



FINAL REPORT

CBi Annual Meeting at Humanitarian Networks and Partnerships Weeks 2022

EXECUTIVE SUMMARY

During the in-person week of HNPW 2022, the CBI Secretariat, focal points from current and prospective CBI Member Networks, and CBI Executive Committee members came together for the first time since the pandemic for the CBI Annual Meeting and Member Network working sessions.

Over the course of four days, 22 participants from 14 countries participated in seven working sessions, a special presentation to the Executive Committee, and two public events. A third public event was convened online one week later.

Although each session is summarized in more detail below, some key themes stood out as cross-cutting.

Strengthening the CBI brand and value proposition: A sharpened value proposition and greater visibility for CBI were seen as key to enable more impact, including by catalysing greater acknowledgement of the role of local business in disaster management and facilitating more

Key Themes and Takeaways

- Strengthening the CBI brand and value proposition
- Advocating for localization and climate action through the private sector
- Promoting collaboration and partnerships
- Operationalizing and optimizing the 'CBI Member Network Journey'

funding opportunities. Participants also suggested a certification or label system that would help strengthen CBI Member Network legitimacy and credibility and support our expansion strategy.

The support of the CBI Secretariat was seen as most useful in three areas: technical support, communications and advocacy, and access to funding.

Advocating for localization and climate action through the private sector: Two topics that were an integral part of almost every conversation, presentation, and discussion were leveraging the private sector to promote humanitarian localization and address the climate emergency. Deepening the engagement of the private sector in these areas was seen as integral task for CBI in every future activity.

Promoting collaboration and partnerships: To scale up reach and results, CBI must connect to existing crisis response and disaster risk management mechanisms through partners such as OCHA and UNDP Country Offices, the UN Development Coordination Office (DCO) and Resident Coordinators (RCs), the OCHA Humanitarian Leadership Support Section, and other key partners.

Operationalizing and optimizing the 'CBI Member Network Journey': In parallel with CBI's focus on growth and expansion to new countries and regions, the importance of supporting existing CBI Member Networks through technical support and capacity building programs was particularly emphasized.

For additional details and summaries of the three public sessions, read on. If you have any comments or reflections to share with the team, email connectingbusiness@un.org. Finally, please remember to complete our [Feedback Survey](#) if you have not already done so.



The CBI extended family at HNPW 2022. Photo credit: Marc Bader/CBI

SUMMARY OF CBI MEMBER NETWORK WORKING SESSIONS

Opening, introductions, and programme overview

In this session, representatives from current and prospective CBI Member Networks presented their expectations and goals for the week. Participants agreed to:

- Understand models that work and those that don't work for business engagement in disaster risk reduction and disaster risk management, humanitarian response and network sustainability.
- Understand strategies for an organized approach in disaster response and how to empower women and children, which are often among the most affected by crises.
- Explore how to make it more meaningful for the private sector to engage in and support humanitarian response.
- Understand how to improve communications, from crisis communication to coordination.
- Find partners and resources.
- Learn from everyone on how to do things faster/better to save more lives.
- Think about how we can build better before rather than building back better, and how we can include financial economic emergencies as the private sector is the most affected.

Visioning exercise – CBI at 10 years

The objective of this session was to get feedback and insights from participants to feed into the vision of what CBI could look like when it celebrates its 10-year anniversary

Reflections by Sahba Sobhani

Of all the initiatives launched at the World Humanitarian Summit in 2016, CBI is one of few multistakeholder partnerships that is thriving. The private sector is now recognized as a disaster management actor at the country level.

In parallel, we're entering a world of complexity of risks with an interplay of hazards, whether natural, human-induced, or the pandemic. As such, it's critical to think about planetary health, geopolitics and megatrends for the future as well as topics that have the potential to become highly relevant to CBI's work such as disaster risk financing.

"The way I see it is like seeing kids play soccer – if everyone rushes the ball, it doesn't work; professionals have a strategy and formations and an organized approach. How can we reach that level in terms of disaster response?" – Karlos Lee Moresi, Pacific Islands Forum Secretariat

Reflections from CBI Member Networks presented by Hush Hashim

Building on a report provided to the CBI Executive Committee in late 2021, Hush provided a recap of the most salient points – from strengths to areas for improvement.

Two recommended priorities include:

1. Raising the profile of CBI at the international level, and
2. Assisting newer networks to avoid having them go through the same learning curve or growing pains as the more mature networks did.

A note on the UN Development Coordination Office (DCO) and Resident Coordinators by Angus McLean Rennie

As part of the UN reform process, an emphasis was placed on the private sector and partnerships. To encourage the UN system to be more collaborative with the private sector, every Resident Coordinator (RC) Office has a Partnerships Officer on their team. Developing relationships between CBI and the RC system could be a way to leverage and mobilize RCs to become champions for CBI and its Member Networks.

Addendum by Karen Smith, OCHA: CBI should also reach out to the OCHA Humanitarian Leadership Support Section as there is an initiative underway to build capacity that has a lot of potential.



Thanh Ha Le delivers a presentation during HNPW 2022. Photo credit: Marc Bader/CBI

Interactive visioning exercise

Participants broke into groups to brainstorm and exchange around challenges, goals, milestones, and priority activities. Outcomes from these discussions are summarized in the visuals below, courtesy of Trina Aspuria from the Philippine Disaster Resilience Foundation.

CHALLENGES	GOALS + MILESTONES
<ol style="list-style-type: none">1. Coordination<ul style="list-style-type: none">• Lack of formal processes2. Available Resources<ul style="list-style-type: none">• Technical• Financial3. Visibility of CBI<ul style="list-style-type: none">• Understanding the role of CBI• Unique proposition	<ol style="list-style-type: none">1. Develop Programs on:<ul style="list-style-type: none">• Risk-informed financing• Digitalization2. Develop a Network membership guide<ul style="list-style-type: none">• Value of members to contribute to getting new members3. Bridging regional and global partnerships4. Develop a strategic engagement plan5. Strengthen and define role of CBI and members<ul style="list-style-type: none">• Branding

A new CBI Network Membership Guide could highlight the value of Member Network contributions as well as the value of getting new networks on board.

The above should go hand in hand with the development and implementation of a strategic engagement plan to facilitate CBI's support, as well as inter-network coordination and engagement, with and among current and prospective CBI Member Networks.

In defining and strengthening the role of CBI and its Member Networks (including branding), one key question is whether the goal is to only be a go-to agency in times of crisis and shock, or also during peace time? If the latter, the focus could be on policy innovation.

“Expand [CBI Member Networks], yes, but it’s important also to sustain. And if people and organizations are not in the know about CBI, the Secretariat and Member Networks won’t be able to channel funding the same way.” – Hush Hashim, Asia Pacific Alliance for Disaster Management – Sri Lanka



In terms of resource management, one suggestion was to map available technical and financial resources on an annual basis so that CBI Member Networks can apply for the support. There was also an ask around CBI developing a certification or accreditation for private sector networks working in disaster risk management and humanitarian response.

A database of best practices could include resources ranging from templates to best practices, case studies as well as a platform to facilitate mentoring and coaching opportunities by CBI Member Networks for their peers or to connect experts to CBI Member Networks.

Concluding remarks by Dave Young

We're at a unique time for the private sector as companies – especially large ones and multinationals – are all under pressure to show performance on Environment, Social and Governance (ESG) issues and the question of how business can play a role fully in society, both in crisis and preparation, for the planet, and more.

As such, CBI needs a clear value proposition that leverages this context for country level value and then sees how to translate it to an opportunity for multinational corporations.

Simulation exercise – CBI Member Network crisis coordination and response

In this session, representatives from the Philippine Disaster Resilience Foundation (PDRF) and the Private Sector Humanitarian Platform in Madagascar (PSHP Madagascar) briefed participants on best practices in private sector disaster response. The session also included a facilitated exercise on crisis coordination and response protocols in which participants outlined key activities and information requirements when it comes to working with the business community, the government, the UN and non-government organizations (NGOs). Participants were grouped into two teams, each with a different exercise scenario—one with a magnitude 7.5 earthquake and another with a Category 5 cyclone.

The key takeaways from the session included identifying priority activities and information needs from different actors (private sector, government, the UN, NGOs) before, during and after the disaster event. Aside from the exchange of ideas on how CBI Member Networks engage in preparedness, response and

recovery phases, the session also enabled participants to identify coordination gaps and simulate how CBI Member Networks can work with the CBI Secretariat and other partners before, during and after disasters. The session outputs will be used by the CBI Secretariat to improve the draft Disaster Coordination Standard Operating Procedures.

CBI Executive Committee meet and greet

In this special session with CBI Executive Committee representatives, Member Network representatives made presentations about their activities and the challenges they face. Trina from PDRF summarized the CBI Visioning Exercise and CBI Executive Committee members reflected on some of the challenges and opportunities for CBI going forward.

Presentations highlighted the need to:

- **Raise CBI's brand for more impact:** grow the audiences, build visibility, reshare key content
- **Develop regionalization** for economies of scale and to share lessons across countries with similar risk profiles
- **Strengthen existing Member Networks** and consider how to grow without promoting competition between existing Networks
- **Support the humanitarian localization agenda**, as it is intricately linked with the CBI mandate and vision
- **Consider how to avoid competition between existing networks;** CBI Member Networks to become focal points
- **Anchor CBI Member Networks** with their local OCHA and UNDP country offices and other partners
- **Stay technical** and when possible separate work from politics

In closing, it was noted that the agenda of preparedness, mitigation, response, recovery, is what all businesses need to function effectively in a current environment that consists of nearly constant shocks and climate change. This is an opportunity for CBI to position itself as highly relevant across sectors and geographies.

Regional disaster management mechanisms for private sector networks

This session started with a presentation on regional private sector engagement activities by the Pacific Islands Forum Secretariat (PIFS), which served as an introduction to how regional bodies like PIFS develop and support country-level private sector activities on disaster risk reduction and climate change adaptation.

After the presentation, participants were grouped into four teams according to geographical clusters (Pacific, ASEAN, Latin America and the Caribbean, Africa) to exchange ideas on existing regional disaster risk reduction (DRR) / disaster risk management (DRM) frameworks and mechanisms and how the private sector can be involved. Discussions also focused on how CBI Member Networks in a shared regional clustering can support one another through a "hub-and-spoke model" for inter-network capacity-building and knowledge exchange.

Participants shared the following key takeaways:

- Every region has a plethora of existing frameworks and mechanisms; understanding them and mapping them out is instrumental in understanding opportunities and potential partners
- A mapping of the private sector at the national and regional level is useful baseline information to establish a network
- The UN and its various agencies have developed myriad capabilities, and while they often make them available to governments, CBI Member Networks should also have the opportunity to leverage these capabilities
- Regional networks can enable country-level networks to work together and help each other, which would be more efficient due to similar risk profiles and minimal time zone differences
- Specific activities relevant for a regional network could include:
 - Information and knowledge sharing across all phases of DRR, from preparedness to response and recovery
 - South-South learning and in-person visits for drills and exercises
 - Capacity building on private sector engagement

Suggested next steps for the CBI Secretariat included:

- Working with Member Networks to leverage other existing platforms and networks they are part of to contribute to CBI expansion
- Creating a library or shared portfolio of DRR/DRM activities of CBI Member Networks
 - Stories need to be told and written down
 - Case studies are invaluable
 - This content could also support academic research looking into best practices for private sector engagement in DRR/DRM and “CBI should own that space!”
- Developing a private sector emergency response guide or “how to” around relief operations, search and rescue, etc. (could link to the library of disaster and response activities)

Rotating mini-workshops on communications, impact measurement, knowledge management, and resource mobilization

In this session, participants split into teams that rotated between four workstations focusing on communications, impact measurement, knowledge management and resource mobilization. The combined ideas and key take-aways are presented below.

Communications

Conversation in this workstation focused on advocacy asks, effective messaging, and the importance of sharing impact stories and in multiple languages.

How to strengthen CBI’s advocacy messaging

- Define CBI’s vision and niche for a clear unique value proposition
- Define key messaging on key topics so Member Networks can better amplify
- Adopt a theme of the year, in relation with UN themes, or a few themes to share with Member Networks ahead of time for joint messaging

- Develop advocacy at different levels (national, regional, global)
- Have a CBI label that acts as a marker of quality for private sector DRR/DRM or a charter of ethics

Key advocacy “asks”

- Be acknowledged as a player in DRR/DRM
- Institutional recognition by the UN, national disaster management offices, etc.
- Official recognition by the UN and/or OCHA through declaration or protocol on DRM
- Qualify to receive emergency funding from the UN (e.g., Central Emergency Response Fund)
- Be eligible for fiscal incentives for private sector humanitarian projects (tax-free imports, cash transfers)
- Change misconceptions about private sector networks, which are often seen as being solely profit-driven even when they are registered as non-profit entities

Sharing impact stories

- Communicate on the importance of response by sector and highlight what each sector can contribute in terms of the disaster management spectrum
- Develop more content such as LinkedIn blogs, photo stories, YouTube videos, etc.

Other suggestions

- CBI to lead on a specific project that could be implemented by MNs (rather than just reporting on what MNs do) to reflect CBI impact
- Use different languages, e.g., produce local advocacy package and training materials in French
- Explore how best to report on communications activities
- Consider an editorial board to decide on and strengthen messaging and activities

Next steps

- CBI to draft a press release about HNPW that MNs can disseminate. Note: CBI [published a press release](#) and PDRF adapted it to their local context before disseminating their version, obtaining a feature on ReliefWeb and [press coverage](#)
- CBI to develop a generic policy advocacy package that MNs can tailor to their context
- Cote d’Ivoire to organize a French workshop for West Africa

Impact measurement

Impact measurement was deemed important for donor reporting, accountability to people we serve, and standardising approaches when it comes private sector engagement in preparedness, response and recovery activities:

WHAT	WHY	HOW and WHEN
“What do we want to measure? What are our impact indicators?”	“Why do we want to measure impact?”	“What tools / format can we use to measure impact?”
<ul style="list-style-type: none"> • No. of people reached/assisted 	<ul style="list-style-type: none"> • Generate confidence and goodwill 	<ul style="list-style-type: none"> • Impact measurement tools and dashboard

<ul style="list-style-type: none"> • Timeliness of advisories or information products • No. of pre-agreements or partnership agreements 	<ul style="list-style-type: none"> • For donor reporting • Accountability and transparency • To standardize humanitarian engagement of the private sector 	<ul style="list-style-type: none"> • Training • CBI impact measurement products • Checklists • Follow up evaluations of activities
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Key takeaways from the group also include a broader discussion on the impact measurement framework of CBI:

- In terms of indicators, start by measuring the things that people do (e.g., partnership agreements established, people reached, etc.) and split reporting into short, medium, and long-term impact.
- Collective impact as CBI networks can also be theme-based (e.g., advocacy, resource mobilization, knowledge management)
- Make impact measurement tools simple and practical
- Impact numbers are important, but CBI also needs to have a method to collect impact stories from the networks to feed into communications efforts
- There is a challenge around measuring impact as a CBI collective platform versus the impact of individual Member Networks, as some networks had their own identity before CBI was created
- Support is needed for Member Networks to report and collect data
- CBI should consider creating program portfolios and impact stories that can be shared with all Member Networks
- Aside from asking what the Member Networks need, the CBI Secretariat should also communicate to the Member Networks what it needs

Knowledge management

This discussion focused on target audiences, priority topics, formats and channels to use, and how participants can engage with specific deliverables.

Target audiences	Topics	Format & channels
<ul style="list-style-type: none"> • Networks • Private companies out of the networks • UN • Government • NGOs/CSOs • Regional agencies • Media • Other sectors, e.g., academia, youth, family, chambers 	<ul style="list-style-type: none"> • Emergency Response • Business Continuity • Data and information management • Communications • Draft MOU with partners 	<ul style="list-style-type: none"> • Guidelines for each MN to adopt and adapt to local context • Trainings/workshops • Digital/web • Booklets, flyers, case studies, video, social media

Participants committed to specific deliverables, notably:

1. SimEx guidelines (Madagascar)

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2. Emergency family plan (Haiti)
 3. Terrorism in West Africa case study (Cote d'Ivoire)
 4. Course on BCP (Philippines)
 5. Book on EOC management and private sector engagement (Philippines)
 6. Case studies on specific emergencies such as floods, cyclones, etc. (ALL)

Resource mobilization

Conversation about CBI's resource mobilization efforts revolved around the need for a clear understanding of the existing resources that are available to CBI and CBI Member Networks as well as commonalities that can be leveraged into a stronger narrative behind the ask, e.g., presence in "ring of fire" countries.

Potential donors & access:

- Governments overall – US, UK, Netherlands, Germany, etc.
- Governments based on thematic or geographic interests – Sweden (human rights), UAE (Indonesia), etc.
- CBI to go to Permanent Missions in Geneva as entry point
- Leverage corporate interests and explore potential with large multinationals
- Explore insurance angle and interest of insurance companies

Fundraising next steps:

- CBI to develop new attractive materials (brochures, etc.) with clear messaging around what we have done and what we could do with extra cash/resources
- Consider doing donor mapping exercise for existing donors, and invite donors into one room that support several initiatives/MNs (by geography or topic) so they can exchange information and collaborate for greater impact
- Consider organizing a donor forum or event
- Explore ways to engage with the diaspora

Integrating disaster and climate resilience into SME development

This session was moderated by Firzan "Hush" Hashim from the Asia-Pacific Alliance for Disaster Management Sri Lanka (A-PAD SL). It included a presentation from Patricia Mallam from the Fiji Business Disaster Resilience Council (FBDRRC), Fania Joseph from the Alliance for Risk Management and Business Continuity (AGERCA), and Le Thanh Ha from the Vietnam Chamber of Commerce and Industry (VCCI).

Panelists shared examples of DRR/DRM and business continuity planning activities for SMEs and also highlighted key challenges and recommendations on how to integrate DRR/DRM and climate change adaptation into SME development.

Some key highlights from the group discussions are below.

1. **Current initiatives** include business continuity planning, surveys if followed by immediate action, access to climate finance, hazard mapping or national calendar, sharing of best practices

2. **Challenges** include difficulty in engaging with SMEs if they aren't members of the network or connected to CBI, denial or ignorance, difficulty in accessing financing opportunities, lack of expertise and skills around environmental risks and the number one priority for any small business being to stay in business.

3. **Opportunities** include

- Marketing it right, e.g., “resilience helps you stay in business / grow your business”
- Turning disasters into opportunities, e.g., mobile schools, better design for interventions, clean and safe water in risk-prone areas
- Sharing of best practices, e.g., through regional or sector specific workshops
- Lobbying and advocating for better climate change adaptation policies Climate education and awareness promotion for SMEs (including tapping into academia as partners)
- Integrating efforts with Corporate Social Responsibility, DRR/DRM and climate change adaptation initiatives
- New products, services and business models for SMEs that promote resilience and sustainability

SUMMARY OF CBI PUBLIC EVENTS

Act local, think global: Humanitarian action and the private sector



This session was organized as an examination of how the private sector can support the humanitarian “localization agenda”. A wide range of donors and aid organizations have committed to increase support to local actors and meet a target of at least 25% of humanitarian funding going directly to local and national responders. These calls have only become more urgent in the context of global conversations about the legacies of colonialism and racism. Despite the increasing importance of the “localization agenda”, in 2021 only 1.32% of funding against the Global Humanitarian Overview went to national and local organizations directly, mostly to governments.

The overall message of this session was that governments and international humanitarian and development organizations must recognise that local private sector partnerships are key to achieving their localization commitments. By engaging in local procurement, humanitarian responses can support rather than displace the local economy. Simple and local solutions exist and can often be implemented with minimal funds for high impact results that help the beneficiaries.

The moderator closed with a commitment to invite the private sector – in the form of CBI Member Network representatives – to have a seat at the table of the Inter-Agency Standing Committee’s Task Force on Localization.

You can view the recording [here](#).

“The procurement of local supplies is important, because Haiti is vulnerable and the economy is slow after a disaster, which makes it ideal – and impactful – to support the local economy that way.” – Fania Joseph, Alliance for Risk Management and Business Continuity

Feeling the heat: How local businesses are responding to the climate emergency



This public session was designed to showcase how local businesses are building climate resilience to benefit themselves, their suppliers and employees, their customers, and society at large.

Speakers presented case studies on adaptation and mitigation strategies in Fiji, Madagascar and Turkey. The keynote speaker highlighted the need to ensure that planetary health be at the core of all actions taken, and called on private sector representatives to pressure politicians to take more serious steps to address the climate emergency.

You can view the recording [here](#).

"The call to action is very clear: we have to hit the reset button and join in our efforts to be better prepared to deal with the complex environment of colliding threats." – Edem Wosornu, OCHA

Acting before crisis hit: Anticipatory action and the private sector



This event, co-hosted by CBI, the International Federation of the Red Cross (IFRC) and the Anticipation Hub, was convened online rather than during the in-person part of HNPW. More than 65 participants from over 25 countries joined to discuss the way anticipatory action can facilitate an enabling environment for better preparedness and response.

The webinar covered the difference and complementarity between preparedness and anticipatory action, practical examples of anticipatory action initiatives from the Philippines, a country selected because it suffers 20+ tropical storms per year and has an enabling environment thanks to its Government and other partners and their way of collaborating around emergencies.

The anticipatory action pilot in the Philippines was showcased as a bold experiment targeting 275,000 beneficiaries if triggered. Based on a “no-regrets” approach, specific requirements have to be met for the anticipatory action protocol to be triggered. This is complementary to the more traditional humanitarian response, with partnership as a key principle. One of the key objectives is to ensure the model is cost-effective so that the funds go to the people in need.

A simulation exercise was also presented as a way to gather more information, data, and evidence on what can facilitate the implementation of early action protocols while providing an experience to participants that then motivates them to join anticipatory action efforts.

The recording is available [here](#).

HNPW Closing Session

HNPW officially closed on Friday 20 May, with an online closing event attended by over 200 participants that featured the UN Deputy Emergency Relief Chief and OCHA Assistant Secretary-General, Joyce Msuya.

Firzan "Hush" Hashim, from A-PAD Sri Lanka, delivered remarks from the perspective of a private sector participant. Hush highlighted that in Sri Lanka but also in many other places around the world, the crises that occur are more complex, more frequent and more severe. Humanitarian needs are reaching record high levels and as such, UN agencies and traditional humanitarian partners cannot handle the response alone anymore – which is why it is essential to work with and recognize the private sector as a key player.

"Among the many partners that get involved in humanitarian response, there is one which is a key player, but often overlooked: the private sector. Together, we agreed that the humanitarian community needs to officially acknowledge the role of local businesses in humanitarian response."

– Firzan "Hush" Hashim, A-PAD Sri Lanka