



Engaging companies in manmade disasters – a guidance toolkit for private sector networks

Funded by

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Cover image: Yaya Dia Adama (right) escaped violence in the Central African Republic and came to the Gado refugee camp, Cameroon with her five children. She is a seamstress by trade and is able to make a living using the sewing machines at the UN Women multipurpose centre. UN Women/Ryan Brown

Quick start guide for CBi member networks

Depending on the context in which you operate (before, during or after), you can use the summary below to identify the most appropriate approach and prioritise activities for your network.

The sections below correspond to the sections of the Guidance Toolkit. Each will be explained in more detail on the pages that follow.



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Introduction

The Connecting Business initiative (CBI) was launched at the World Humanitarian Summit in May 2016 to improve disaster preparedness, response and recovery by integrating the private sector into national and international disaster management mechanisms. As a global initiative focusing on coordinated and collaborative private sector engagement, CBI reduces risks and duplication, while increasing the resilience of companies and societies by:

1. **Providing a clear entry point for the private sector to engage in disaster risk reduction, emergency preparedness, response and recovery.**
2. **Mobilizing and connecting partners.**
3. **Supporting the creation and strengthening of private sector-led networks for disaster risk reduction, emergency preparedness, response and recovery.**
4. **Connecting private sector networks at the sub-national, national and regional levels, and among industry and thematic groups, to each other and other actors.**
5. **Integrating the private sector in resilience programs and national disaster management structures.**
6. **Matching private sector capacities and resources to humanitarian needs through local networks.**
7. **Producing tools and delivering programs to build the resilience of businesses and their communities.**
8. **Developing and disseminating good practice on private sector engagement.**
9. **Facilitating policy engagement.**

The impetus for the overall CBI initiative was an increasing recognition that, while governments have the primary responsibility for disaster management, the changing humanitarian landscape can best be addressed by a portfolio approach which recognizes the specific expertise and resources of stakeholders, including the private sector.

CBI member networks work alongside national and international actors in preparing for disasters, supporting affected communities, rebuilding critical infrastructure and helping in recovery. They have focused on disaster risk reduction, preparedness, response and recovery activities including, but not limited to, engaging in advocacy, building information systems, organizing simulation exercises and providing business continuity trainings.

What is the private sector?

The UN defines 'private sector' as: 'All individual, for-profit, commercial enterprises or businesses, business associations and coalitions and corporate philanthropic foundations.'

See: <https://undocs.org/A/56/323>

A key component of CBI Secretariat support to its member networks is the development of tools and resources that networks can leverage to better serve their members as they collectively engage in humanitarian activities.

Purpose and rationale

To date, much of the focus of CBI networks has been on private sector engagement in responding to the impact of natural hazard-related disasters such as floods and earthquakes. Although the majority of humanitarian needs are connected to manmade disasters – such as conflicts, political unrest, forced displacement and famines – the private sector has tended to be less involved due to the elevated degree of (reputational) risk associated with these types of emergencies.¹ Consequently, collective private sector action in manmade disasters including complex emergencies remains limited to certain sectors, and under-explored. Experience from natural hazard-related disasters indicates that collective action coordinated by private sector networks has the potential to:

- **scale impact;**
- **minimize duplication;**
- **provide a clear and easy entry point for companies to engage; and**
- **help to create local business continuity and resilience.**

It can also provide a mechanism for small and medium-size enterprises to participate in challenging operating environments. As private sector network engagement in manmade disasters expands, there is an immediate need for tangible guidance on when and how their engagement can bring the most impact.

1. Zyk, S. and Kent, R. (2014) *Humanitarian crises, emergency preparedness and response: the role of business and the private sector*. London: ODI.

To that end, and to support private sector networks in navigating the challenging manmade disaster landscape, CBI has developed this Guidance Toolkit. It provides private sector networks and their stakeholders with the rationale for engagement, guidelines, recommended activities, tools and templates, enabling them to move from assessing the landscape to developing specific action plans for collective action.

The Guidance Toolkit focuses on translating manmade disaster contexts such as complex emergencies into specific risk elements that can be mitigated by private sector network actions. Building on prior research and existing tools, the Guidance Toolkit offers a comprehensive framework for private sector networks to analyze, develop, and execute an engagement strategy that fits the capabilities of its members, efficiently channels private sector capabilities and supports governments and the humanitarian community.

Defining manmade disasters and complex emergencies

Manmade hazards are events that are caused by humans and occur in or close to human settlements.² Manmade disasters occur when these hazards have an impact on vulnerable people. Manmade disasters cover a range of scenarios, characterized by the International Federation of Red Cross and Red Crescent Societies in five ways:

1. Complex emergencies/conflicts.
2. Famine/food insecurity.
3. Displaced populations.
4. Industrial accidents.
5. Transport accidents.

While it may be important for CBI networks to be prepared to manage all of these disaster types, this Guidance Toolkit has drawn the majority of its materials and sources from scenarios involving the first three categories listed above (which themselves often overlap). For this reason, the toolkit does not address industrial and transport accidents, and focuses primarily on manmade disasters that have roots in conflict or ongoing political instability in a country or region. The below table summarizes the types of hazards and disasters this toolkit aims to support CBI networks in addressing:

Table 1: Types of disasters this toolkit is meant to address

Included	Not included
Complex emergencies/conflicts	Industrial accidents
Famine/food insecurity	Transport accidents
Displaced populations	Natural hazards (i.e. typhoons, earthquakes, tsunamis, disease)

Complex emergencies have been defined as “a humanitarian crisis in a country, region or society where there is total or considerable breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single agency and/or the ongoing United Nations country program”.³ Typically, complex emergencies are a result of a “combination of political instability, conflict and violence, social inequities and underlying poverty”.⁴

Key characteristics of complex emergencies can include:

1. Varying levels of conflict and violence that lead to widespread displacement of local residents either internally or externally to neighboring countries.
2. Widespread deterioration of political, social, and cultural elements within a country and potentially surrounding countries.
3. Humanitarian assistance being hindered by political or military constraints.

Linking manmade disasters to peace and development

Concepts such as “sustaining peace” and “humanitarian-development-peace nexus” are gaining more attraction as Governments together with the UN and other stakeholders recognize that the costs of responding to humanitarian crises are becoming unsustainably high. At the core of all of these, is the understanding that more emphasis needs to be placed on prevention, ie activities that prevent the outbreak, escalation, continuation and recurrence of violence (that may lead to humanitarian situations).⁵ In addition, it recognizes that a sustainable approach to humanitarian crises requires collaboration between actors, including the private sector.

2. <https://www.ifrc.org/en/what-we-do/disaster-management/about-disasters/definition-of-hazard/>
 3. IASC 1994, Definition of complex emergencies. Working Group 16th Meeting report.
 4. FAO 2017, The State of Food Security and Nutrition in the World. Rome: FAO
 5. The UN’s Evolving “Peace and Security” Architecture: Is the World Body Becoming More Effective in this Core Mission? (2019) <https://dppa-ps.atavist.com/the-uns-evolving-peace-and-security-architecture>

“Humanitarian response, sustainable development, and sustaining peace are three sides of the same triangle.”

Antonio Guterres, United Nations Secretary-General

This conceptual and analytical framework is well aligned with the ‘business and peace’ narrative that explores how companies can manage risks (risk management), ensure they are not contributing to instability (conflict sensitive business practices) and identify ways to support peace.

The focus of the guidance toolkit is on humanitarian crises resulting from manmade hazards. While it does not explore the humanitarian-development-peace nexus, it recognizes the role that private sector networks and their members can make to support both short- and longer-term efforts. Depending on the context, they could, for example, ensure conflict sensitive business practices and support humanitarian preparedness activities before crises;

“If companies do their job properly; if companies do their job in the respect for these values and create richness and wealth and help to have communities with cohesion by the way they are integrated in the communities where they operate, companies are indeed contributing decisively for peace.”

Antonio Guterres, United Nations Secretary-General

make intentional contributions to peace and support humanitarian response efforts during crises; and engage in recovery and reconstruction after crises. References to additional reading on private sector contributions to the longer-term peace and development agenda are presented throughout the document, and links and additional guidance are listed in Section 6.



Who is this toolkit for?

This toolkit was designed for **private sector platforms** working in humanitarian action, local, national and multinational, including Connecting Business initiative member networks. The resources and templates are available to a wider audience of humanitarian and government stakeholders, who may also find them useful for planning collaboration with the private sector.

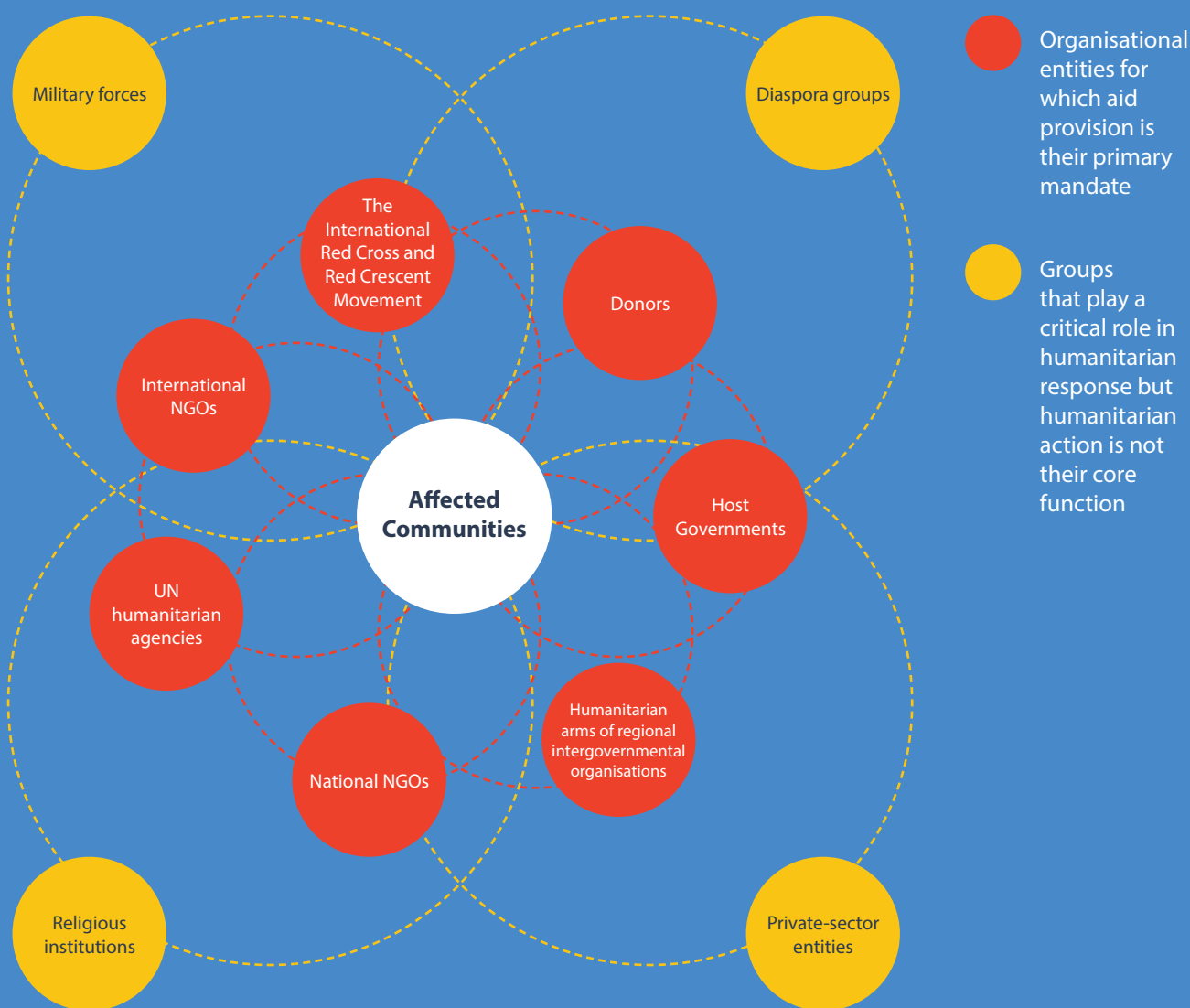
Who is involved in responding to manmade disasters, including complex emergencies? The humanitarian system

Governments have primary responsibility for the lives of citizens affected by disasters and emergencies (UN General Assembly Resolution 46/182 of 1991). Where the response is beyond a government's capacity, a wide range of other actors and organizations may provide support, together comprising the **humanitarian system** (see figure). According to ALNAP, the humanitarian system is composed of the organizational entities for which humanitarian action

is their core business and others that may play important roles in aid but have other principal functions and goals. The first group can be considered core actors. They have aid provision as their primary mandate, are operationally or financially related to each other, and many of them share common overarching goals and normative principles in humanitarian action.

These organizations include:

- local, national and international NGOs;
- UN humanitarian agencies;
- the International Red Cross and Red Crescent Movement;
- government agencies with responsibility for crisis response;
- humanitarian arms of regional intergovernmental organisations; and
- donor government agencies and offices that provide humanitarian funding and coordination.



Humanitarian agencies are guided by *humanitarian principles* and a *Code of Conduct*. They have a number of mechanisms and tools for response from preparedness through to needs assessment, response and recovery (see Humanitarian Programme Cycle, resources and checklist in Section 6: Tools 3 and 4).

How the guidance toolkit was developed

This guidance toolkit reflects current thinking on private sector engagement in manmade disasters, including complex emergencies. Development of the toolkit was based on a detailed literature review, a global online consultation, a series of workshops in three initial pilot countries with CBI member networks (Côte d'Ivoire, Kenya, Turkey), as well as interviews and bilateral and group discussions with experts. Particular effort was made to engage a wide range of experts including representatives from selected CBI member networks, private sector company representatives, and UN private sector focal points. A key component of the research methodology was the use of a multi-stakeholder expert group that met with the team on a regular basis to discuss and validate the guidance toolkit structure, content, and presentation.

How to use this guidance toolkit

Before and/or during a humanitarian crisis: Use the workflow in this section to consider the context and whether there is a role for the network to play in addressing the (potential) manmade disaster – the decision will form the basis for an engagement strategy for collective action and underpin the actions that follow.

The decision tree workflow guides the network through the process from a basic context analysis to developing an engagement strategy and action plan .

Undertake landscape assessment and risk analysis – The first step is to conduct a landscape assessment of the context to summarize key attributes of the situation, such as underlying factors, impact and actions that are relevant to private sector network engagement and then undertake risk analysis to consider the main risks to the private sector of getting involved.

WHAT TO DO

Undertake landscape assessment to summarize context using [Section 1](#) and risk analysis to identify primary risks using [Section 2](#).

Determine if private sector participation is needed –An important component in the decision process for private sector networks is an understanding of where the private sector network and its member companies have particular expertise, capabilities and resources that could have a positive impact on the humanitarian action – bearing in mind the different impacts that local, national and multinational businesses can have.

WHAT TO DO

Reach out to lead government organization(s) and lead humanitarian organization(s) to identify key areas of need that can optimally be addressed by the private sector – link needs to private sector capabilities and resources. If you are not yet connected to OCHA/UNDP, you can request the CBI Secretariat to make introductions.

Determine if private sector participation is welcomed – Governments and humanitarian organisations play a lead role in disaster preparedness, response and recovery. Their willingness to engage with the private sector is a key determinant of the activities and overall role that a private sector network could consider. Additionally, the attitudes of member companies are also critical to the engagement strategy. Understanding these various stakeholder perspectives will enable the network to identify needed and viable activities.

WHAT TO DO

1. Canvass members to determine if private sector engagement and collective action in the specific context is desired by participants.
2. Develop the business case to identify specific benefits associated with collective engagement and highlight specific areas where network activities improve outcomes before, during, and after manmade disasters (see [Section 3](#)).
3. Reach out to selected government representatives and ascertain if private sector participation is desired and possible in the current context.

4. Reach out to selected humanitarian representatives through OCHA/the UN Resident Coordinator’s Office and ascertain if private sector participation is desired and possible in the current context (See Tool in Section 6 on Working with the Humanitarian System).
5. Communicate findings to stakeholders.

Decide on the overall collective engagement strategy – At this point, the private sector network examines its experience, the experience of its member companies, and the experience of other CBI member networks to begin developing its overall engagement strategy.

WHAT TO DO

Develop an initial engagement strategy that is both internally facing (developing private sector network capacity) and externally facing (delivering goods, services, technical expertise, and financial support to impact segments). See Section 4 for more guidance.

Develop an action plan – The next step is to list specific areas and concrete activities for the network to support private sector engagement through collective action. These could include, among others, private sector capacity building exercises and trainings, outreach and advocacy activities.

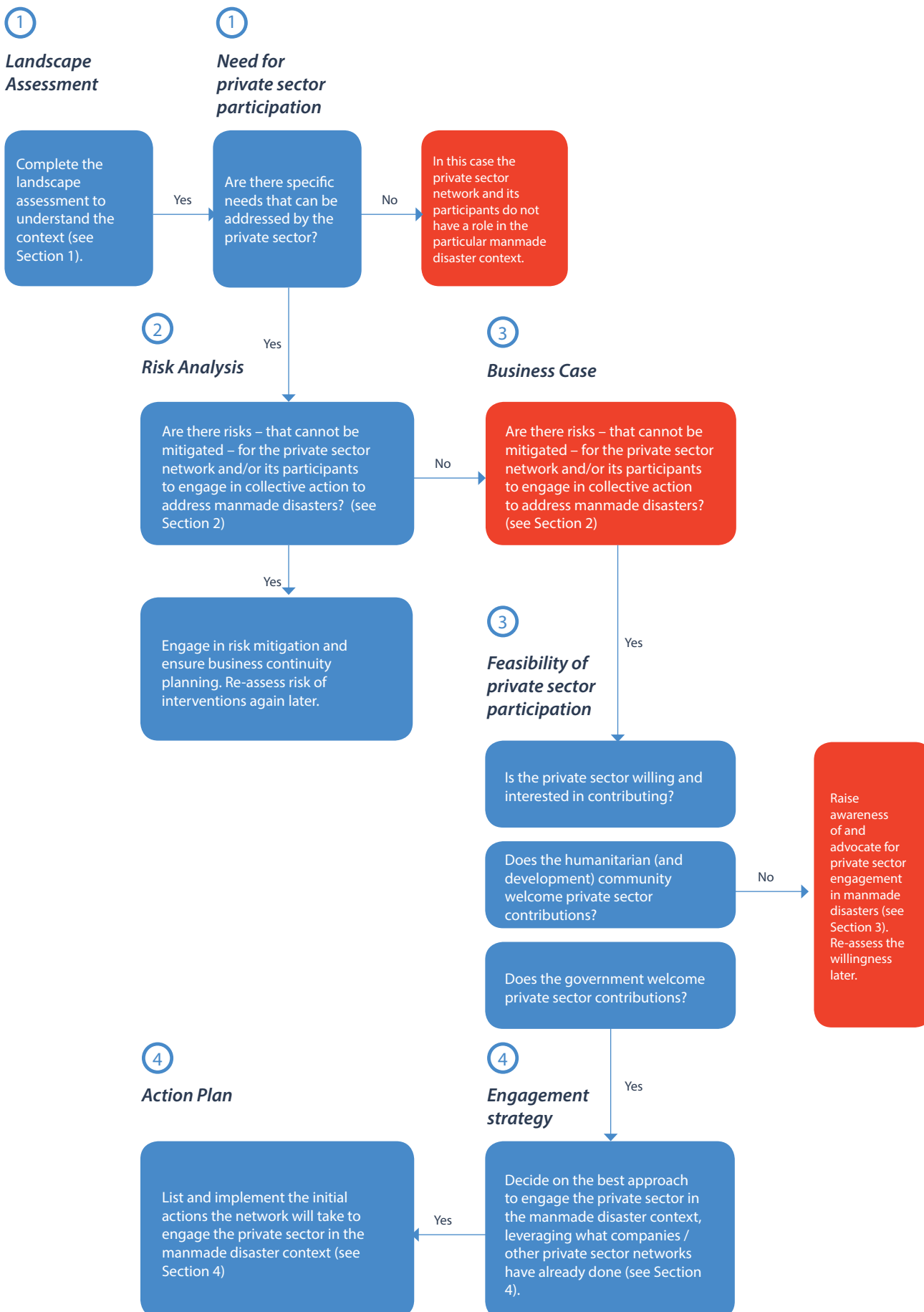
WHAT TO DO

1. Draft a plan that addresses all aspects of the collective engagement strategy.
2. Socialize the draft a plan with private sector participants, government and humanitarian and development communities to ensure ownership.
3. Test-run key elements of collaborative efforts with various likely scenarios to validate the feasibility of the plan under difficult and often quickly changing circumstances.
4. Seek advice and additional resources as appropriate.

See Section 5 for detailed guidance.



Summary of the workflow and a decision tree to help understand the process



1

Landscape assessment

HOW TO USE THIS SECTION:

Before a humanitarian crisis: Assess the context to understand the underlying factors, impact and actions of a potential humanitarian crisis. Remember to update the landscape assessment regularly as the situation in the country evolves.

Use the template in this section to guide the process. An example landscape assessment from the CBI network in Turkey is accessible at www.connectingbusiness.org/turkey-landscape-assessment/

The landscape assessment framework presented below has been developed by examining a variety of contexts and extracting common elements and key attributes that best enable private sector networks to define and understand the specific environment in which they are operating.

Manmade disasters mean that the environment is filled with uncertainty and a variety of risk factors – including but not limited to continuity of operations, asset value, access to markets, supply chain sustainability, and safety of personnel – that often negatively impact operations. When combined with other considerations such as political and socio-economic complexities, humanitarian interventions will need to be more carefully assessed to ensure that, first and foremost, companies manage their own risks and do not negatively contribute to the crisis.

In addition to coordinating with the humanitarian sector's assessment efforts, CBI networks can use the landscape assessment framework as a first step or baseline in defining a specific situation and identifying risks, opportunities and other factors that will determine the parameters of a collective private sector intervention. That said, while common characteristics have been highlighted, it is recognized that every manmade disaster context has its own unique characteristics, and carries its own set of nuances and variables that are extremely difficult to

account for in a single typology. This makes the case for CBI network participation in humanitarian assessments even stronger.

While it is important for private sector networks to support their participants in gaining a strong understanding of the crisis context they are operating in, it should be noted that the proposed framework is a high-level assessment, and CBI networks could make use of or explore contributing to broader assessments by humanitarian organisations during the early stages of an emergency, where feasible and welcomed. The [UN Humanitarian Needs Overview](#) for affected countries is a good starting point. The [“Humanitarian Needs Assessment Good Enough Guide”](#) describes two types of coordinated assessments:

1. **Joint Assessment:** When different organizations are using one survey tool and methodology to collect information producing a single set of results. These are more typically used in rapid-onset/natural disaster scenarios.
2. **Harmonized Assessment:** When different organizations are collecting information using a variety of survey tools but share and compare assessments with each other, conducting a joint analysis. This is usually done in more longer-term complex emergencies.

The landscape assessment framework consists of a set of eight elements, each with multiple variables, in three categories:

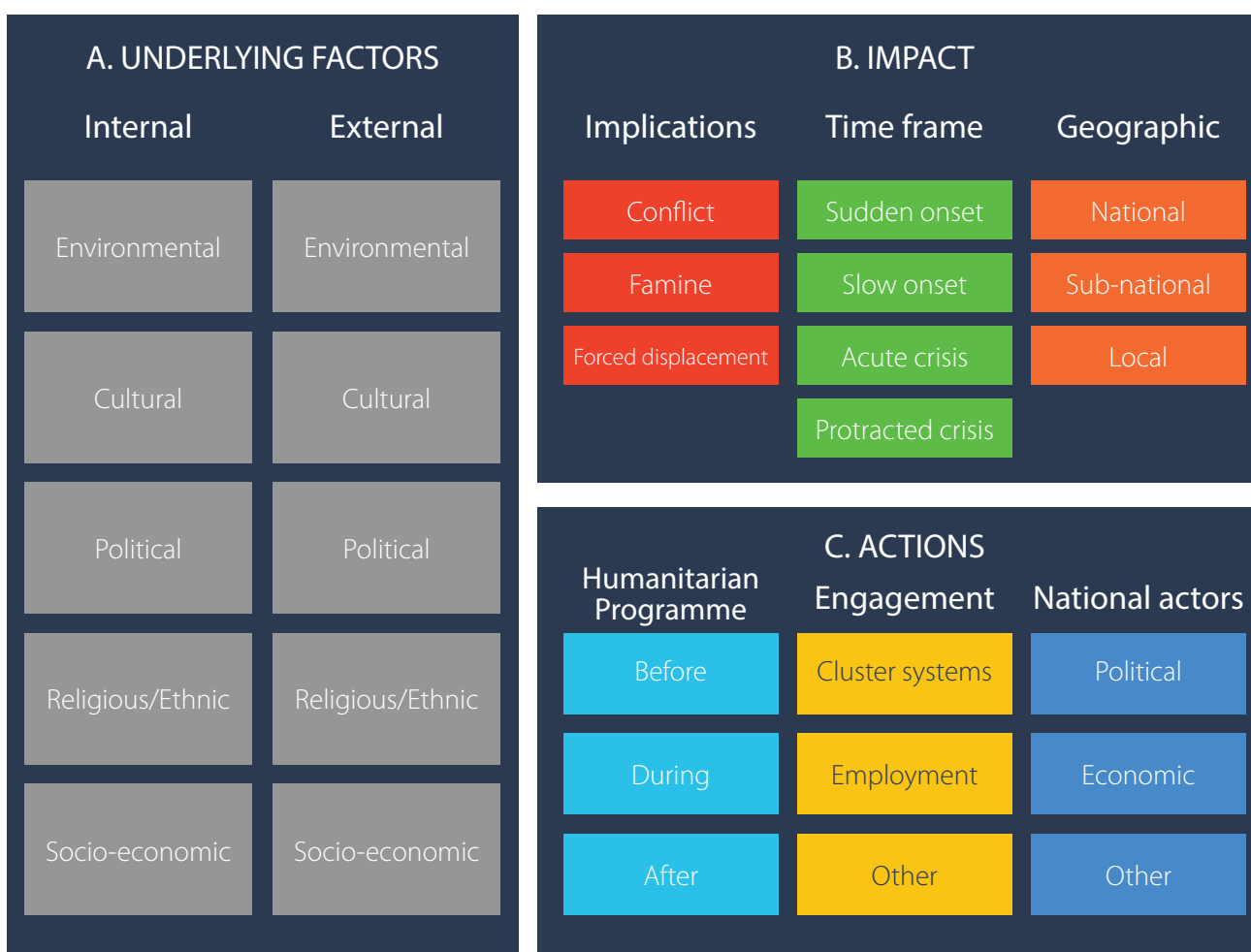
- A. Underlying factors to the crisis
- B. Impact of the crisis
- C. Actions in relation to the crisis

The elements represent the key considerations that at a minimum CBI networks should account for when doing a landscape assessment of manmade disaster contexts.

They also help in defining and characterizing the environment in which networks operate. The variables under the elements provide additional detail and options to further understand the context.

Collectively, the framework paints a comprehensive picture of the context, including, among other things, causes, constraints and characteristics. When conducting this landscape assessment, a good resource for finding answers to a variety of questions framed below is the [humanitarian response info website](#). This site aggregates a variety of assessments, situation reports, and bulletins on active humanitarian responses around the world.

Landscape assessment framework



The above illustration does not indicate causal relationships or correlations between the different elements.

Table 2: Explanatory notes for landscape assessment

Element	Variables	Guiding questions and resources
A: UNDERLYING FACTORS		
<p>Drivers: There are a wide range of factors that can trigger a manmade hazard such as a conflict or complex emergency. Drivers provide context from which other typology framework elements flow.</p> <ul style="list-style-type: none"> • Internal: The drivers of instability arise within the borders of the country in which the network is operating. This is important as internal drivers are more disruptive to an economy (e.g. Syria and Yemen). • External: The event occurs outside the borders of the country in which the network is operating, but residual effects are being felt (e.g. influx of forcibly displaced people). 	<ul style="list-style-type: none"> • Environmental: Factors causing tensions, such as access to water. • Cultural: Attitudes towards external actors and assistance • Political: The ability (resources, infrastructure, technical capacity) of the national government to address risks and implications of complex emergencies and manmade disasters. • Religious/ethnic: Tensions associated with the treatment of ethnic/religious groups. • Socio-economic: Possible impact of poverty and inequality. 	<ul style="list-style-type: none"> • Are the trigger events for this emergency occurring within the borders of our country? • What are the main drivers of instability? • Are there resource constraints, such as access to water or environmental factors that limit access to food such as drought present? • Is land ownership an issue? • Is the national government still intact? Does the government have active disaster management bureaus of ministries? • Are employment and livelihoods amongst the affected population being impacted negatively? • Are there particular groups that are vulnerable or excluded, or particularly affected? Do religious minorities enjoy equal rights and freedoms? <p>Instead of carrying out a conflict/ context analysis to determine the root causes of internal instability drivers, CBI member networks are encouraged to partner with humanitarian sector assessments (see Tool 3 under section on working with humanitarian system and/or tools for conducting conflict analysis) and stakeholder analysis.</p>





Element	Variables	Guiding questions and resources
B: IMPACT		
<p>Implications: The characteristics or specific manifestation of the situation in a specific country.</p>	<p>Although the full list of implications would be much longer, this guidance toolkit will focus on three priority areas.</p> <ul style="list-style-type: none"> • Conflict • Famine • Forced displacement 	<ul style="list-style-type: none"> • Are violence and conflict the primary reasons for the emergency? • Is there a shortage of food that has resulted in affected populations being unable to access sufficient food? • Are large groups of people moving either internally within the borders of the country to safe areas or externally as refugees as a result of the emergency? • Consult UN assessments, such as HNO and MIRA, that may have already been carried out. Link here. • Also refer to the IPC ranking of severity of food insecurity.
<p>Timeframe: The timeframe examines both the time it takes for disaster to occur (i.e. an earthquake is sudden-onset and political violence often is slower-onset) and the amount of time it will take to resolve the crisis (i.e. a small tropical storm would be acute and civil war or severe drought would be protracted).</p>	<ul style="list-style-type: none"> • Sudden-onset: The crisis has little warning and is unexpected. Private sector networks rely on prior training and existing partnerships and links. • Slow-onset: The crisis does not emerge from a singular event, but develops over time. Private sector networks can better prepare for these, as early warning signs are available. • Acute crisis: The crisis is small-scale and recovery will not take as much time. • Protracted crisis: The crisis has been ongoing for several years. Private sector network engagement could be long-term and evolve over time. 	<ul style="list-style-type: none"> • Were there multiple factors leading up to a trigger event? • Can the emergency be resolved in under six months?
<p>Geographic: The area and scope of the crisis (potential or actual). This provides a measure of the scale of the crisis and helps frame both the requirements and constraints of the crisis.</p>	<ul style="list-style-type: none"> • National: Broad in scope and likely to affect the whole country. • Sub-national: More limited in scope, but affects a significant area or areas of the country. • Local: Isolated and limited in scope, affects a relatively small area (e.g. Marawi City in the Philippines). 	<ul style="list-style-type: none"> • Is the emergency directly affecting the entire country? • Is the emergency occurring in one or more municipality/district/governorate?



Element	Variables	Guiding questions and resources
C: ACTIONS		
<p>Humanitarian programme cycle: The point in the humanitarian programme cycle at which the action is occurring.</p>	<ul style="list-style-type: none"> • Before: Activities that anticipate and prepare for a likely or imminent hazard. Governments, the humanitarian community and the private sector can put in place policies and mechanisms that will allow them to more quickly and efficiently deploy resources should a crisis occur. This can also include early warning and risk reduction activities, as well as business continuity planning. • During: Humanitarian assistance to save lives and respond to the needs of affected people. • After: The phase after the initial response, where the situation is more stable and longer-term activities are initiated, leading towards a return to normalcy or stability post-disaster. 	<ul style="list-style-type: none"> • Are humanitarian activities being planned or happening at this moment? • What life saving humanitarian activities are occurring? • What recovery activities are occurring?
<p>National actors: List of actors who have vested interests in the situation.</p>	<p>It is important to assess the different positions and interests of all the actors either positively or negatively affected by the situation. This can include:</p> <ul style="list-style-type: none"> • Political actors including the government, political parties, the military. • Economic actors including business groups and individual businesspeople. • Other important national actors, such as militias, civil society, ethnic groups, faith groups. 	<ul style="list-style-type: none"> • What political factors have contributed to this crisis? • What political stakeholders / institutions are important in this crisis? • Does the affected area have an impact on any major commercial interests of specific business sectors (i.e. ports shut down, oil production disrupted, mining disrupted?) <p>For an example and further information on how to assess political actors and analyse stakeholders, see this political economy analysis guide by Water Aid/World Bank.</p>
<p>Engagement: Actions by humanitarian and development organizations that the private sector can support.</p>	<ul style="list-style-type: none"> • Cluster system – as activated, according to the humanitarian system classification. • Employment opportunities – sectors focused on jobs, productive sectors. • Other. 	<ul style="list-style-type: none"> • What clusters are active or being activated to respond to the emergency? • What employment opportunities for affected populations are possible through the private sector? • How else can the private sector best support the humanitarian and development community? <p>To better understand the cluster approach see this resource from IASC.</p>



2

Risk analysis



HOW TO USE THIS SECTION:

Before a humanitarian crisis: Use the outcomes of the landscape assessment to identify the top risks facing the private sector network as it formulates its collective action strategy. Define mitigation strategies as needed.

During a humanitarian crisis: Check and update the risk mapping and collective mitigation strategies if/as needed to ensure collective private sector action is appropriate.

To establish a common understanding the key risks, consult private sector members, government and humanitarian actors.

Risks are an event or factor which may do harm to the objectives of the organization and impact/limit its ability to respond to a specific situation. Risk is the combination of the probability and potential severity of the consequences of a context. In all types of situations there is the potential for events and consequences that constitute opportunities for benefit and threats to success.

The source of the risk may be internal to an organization, for example the conduct of staff, or external, such as a political event. In the context of the guidance toolkit we are specifically examining risks generated by manmade disasters as they impact on collective action by private sector networks. The goal is to identify and define the main risks associated with a specific context. Table 3 provides a framework to define specific risk elements.

Table 3: Identifying risks

Terminology	Description
Risk source	An element which alone or in combination has the intrinsic potential to give rise to risk. A risk source can be tangible or intangible.
Risk cause	Something that produces an effect, result, or condition. In this case, it means the cause of an event.
Consequence	Outcome of an event affecting objectives: <ul style="list-style-type: none"> • An event can lead to a range of consequences. • A consequence can be certain or uncertain and can have positive or negative effects on objectives. • Consequences can be expressed qualitatively or quantitatively. • Initial consequences can escalate.

As previously discussed, manmade disasters often have an additional layer of risk that goes beyond those typically associated with private sector engagement in natural disasters. Based on research and outputs from CBI workshops in Côte d'Ivoire, Kenya and Turkey, the guidance toolkit presents high-level risk types which should be examined by the private sector network as it begins to formulate its collective engagement strategy:

- **Knowledge risk** – Private sector entities may need a better understanding of how to effectively engage in manmade disasters.
- **Capabilities risk** – Private sector entities may lack the skills, processes, manpower or resources to support activities required during a manmade disaster.
- **Reputational risk** – Negative publicity associated with a perceived lack of objectivity or fairness, poor execution (e.g. dissatisfied beneficiaries, poor outcomes), or lack of action. Reputational risk can result from a variety of internal and external factors. External factors could include specific campaigns to discredit private sector actions.
- **Sustainability risk** – The private sector has a bias toward delivering sustainable solutions. They rely on business models that cover costs and support longer-term investments. Engaging in challenging environments such as complex emergencies may go counter to their core business practices and divert resources to areas that offer limited return. Sustainability risk impacts the private sector's willingness to devote technical and financial resources to a particular situation.
- **Financial risk** – Closely associated with sustainability is the financial risk associated with engaging in a new venture (e.g. new market, new product) during a manmade disaster. Lack of understanding of the challenges (e.g. asset loss) or the cost of delivery contributes to the perceived financial risk.
- **Regulatory risk** – Private sector engagement in manmade disasters involves close coordination with both government and the humanitarian community. In some cases there is a risk that private sector activities designed to support humanitarian action may run counter to existing regulatory practices (e.g. reduced 'Know Your Customer' requirements for financial service providers undertaking humanitarian

cash transfers). In this instance regulatory flexibility could reduce the risk profile. On the other side, consumer protection regulation could be required to counter monopolistic pricing and other harmful practices often prevalent during emergencies.

- **Competitive risk** – Private sector entities' reluctance to share information, product specifications, and intellectual property with competitors in order to arrive at collaborative solutions (e.g. sharing customer databases) could impose a competitive risk on an individual company and result in loss of market/loss of business.

Once the leading risks facing the private sector have been identified, the private sector network can play a role in developing collective strategies that directly address the risk profile. Mitigation efforts can include any or a combination of four key approaches:

- Avoidance: ceasing the activities that give rise to risk.
- Reduction: taking action to reduce the probability or impact of risk.
- Sharing or insuring/risk transfer: reducing risk through sharing or transferring part of the risk.
- Acceptance: accepting risk based on a cost–benefit or cost-effectiveness analysis.²¹

To establish a common understanding of the key risks and ensure ownership among stakeholders, the network may decide to convene a risk analysis workshop. It could contain the following elements:

- Presentation of the landscape assessment (summary) previously developed.
- Presentation of risk types.
- Breakout sessions to identify specific risk elements (each breakout group should contain private sector, government, and humanitarian participants) facing private sector participation in the manmade disaster/complex emergency.
- Group discussion of risks in order to clarify and prioritize them.
- Group discussion on the implications of identified risks for the private sector network.

These can be collated in the risk analysis template below.

Risk analysis template

Risk category	Details	Impact	Probability	Mitigation
Knowledge risk	<i>Provide specific risk details including situational information, stakeholders, and vulnerabilities</i>	<i>Provide an estimate of impact on the network/ organization using a 1 to 5 scale, with 5 being high impact.</i>	<i>Provide an estimate of the likelihood the risk will occur using a 1 to 5 scale, with 5 being high impact.</i>	<i>Provide initial mitigation approach (avoidance, reduction, sharing, acceptance)</i>
Capability risk				
Operational risk				
Reputational risk				
Sustainability risk				
Financial risk				
Regulatory risk				
Competitive risk				
Other				

3

Business case for collective private sector engagement in manmade disasters, including complex emergencies

HOW TO USE THIS SECTION

Before a humanitarian crisis: Determine the business case (overall rationale) for private sector engagement in manmade disasters

During a humanitarian crisis: Refine the business case based on the specifications of the crisis.

- Use the key messages in this section to raise awareness of and advocate for private sector engagement in manmade disasters.

- Use/adapt the Tools (Section 5) on Raising awareness among the private sector.

Growing humanitarian needs due to conflict and natural hazards are outpacing the ability of traditional aid actors to respond: an estimated 201 million people needed international humanitarian assistance in 2017, a 22% increase on 2016, while international humanitarian funding only increased by 3%, to \$27.3 billion over the same period.⁶

There is increasing recognition that, while governments have the primary responsibility for preventing and responding to humanitarian needs, businesses have a key role to play in filling the widening gap which traditional aid actors are unable to address.⁷ This has been particularly evident in addressing natural hazards such as floods and earthquakes, where businesses have a track record of providing skills, assets and financial contributions individually and collectively to prepare for and alleviate their impacts.⁸

However, conflict and violence are the main drivers of humanitarian needs globally.⁹ For example, the total number of people forcibly displaced grew for the sixth

consecutive year to an estimated 68.5 million in 2017. Increasingly internationalised civil conflicts, for example in Syria, South Sudan and Yemen, have spill-over effects on their neighbours.¹⁰

The private sector – both local and global – has tended to be less involved in manmade disasters, including complex emergencies. This is due to:¹¹

- **higher risks and uncertainty around business operations;**
- **the expectation among companies that governments or humanitarian actors will respond;**
- **a lack of understanding of the environment and what is needed; and**
- **uncertainty around how to engage.**

There are however key incentives that private sector networks can highlight to their members on why businesses should engage collectively also in manmade disasters, as set out below.

6. Development Initiatives: Global Humanitarian Assistance reports 2017 and 2018. Bristol: Development Initiatives.

7. ODI (2016): Time to Let Go: Remaking Humanitarian Action for the Modern Era, p.39. London: ODI

8. ODI (2014): Humanitarian crises, preparedness and response: the role of business and the private sector. London: ODI

9. OCHA (2017): World Humanitarian Data and Trends 2017. New York: OCHA

10. OECD DAC (2018): States of Fragility report. Paris: OECD

11. Ibid, p.13; CBI country workshop in Kenya; research interviews with CBI member networks

Manmade disasters pose risks to business operations

According to the World Economic Forum, geopolitical and geo-economic tensions among the world’s major powers are increasing. It is likely that as a spillover effect collective progress on other global challenges becomes more difficult. In fact, 85% of decision-makers who responded to the survey expect 2019 to involve increased risks of “political confrontations between major powers”, 62% think regional conflicts may draw in major power(s) and 44% believe state-on-state military conflict or incursion is likely to happen. As such, private sector firms need to see the business case in altering their core operations to improve their impacts on the societies in which they operate. The private sector can contribute to fostering stable, inclusive and prosperous societies: both local and multinational businesses can play an important role in supporting and growing local and national economies and, in the process, help support efforts by other actors to reduce fragility and conflict. This can create a “virtuous circle” where business and society’s interests are aligned and reinforce each other, creating a stable and predictable environment: by contrast, instability and conflict are bad for society and bad for business.

But deciding if and how businesses should engage in manmade disasters is often difficult, whether as international enterprises considering their involvement, or as local businesses embedded in the local economy and society. The risks and potential for adverse outcomes to the business and society are perceived by business to be greater in such situations of conflict and instability, compared to disasters resulting from natural hazards.¹²

Risks to businesses can be uncertain and rapidly changing, potentially including the following:¹³

- **Financial** – potential loss of assets due to insecurity, increased chance of business failure.
- **Operational** – disruption to supply chains, market access, staff mobility and security.
- **Reputational** – adverse publicity due to association with negatively perceived political or military forces.
- **Regulatory** – lack of regulation or inconsistent implementation of regulations can reduce opportunities for business and increase uncertainty.

Yet the risk of not doing anything, in other words not trying to prevent or mitigate the impacts of manmade disasters, expose companies to even more profound or protracted

instability and can as such expose them to some or all of the risks outlined above.

Businesses can assess in what way they can contribute to the wider humanitarian engagement in the potential or actual crisis through preparedness and/or response. But they need to do this in a way that ‘does no harm’ to those communities, given the risks of harming or exploiting vulnerable people,^{14,15} and avoids a negative effect on the overall situation, intentionally or inadvertently, for example by prolonging the conflict.¹⁶

Engaging collectively can reduce the risks of addressing complex emergencies and increase positive impacts

Collective action by business participation in private sector networks may mitigate the higher risks associated with addressing manmade disasters. Collective action can also enhance the contribution that companies make individually and collectively through their business operations and humanitarian engagement. Specific benefits of collective action through private sector networks in manmade disasters include:¹⁷

- **Collective voice** – Private sector networks can present a unified business viewpoint that can advocate with responsible authorities, for example on reducing the impact of conflict by ensuring key facilities that contribute to ongoing business and humanitarian operations stay open (e.g. ports and roads which may be affected by conflict), or engaging in peacebuilding and conflict management activities.¹⁸ They can also provide humanitarian organisations with information on private sector capabilities. The private sector can participate to enable linkages to humanitarian coordination structures and access procurement opportunities.
- **Greater impact** – Individual company contributions can be aggregated and scaled, resulting in greater impact. Aggregation also supports greater participation, including by small and medium-size enterprises (SMEs).
- **Reduced duplication** – Private sector network coordination reduces the risk of duplication of effort or gaps in coverage where resources are in short

12. World Economic Forum (2016), Industry Agenda: Responsible private sector action to address fragility, conflict and violence. Geneva: WEF
 13. ODI (2014): Humanitarian crises, preparedness and response: the role of business and the private sector. London: ODI; World Economic Forum (2016), Industry Agenda: Responsible private sector action to address fragility, conflict and violence. Geneva: WEF
 14. Ibid, p.13; CBI country workshop in Kenya; research interviews with CBI member network; WEF (2019) The Global Risks Report (www.weforum.org/reports/the-global-risks-report-2019). See Section 4 for more detailed discussion of risks
 15. The principle of ‘Do No Harm’ has its roots in the medical profession and is an ethical approach whereby the first priority is to avoid negative consequences, whether in treating patients, providing aid, or carrying out business activities. It is a key element of conflict sensitivity (www.conflictsensitivity.org) and has been widely adopted by humanitarian organizations and in frameworks such as the Core Humanitarian Standard on Quality and Accountability (corehumanitarianstandard.org)
 16. For example in Sri Lanka, private sector water suppliers changed the location of water tankers to reduce the personal security risks to women having to walk long distances in IDP camp (source: CBI member network, A-PAD Sri Lanka)
 17. For example, poor natural resource governance has often led to corruption or conflict (EITI 2016 Progress Report. Oslo: EITI); UN Global Compact/PRI (2010), Guidance on Responsible Business in Conflict-affected and High-risk areas. New York: UN.
 18. Discussions at the CBI workshops in Côte d’Ivoire, Kenya and Turkey; literature review

supply and needs can be very immediate due to the shifting nature of conflict or other sources of manmade disasters. It can also encourage the use of shared platforms where appropriate (e.g. databases, cluster group communications) to reduce delivery costs and increase speed of delivery.

- **Local participation** – Private sector networks are well positioned to map and coordinate the use of local assets by humanitarian organisation and local businesses/SMEs. Utilizing local entities is generally more cost-effective than engaging international entities, and faster due to their presence in country, while delivering greater and longer-lasting benefits to the local economy. SMEs in particular can stimulate the local economy through employment opportunities and result in a greater local economic multiplier (e.g. SMEs buy inventory locally), with knock-on effects on stability for the area affected by manmade disaster. SMEs may be more interested in making a difference in peacebuilding than large enterprises as they suffer more from conflict and tend to be more labour-intensive than large firms, and may be easier to deal with for national and local governments.¹⁹
- **Accurate information** – Private sector networks serve as a repository for the most up-to-date information about private sector capacities and resources in advance of or during an ongoing response, and members operating locally can also provide accurate information on the situation, helping to contribute to better humanitarian response by government and humanitarian agencies and leveraging resources (e.g. for logistics). This in turn enables businesses to better understand and assess the level of risk and uncertainty associated with the disaster context they find themselves in, resulting in better business decisions and reduced risk exposure.
- **Focal point** – Private sector networks provide a clear and easy entry point into existing humanitarian activities, and avoid each company having to navigate the complex landscape of the humanitarian system by itself. This improves response times, broadens participation, and avoids overwhelming limited capacity in the acute stages of manmade disasters. Networks can play a match-making/brokering role between the humanitarian and private sector or between different private sector actors, resulting in revenue or cost-saving opportunities, and raising awareness of opportunities associated with humanitarian response.
- **Risk mitigation and business resilience** – Collective engagement can help businesses understand the high-risk complex emergency environment and take measures to ensure their resilience and operational sustainability. Resilience can come from leveraging private sector network expertise, access to resources, training and information to identify business risks and prepare for crises, and put in place business continuity plans.²⁰
- **Innovation** – Private sector networks can promote innovation by sharing challenges, lessons and good practice across different types of actors and networks from different contexts that may share common features, such as how to respond appropriately in situations of forced displacement or the use of humanitarian cash transfers in insecure environments. For example, the member network in the Philippines, the Philippine Disaster Resilience Foundation (PDRF), launched the world's first private sector-operated Emergency Operations Centre in 2017, which could be used to coordinate response to manmade as well as natural disasters. In Kenya, the CBI member network Humanitarian Private Sector Partnership Platform (HPPP) facilitated lesson learning between member businesses about operating in high risk markets such as South Sudan, and providing services to humanitarian agencies. They also engaged in preparedness through anticipated post-election violence, engaging in early warning and peace messaging community efforts in Kenya.

19. Ibid, page 21, interviews with CBI member networks and other experts in country workshops in Côte d'Ivoire, Kenya and Turkey

20. Risk in humanitarian action: towards a common approach? http://www.who.int/hac/techguidance/tools/risk_in_humanitarian_action.pdf. Geneva: WHO; Disaster Risk Reduction: Good Practice Review, Twigg 2015 <http://goodpracticereview.org/drr>. London: HPN

Localized mechanisms for coordination: the Consultative Committee on Humanitarian Assistance in Sri Lanka

As the internal conflict in Sri Lanka escalated, the government established the Consultative Committee on Humanitarian Assistance (CCHA), with representatives from the government, the UN, the ICRC, the diplomatic and donor communities and humanitarian agencies. Government representation comprised the Ministry for Disaster Management and Human Rights, Ministry of Defence and Ministry of Foreign Affairs, the Secretariat for coordinating the peace process and the Commissioner General for Essential Services and the military. Fortnightly meetings commenced in October 2006 and continued until the end of the civil war in May 2009. None of the previously existing mechanisms for humanitarian coordination was successful until the CCHA was established. Issues related to access, humanitarian assistance, human rights, access to the displaced in areas controlled by non-state actors, supply of essential food and medicine, evacuation of the wounded, sick, children and women, security of civilians, adherence to rules of engagement, and humanitarian principles were all discussed at these meetings. While the environment was challenging, it provided a space for deliberation, tabling of concerns and collective, coordinated response.

Source: Interview with Firzan Hashim, Country Director, Asia Pacific Alliance for Disaster Management Sri Lanka

Ukraine: the potential for private sector networks

When the crisis in Crimea began in 2014, Ukraine's largest industrial conglomerate, System Capital Management (SCM), began providing aid through their foundation. As the conflict escalated, and the number of internally displaced people grew to 1.5 million, the scale of need was too large for the foundation to handle. SCM decided to begin leveraging their business assets in supporting humanitarian action in and around the conflict zone. They helped facilitate the safe movement of displaced populations, organized 100,000 weekly food packs to the affected area, provided psychological counseling services, and supported humanitarian organizations with their transportation fleet. SCM coordinated their efforts with the broader humanitarian community through cluster meetings, yet stated it would have been more efficient if an organizing body for the private sector, like CBI, had provided guidance early on in navigating the UN system.

Source: Interview with Jock Mendoza-Wilson, Director of International and Investor Relations, System Capital Management

4

Engagement strategy and action plan

HOW TO USE THIS SECTION:

Before a humanitarian crisis: Based on the outcomes of the landscape assessment and risk analysis, develop a collective engagement strategy and action plan to harness and expand the capacity and resilience of the private sector network and its members. Focus activities on humanitarian preparedness and business continuity planning.

During a humanitarian crisis: Based on the outcomes of the landscape assessment and risk analysis, develop a collective engagement strategy and action plan to support humanitarian response efforts.

After a humanitarian crisis: Evaluate action taken and revise strategies as needed to improve performance. If feasible, engage in recovery and reconstruction efforts.

To ensure ownership among stakeholders, canvass and/or convene them to brainstorm on the engagement strategy and action plan. Use the templates in this section as guidance to clearly articulate internal and external goals with measurable outcomes.

A: Develop the internal strategy

The internal strategy should focus on developing goals to harness and expand the capacity of the private sector network. This can be built by analysing at least the following:

1. Understanding the existing capabilities and needs of private sector participants.
2. Identifying areas of common need that would benefit from collective engagement by the private sector network.
3. Self-assessment of private sector network resources and capabilities.
4. Review of additional resources available to the private sector network that would support program development and collective action initiatives.
5. Alignment of potential initiatives with overall private sector network strategy.
6. Identifying, socializing, developing, and sequencing an initial set of internally focused activities.

Private sector networks can use a variety of techniques to address the six items listed above, including group meetings, bilateral meetings, surveys, and workshops. Strategy development of this type cannot take place in a vacuum. The more the private sector network engages its participants, the more likely it is that the strategy will be supported, increasing the likelihood of success.



Example of internal strategic goal

Strategic goal #1 (internal): Improve the ability of SMEs to support relief activities during a complex emergency through better understanding of risks and opportunities.

Measurable outcomes: Number of SMEs attending an awareness raising, landscape analysis and/or risk analysis workshops. Number of SMEs with business continuity plans in place to ensure they can continue to operate during manmade humanitarian crises.

B: Develop the external strategy

The external strategy is designed to inform and engage government and the humanitarian community on the capabilities and motivation of the private sector in supporting humanitarian activities in a manmade disaster. Private sector contributions could include among other things delivering goods, services, technical expertise, and financial support.

The process of developing the externally focused goals of the strategy should consider at least the following approaches:

1. Interaction with government and humanitarian organisations.
2. Awareness of government/humanitarian needs and private sector strengths and weaknesses.
3. Mechanisms for collective action (e.g. cluster participation).
4. Alignment of potential initiatives with explicit humanitarian need.
5. Identifying, socializing, developing, and sequencing an initial set of externally focused activities.

The development of the external strategy will require private sector networks to actively engage with governments and the humanitarian community and establish relationships with key organizations and key individuals.

Example of external strategic goal

Strategic goal #1 (external): Establish and maintain a relationship and common understanding with an appropriate government emergency management organization.

Measurable outcomes: Establish (if feasible) an MoU with the appropriate government emergency management organization that outlines points of contact, engagement protocols, and areas of support.

C: From engagement strategy to action plan

Turning the strategy into a concrete action plan requires the identification and development of specific activities. As noted above, the private sector network should gain a sense of which activities would have the greatest impact for its private sector participants and which activities best align with members' priorities in relation to addressing manmade disasters such as complex emergencies. As with the landscape assessment, it is important to also review or monitor and update the action plan regularly to ensure relevance.

The table below provides a few examples of activities that networks can consider, depending on the context in which they operate.



Example need identified	Suggested activities <i>before</i> a manmade disaster	Suggested activities <i>during</i> a manmade disaster	Suggested activities <i>after</i> a manmade disaster
<i>If there are gaps in private sector knowledge and/or capacity to engage in humanitarian action to address manmade disasters...</i>	<i>Focus on capacity building activities and organize trainings on e.g. the humanitarian system and principles); promote private sector contributions to peace.</i>		<i>Focus on capacity building activities and organize workshops to share good practices and lessons learnt.</i>
<i>If the government and/or humanitarian community are open, but not familiar with private sector contributions...</i>	<i>Advocate for private sector engagement, facilitate partnerships, promote procurement opportunities.</i>		<i>Advocate for private sector engagement, facilitate partnerships, promote procurement opportunities.</i>
<i>If the private sector can make important contributions (financial or in-kind) to addressing manmade disasters...</i>	<i>Map out the resources and capacities that the private sector can provide when needed.</i>	<i>Coordinate private sector contributions to support humanitarian response efforts.</i>	<i>Update the mapping and aim to recruit more private sector participation / contribution particularly to fill gaps identified.</i>

For each potential activity, the private sector network could complete an activity summary. In developing the summaries, the networks can use the resources provided in this guidance toolkit as well as other resources identified in [Section 6](#). Additionally, the network can engage with selected participants and other humanitarian experts with experience in designing and implementing specific programs.

The CBI Network Foundation Guide also provides a template and an example of a work plan that may be helpful.

An example of private sector network engagement

After the conflict in Marawi ended in late 2017, the CBI member network in the Philippines, PDRF, with support from USAID, helped the government of the Philippines and local chamber of commerce members to organize job fairs in the area. Companies participating in the fairs were primarily local small- and medium-sized enterprises with an interest in supporting economic empowerment of the affected population. PDRF supported the design and implementation of the job fairs.

Source: Rene Meily, President, Philippine Disaster Resilience Foundation (PDRF)



Activity summary #1				
Goal	Key steps	Responsible entity	Start date	Delivery date
<i>Enter the summary of the strategy goal</i>	<ol style="list-style-type: none"> <i>List key steps needed to develop the activity, including content development, socialization, and scheduling</i> <i>Indicate the primary output of the activity (e.g. white paper, workshop, training course)</i> 	<i>List responsible entities and individuals</i>	<i>Enter date the activity began</i>	<i>Enter date the activity is completed or delivered</i>
Key challenges: Identify key challenges associated with developing and executing the specific activity			Mitigation: Identify key mechanisms to overcome/address challenges	
Metrics		Resources		
<ul style="list-style-type: none"> <i>Develop quantitative and qualitative metrics that align with the strategic goal (e.g. number of companies attending a workshop)</i> 		<ul style="list-style-type: none"> Content requirements Planning resources (\$ or staff) Delivery resources (\$ or staff) 		

Once activity summaries have been completed for the initial set of activities, the private sector network should review the summaries collectively and develop a portfolio of near-term activities that it hopes to accomplish over the forthcoming 6–18 months. It should be noted that activities can include research projects that provide baseline information that can then be turned into an activity that directly supports collective action. The table below presents an indicative list of activities that could make up a private sector network action plan.

Table 4: Private sector network action plan activities – indicative suggestions

Activity	Objective
1. Participant assessment	<ul style="list-style-type: none"> Determine private sector participant capabilities and weaknesses Develop repository of company capabilities and resources Determine proximity/ presence of companies in (potential) affected areas
2. Landscape and risk assessment workshop	<ul style="list-style-type: none"> Establish common understanding of the manmade disaster context Identify perceived risk of engagement from a company perspective
3. Awareness raising workshop	<ul style="list-style-type: none"> Convey the opportunities and challenges associated with collective engagement in manmade disasters such as complex emergencies Discuss the importance of private sector engagement
4. Business continuity planning (BCP) training	<ul style="list-style-type: none"> Convey the importance of operational resilience to both the company and the community Provide guidance on how to develop and test a business continuity plan (BCP)



Activity	Objective
5. SME outreach campaign	<ul style="list-style-type: none"> Convey value proposition for engagement to SMEs Actively recruit SMEs to join the private sector network and participate in collective engagement activities
6. Scenario-building and related exercises	<ul style="list-style-type: none"> Establish a set of worst-case scenario/s Encourage private sector entities to work together and establish partnerships and protocols that would be activated during an emergency Provide an opportunity to test plans and processes in order to practice and improve
7. Public-private partnership	<ul style="list-style-type: none"> Establish formal partnerships and agreements pre-crisis that would be activated in an emergency
8. Advocacy	<ul style="list-style-type: none"> In protracted crises, undertake peace messaging or advocate with authorities on humanitarian aid access

The private sector network can use or adapt the template below to outline the overall engagement strategy and action plan. Additional activities can be added at any time. As networks gain experience, estimates of resources and development time may be adjusted to reflect new information.

Network engagement strategy and action plan template

Objective	Potential approaches	Activities	Status
Internal			
Understand participant capabilities	<ul style="list-style-type: none"> Surveys Self-assessments 	<i>Identify and document specific activities the private sector network plans to utilize to achieve its objectives. Where applicable, indicate the approach the network will use to execute the strategy elements and the responsible party</i>	<i>This column should be used to capture activity status, including start date/end date</i>
Identify areas of common need	<ul style="list-style-type: none"> Surveys Workshops 		
Map capabilities and resources	<ul style="list-style-type: none"> Obtain commitments from participants Leverage the expertise of the CBI community and the information in this guidance toolkit Seek donor support 		
Align initiatives with overall network strategy	<ul style="list-style-type: none"> Establish private sector network working group 		
Socialize internally facing initiatives with members	<ul style="list-style-type: none"> Newsletter Social media Other outreach mechanisms 		



Objective	Potential approaches	Activities	Status
External			
Establish relationships with governments and humanitarian organisations	<ul style="list-style-type: none"> • Attend conferences and workshops • Use participants' connections • Leverage CBI Secretariat relationships 		
Understand government/humanitarian needs and operating models	<ul style="list-style-type: none"> • Attend awareness training • Conduct bilateral meetings with key organizations 		
Advocate for private sector engagement and highlight private sector resources and capabilities	<ul style="list-style-type: none"> • Develop an information package • Conduct outreach 		
Develop mechanisms for collective action	<ul style="list-style-type: none"> • Establish a working group • Develop programs 		
Socialize externally facing initiatives with participants	<ul style="list-style-type: none"> • Newsletter • Social media • Global CBI website • Other outreach mechanisms 		



5

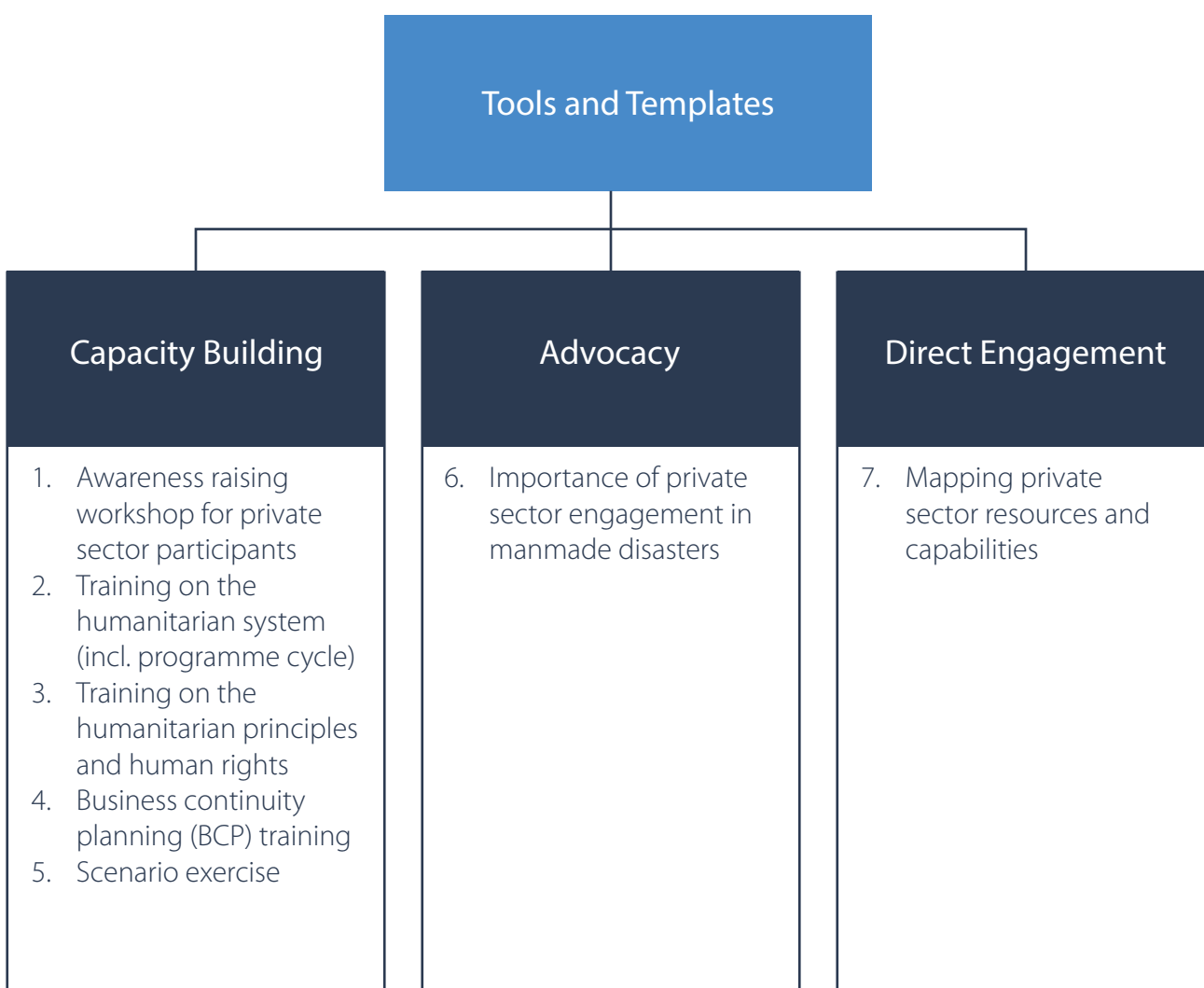
Sample tools and templates



HOW TO USE THIS SECTION:

Implement the action plan that has been developed to support private sector engagement in manmade disasters.

Use the tools and templates in this section as guidance to plan for and organize concrete activities. The diagram below indicates the three broad categories under which most activities fall. Please note that these should be considered only as suggestions.



SAMPLE TOOL 1: Awareness raising workshop for private sector participants

An effective starting point for a private sector network to begin the process of engaging collectively on manmade disasters is to develop and conduct a workshop with private sector participants that defines manmade disasters; describes the risks and opportunities associated with engagement; and most importantly highlights the business case for engagement. The workshop should include stakeholders from the private sector, the humanitarian and development community, government, and civil society/NGOs.

Objectives

- Define manmade disasters for the context (country/ area) in question.
- Explore the role of the private sector in that context.
- Discuss the risks and opportunities associated with private sector engagement, including the business case for engagement.
- Highlight existing good practice and share lessons learnt.

Potential workshop themes

The workshop could explore the following potential themes in a particular manmade disaster context:

- Reasons and incentives for private sector participation;
- Integrating or aligning business engagement in humanitarian action with the wider corporate sustainability movement and lexicon;
- Sectoral approaches and examples (e.g., telecom, logistics, water, retail);
- Private sector awareness of the underlying factors, impacts and (potential) actions to address a particular manmade disaster;

- Importance and relevance of the humanitarian principles and how they affect public-private partnerships;
- Risks, mitigation approaches, and opportunities for private sector involvement in manmade disasters;;
- Relationship between international and local private sector entities including roles, communications, awareness, and governance;
- Techniques to strengthen links between a) local and international businesses b) businesses and humanitarian-development actors and c) businesses and the government;
- Understand the links between private sector and market-based approaches in manmade disasters;
- Role and governance of the private sector network in a particular humanitarian context;
- Humanitarian community understanding of private sector networks capabilities and understanding of methods of engagement;

Workshop content delivery

The workshop will provide information to participants in the following areas:

- (Global) overview of private sector engagement in manmade disasters;
- Recent trends and examples of private sector participation;
- Mini case study on best practices – example of the Philippine Disaster Resilience Foundation (PDRF) ;
- Methods for coordination and collaboration with government and the humanitarian community;
- Summary of existing resources available to the private sector.

TOOL 2:

Importance of private sector engagement in manmade disasters

Private sector network value proposition – example of an elevator pitch

Our private sector members have a vested moral and economic interest in supporting the affected community. We have the resources, experience, skills, and motivation to be a key part of your program. As a business-focused network, we bring the collective strength and resources of over [INSERT NUMBER] private sector entities with expertise across a wide spectrum of critical industries. To support humanitarian efforts, our member companies have, for example, [LIST PREVIOUS/CURRENT HUMANITARIAN ACTIVITIES].

Private sector strengths

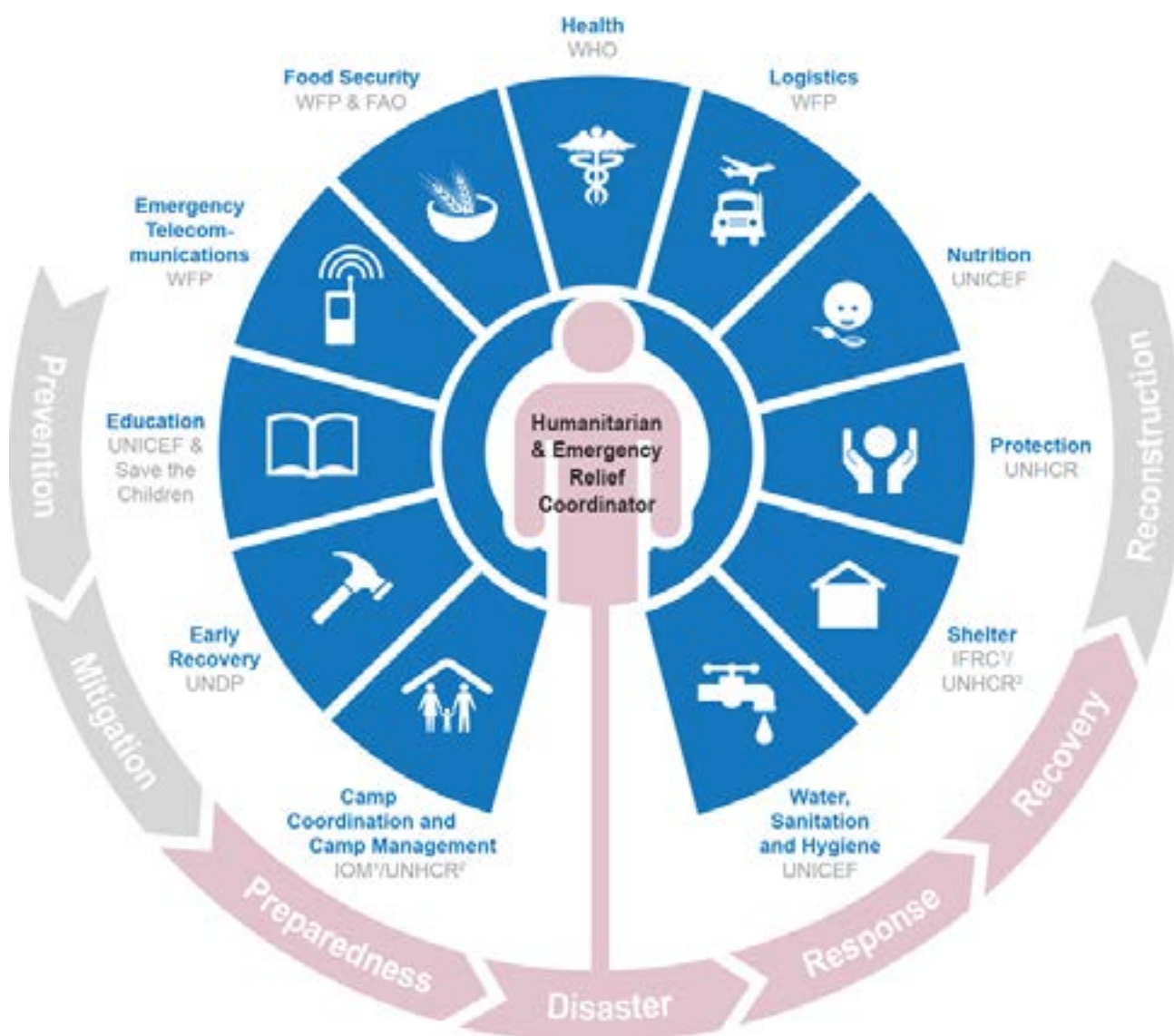
- Private sector works in and has a deep understanding of the impacted communities;
- Private sector possesses skills, expertise, technology, and new approaches that may be beneficial to the humanitarian community;
- Private sector has partnerships and connection that can overcome bottlenecks and get things done;
- While governments have the primary responsibility for humanitarian assistance and planning they can be resource constrained. The private sector has substantial financial and technical resources that could be leveraged to support key government and humanitarian initiatives;
- Private sector has a vested interest in sustainability as they are present before a crisis and want to be there long after. They are often among the first responders when crises happen;
- Private sector in some cases commands greater trust and respect within impacted communities.

Benefits of collective action

- **Aggregated contribution** – Individual company contributions can be aggregated and scaled, resulting in greater impact. Aggregation also supports greater participation including participation by SMEs, which is often a government strategic objective.
- **Reduced duplication** – Private sector network coordination reduces the risk of duplication of effort or gaps in coverage. It can also encourage the use of common platforms and applications that improve economies of scale and reduce the cost of service delivery, multiplying the impact of government and humanitarian response.
- **Local leadership and ownership** – Private sector networks are well positioned to encourage the use of local assets and resources. They provide a link between the requirements of humanitarian organizations and local business capabilities. Utilizing and empowering local entities is generally more cost-effective than engaging international entities, and delivers greater and longer-lasting benefits to the local economy.
- **Focal point** – Private sector networks provide a clear and easy entry point into existing humanitarian activities, and avoid each company having to navigate the landscape by itself. This makes it easier for government and humanitarian organizations to identify and utilize private sector capabilities.

TOOL 3: Training on the humanitarian community

Working with the international humanitarian system can be complex as there are many different agencies and entry points, which vary by country. In general, the system follows the Humanitarian programme cycle, summarized in the diagram below:



Another helpful reference point is the cluster system that – when activated - helps the humanitarian community coordinate the delivery of assistance. Clusters are groups of humanitarian organizations, both UN and non-UN, that cover the main sectors of humanitarian action, such as water, shelter and logistics. Some CBI member networks have structured themselves according to and/or are part of the cluster system. This allows them to better coordinate private sector contributions to the critical areas.

Check list for working with the humanitarian community

1. With the help of the CBI Secretariat, identify entry points in the Humanitarian Country Team (HCT: UN/ NGOs/Red Cross).
2. Where there are large scale humanitarian emergencies there is often a cluster system in place. Clusters are groups of humanitarian organizations (UN and non UN) working in the main sectors of humanitarian action. E.g. food, logistics, water and sanitation, shelter, health etc. , which provide a clear point of contact and are accountable for adequate and appropriate humanitarian assistance. Each cluster has a Cluster Lead Agency, which serves as the main contact and ensure the coordination of humanitarian activities. For example, the World Food Program (WFP) is the lead agency for the logistics, and Emergency Telecommunications (ETC). The cluster system makes it easier to bring all relevant actors in a dedicated field to one table. It also helps the entire humanitarian community to develop a common understanding
3. of the goals and priorities and accountability mechanisms. For more information please refer to <https://www.humanitarianresponse.info/clusters> and country pages.
3. In the absence of a cluster system there are often sector working groups which may be led/chaired by Government Agencies. Government-led emergency or crisis sectoral coordination mechanisms report to designated Government bodies. The lifespan of emergency sector coordination is defined by Government policies or declarations. International humanitarian support can augment national capacity, underpinned by the principles of the cluster approach.
4. Use www.reliefweb.int to access humanitarian news, assessments and situation updates.
5. Participate in relevant cluster/sector meetings if possible, and share contact information and situation/activity reports with the humanitarian community through the WWW (Who What Where) database and ReliefWeb/HCT and the CBI Secretariat.
6. If possible, participate in joint needs assessments with the humanitarian community – see <https://www.humanitarianresponse.info/programme-cycle/space/page/assessments-tools-guidance>.
7. Review CBI webinar recording and slide deck entitled Introduction to the Humanitarian System at <https://www.connectingbusiness.org/webinar-humintro-slides>.
8. Refer to the tools on humanitarian principles (see [Tool 4](#)) and other resources in [Section 6](#).
9. To learn more, take the free Harvard Humanitarian Initiative and HarvardX online course at [Humanitarian Response to Conflict and Disaster](#)

TOOL 4:

Training on humanitarian principles and human rights

Businesses operating in humanitarian contexts should be aware of their obligations under human rights laws and practice, as well as norms including the humanitarian principles, which underpin humanitarian agency activities. Understanding and applying these can ensure that businesses are operating consistent with international best practice, that they do no harm, and build partnerships with the humanitarian community reflecting their value frameworks. This can build on [Tool 3](#), which explains how the humanitarian system operates.

Resources:

- Additional links are available in [Section 6](#).
- Access the CBI webinar recording and slide deck on *Human Rights in Complex Emergencies* at <https://www.connectingbusiness.org/webinar-humcomplex-slides>.

TOOL 5: Business continuity planning (BCP) training

Business continuity planning refers to the processes and plans that aim to ensure a company is prepared for and can recover from crises. When properly developed and implemented, BCPs can also provide a mechanism to coordinate the private sector's role in manmade disasters. Below is a list of some existing tools and resources that CBI member networks can use either as such or adapt to their particular context.

ILO: Sustainability and Resilient Enterprise Platform Conflict Resilience Toolkits and Resources consist of a mixture of tools such as:

- **Enterprise level risk reduction (BCP tool)**
- **Checklists for different issue**
- **Collective action tools for priority identification and stakeholder analysis**
- **Case studies**
- <https://conflictdisaster.org/>

Other tools – not specific to manmade disasters but that could be adjusted - include for example:

U.S. Chamber of Commerce Foundation and UPS Foundation: Resilience in a Box <https://www.connectingbusiness.org/tools-Resilience-in-a-Box>

Pacific Islands Private Sector Organisation (PIPSO) and the Fiji Business Disaster Resilience Council (FBDRC) together with other partners: Disaster-Ready Business Toolkit <https://www.connectingbusiness.org/tools-Disaster-Ready-Business-Toolkit>

UK Government: Business Continuity Management Toolkit https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/137994/Business_Continuity_Management_Toolkit.pdf

TOOL 6:

Mapping private sector capacity resources and capabilities

In order to coordinate private sector contributions to humanitarian crises, the private sector network needs to be aware of what, how and when companies can support. An important first step is therefore to map out private sector resources and capabilities. This could be done through interviews or a survey, and include at least the following:

- What does the company do (core business)?
- Where does the company operate (geographic areas)?
- Who is the company focal point for humanitarian operations (contact details)?
- How can the company support humanitarian interventions (both in terms of clusters – e.g. emergency telecommunications – and actual support – e.g. internet hotspots and distribution of text messages)?
- When and how fast can the company contributions be available?
- Are there any restrictions or specific terms of use requested by the company?
- A template and an example of a company resource mapping are available in the Network Foundation Guide Appendix.

TOOL 7: Scenario exercise

Multi-stakeholder exercises can be conducted using the templates in this section in order to test elements of the guidance toolkit and train the private sector network participants on collective action. Several CBI member networks have developed scenarios and conducted exercises as part of their capacity building activities. Based on discussions with these networks, this section adapts natural disaster exercise structures to manmade disasters.

How to use the scenario-based exercise template

1. Read through the entire exercise and supporting materials.
2. Decide how to localize the scenario in a way that reflects likely challenges in your community and tests your members' skills and techniques.
3. Familiarize yourself with the flow of the exercise by thoroughly reviewing the Facilitator Guidelines. Use these guidelines to conduct the exercise.
4. Seek formal feedback from participants.
5. Seek feedback from facilitators.

Overview

Title of the context: Develop high-level, short description of the manmade disaster (e.g. influx of refugees due to civil unrest in a neighboring country).

Location: Identify the geographic boundary of the scenario using the descriptions in the landscape assessment (e.g. existing refugee camp in peri-urban area of the country).

Exercise duration: Set a time limit for the exercise (recommended 90–120 minutes).

Capabilities exercised: Identify the key capabilities and/or techniques being tested in the exercise for example:

- Business continuity planning
- Coordinated logistics
- Beneficiary registration and documentation
- Settlement
- Beneficiary payments
- Access to communications resources
- Public relations/messaging

Exercise objectives: Clearly state the objectives of the exercise. In most cases the objectives are to test specific collective processes and to establish links and partnerships.

Sample objectives:

- Validate plan for coordinated registration of beneficiaries using an interoperable system that is accessible by multiple government and donor organisations.
- Test privacy provisions and provisions ensuring beneficiary safety.
- Identify payment mechanisms that can aggregate multiple sources of funds.
- Discuss mechanisms to ensure adequate communications resources are available to support expected influx of refugees.
- Test community outreach mechanisms that provide information and assurances to all stakeholders.

Scenario: Provide additional details on the scenario. This should be in narrative form and can build on the detailed context developed during the landscape assessment. Scenarios can deviate from the existing on the ground situation, but should include plausible details and be consistent with the overall social and economic situation.

For exercise staff

Exercise synopsis:

The focus of the exercise is prioritizing actions based on what is known of the situation. The focus is also on documenting actions. These activities are carried out in the context of a scenario where a large influx of refugees will soon be arriving.

The team first discusses the process for identifying and registering refugees. Plans for addressing immediate medical needs and providing shelter are discussed. However, focus in on registration and establishing efficient beneficiary payment mechanisms. Following discussion, the team develops an initial plan to respond to the situation. Once the initial plan is developed, the Facilitator pauses the exercise to discuss the plan.

After the discussion, the Facilitator passes out a set of specific occurrences that impact on the execution of the plan. Using this new information, the team then develops a plan for responding to the scenario.

The exercise ends either when all actions have been discussed or the time limit is reached. At the conclusion of the exercise, an immediate feedback session helps participants review what they have learned and provides feedback on the exercise.

Exercise materials and staff (illustrative):

- Facilitator (1 for each group of 7–10)
- List of donors and existing programs in the refugee camp
- Forms: local map #1, used during the exercise
- Local map #2 (with initial assessment notes), used during the exercise
- List of occurrences, distributed during the exercise
- Events and evaluation form for facilitator(s) and evaluator(s), used by the facilitator(s) and evaluator(s) during the exercise
- Facilitator/Evaluator feedback form, completed after the exercise
- Participant feedback form, completed after the exercise

Step	Action	What to do/what to say
1	Prepare for exercise	Make and distribute copies of all materials
2	Introduce exercise to participants	<ul style="list-style-type: none"> • Provide and present one-page exercise overview document • Explain the purpose of the exercise
3	Introduce the scenario	Provide scenario narrative. Answer questions regarding the scenario and include additional details if useful
4	Provide initial instructions	Give specific guidance to participants (e.g. develop a joint program to register refugees)
5	Pause exercise and discuss plan – provide guidance to participants on how role play and present strategies, risks, and challenges	Identify needs, risks, and issues associated with implementing the plan
6	Introduce a series of complicating factors. – This a key component of the exercise and enables participants to react to changes in the environment impacting their ability to respond and execute their plans	Illustrative complicating factors: <ul style="list-style-type: none"> • Existing camp refugees feel new arrivals are getting special treatment • Local population resents donor funds going to refugees • Telecommunications infrastructure is inadequate to support digital payments • Liquidity is insufficient to support cash out payments • Government is seeking personal information on beneficiaries from the database • Media is characterizing the new arrivals as terrorists
7	Address complicating factors	Participants discuss impact and mitigation strategies for each complicating factor
8	Revise original plan	Participants revise the plan to incorporate findings from complicating factors
9	Distribute the Participant Feedback Form	Participants complete form
10	Facilitator Feedback Form	Facilitators/Evaluators complete form
11	Exercise summary	Summary is developed and distributed to participants

6

Additional resources

HOW TO USE THIS SECTION:

Go over the additional information provided in this section to gain more background knowledge of humanitarian action in manmade disaster contexts. The resources are organized by common themes that emerged during the literature review for the development of the guidance toolkit. These themes are:

Guidance on humanitarian principles and processes, and conflict-sensitive business practice

Sphere Handbook

Sphere Handbook: “The Sphere Handbook is one of the most widely known and internationally recognized sets of common principles and universal minimum standards for the delivery of quality humanitarian response.” *Sphere Project*



Core Humanitarian Standard

Core Humanitarian Standard: “Sets out nine Commitments that organisations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide.” CHS Alliance



Code of Conduct for the Red Cross and Red Crescent and NGOs in Disaster Relief

Code of Conduct for the Red Cross and Red Crescent and NGOs in Disaster Relief: “Code of conduct that seeks to maintain the high standards of independence, effectiveness and impact to which disaster response NGOs and the International Red Cross and Red Crescent Movement aspire.” ICRC



The Humanitarian Programme Cycle

The Humanitarian Programme Cycle: “the HPC is a coordinated series of actions undertaken to help prepare, manage and deliver humanitarian response.” UN OCHA



Civil–Military Guidelines & Reference for Complex Emergencies



Guidance on Responsible Business in Conflict-Affected and High-Risk Areas

Guidance on Responsible Business in Conflict-Affected and High-Risk Areas: A Resource for Companies and Investors: “Aims to assist companies in implementing responsible business practices in conflict-affected and high-risk areas consistent with the Global Compact Ten Principles.” UN Global Compact



Political economy analysis tools



Guiding Principles on Business and Human Rights

Guiding Principles on Business and Human Rights: “Guidance for governments and businesses on engaging in humanitarian contexts and specific focus on how best to adhere to human rights principles through behavior change and internal procedures.” UN Human Rights



Guiding Principles for Public–Private Collaboration for Humanitarian Action

Guiding Principles for Public–Private Collaboration for Humanitarian Action: “Serves as a guide to the private sector and the humanitarian community, with an emphasis on communicating key humanitarian principles as well as integrating elements of lessons learnt from previous private sector engagement.” World Economic Forum



Conflict-sensitive Business practice Guidance for Extractive Industries

Conflict-sensitive Business practice Guidance for Extractive Industries: “Consists of guidance on doing business in societies at risk of conflict for field managers working across a range of business activities, as well as headquarters staff in political risk, security, external relations and social performance departments.” International Alert



Conflict-Sensitive Business Review of Instruments and Guidelines

Conflict-Sensitive Business Review of Instruments and Guidelines. Swiss Peace



Conflict-sensitive Food and Nutrition Security Programming in Fragile Settings: Workshop Report

Conflict-sensitive Food and Nutrition Security Programming in Fragile Settings: Workshop Report: “Highlights the need to operationalize the concept of ‘stability’, to better facilitate adaptive programme management – supported by monitoring & evaluation – and to gather lessons from practice on how FNS programming in fragile settings can be best utilized to move from humanitarian aid towards resilience and development, and when it can (and cannot) link up to private sector development in such precarious environments.” Food & Business Knowledge Platform



Recovery and Peacebuilding Assessments (RPBA)

Recovery and Peacebuilding Assessments (RPBA): “The RPBA is a partnership framework to coordinate reengagement in countries or regions emerging from conflict or political crisis.” World Bank, EU and UN



Guide and Toolkits on Employment and Decent Work in Situations of Fragility

Guide and Toolkits on Employment and Decent Work in Situations of Fragility, Conflict and Disaster at www.conflict disasters.org. ILO



Private sector engagement in humanitarian action

Humanitarian Crises, Emergency Preparedness and Response. Final Report

Humanitarian Crises, Emergency Preparedness and Response. Final Report: “Examines the role of the private sector: a summary of findings based on a study that aimed to capture the private sector’s current and future roles in humanitarian action.” ODI



UN Global Compact/UNICEF (2016) Children in Humanitarian Crises: What Business Can Do:

UN Global Compact/UNICEF (2016) Children in Humanitarian Crises: What Business Can Do: “Explains the role companies can play in ensuring the well-being of children in humanitarian crises.”



Humanitarian Crises, Emergency Preparedness and response: The Role of Business and the Private Sector

Humanitarian Crises, Emergency Preparedness and response: The Role of Business and the Private Sector – A Strategy and Options Analysis of Haiti: “Analyses the role of the private sector in humanitarian action in Haiti, with a particular focus on the response to the devastating earthquake that struck Port-au-Prince in 2010.” ODI



Humanitarian Crises, Emergency Preparedness and Response: The Role of Business and the Private Sector – Kenya Case Study

Humanitarian Crises, Emergency Preparedness and Response: The Role of Business and the Private Sector – Kenya Case Study: “Explores the role of the private sector in humanitarian action in Kenya. Kenya was selected as a case study because it has a vibrant and innovative private sector and a history of severe and repeated humanitarian crises, notably drought in the country’s arid and semi-arid lands.” ODI



Humanitarian Crises, Emergency Preparedness and Response: The Role of Business and the Private Sector – Indonesia Case Study

Humanitarian Crises, Emergency Preparedness and Response: The Role of Business and the Private Sector – Indonesia Case Study: “This paper addresses the role of the private sector in humanitarian action in Indonesia and broad patterns of engagement between the humanitarian and the private sectors.” ODI



Humanitarian Crises, Emergency Preparedness and Response: The Role of Business and the Private Sector – Jordan Case Study

Humanitarian Crises, Emergency Preparedness and Response: The Role of Business and the Private Sector – Jordan Case Study: “This report examines the on-going Syrian refugee crisis, which has created opportunities as well as constraints for humanitarian-private sector collaboration.” ODI



Private Sector Engagement in Complex Emergencies: Case Studies from Yemen and Southern Somalia

Private Sector Engagement in Complex Emergencies: Case Studies from Yemen and Southern Somalia: “This report explores how the local private sector has responded to the crises in Yemen and Somalia, with a specific focus on the opportunities and obstacles to private sector engagement with the humanitarian community.” ODI



Private Sector Engagement in Fragile and Conflict-affected Settings

Private Sector Engagement in Fragile and Conflict-affected Settings: “A literature review on the role of private sector engagement in supporting efforts to address fragility and conflict and review lessons learned from the approaches to private sector engagement in fragile states by different donors.” GSDRC



The Role of Private Sector Actors in Post-conflict Recovery

The Role of Private Sector Actors in Post-conflict Recovery: “This paper calls for a nuanced view of the many different kinds of private sector actor, including their approaches to risk, the ways that they interact and their various contributions to economic recovery.” John Bray, Conflict, Security & Development





Platforms for Private Sector–Humanitarian Collaboration

Platforms for Private Sector–Humanitarian Collaboration: “This scoping study explores how ‘platforms’ – in the form of intermediary organisations, networks, alliances and temporary coalitions – support the private sector’s engagement in humanitarian action, from disaster risk reduction (DRR) and preparedness through response, reconstruction and development.” Kings College London



The Effectiveness of Private Sector Development Interventions in Fragile and Conflict-Affected Situations

The Effectiveness of Private Sector Development Interventions in Fragile and Conflict-Affected Situations: “A systematic review is an effort to fill the knowledge gap about the effectiveness of Private Sector Development interventions in Fragile and Conflict-Affected Situations.” World Bank



Enterprise Creation, Employment and Decent Work for Peace and Resilience

Enterprise Creation, Employment and Decent Work for Peace and Resilience: The role of Employer and Business Membership Organizations in Conflict Zones in Asia. ILO



Potential business cases for private sector engagement in humanitarian action

The Business Case: A Study of Private Sector Engagement in Humanitarian Action

The Business Case: A Study of Private Sector Engagement in Humanitarian Action: "This study examines four key drivers of private sector engagement in humanitarian action." OCHA



Untapped Humanitarian Demand: A Business Case for Expanding Digital Financial Services

Untapped Humanitarian Demand: A Business Case for Expanding Digital Financial Services: "This study examines the return on investment experienced by banks who provided cash transfer services to the humanitarian sector." IRC



Kakuma as a Marketplace: A Consumer and Market Study of a Refugee Camp and Town in Northwest Kenya

Kakuma as a Marketplace: A Consumer and Market Study of a Refugee Camp and Town in Northwest Kenya: "This study examines the commercial opportunities the Kakuma refugee camp presents to the private sector in Kenya." IFC



Refugees and Their Money

Refugees and Their Money: "This study looks at the market opportunity for digital financial service providers to deliver financial services in several refugee settlements in Rwanda." FSD Africa



Further reading: bibliography

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Appendix 1: Network engagement strategy and action plan example

Initiative summary #1: Awareness workshop				
Goal	Key steps	Responsible entity	Start date	Delivery date
<i>Provide network members with a rationale/business case for collective engagement in complex emergencies/manmade disasters</i>	<ol style="list-style-type: none"> 1. <i>Develop workshop agenda</i> 2. <i>Identify speakers/presenters</i> 3. <i>Obtain high-level government and humanitarian community support</i> 4. <i>Leverage CBI content and content from other networks</i> 5. <i>Promote event to membership</i> 6. <i>Conduct workshop</i> 	<i>Private Sector Network Secretariat</i>	<i>3/30/19</i>	<i>5/30/19</i>
Key challenges: <ul style="list-style-type: none"> • Generating member interest • Developing tailored content • Identifying qualified speakers 		Mitigation: <ul style="list-style-type: none"> • Conduct outreach and present business case • Leverage guidance toolkit and seek out local experts • Begin process early 		
Metrics		Resources		
<ul style="list-style-type: none"> • <i>Number of workshop attendees</i> • <i>Number of workshops held</i> • <i>Positive survey reviews</i> 		<ul style="list-style-type: none"> • Content development (80 hours) • Planning resources (40 hours) • Delivery resources (40 hours) 		

Initiative summary #2 SME Business Continuity Planning (BCP)				
Goal	Key steps	Responsible entity	Start date	Delivery date
<i>Convey importance of business continuity to SMEs and provide a mechanism to improve their resilience in complex emergencies</i>	<ol style="list-style-type: none"> 7. <i>Develop and schedule workshop</i> 8. <i>Develop and schedule joint exercises</i> 9. <i>Evaluate exercise results</i> 	<i>Private Sector Network Secretariat and large member entities with well-developed Continuity of Operations Plans</i>	<i>6/30/19</i>	<i>9/30/19</i>
Key challenges: <ul style="list-style-type: none"> • Generating member interest • Developing compelling scenarios • Identifying qualified facilitators 		Mitigation: <ul style="list-style-type: none"> • Conduct targeted outreach to SMEs and present research material on the importance of operational resilience • Leverage guidance toolkit and review exercise scenarios developed by other CBI networks • Expend necessary resources to obtain qualified facilitators 		
Metrics		Resources		
<ul style="list-style-type: none"> • <i>Number of workshop attendees</i> • <i>Number of exercise participants</i> • <i>Number of newly developed Business Continuity Plans</i> • <i>Positive survey reviews</i> 		<ul style="list-style-type: none"> • Content development (60 hours) • Workshop planning resources (40 hours) • Workshop delivery resources (40 hours) • Scenario exercise development (40 hours) • Scenario exercise delivery resources (40 hours) 		



CBI Global Partners

