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Foreword



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Last year began with unexpected intensity as earthquakes devastated Türkiye and Syria, extreme rainfall in Peru led to landslides and historic cases of Dengue fever, and the war on Ukraine raged on. The rest of the year was just as relentless, the early arrival of Category 5 Tropical Cyclone Lola to Vanuatu, further deterioration in safety and security in Haiti, escalating tensions in the Middle East, and the unprecedented landfall of Hurricane Otis in Mexico, one of the fastest-intensifying hurricanes ever recorded. Along the way, the El Niño weather phenomenon led to flood and drought conditions around the world.

Going hand-in-hand with these extreme weather events, human-induced disasters, and more, we also saw a real shift in how communities, companies, and nations prepared for, responded to, and recovered from crises. CBI Member Networks sent help around the world and responded to emergencies both within and beyond their own borders, often overcoming significant logistical challenges to do so. Companies around the world responded to demands from their employees and customers to get more involved in humanitarian emergencies, and creative solutions were found to bridge resource gaps.

CBI and its Member Networks responded to 21 crises in 2023, reaching more than 18,352,539 people and mobilizing over USD \$20.7 million through in-kind and financial contributions. New Member Networks joined the initiative, including regional networks in the Caribbean and Pacific as well as national networks in Ecuador and Kenya. Successful events were hosted at a regional level in Bangkok, Thailand, and globally in Istanbul Türkiye, and CBI is poised to continue growing next year both in terms of the team size and its partners.

The crucial importance of public-private partnerships in humanitarian action was the focus of a United Nations Security Council debate in September 2023, underscoring the critical role of businesses in supporting humanitarian response. This is at the heart of CBI's mandate, and indeed CBI was explicitly mentioned by name during the Security Council debate – more than once – as a beacon of hope and concrete solution to further enable collaboration and coordination across sectors.

CBI is one of the most successful projects to come out of the 2016 World Humanitarian Summit, and is a clear example of what can be achieved when humanitarian and development agencies coordinate their activities. Both the United Nations Development Programme (UNDP) and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) are dedicated to ensuring that local private sector actors have a clear mechanism to support emergency preparedness, response, and recovery.

Amidst the turmoil the world experienced in 2023, a renewed understanding emerged related to the importance of engaging along the whole disaster management spectrum, with adequate preparedness measures paving the way for a better response which in turn enables a stronger, swifter recovery. None of it can be achieved without trust and cooperation between the public and private sectors. If we had to sum it up, it was a year full of impact and lessons learned which we trust will enable ever better business engagement in disaster management and resilience.

CBI Secretariat activities

By the end of the first quarter of 2023, the world was reeling from innumerable “once-in-a-generation” storms and extreme weather events while Türkiye and Syria dealt with the devastating impact of [the earthquakes](#), [Peru faced its first cyclone in 40 years](#), leading to floods and historic dengue fever contractions and deaths and [Vanuatu responded to twin cyclones](#) – and that is barely the tip of the iceberg.

However, these crises also shone a light on the power of connection and collaboration, the incredible resilience that exists around the world and the fact that business is at the table, ready and willing to be a full partner for a whole-of-society approach to fostering resilience through disaster preparedness, response and recovery.

That is where CBI comes in.

Over the course of the year, CBI continued to engage in advocacy efforts to reinforce the importance of the private sector having a seat at the table before, during and after emergencies. The initiative also supported various response efforts with two staff deployments to emergency settings. It continued to address knowledge gaps and catalyse internetwork learning through virtual and in-person meetings.

Deployments to emergency settings: Türkiye earthquake and Gaza humanitarian response

As part of the humanitarian response to the February earthquakes in Türkiye and Syria, OCHA designated a focal point for private sector engagement and coordination. CBI’s Deputy Programme Coordinator, Rhiza Nery, was deployed to Ankara and Gaziantep, working in close coordination with

the CBI in-country partners, the Turkish Enterprise and Business Confederation (TÜRKONFED) and Business 4 Goals (B4G) Platform, as well as other global and local businesses to facilitate requests and offers of support for the humanitarian response.

“As the private sector focal point, I acted as a translator between the private sector and humanitarian agencies,” says Florian Rhiza Nery, the CBI Network Coordination Specialist deployed as the focal point for private sector engagement for OCHA as part of the humanitarian response to the earthquakes. “The private sector wanted to help and in a high-middle economy such as Türkiye, we have to recognize the critical role that the private sector, especially the Turkish business community, played at the coordination table.”

CBI also published a case study, [“Türkiye earthquakes 2023: Lessons learned on business engagement in the humanitarian response”](#), to capture the good practices and challenges related to engaging the private sector in such a context.

Later in the year, when tensions escalated in the Middle East, CBI’s Programme Coordinator, Kareem Elbayer, was deployed to the border between Egypt and the Gaza Strip to support the cross-border humanitarian response.

Key in-person meetings to foster greater business engagement in disaster management

Throughout the year, CBI organized [a regional workshop in Bangkok](#) and [a lessons-learned workshop](#) in Istanbul that was related to private sector engagement in the earthquake response and hosted numerous sessions during meetings organized by partner organizations, ranging

from the [Humanitarian Networks and Partnership Weeks](#) (HNPW) in Geneva, Switzerland, to [the third ARISE Regional Forum](#) in Bogotá, Colombia and [the first ASEAN Disaster Resilience Forum](#) in Singapore.

CBI also supported and participated in relevant local, regional and international events, such as [the third Regional Simulation on Disaster Response and Humanitarian Assistance](#) that took place in Panama with participation from the private sector for the first time, the peer-to-peer learning event organized by PIFS and FBDRC in Fiji (read more about it on p. 21) and the A-PAD SL International Symposium 2023 on the theme of “Climate-Smart Collaboration: Accelerating Transition towards a Climate Resilient Tomorrow”.

In October, CBI hosted its Global Meeting “[Reaching new heights: Scaling up private sector engagement in disaster management and humanitarian action](#)”. Fifty-four business

and government representatives from 26 countries gathered in Istanbul, Türkiye, to participate in a three-day meeting about business engagement in disaster management. The event included peer-to-peer learning exchanges, workshop sessions on themes such as earthquakes and El Niño and a visit to Afet Koordinasyon Merkezi Mudurlugu (AKOM), the Istanbul disaster coordination centre.

Each of these events was an opportunity to learn, exchange and connect, as well as showcase the work of our partners. The goal was to develop strong partnerships in times of peace and quiet so that we could all be better prepared to come together when the next crisis hits.

Throughout the rest of this report, you will read more about the impact CBI had through partnerships, supporting its growing community of Member Networks.



Participants at the CBI Global Meeting 2023 in discussion during a workshop session.

Photo credit: CBI/North Productions

CBI MEMBER NETWORK PRESENCE



2023 FACTS AND FIGURES



1,336,475 businesses

CBI Member Networks work with over 9,000 members that together represent 1,336,475 businesses of all sizes and in a wide range of industries.



21 crises

CBI and its Member Networks responded to 21 crises in 2022, ranging from tropical cyclones to earthquakes, floods, landslides, and more.



18 million people reached

Through preparedness, response and recovery activities, CBI Member Networks reached over 18 million people.



\$20.7 million mobilized

In 2023 alone, CBI Member Networks mobilized in-kind and financial support from partners worth over \$20.7 million.

Overview of CBI Member Networks

The Caribbean

The **Network of Caribbean Chambers of Commerce (CARICHAM)** brings together 25 chambers from 24 countries across the region to promote economic prosperity, share best practices and build partnerships to foster a resilient private sector.



Ecuador

The **Cámara de Industrias e Producción (CIP)** or the Chamber of Industries and Production) in Ecuador represents the business community in its efforts to foster innovation, promote sustainable development and encourage individual and collective well-being for a strong, inclusive economy that is prepared for and resilient to disasters.



Fiji

The **Fiji Business Disaster Resilience Council (FBDRC)**, hosted by the Fiji Commerce and Employers Federation, provides a coordination mechanism for the private sector to engage with the Government and partners on resilience-building, response and recovery activities.



Haiti

The **Alliance pour la Gestion des Risques et la Continuité des Activités (AGERCA)** or the Alliance for Risk Management and Business Continuity) is an independent organization that provides a mechanism for the Haitian private sector to support the National System for Risk and Disaster Management and enable businesses of all sizes to recover quickly and rebuild better after crises.



Ivory Coast

The **Plateforme Humanitaire du Secteur Privé de Côte d'Ivoire (PHSP Côte d'Ivoire)** or the Private Sector Humanitarian Platform in Côte d'Ivoire) is part of the General Confederation of Businesses of Côte d'Ivoire and brings together private sector entities to engage in humanitarian action in a strategic, coordinated manner.



Indonesia

The **Kamar Dagang dan Industri Indonesia (KADIN)** or the Indonesian Chamber of Commerce and Industry) is the umbrella organization of the Indonesian business chambers and associations. It focuses on all matters relating to trade, industry and services and is committed to tapping into the potential of the national economy, offering a strategic forum for Indonesian entrepreneurs. KADIN established its Division on Social Affairs and Disaster Management to strengthen its engagement in preparedness, response and recovery.



Kenya

The **Kenya Private Sector Alliance (KEPSA)** brings together local and foreign business associations, chambers of commerce, professional bodies and corporations ranging from multinational companies to small and medium-sized enterprises (SMEs) and start-ups from all sectors of the economy. It seeks to enable them to speak with one voice when engaging with the Government, development partners and other stakeholders on cross-cutting policy issues and programmes for socioeconomic development in the country.



Madagascar

The mission of the **Plateforme Humanitaire du Secteur Privé de Madagascar (PSHP Madagascar)** or the Madagascar Private Sector Humanitarian Platform) is to facilitate the humanitarian actions of its members and help them coordinate with traditional humanitarian stakeholders to make their interventions more effective.



Mexico

The **Centro Nacional de Apoyo para Contingencias Epidemiológicas y Desastres (CENACED)** or the National Support Center for Epidemiological Contingencies and Disasters in Mexico) is an autonomous, inclusive civil society organization that aims to improve the lives of vulnerable populations.



Pacific

The **Pacific Islands Forum Secretariat (PIFS)** is the region's premier political and economic policy organization. With a vision for a region of peace, harmony, security, social inclusion and prosperity so that all Pacific people can lead free, healthy and productive lives, PIFS works to achieve this by fostering cooperation between governments, collaboration with international agencies and by representing the interests of its members.



Peru

In Peru, **Hombro a Hombro** (or Shoulder to Shoulder) aims to transfer the capacity of businesses to the State for the benefit of the people and to ensure that no Peruvian is alone at their most vulnerable moment following a major disaster.



The Philippines

The **Philippine Disaster Resilience Foundation (PDRF)** is the main private sector vehicle and coordinator for disaster resilience in the Philippines. An alliance of businesses that are building the disaster management capabilities of the private sector in the country, it works on prevention and mitigation, preparedness, response and rehabilitation, and recovery.



Sri Lanka

The **Asia-Pacific Alliance for Disaster Management Sri Lanka (A-PAD SL)** coordinates and supports disaster risk reduction, prevention and mitigation, preparedness, capacity-building and relief activities across Sri Lanka.



Türkiye

The **Turkish Enterprise and Business Confederation (TÜRKONFED)** and **Business for Goals (B4G)** in Türkiye aim to strengthen the private sector's cooperation and collaboration with civil society, international organizations and public institutions in disaster preparedness, response and recovery.



Vanuatu

The **Vanuatu Business Resilience Council (VBRC)** was established to coordinate and strengthen the engagement of the private sector in disaster risk reduction, emergency preparedness, response and recovery, as well as climate change adaptation and mitigation.



Viet Nam

The **Viet Nam Chamber of Commerce and Industry (VCCI)** assembles and represents the business community, entrepreneurs, employers and business associations in Viet Nam to develop, protect and support the business community, contribute to national socioeconomic development and promote economic, trade and technological cooperation with foreign partners based on equality and mutual benefits and in accordance with the law.

MEMBER NETWORK FEATURE

Harmonizing resilience: Through music, Sri Lanka's youth unite for disaster preparedness

Have you ever had a song stuck in your head for days on end? Or realized that songs from your childhood stayed with you over the years? That is just part of the power of music – and it is what was harnessed by the Asia-Pacific Alliance for Disaster Management Sri Lanka (A-PAD SL), a CBI Member Network, as they worked with the Disaster Management Centre (DMC) of Sri Lanka to connect youth to disaster preparedness better.

To celebrate the International Day for Disaster Risk Reduction (IDDRR) 2023, A-PAD SL decided to take an innovative approach. Rather than relying on traditional lecture-style teaching, the team designed a programme that connected theoretical



The staff of the Disaster Management Center in Sri Lanka, working on the International Day for Disaster Risk Reduction event bringing together youth and disaster risk reduction through music.

Photo credit: A-PAD SL



Mrs Anoja Senevirathna, Director of Mitigation and Research Development for the Disaster Management Center in Sri Lanka.

Photo credit: A-PAD SL

aspects of disaster risk reduction (DRR) with cultural relevance, using music as a powerful medium. Familiar Sri Lankan songs related to disasters became a platform for transferring knowledge, songs that captured the attention of young minds.

The challenge and opportunity for Sri Lankan youth to engage in climate resilience

Sri Lanka, like many other nations, faces the daunting challenges posed by climate change and extreme weather events or other natural hazards. Amidst these challenges, the country's youth – 25% of the Sri Lankan population falls within the 15–29 age group – emerge as both the most vulnerable and the most promising agents of change. Over 85% of Sri Lankan youth reside in rural areas and are often engaged in climate-dependent industries. Their livelihoods are directly affected by floods, droughts and irregular rainfall patterns.

That is why, in the face of increasing climate change impacts and natural hazards, it is crucial to educate youth about DRR and resilience.

“We wanted to create the kind of programme that would not just tick a box but create lasting impact; a symphony of positive outcomes,” explains Ms Anoja Senevirathna, Director of Mitigation, Research and Development at the DMC. “That’s why we chose music as the medium to work with.”

The power of music to catalyse change

The target audience for this programme was vocational training students. Given their focus on skills development, the aim was to enhance their knowledge of and commitment to disaster resilience.

The team identified 15 well-known songs that resonated with Sri Lankans. Each song was carefully dissected, emphasizing disaster-related themes and messages. During the programme, participants not only listened but actively engaged. They joined in singing the final song, demonstrating their enthusiasm that would hopefully pave the way for their commitment to the cause.

“Singing is a language everyone understands,” commented Nisansala Hettiarachchi, Management Assistant with the DMC. “The goal was to spark a musical dialogue on disaster risk reduction, inviting participants to join in. Our sessions

weren’t lectures; they were musical collaborations, encouraging active participation through singing.”

Through a unique blend of music and culture, participants not only gained essential DRR knowledge but were also encouraged to embrace a sense of responsibility and feel ready to make informed decisions during disasters.

“I’m grateful to our Youth Coordinator for the chance to join the DRR awareness session. It was organized in such an interesting way. Though we knew about disasters, it was the first time we truly understood what a disaster is and how to prepare. The session provided valuable insights, making us aware of contact points during disasters,” shared Gayani Prasadi from the Youth Council Kirulapone. “The combination of entertaining song sessions, music and creative discussions was beautifully crafted. Participating in the DRR day organized by the DMC and A-PAD SL was genuinely enriching.”

The certificates of participation were not just tokens but became keys to career opportunities, signalling to the world that these individuals had not only learned about disaster resilience but also experienced it firsthand. More importantly, the journey did not end with certificates, as the programme sparked a pathway to volunteerism, with participants now actively contributing to disaster risk reduction activities.



A-PAD SL organized an event targeting youth and using music to raise awareness about disaster risk reduction.

Photo credit: A-PAD SL

MEMBER NETWORK FEATURE

Ecuador creates a trust for disaster management

A trust is a legal arrangement that ensures that funds are utilized for a specific purpose. In Ecuador, the Chamber of Industries and Production (CIP or Cámara de Industrias y Producción) created a trust to bolster the country's ability to prepare for, respond to and recover from disasters.

In 2023, CIP formed the Business Sector Trust for Disaster and Emergency Response (FIDESPADÉ or Fideicomiso del Sector Empresarial para Atención de Desastres y Emergencias). The objective of FIDESPADÉ is to receive, organize and deliver donations made by the private sector in situations of preparation, early warning, humanitarian response and recovery in the face of large-scale emergencies both within and beyond Ecuador's borders.

This legal structure makes it easier to receive and channel donations with greater transparency. Furthermore, it ties in with CIP's commitment, as a collective, to strengthen their governance and, thereby, the country's capacity to collect and deliver support to affected communities in a timely manner and according to corresponding needs.

The donations can be financial or take various forms, ranging from medical equipment to humanitarian supplies, food and more.

“With the FIDESPADÉ, we seek to promote transparency and strengthen governance in situations of emergencies and disasters because it is essential to establish effective coordination that involves both the public and private sectors,” comments Pablo Jiménez, Executive Vice President of CIP. “The creation of a comprehensive guide, which serves as a reference for the management of emergencies and disasters by companies, becomes a crucial tool in this context since it can provide institutionality to the process as well as play a fundamental role in supporting the public sector in the response and mitigation of emergency situations.”

FIDESPADÉ was launched with contributions from CIP and two affiliated companies, City Bank and Galapagos Islands Operators. The Trust is now open to further contributions.



The trust FIDESPADÉ makes it easier to channel disaster and emergency response donations and to track how they are used.

Photo credit: Maria Mercedes Barahona/OCHA

MEMBER NETWORK FEATURE

Recovering from the earthquakes: An interview with İlknur Kayıkçı

In the context of the devastating earthquakes that took place in February 2023 in both Syria and Türkiye, the Turkish Enterprise and Business Confederation (TÜRKONFED or Türk Girişim ve İş Dünyası Konfederasyonu), a CBI Member Network, mobilized as part of the humanitarian response. The organization also focused on early recovery and established KASABA, a container city in Samandağ, Hatay, to provide shelter and living spaces to some of the people who lost their homes due to the earthquakes.

The container city has three “towns” that total 300 containers, housing 1,500 people and offering important complementary spaces ranging from nurseries and schools to playgrounds, a library, laundry facilities, a psychosocial support centre, a women’s textile and wood painting workshop, a coding learning centre, security, common bathrooms and more.

KASABA is a project developed by TÜRKONFED, the Federation of Sectoral Associations (SEDEFED), the Turkish Industry and Business Association (TÜSIAD) and the Habitat Association under the auspices of the Joint Cooperation Platform that was created to this end. The project is supported by the public and private sector, non-governmental organizations and individuals, including key partners such as the Ahbap Association, Borusan Holding A.Ş. and Philips.

The project began in March 2023 and the first residents moved in as early as May. This brief time frame was possible thanks to the mobility and dynamic approach brought by the private sector and the business partners mobilizing resources.

One of the KASABA residents, İlknur Kayıkçı, was kind enough to share her experience of the earthquake and the container city.

The earthquake

İlknur Kayıkçı is the owner of an orthopaedic prosthesis orthosis manufacturing and application centre. During the earthquake, she and her husband were asleep at home. The moment she felt the tremor, she woke her husband up. They did not know what to do; they were afraid and in shock. They took cover between the bed and the wall and the electricity went out. So, they used İlknur’s phone to make their way outside.

As they were leaving, walls were falling and people were lying on the ground. Once outside, İlknur saw her home was severely damaged. She ran to an open area, which was the only safe place she could find.

Another big earthquake came and the building next to where İlknur was standing collapsed. She and her husband were wet, scared and trying to contact their loved ones but there was no way to reach them. They waited under a banana tree leaf for two hours and when daylight came, they went to be with their family, whose house had also been destroyed.

The next day, İlknur went to her office but there was nothing left.

With nowhere to stay, İlknur and her husband set themselves up in a tomato greenhouse with 24 other



As part of the earthquake response, CBI Member Network TÜRKONFED allied with partners to establish a container city, KASABA, paving the way for recovery.

Photo credit: TÜRKONFED

people, knowing the place was overcrowded and not suitable for them. From there, they made a tent out of reeds but when it started to leak water, they knew it would not work. That is when they heard that a container city had been established and they applied to live there.

The experience with KASABA container city

From the moment KASABA was established, despite some infrastructure problems and disagreements in management, İlknur and her husband lived there because they had nowhere else to stay. It was hard to be with so many strangers physically, as the extreme temperatures (hot and cold) in the containers made it harder to adjust to their new reality.

However, getting to know new people and experiencing such a shared destiny fostered great solidarity among them – so what started off as a difficulty became something immensely powerful.

Lessons learned and thinking about the future

İlknur and her husband have learned that anything can happen at any moment, so it is important to always have an emergency bag ready (with a hammer, drill, torch and emergency kit), enjoy life, not trust everyone and not postpone things that can be done now.

Their message to others is to prepare for earthquakes by creating an emergency kit and making plans. If anyone wants to better support those recovering from the earthquakes, they can do volunteer work in the affected regions and talk to earthquake victims in a way that fulfils their motivation and can strengthen and empower us all.

Ultimately, İlknur hopes that the region will (re) develop and wishes to reopen her business despite the challenging conditions. She hopes durable and liveable houses will be built.



The container city offers important complementary spaces such as playgrounds, a library, and a psychosocial support centre.

Photo credit: TÜRKONFED

How businesses prepared for and responded to El Niño in 2023

The impacts of El Niño can pose risks to people and their livelihoods. It may accelerate the increase of global temperatures, unlocking a multitude of other effects. That is why it is important to prepare for it and try to reduce just how badly it affects us.

The phenomenon of El Niño is when the warming of the Pacific Ocean interacts with the atmosphere, causing an increased risk of flooding, variable rainfall patterns, dry conditions leading to severe drought and the potential for more intense tropical cyclones. According to the World Meteorological Organization (WMO), it typically happens on average every two to seven years and episodes tend to last 9 to 12 months. The most recent significant El Niño event occurred in 2015–2016, which contributed to it being one of the hottest years on record.

Beyond extreme weather conditions, El Niño historically leads to impacts such as:

- High rates of food insecurity due to lower crop production and yields
- Water stress
- Higher risk of bushfires, for example, in Indonesia and Australia
- Changes in ocean temperature, which can lead to coral bleaching and lower fish populations
- More diseases, especially vector-borne ones (i.e. diseases transmitted by mosquitoes), such as dengue fever
- Greater global temperatures overall

However, every El Niño is different, so the best approach is to prepare for extreme weather conditions and hope to mitigate the impact of the phenomenon on sectors such as agriculture and water resources and on vulnerable groups, especially women and children.

How CBI and its Member Networks prepared for the potential impacts of El Niño

The CBI Secretariat participated in several El Niño briefing events, such as the webinar hosted by the United Nations Office for Disaster Risk Reduction (UNDRR) on the implications and potential impacts of El Niño on investments and the role of the private sector in minimizing loss and damage in Africa.

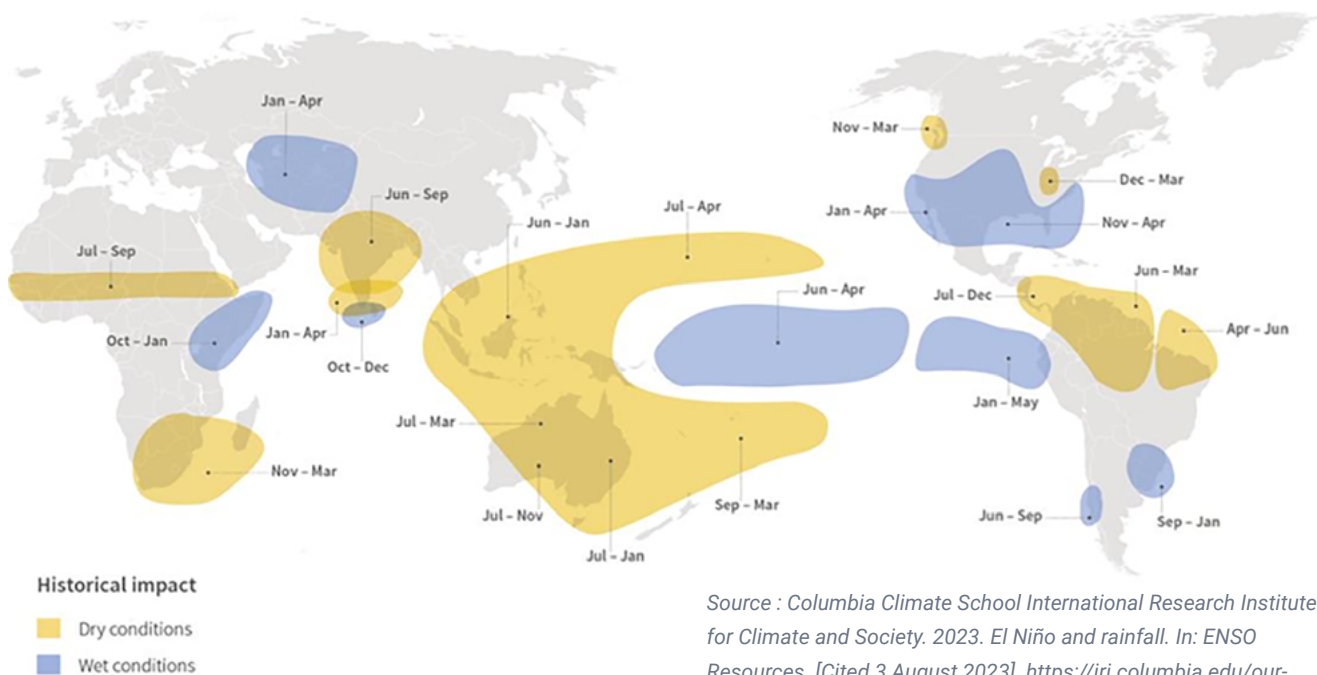
CBI also supported its Member Networks in their activities, with most of the CBI Member Networks working on promoting better awareness of the impacts of El Niño and ensuring that their member companies were prepared for its potential impacts.

For example:

In Ecuador, CIP organized a webinar series attended by 520 participants to raise awareness around El Niño and how businesses could better prepare for it. This was complemented by the creation of a trust fund for disaster management (read more about it on p. 14).

In Kenya, the Kenya Private Sector Alliance (KEPSA) organized a webinar to share examples and case studies of how businesses could better prepare for El Niño. The organization is also revisiting a disaster risk reduction bill to try to improve mitigation and preparedness measures systemically.

Historical El Niño trends



Source : Columbia Climate School International Research Institute for Climate and Society. 2023. *El Niño and rainfall*. In: *ENSO Resources*. [Cited 3 August 2023]. <https://iri.columbia.edu/our-expertise/climate/enso/>

In Peru, Hombro a Hombro has been working on family emergency plans to foster a culture of preparedness. In parallel, it has also been working with the Government to [provide aid in hard-to-reach areas affected by the heavy rainfall and floods earlier this year](#). As part of their preparedness measures, Hombro a Hombro coordinated private sector support in three areas: [logistics, capacity-building and provision of heavy machinery](#).

In the Philippines, the Government revived the El Niño Task Force and worked closely with PDRF and their member companies (specifically the water utilities) on contingency measures to prepare for the impacts of El Niño on water resources.

Although the 2023 El Niño phenomenon has been relatively milder than expected, the above showcases the importance of preparedness and how business can contribute to community and societal resilience.



In Kenya, the severe drought has left many without a harvest and at high risk of food insecurity. KEPSA organized cash and food assistance for affected communities.

Photo credit: KEPSA

MEMBER NETWORK FEATURE

Transport logistics in Peru: How the private sector supported the response to El Niño

“We need 120 trucks.” Juan Manuel Arribas, Executive Director of Hombro a Hombro, the CBI Member Network in Peru, could not believe his ears. He was no stranger to requests for support in times of crisis, but to date, his organization had typically provided a few trucks here and there – 120 was a whole other level of operations.

Later, he found himself on the deck of the imposing B.A.P PISCO, a massive ship – technically a landing platform dock – belonging to the Peruvian Navy. As Juan Manuel stood next to the President and Minister of Defence while the ship was loaded with supplies, he was proud that Hombro a Hombro’s members had yet again responded so positively to the call for help. With a myriad of companies offering a few trucks here and there, he had lined up no less than 86 30-ton flatbed trucks at relatively short notice.

The impact of El Niño in Peru

This was happening in the context of El Niño arriving in Peru unexpectedly [early in 2023](#). Furthermore, it happened



In Peru, El Niño caused significant rainfall and landslides, and CBI Member Network in-country, Hombro a Hombro, delivered 1,450 tons of aid in various forms.

Photo credit: Hombro a Hombro

amidst political instability due to the attempted coup by former President Castillo, who tried to close Congress and take over the judiciary and the Prosecutor’s Office.

The heavy rains caused significant damage, including flooding and landslides, almost simultaneously from the northern border with Ecuador to the Secocha area in Arequipa. The impact far exceeded the State’s capacity to respond. [Hombro a Hombro set the wheels in motion](#) and delivered 1,450 tons of aid in the form of family baskets and drinks, cleaning and personal hygiene items, medicine and services such as air and ground transportation, as well as communications support. They also provided heavy machinery and collaborated on capacity-building for municipalities to better manage and report on resources.

Replenishing pre-positioned items: The value of business expertise in logistics

Once the emergency ended, there was an urgent need to replenish all the decentralized warehouses of the National Institute of Civil Defence (Instituto Nacional de Defensa Civil, or INDECI, as it is in Spanish). This was imperative since El Niño could contribute to further extreme weather events in the last quarter of the year due to the enormous warming of the sea, six or seven degrees above normal.

To this end, an exceptionally large amount of humanitarian aid goods was acquired by the Government. Still, the logistics of getting these goods to the warehouses in the provinces were not considered. That is when Hombro a Hombro worked with INDECI and the Peruvian Navy to build a logistical bridge between the INDECI warehouses in Lima and the Callao Naval Base. From there, the ship B.A.P PISCO, built in Peru (a specialist ship for landing operations and humanitarian aid), was used to reach the port of Paita in Piura and from there, in the opposite direction, to the decentralized INDECI warehouses in Tumbes, Piura and Lambayeque.

That is where the request for trucks came in – but that was not all. As the B.A.P PISCO was being loaded, Juan Manuel reflected on the importance of logistics and how it is something business does incredibly well.

“There were mattresses, which are bulky but light and corrugated metal roofing sheets that didn’t take up much space but stacked into very heavy loads. Everything had to be sorted strategically so that unloading was done easily at each stop based on needs,” he explained. “And we needed forklifts to move things around. It was a massive logistical operation and the State had only gone so far in

its planning but we were happy to bring our private sector expertise to the table and help the whole distribution operation go smoothly.”

The support Hombro a Hombro provided was thanks to their members, including Antamina, DP World, Pacasmayo, Ferreycorp, Ransa, Gloria, Arca Continental, Caña Brava, Softys, Talma and Backus. They had never moved so much cargo in a single operation, nor had they moved so many trucks.

The whole experience was seen as further proof that when the private sector works with a single objective and in coordination with the State, anything is possible.



Hombro a Hombro provided logistical support to the Government to distribute aid to hard-to-reach affected communities.

Photo credit: Hombro a Hombro

MEMBER NETWORK FEATURE

Traditional storytelling and peer-to-peer learning to address climate change in the Pacific

In the Pacific, “*Talanoa*” is a type of storytelling whereby people share their stories in an open and inclusive environment in the hopes that others can learn and benefit from their ideas and experiences.

This concept, often used for consensus-building and decision-making, was taken to Dubai in the context of COP28 for a side event hosted by a coalition of Pacific organizations, including the Pacific Islands Forum Secretariat (PIFS), to discuss catalysing private sector investment through climate-resilient partnerships.

Some of the key takeaways from the session included a need to:

1. Build and strengthen public and private partnerships in resilience building
2. Maintain good working relationships with key stakeholders, especially between the private sector and key government agencies, as well as understanding each other’s roles



Participants in the Peer-to-Peer Learning Programme in Fiji at a site visit.

Photo credit: Karunesh Rao/FBDRC

3. Foster consistent dialogue with the private sector and formalise engagement plans to include them
4. Identify options for long-term funding for cross-sector efforts to build resilience better and effectively respond to crises

It is not the first time PIFS has harnessed local know-how to foster resilience. Earlier in the year, PIFS hosted the first Pacific Peer-to-Peer Learning Programme, labelled “a ground-breaking initiative aimed at fostering collaboration and knowledge exchange” by [the Fiji Times](#). The intent was to address common challenges faced by the private sector to effectively engage in the climate change space, including a better understanding of climate change finance and how to access these resources to put them towards building resilient business investments.

This peer-to-peer learning experience took place in Fiji. It brought together 12 participants from 9 countries through the Pacific Adaptation to Climate Change and Resilience (PACRES) Project funded by the European Union. The workshop combined more theoretical sessions with site visits to a multitude of diverse businesses in sectors ranging from aviation to manufacturing, renewable energy, tourism and women-led enterprises.

Some of the overarching goals were to:

- Enhance the Pacific private sector’s knowledge and understanding of climate finance;
- Facilitate the sharing of good practices and innovative climate solutions;
- Build regional cooperation and integration.

Business representatives from the region also visited various government agencies within the western and

central regions of Fiji to learn more about resilience and disaster management plans being incorporated into operations.

It was an opportunity for the participants to share and exchange information about the unique and broad challenges and opportunities faced by the business community.

“Through this experience, I gained some great insights on how the varying organisations, businesses and government agencies coexist and the impact one’s actions ultimately has on another,” said Ms Rebecca Tavioni, Cook Islands Chamber of Commerce CEO.

“What’s more, where synergies exist, good business decisions are executed on a day-to-day (operational) and future planning (strategic outlook) basis.”

This programme was organised in collaboration with the Fiji Commerce and Employers Federation (FCEF), the Pacific Islands Forum Secretariat (PIFS), the Fiji Business Disaster Resilience Council (FBDRRC), CBI and other partners.

Regional organizations have a particular convening power to bring people together beyond borders, aligning stakeholders and individuals around areas of common interest, such as disaster resilience.



The programme brought together participants from nine countries who learned about how the private sector can have a positive impact on climate change.

Photo credit: Karunesh Rao/FBDRRC

MEMBER NETWORKS FEATURE

Mobilizing more than 180 partners to respond to Hurricane Otis in Mexico

No one saw it coming. On 25 October 2023, Hurricane Otis made landfall in the state of Guerrero, near the city of Acapulco, Mexico. This was not only the first Category 5 tropical cyclone to ever strike Mexico's Pacific Coast but it took the world – and weather forecasters and storm chasers – off guard, as most expected the storm to remain below hurricane strength instead of more than doubling in strength in just 12 hours.

The impact was predominantly in Acapulco City and adjacent areas. In Acapulco, more than 80 per cent of resort hotels were damaged, more than 500,000 homes and businesses lost power and water and sanitation systems suffered.

Across the city, people were deeply affected by the hurricane's passage.



In Mexico, the impact of Hurricane Otis caused serious damage to infrastructure, affecting the social fabric as well as economic and productive activities.

Photo credit: CENACED

“We heard the wind, it was howling and next thing we knew, we heard what could only be our neighbours’ windows shattering. When we made it out the next morning, the destruction was everywhere, there were cars on top of one another; it was a mess.”

“We were left with no house, no clothes, nothing.”

“We have nothing left, but we’re still standing. We must start over, from scratch. The reverse gear is broken, we can only go forward.”

How the private sector mobilized to contribute to the immediate and humanitarian response

The CBI partner on the ground, the National Center for Epidemiological Emergencies and Disasters (CENACED or Centro Nacional de Apoyo para Contingencias Epidemiológicas y Desastres), mobilized the private sector and



95 support brigades, made up of more than 2,180 volunteers were part of the massive mobilizations in response to the hurricane.

Photo credit: CENACED/Parroquia San Pedro Apostol Cacahuatepec

other partners to support the response. They activated their coordination platform, Unidos Por Ellxs and participated in regular coordination meetings alongside CBI with the United Nations Emergency Technical Team (UNETT in English, UNETE in Spanish). They created nine committees for more efficient coordination, from fundraising and accountability to supply and logistics, as well as livelihood recovery and more.

Through to December 2023, they delivered:

- Coordination between 183 organizations ranging from companies to civil society organizations and in constant collaboration with the Government through the National Civil Protection Coordination (CNPC)
- Support to 112 communities across the four most affected municipalities of Acapulco de Juárez, Coyuca de Benítez, San Marcos and Chilpancingo
- Over 5.3 million hot meals made in 12 community kitchens and distributed through 100 local restaurants
- 280 tons of lime to sanitize public spaces, 20 tons of hygiene and cleaning products
- The establishment of five water treatment plants producing up to 150,000 litres of water a day
- 95 support brigades, made up of more than 2,180 volunteers, including psychologists, doctors, paramedics and cleaners



CENACED channeled the efforts of the private sector mobilizing humanitarian aid, coordinating collection centres, and developing fundraising campaigns and mechanisms.

Photo credit: CENACED/Nanoquem

Looking forward to recovery and fostering greater community resilience

Early on, CENACED and its partners were intent on paving the way for a strong recovery. Some of the projects that are in the pipeline for 2024 include reactivating food production, strengthening psychological well-being, expanding the medical care capacity to prevent the spread of infectious diseases linked to a lack of hygiene, difficulty in accessing drinking water and ongoing issues with basic sanitation, as well as rebuilding living spaces and schools.



Through its intersectoral coordination platform, Unidos por Ellxs, CENACED allied companies and organizations to collect and distribute over 9,200 tons of humanitarian aid, including food, bottled water, hygiene and cleaning kits, among other things.

Photo credit: CENACED



HURRICANE OTIS

Private sector contributions to the Hurricane Otis response by Unidos por Ellos/CENACED, OCHA/UNDP Connecting Business Initiative Member Network in Mexico

Last updated on 1 April 2024

COORDINATION

- Maintaining regular communication with the Federal Government through **the National Civil Protection Coordination (CNPC)**
- Coordinating more than **183 organizations** including private sector companies, trade union organizations, civil society and non-governmental organizations (NGOs)
- Carrying out field operations and delivering humanitarian support in **4 municipalities**, reaching over **112 communities**
- Establishing **9 committees** with designated leaders to ensure efficient coordination



9,200+ tons of humanitarian aid (food & non-food items)
112+ communities assisted



FOOD



5.3M+

hot meals cooked in

12 community kitchens and delivered via

100 local restaurants

HEALTH



3 hospitals supported to provide more specialized medical assistance

5 brigades deployed, with over **2,180** brigadiers, including psychological, medical, paramedical and cleaning assistance

12,440+ medical assistance, **20+** ambulance transportation services, **2,800** first aid kits were delivered and 45 medical procedures were performed

WATER, SANITATION & HYGIENE



280 tons of lime to sanitize public spaces

37 tons of hygiene and cleaning products

16 water purifiers that produce **40,000** liters of water per hour

983,500+ litres of bottled water and **13,000** oral rehydration serum

109 cisterns with a capacity of between **5,000** and **10,000** liters of water per unit

210 water tanks

5 water treatment plants enabled to produce over **150,000** litres of water daily

25 refrigerators and 4 washing centers were donated



LOGISTICS

Set up over

80

collection centers in various points of the country

Mobilized

79

shipments of humanitarian aid in trailers and planes



Enabled a **2,500-square-meter** warehouse



Workshop on the management of collection centres and trailer loading



RECONSTRUCTION

50

chainsaws

11

light generators of 150kW

15

air conditioning services

EMERGENCY TELECOMMUNICATIONS



Providing telecommunication equipment to restore communication in affected areas



Developing communication strategies and campaigns to disseminate information, request support from the population, and avoid misinformation

RESOURCE MOBILIZATION



Activated fundraising mechanisms with business allies and civil society organizations

Source: Centro Nacional de Apoyo para Contingencias Epidemiológicas y Desastres (CENACED)
For more information, visit the Hurricane Otis Emergency Page.

CBi partners in crisis response

Working with its Member Networks – business federations, chambers of commerce and other business associations – CBi responded to 21 crises, mobilized more than \$20.7 million and reached more than 18 million people in 2023.

Examples of this work include:

- **Two consecutive cyclones in Madagascar in early 2023 – Tropical Cyclone Cheneso in January and Tropical Cyclone Freddy from February to March:** The PSHP Madagascar activated its Business Emergency Operations Centre (BEOC) in anticipation of these extreme weather events and in the case of Freddy as an example, disseminated early warning 2,608,000 text messages to alert people in areas at risk. Beyond that, the focus was on supporting the Government in terms of re-establishing telecommunications networks, transport and logistics. That included providing 1,500 litres of fuel and 45 litres of lubricant to carry out a humanitarian caravan in the south of the country to distribute essential food and non-food items to various affected communities in five districts and covering approximately 2,000 families or 10,000 beneficiaries.

“The activation of the PSHP’s BEOC was key to information sharing between the business community and the national disaster management organization, to ensure that emergency response was effective and for PSHP members to be able to mobilize better to support the Government in how it prepared for and responded to Tropical Cyclone Freddy,” explains Isabelle Salabert, President of PSHP Madagascar.

- **Earthquakes in Türkiye and Syria:** CBi Member Network, the Turkish Enterprise and Business Confederation [mobilized more than \\$11 million for the response](#). Entities such as Miyamoto International, DHL Group and Airlink also contributed skills and resources. For example,

Miyamoto International dispatched earthquake and humanitarian assistance experts and collaborated with Habitat for Humanity to provide shelter support. CBi published a [case study on business engagement in the earthquake response](#) to showcase lessons learned.

- **Category 4 cyclones in Vanuatu:** CBi Member Network the Vanuatu Business Resilience Council (VBRC) responded to [twin category 4 cyclones \(Judy and Kevin\)](#) within 72 hours and to a third one soon after. VBRC mobilized partners to support damage assessments and provide transport and access to hard-to-reach communities. It has since developed a Disaster Risk Atlas, powered by geographic information systems, which maps all available private sector assets to facilitate humanitarian organizations’ work in future emergencies.
- **Dengue epidemic in Peru:** CBi Member Network Hombro a Hombro [helped the Government to manage historical numbers of dengue fever cases following floods](#). It provided logistical support, heavy machinery and trained municipal governments in resource management and reporting.
- **Drought in Kenya:** CBi Member Network, the Kenya Private Sector Association and its Foundation supported cash and in-kind donations to areas affected by drought in the northeast of the country through the Pamoja Tuungane initiative as well as food and cash donations to 600 residents of Makima Ward, Embu county, to make up for failed harvests due to the drought.
- **Hurricane Otis in Mexico:** CBi Member Network Centro Nacional de Apoyo para Contingencias Epidemiológicas y Desastres (CENACED) [worked with the Government and other partners](#) to restore access to affected areas and provide humanitarian relief. This included restoring telecommunications connectivity and providing more than 5.3 million hot meals, 37 tons of hygiene and cleaning products, more than 183,500 litres of bottled water and five water treatment plants. (Read more about this on p. 23.)

MEMBER NETWORK FEATURE

A geographical approach to resilience: Area-wide business continuity in the Philippines

The CBI Member Network in the Philippines, PDRF, launched an area-wide business continuity management (AWBCM) initiative. Although it is still ongoing, its progress through to the end of 2023 made it an inspiring feature to share, as it takes elements of business continuity and community resilience and brings them together through extensive collaboration. In doing so, it allows for a much stronger network of stakeholders with common goals and tools to enhance disaster resilience in specific geographic areas.

The inception of the AWBCM project stemmed from the challenges encountered in critical lifeline services observed during the past disasters in the country, impacting the ability of the community to recover faster. PDRF proposed this initiative to establish an area-wide business continuity management system to establish efficient and effective mechanisms to leverage the network, resources and expertise of the private sector for enhanced risk reduction, preparedness, response and recovery measures.



The programme aims to strengthen business continuity across all sectors.

Photo credit: OCHA/Madoka Koide

Challenges and how stakeholder engagement evolved

One of the primary challenges was coordinating the collaboration among multiple agencies and stakeholders. Given the diverse nature of the industries and utilities involved, aligning priorities, resources and timelines required extensive communication and consensus-building. Additionally, navigating bureaucratic hurdles and organizational silos posed significant obstacles to the seamless integration of efforts.

However, through proactive engagement, transparent communication and a shared commitment to the project's objectives, we were able to overcome these challenges and foster a spirit of cooperation among all parties involved.

Beyond that, we witnessed a remarkable evolution in the interactions and engagement of the participants and stakeholders throughout the various phases of the project.

Initially, there was a sense of cautious optimism as stakeholders familiarized themselves with the project's objectives and the collaborative framework. However, as we progressed through a series of field visits, meetings, workshops and different project phases, we observed a significant shift towards heightened engagement, enthusiasm and active participation. This change was evident in the depth of discussions, the level of contribution from all stakeholders and the growing sense of ownership over the project outcomes. It was truly inspiring to see how stakeholders from diverse backgrounds came together, forged meaningful connections and worked cohesively towards a common goal of enhancing business continuity and resilience within our key industries and lifeline utilities.

The PDRF vision for a more collaborative and resilient future

One particularly inspiring aspect of the project is its dedication to building disaster resilience within key industries and lifeline utilities. The project's emphasis

on preparing for and mitigating the impacts of potential disasters demonstrates a proactive approach to safeguarding critical infrastructure and services.

The collaborative spirit and collective determination to overcome challenges and drive meaningful change exemplify the power of partnership and collaboration. Seeing how each stakeholder's unique expertise and perspective contribute to a comprehensive and resilient framework underscores the importance of collective action in addressing complex challenges. Moreover, seeing how each stakeholder's contributions contribute to building a more resilient community – capable of effectively responding to and recovering from disasters – is incredibly motivating.

This synergy fosters resilience within individual sectors and strengthens the overall fabric of our community's preparedness and response capabilities.

The vision is for AWBCM to be established as a nationally recognized framework for business continuity management that is deeply ingrained within the country's governance structures and practices. This entails not only scaling up the project to cover more regions and industries but also collaborating closely with government agencies to integrate AWBCM principles into national policies, regulations and guidelines. By institutionalizing AWBCM at the national level, we aim to ensure consistent and standardized approaches to business continuity across all sectors, thereby enhancing the country's resilience to various threats and disruptions.



PDRF's executive director, Veronica Gabaldon, giving an update on the advancement of the project.

Photo credit: AWBCM/PDRF

We also envision AWBCM serving as a knowledge hub and training resource, equipping other organizations and countries with the tools and expertise necessary to implement similar initiatives tailored to their specific contexts. Ultimately, we want to see AWBCM contribute to a culture of resilience that permeates every level of the nation's infrastructure and economy.

Lastly, we see AWBCM evolving into a dynamic framework that adapts to emerging threats and challenges, continuously improving our collective ability to withstand and recover from disasters, serving as a catalyst to build a more resilient future where different sectors and communities everywhere are equipped to thrive in the face of adversity.



The AWBCM project brings together stakeholders from diverse backgrounds to prepare for and mitigate the impact of potential disasters.

Photo credit: AWBCM/PDRF

MEMBER NETWORK FEATURE

Leveraging formal frameworks for private sector engagement in disaster management: An example from Côte d'Ivoire

Over the past year, the General Confederation of Companies of Côte d'Ivoire (CGECI or Confédération Générale des Entreprises de Côte D'Ivoire) and its Private Sector Humanitarian Platform (PHSP or Plateforme Humanitaire du Secteur Privé du Côte d'Ivoire), a CBI Member Network, have been working closely with government counterparts – through Ministry of Social Cohesion, Solidarity and the Fight against Poverty who established a National Humanitarian Contingency Plan for extreme weather events and conflict-related emergencies. The PHSP Côte d'Ivoire is part of the wider coordination committee alongside humanitarian actors such as the United Nations, OCHA, and UNDP.

The focus is on understanding risk and establishing protocols to develop better disaster preparedness, response and recovery approaches. The three types of crises being addressed include:

1. Extreme weather events
2. Conflict and insecurity both within the Côte d'Ivoire and in neighbouring countries
3. Health epidemics and pandemics

This reflects a political will and the understanding that (with the increased frequency and intensity of crises) the Government must work hand in hand with the private sector to ensure greater societal resilience.

The process has been slow but ensures a shift from the more historically reactive engagement of businesses purely in disaster response to more consistent collaboration for prevention, mitigation and preparedness. Furthermore, as it builds on legal frameworks, it also means that collaboration and engagement are sustainable.

Challenges and opportunities for a more holistic disaster management approach with local businesses

The ongoing process of formalizing how the local private sector can engage year-round in disaster management efforts is not without obstacles.

There are three major challenges in what the PSHP Cote d'Ivoire is trying to achieve:

- Companies that are keen to engage more consistently in disaster management but there are often **competing priorities** whereby the urgent overrides the important. Awareness raising will be key to shifting the perception so that disaster management becomes integral to business operations rather than a “nice to have”
- **Information sharing should go both ways and opportunities should be explored to see how businesses can go beyond just responding and engaging in recovery**
- Businesses that, as a collective, will have to work together to **gather data and measure impact** to truly understand what changes their actions spurred and how the affected populations are faring not only in the immediate aftermath of a disaster but also in the medium to long term

The vision of the PHSP Côte d'Ivoire is not only to formalize the engagement of the private sector at a national level but to leverage the CGECI's connection to West African platforms for regional engagement and even take that to Africa-wide events for greater exchanges and learnings to be exchanged continent-wide.

MEMBER NETWORK FEATURE

Addressing polycrises: Dealing with security and natural hazards in Haiti

Haiti has made the news countless times in the past few years, having been hit by earthquakes and tropical cyclones and struggling with political instability that led to particularly challenging security issues. In 2023, government institutions ceased to function effectively while gangs became commonplace and eventually controlled as much as two thirds of the country.

Growing insecurity and its impact on the population

Despite acknowledging that a big issue is a lack of resources, trust in the Haitian National Police plummeted and people started suffering from lost income, growing unemployment and reduced social activities due to gang activities. Kidnappings, physical and sexual aggression and even murders were on the rise and one estimate suggested that gangs controlled 80 per cent of the Port Au Prince metropolitan area. People also started leaving their homes and relocating to safer areas, often in temporary shelters, creating a host of challenges related to internally displaced populations (IDPs).

Amidst this growing complexity, the Alliance for Risk Management and Business Continuity (AGERCA or l'Alliance pour la Gestion des Risques et la Continuité des Activités), the CBI Member Network on the ground, carried out two perception surveys to better understand how the population felt about the security situation. In both cases, a majority did not believe that the Haitian National Police could address and improve the security situation by themselves. Rather, they at least needed to work with the Haitian Armed Forces and perhaps resort to asking for international support.

What business has been doing to address insecurity and deal with the ongoing risk of natural hazards

Beyond the two perception surveys carried out in January 2023 and August 2023, AGERCA engaged in public debates and awareness-raising events to foster dialogue and attempt to catalyse solutions. The organization also went on the ground with partners to distribute aid, including both food and non-food items, to IDPs and again to distribute over 1,200 meals in one of the temporary shelters.

In parallel, efforts related to disaster management continued. Some examples of the activities AGERCA continued to implement, in person when security allowed it and virtually when needed, include:

- Participating in simulation exercises, for example, through the Capacity for Resilience Against Emerging and Submerging Risks (CREWS-Haiti) project run by the General Directorate of Civil Protection (DGPC) with support from the UNDP and the World Food Programme (WFP)
- Running a social media competition on seismic risk under the theme "I remember, I learn"
- Carrying out corporate training programmes on seismic risk (with a simulation exercise) and basic first aid
- Supporting the development and implementation of a multi-hazard warning system, SAPMAH, for Haiti
- Organizing training workshops for students on disaster risk reduction and natural threats

What next for businesses and disaster management in Haiti?

While the political instability remains and insecurity grows, businesses big and small are trying to stay afloat in an ever more difficult context. AGERCA will continue to do its best to support its members and the private sector as a whole, bringing aid to the affected and most vulnerable populations as much as the context allows.

Looking ahead



Kareem Elbayar
CBI Programme Coordinator

While it is clear that the humanitarian system is at a breaking point and that crises – whether extreme weather events or conflict – will continue challenging us all, at CBI, we cannot but remain optimistic given the incredible partners we work with and the investment we see happening in preparedness, response and recovery all to foster greater business, community and societal resilience.

We are operating in a reality where the luxury of wondering whether a business should engage with governments and the United Nations on disaster management has become a matter of survival. If companies wish to stay in business, and for governments and international organizations to continue saving lives and livelihoods, we must all think beyond business as usual. It is time to embrace not just funding from the private sector but leveraging the resources and expertise of companies of every size to develop a faster and more effective system of disaster risk reduction, humanitarian response, and early recovery.

Our vision is to continue building trust with a foundation of transparency and accountability through improved and simplified data collection and reporting, offering recognition and visibility where it is due while developing standard operating procedures and making contingency planning part of the new normal for families, businesses, communities and governments.

The silos of disaster preparedness, response and recovery can only go so far. Instead, we need to embrace the humanitarian-development nexus to strengthen the links between each phase of disaster management because, by now, we all know that preparedness is what paves the way for a better response, which in turn is the foundation for faster recovery; all to foster resilience.

Along the way, let us share our stories of successes and learning curves to go beyond the numbers and showcase the human side of this work, the importance of leadership in disaster management and the importance of building bridges to strengthen the social fabric of which we are all a part.

CBI is poised to continue growing and we have no doubt that together, we can be a part of this transition to a more resilient future for all.

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