 	OCHA and other humanitarian agencies responsible for the roll-out of the ERP guidelines.	- By end 2015
Faster and broader mobilization of resources to provide life-saving assistance in emergencies			
6.	<p>Development and piloting of the Key Immediate Needs framework in the Philippines.</p> <ul style="list-style-type: none"> - An associated activity is the establishment of a task- and time-bound Regional Advisory Group for the Key Immediate Needs framework and template. 	<ul style="list-style-type: none"> - OCHA will lead on developing and piloting the Key Immediate Needs framework, in consultation with the Regional Advisory Group and the Government, Humanitarian Coordinator and Humanitarian Country Team in the Philippines. - Individuals interested in membership on the Regional Advisory Group should contact Kristen Knutson (knutson@un.org). 	<ul style="list-style-type: none"> - Establishment of the Regional Advisory Group by April 2015. - Finalization of the draft Key Immediate Needs framework and template by October 2015.
7.	Development and piloting of the Disaster Relief Exchange in the Philippines.	The Logistics Institute / National University of Singapore and partners.	TBD

ANNEX I – OVERVIEW SESSION

The overview session held on 1 December 2014 was designed to introduce private sector 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 affected international response; and look at how preparedness supported effective response.

Marcy Vigoda, Chief of OCHA's Partnership and Resource Mobilization Branch, welcomed participants to the overview session, highlighting the importance of dialogue between the private sector and humanitarian agencies.

The international humanitarian set-up

Kristen Knutson, Head of the Regional Partnerships Unit, OCHA ROAP, facilitated the first of three segments of the overview session, presenting the principles that guided humanitarian action, as well as those jointly developed by OCHA and the World Economic Forum to guide public-private sector collaboration on humanitarian action. There was a good discussion on why the principles were important and how they were meant to be put into practice.

She also introduced key humanitarian coordination structures at the global and national levels. The discussion continued throughout the session as participants posed questions and offered comments on how they saw their own or organization's role and experience in interacting with humanitarian agencies and coordination structures such as the cluster system.

Responding to disasters

Sebastian Rhodes Stampa, Deputy Head of Office, OCHA ROAP, provided an overview on disaster response in Asia, noting that this was not only the world's most disaster-prone region, but also faced numerous other hazards, including conflict. In order to respond most effectively, it was necessary to understand the needs of affected populations as well as gather information on resources available to address those needs. He presented the Humanitarian Program Cycle, which was how the humanitarian community conceptually organized itself and covered initial needs assessments; emergency appeals and resource mobilization; programme implementation; and monitoring and evaluation. He spoke on the challenges that the humanitarian community continued to face in quickly analysing the needs of affected populations, and noted that possible solutions to mitigate such challenges would be discussed during the RBC.

Drawing on the example of the Typhoon Haiyan response in the Philippines last year, he walked participants through the various stages of the initial response, clarifying how information products and coordination structures were used.

As in the previous session, participants actively contributed to the discussion with their personal experiences, and collectively brainstormed on the role that partnerships between private sector and humanitarian organizations, rather than cash contributions, could play to improve response.

Preparing for disasters

Markus Werne, Senior Humanitarian Affairs Officer, OCHA ROAP, turned the discussion to preparedness for emergency response in the final segment, noting the difference between preparedness for response and disaster risk reduction. The former, he said, focused on developing the type of shared situational understanding among multiple stakeholders that made response efforts more effective. The private sector could join this shared understanding by engaging with government and humanitarian organizations prior to disasters.

One important aspect of OCHA's thinking in how to engage the private sector effectively, which would also be discussed in the consultation, was an effort to identify key needs that typically arose in the immediate aftermath of disasters and how the various actors could contribute to meeting those needs. In such a planning process, it was of great importance to have all stakeholders, including the private sector, at the table to ensure that underlying assumptions and corresponding response efforts were aligned.

The participants agreed that the private sector should be engaged in preparedness and response as a humanitarian stakeholder in their own right. There were best practices that could already be identified, including for example, the role of telecommunications companies in the Typhoon Haiyan response, as well as the contributions of logistics companies in ensuring relief materials reached their destination. However, while current partnerships often focused on global businesses, the potential role of local small- and medium-sized enterprises in response as well as market protection should not be underestimated and efforts taken to bring SMEs into the planning processes.

In general, the overview session served as both an introduction to the humanitarian set-up and its activities, and highlighted the clear interest and experience of the private sector to cooperate on emergency preparedness and response.

ANNEX II – ONLINE CONSULTATION REPORT

As a lead-up to the Asia RBC, Professionals in Humanitarian Assistance and Protection (PHAP) hosted an online consultation on 26 November 2014 at which the three RBC co-hosts – OCHA, PDRF and ADP – were joined by The Partnering Initiative (TPI) to discuss **Building disaster management partnerships – Private sector experiences in the Philippines and beyond**. The webinar drew 73 participants from the private sector, humanitarian and civil society organizations and academia. Angharad Laing, PHAP Executive Director, moderated the discussion.

Kristen Knutson, Head of the Regional Partnership Unit, OCHA ROAP, introduced the purpose and objectives of the 2 December event, noting that in addition to contributing to the WHS process, the Asia RBC sought to foster more substantive dialogue and concrete follow-up collaboration between the private sector and humanitarian agencies on emergency preparedness and response. Several pilot initiatives were envisaged as a result of the RBC, and would hopefully result in interesting experiences and lessons to be brought to Istanbul for the WHS. She emphasized the focus of the consultation on achieving greater immediate impact in humanitarian response, and noted that the private sector could play a key role in this regard.

Rene “Butch” Meily, President of the PDRF, gave an overview of the PDRF’s origins and experience to date. He noted that the impetus for its establishment came in 2009, when the Philippines was hit by a number of typhoons and severe flooding affected the capital, Manila. PDRF continued to support disaster preparedness and response efforts, but also focused on supporting the recovery phase. He described a number of initiatives that PDRF members had undertaken to provide relief assistance and support community and economic recovery, and specifically the private sector partnerships that had made them possible: in the aftermath of Typhoon Haiyan in 2013, for example, PDRF had worked with the Government to provide school feeding for affected schoolchildren, as well as small business loans to entrepreneurs. PDRF had supported livelihood seeding programs and e-health initiatives. It had also supported disaster preparedness efforts by providing training for PDRF members’ employees and first responders.

Samantha Penabad, Strategy Consultant with ADP, discussed the collaboration between ADP and PDRF, outlining some general strategies to structure partnerships according to their philanthropic, programmatic, or transformational nature. The preparedness partnership brokered by the PDRF was highlighted as a particularly interesting and useful example, where competing companies were brought together to look at how they could increase disaster preparedness efforts and identify and fill gaps in the response. As highlighted by Mr. Meily, these strategic partnerships could result in innovative initiatives with a wider reach and greater impact, provided complementary roles for partners in various sectors, and addressed implementation challenges.

Stuart Reid, Trustee of The Partnering Initiative, provided an overview of the partnerships hub concept as a strategy to engage the private sector in preparedness efforts. He identified one of the barriers to private sector engagement as a lack of understanding about what the long-term benefits of engagement were for all partners, stressing that the humanitarian community needed to communicate more clearly in this regard. Referring to Ms. Penabad’s presentation, he emphasized the need to develop partnerships with transformational capacity, which required a change in mind-set and expectations among the private sector as well as humanitarian agencies and government.

Among the lessons that TPI had learned from previous engagement in development partnership hubs that brought together public and private sector representation:

- Critical factors in ensuring the success of partnership (hubs) included having a clear vision and strategy, and creating a partnership culture, which should be further supported by strong governance structures, a clear communication strategy and local champions.
- Support from the government at different levels, i.e. national and local, was critical to ensure the success of partnerships building.
- Partnerships must be context specific to ensure they were appropriate and effective.

ANNEX III - PRIVATE SECTOR SURVEY

Private Sector Engagement in Humanitarian Response in North and South-East Asia

Below are highlights from a 2014 OCHA-sponsored survey of business leaders in North and South-East Asia, including key opportunities for and challenges related to engagement between the private and public sectors to address disaster preparedness and response.

Opportunities

Of the 82% of private-sector respondents who have partnered with the public-sector in the past nearly half (47%) do so only through ad hoc engagements (see *Figure 1*). 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, and three stood out as having the most opportunity:

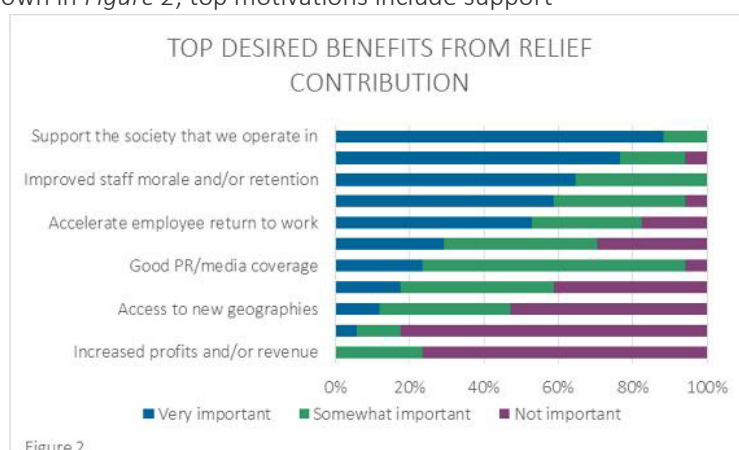
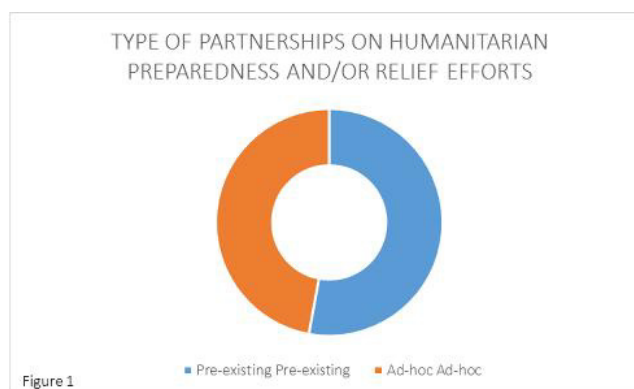
1. Improved use of information and communications technologies such as mobile phones, internet and social media (selected by 86% of respondents)
2. Better communication with and participation of affected communities in disaster response (selected by 60% of respondents)
3. Improved logistics and delivery of assistance (selected by 47% 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 support the society that we operate in, and enhancing goodwill among the affected communities and/or governments. Objectives that are sometimes at odds with public-sector goals and/or policies (e.g., increased profits and/or expansion of market share) are actually relatively unimportant to most respondents.

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. Proportion of people reached (as a sub-set of those in need)
3. Quality of goods / services provided
4. Number of people reached
5. Value given by the affected community to the assistance provided
6. Open and transparent two-way communication

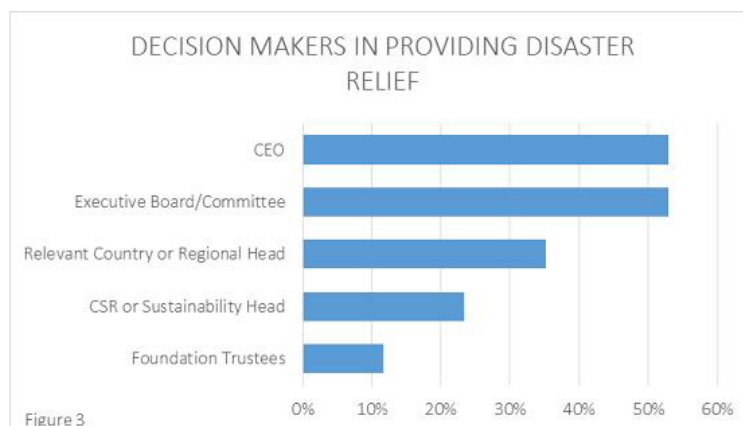


ANNEX III - PRIVATE SECTOR SURVEY

Challenges

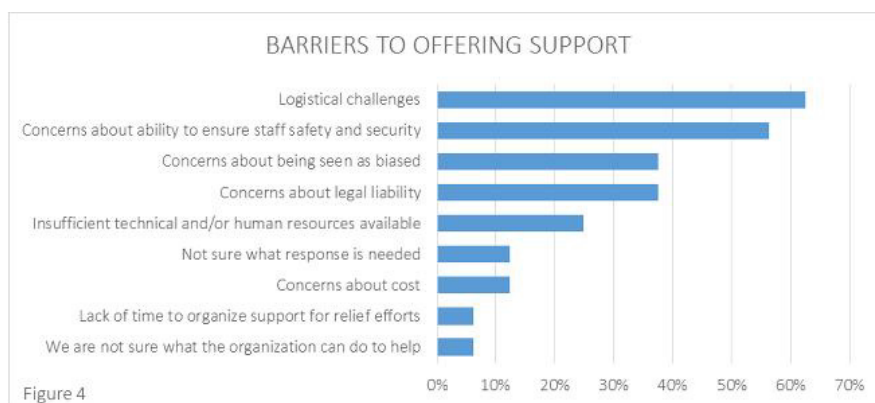
Decisions regarding how private sector organizations engage in humanitarian response are most often made by the CEO and executive boards, rather than heads of Corporate Social Responsibility (CSR) (see *Figure 3*). Humanitarian organizations interested in sustainable partnerships should engage with these 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 they might address logistical challenges to enable access to affected populations, concerns about staff safety and security, and the need for businesses to appear unbiased. Additionally, even the best ideas might not be actionable absent an ability to manage legal constraints and liability concerns.



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.



Survey method

During September 2014, the survey was sent to leaders within private sector organizations in North and South-East Asia. Through invitations from UNOCHA, 28 individuals from regional, national, and multi-national companies responded. All respondents have operations in the region, and 50% of respondents are also headquartered there. Participating companies ranged in size from 30 employees to more than 100,000. Company revenues ranged from less than \$5M to more than \$1B. Of the survey respondents, 96% report that they have been directly impacted by a humanitarian emergency, and all 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.