



WORLD HUMANITARIAN SUMMIT
GLOBAL BUSINESS CONSULTATION

NEW YORK
26 JUNE 2015

- FINAL REPORT -

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INTRODUCTION

The World Humanitarian Summit (WHS) is an initiative of United Nations Secretary-General Ban Ki-moon. The WHS seeks to map out a new approach to humanitarian action that is better attuned to the realities of the 21st century. The summit aims to make humanitarian action more inclusive, diverse, global, and effective. In the lead-up to the summit, regional and global discussions are taking place to identify how partners who are currently engaged in this work, but who fall outside the current definition of “humanitarian”, can be better involved. These consultations will also result in practical deliverables and help to promote the role of the private sector in humanitarian action.

The private sector has long been a major contributor to humanitarian action. Businesses are often the first to be affected, to respond and to use their experience, skills and resources to mitigate impact. The growing role of business in crises has vast potential and far-reaching benefits and the humanitarian community has already formed innovative partnerships in a number of sectors. Elements of humanitarian action including telecommunications, cash transfers, and logistics have strengthened emergency preparedness and response and helped to save lives in vulnerable communities. However, research confirms that although private sector actors have great interest and capacity to collaborate with the international community and national authorities, there is a pressing need to increase incentives and reduce barriers to effective engagement. The World Humanitarian Summit provides a unique opportunity to strategize with the private sector to increase collaboration so that humanitarian action addresses future challenges in the most effective way. The UN Office for the Coordination of Humanitarian Affairs (OCHA) is therefore leading the engagement and consultation with the private sector through Business Consultations on the role of business in emergency preparedness and response.

The WHS Global Business Consultation took place on 26 June 2015 at United Nations Headquarters in New York. It brought together 50 participants from the private sector, UN system, government, and NGOs. The consultation aimed to review the outcomes from a series of regional and thematic consultations taking place around the globe in late 2014 and early 2015, and reflect on lessons learned from public-private collaboration in recent emergencies. Recommendations, commitments and outputs from the business consultations will serve as inputs to the WHS Global Consultation in Geneva in October 2015 to ensure the inclusion of the results into the World Humanitarian Summit in 2016.

SUMMARY

The Global Business Consultation for the World Humanitarian Summit was held on 26 June 2015 in New York. It was organized by OCHA's Private Sector Section (PSS) with the support of the World Humanitarian Summit Secretariat (WHSS) and sponsored by PricewaterhouseCoopers (PwC). 50 representatives from the private sector, UN system, NGOs, as well as representatives from the Permanent Mission of Turkey to the UN and USAID attended the event.

Kyung-wha Kang, UN Assistant Secretary-General and Deputy Emergency Relief Coordinator, opened the event providing a brief overview of the humanitarian system and trends, talked about private sector engagement in emergency response, and outlined how the WHS Global Business Consultation is connected to broader discussions.

Matthew Hochbrueckner (OCHA) and Jessica Shannon (PwC) presented a summary of the lessons learned from a pro bono study undertaken by PwC on public-private collaboration during the response to the recent Ebola epidemic in West Africa. Key messages included the need for clearer communication of needs by the humanitarian community, increasing the depth and breadth of existing private sector networks, and expanding partnerships with small and medium enterprises that are close to the community.

Jessica Wadd and Stuart Price (Vantage Partners) presented an analysis of the global trends in private sector engagement and response based on surveys carried out among 346 participants in seven regions. Findings demonstrated that companies who have been affected by disaster are significantly more likely to have a process and/or policy for response, rather than operating on an ad hoc basis. Top barriers for public-private collaboration include logistical challenges, lack of access to people in need, and concerns about the ability to ensure staff safety and security.

Nick Harvey (WHSS) summarized the outcomes and emerging issues from the WHS consultation process. He provided five core areas that have the most potential for improvement to better address the response in the future: shifting from providing hand-outs to empowering affected people, improving cash transfers, protecting people from violence and abuse, building trust, and tackling the growing finance gap.

Thematic roundtables focused discussions on (1) addressing the humanitarian resource gap, (2) developing new public-private partnership models, (3) identifying joint-principles for collaboration, (4) and innovative approaches in disaster preparedness and response. Each roundtable session included a brainstorming about priorities for reshaping the humanitarian system from a business perspective.

Marcy Vigoda (OCHA) wrapped up the consultation summarizing the key messages and recommendations. These included a need for creating a platform for information sharing across actors involved in humanitarian response, better communications, building trust between the public and private sector and integrating private sector experiences into lessons learned in future emergency responses. She stressed the importance of agreeing to a set of principles for collaboration and acknowledged that the private sector has moved from a purely CSR focus to integrating core business into disaster preparedness and response. Current challenges include

improving the matchmaking system between needs and resources of both the public and the private sector, as well as better linking business partnerships in disaster risk reduction, response and recovery. Ms. Vigoda mentioned a few examples where the private and public sector have successfully collaborated, including the Ebola Private Sector Mobilization Group (EPSMG), which provides an example for other networks in the future. She closed by outlining the upcoming opportunities for the private sector to influence the WHS agenda, including the Global Consultation in Geneva in October 2015.

WORLD HUMANITARIAN SUMMIT GLOBAL BUSINESS CONSULTATION

WELCOMING REMARKS

During the welcoming remarks, Kyung-wha Kang, UN Assistant Secretary-General and Deputy Emergency Relief Coordinator, provided a brief overview of the humanitarian system and trends, talked about private sector engagement in emergency response, and outlined how the WHS Global Business Consultation is connected to broader discussions. She began by stating that while the humanitarian landscape is changing rapidly, national governments and regional organizations are taking a lead role in responding to natural disasters. At the same time, we are seeing a significant increase in the occurrence and severity of natural disasters, political crises, and protracted emergencies. This year the UN-coordinated inter-agency appeals seek to serve over 75 million people, and require US\$ 19 billion in funding. This is more than double the needs in 2011, and is almost four times as much as the funding required in 2007.

Ms. Kang provided a brief summary of current emergencies, including the conflicts in Syria, Iraq, Yemen, South Sudan and the DRC as well as the Ebola crisis, Cyclone Pam in Vanuatu, and the earthquake in Nepal. She stressed that the humanitarian community is not able to meet these growing needs alone; it is essential that the network of partners is strengthened and broadened, and more innovative approaches are developed to make the best possible use of the available resources.

Businesses are as vulnerable as everyone else to natural disasters and the impact of conflict. The private sector is already involved in humanitarian action, ranging from ad hoc collaboration with local communities to established programming alongside international actors. The humanitarian community has numerous partnerships with companies including Ericsson, Google, DHL, MasterCard, and IKEA, as well as with professional services firms as PwC, Deloitte, and Accenture. Private sector contributions go far beyond cash and the donation of goods and services; the corporate sector's ingenuity, technology, systems, speed, and interest in the well-being and success of communities - who are often their staff and customers - are playing a growing role. Businesses bring expertise in strategic planning, a deep knowledge of the countries they operate in and proximity to affected people. Their supply chains and logistic capacities are hugely advanced. Therefore, there is a crucial role for businesses to play in emergency preparedness. The building of public-private partnerships is an important factor even before an emergency in order to be able to mitigate its impact.

Ms. Kang closed by saying that global humanitarian action must be adapted and developed in new directions for it to meet the needs of people in crisis. The WHS must re-inspire and reinvigorate everyone involved in the humanitarian community and beyond. It must be a call for humanity, putting principles and affected people at the center of our response.

LESSONS LEARNED FROM THE FIELD: COLLABORATION BETWEEN THE PUBLIC AND PRIVATE SECTOR IN RECENT EMERGENCIES

Matthew Hochbrueckner, Business Partnership Adviser, UN OCHA and Jessica Shannon, Partner, PwC, presented a summary of the lessons learned from a pro-bono study undertaken by PwC on public-private collaboration during the response to the Ebola epidemic in West Africa.

Key messages included the need for clearer communication of humanitarian priorities by the UN and other emergency responders. The UN needs to be more specific in identifying response gaps that can be filled by the private sector. Operationally-focused networks such as the Ebola Private Sector Mobilization Group (EPSMG) should be promoted for future emergencies, as they facilitate communications between international response professionals and businesses. They also help businesses work together to coordinate assets and services and compile capacities within affected areas and across the region. The Ebola crisis reflected the clear trend of private sector companies as an integral response stakeholder, rather than donor, as businesses provide an array of capacities and provisions. These include pro-bono and commercial services, their influence on public awareness, and direct assistance on the ground. Further, the speakers stressed the need for improved reporting of in-kind contributions and cash donations and a better analysis and communication of their impact.

There is a clear desire for future cooperation, but challenges remain. One of them is the language barrier. The public and private sector use different language (e.g. UN acronyms). Another challenge is the trust gap between sectors. Trust needs to be built in advance of a crisis to ensure timely and effective collaboration in crisis situations.

AN ANALYSIS OF GLOBAL TRENDS IN PRIVATE SECTOR ENGAGEMENT IN EMERGENCY PREPAREDNESS AND RESPONSE

Jessica Wadd, Principal, and Stuart Price, Analyst, Vantage Partners, presented an analysis of the global trends in private sector engagement and response coming out from private sector surveys carried out among 346 participants in 7 regions.



The speakers noted that, not surprisingly, there is an extremely high correlation between the extent to which an organization perceives itself as having been directly affected by a disaster and their

involvement in disaster response. They suggested that one way to get the private sector more involved in regions with relatively lower levels of involvement (e.g. Eastern and Southern Africa) would be to demonstrate the ways in which those companies may be indirectly impacted by disasters. They noted that the majority (55 %) of private sector engagement in emergency preparedness and/or relief efforts is ad-hoc. Companies that have been affected by a disaster are significantly more likely to have a process/policy for response, rather than operating ad-hoc.

Another key finding is that the humanitarian community primarily interacts with CSR or Sustainability personnel and Foundation Trustees; however these individuals are rarely the decision-makers when it comes to providing relief. Meanwhile, UN liaisons are often donor relations staff, with limited interactions with operational realities. To move the needle, there is a need to forge stronger relationships at the senior and operational levels (i.e. CEOs, COOs from the business sector with Executive Directors, Emergency Directors, and global cluster leads).

Top barriers for public-private collaboration include logistical challenges, lack of access to people in need, and concerns about the ability to ensure staff safety and security.

Finally, respondents believe that the areas of innovation that have the most potential to improve emergency response are the use of information and communication technologies (i.e. mobile phones, internet, and social media); communication with and participation of affected communities in disaster response; and logistics and delivery of assistance.

OUTCOMES AND EMERGING ISSUES ON THE WORLD HUMANITARIAN SUMMIT

Nick Harvey, Thematic Coordinator, WHS Secretariat, summarized the outcomes and emerging issues from the WHS consultation process. He mentioned five core areas that have the most potential for improvement to better address the response in the future. First, shifting away from providing hand-outs and moving towards empowering affected people and engaging them in decision-making, with a special focus on the empowerment of women and the support of small and medium enterprises (SMEs), making sure they are resilient. Second, improving cash transfers after a crisis, thereby giving affected people greater choice; ensuring the banking sector recovers quickly after a disaster. Cash transfers currently represent only 3-5 % of humanitarian aid, leaving a huge opportunity for development. Third, keeping people safe from violence and abuse and operating with the private sector in conflict-related and protracted emergencies. The average displacement time is now 17 years. Refugees should be seen as an economic opportunity, rather than a burden, and be incorporated at the national level. Fourth, the building of trust and reliability provides a crucial issue. The last point he mentioned addressed the increasing gap between needs and resources.

ROUNDTABLE DISCUSSIONS

The thematic roundtable sessions focused on (1) addressing the humanitarian resource gap; (2) developing new public-private partnership models; (3) identifying joint-principles for collaboration; and (4) innovative approaches in disaster preparedness and response. Each roundtable session included ten minutes of brainstorming about priorities for reshaping the humanitarian system from a business perspective.

The following general recommendations were identified in the sessions:

- **Communication:** There is a need for a centralized communication platform, detailing the priority needs as identified by the humanitarian community and facilitating collaboration between the public and private sector. Building awareness of the resources that are available from both sides is important. Private sector participants highlighted the importance to have a coordinated “one-stop shop” model for engaging with the humanitarian community, instead of several competing agencies getting in touch with a same company. Capabilities and services of different partners at local, national, and international levels need to be mapped and communicated.
- **Bridging gaps:** There is a need to establish a common language to achieve efficient communication processes; both the humanitarian and private sector need to have a better understanding of each other’s capabilities and decision-making structures, and need to engage in related conversations prior to emergency relief efforts.
- **Collaboration:** Long-term partnerships and stand-by arrangements between the public sector and private companies should be established in advance of a disaster; participants highlighted that the engagement model with the private sector cannot be purely ad hoc and/or an afterthought. It was further suggested to establish rapid response teams with both public and private sector representatives.
- **Inclusiveness:** The inclusion of local small and medium enterprises or local subsidiaries of multinational companies should be emphasized, as they are familiar with the region and also culturally sensitive in collaborating with the affected communities. There is a need to develop a flexible and adaptive partnership model that focuses on stabilizing and reinvigorating local economies after disasters. Further, the building of value chains into the affected communities and valuating contributions from within the communities can help strengthen resilience and ensures an ethical balance of humanitarian interventions.
- **Sustainability and business continuity:** Companies want to have a clear idea of their role and impact in the system and there is a growing interest in being actively engaged in preparedness and response activities rather than just providing financial donations. Developing and presenting a business case to companies will help spur engagement and investment; predictive modelling and simulations can help to provide evidence of different organization’s cost effectiveness and efficiency. Also, there should be a focus on proactiveness and preparation.

ADDRESSING THE HUMANITARIAN RESOURCE GAP – BUSINESSES SOLUTIONS TO DELIVER SERVICES, EXPAND FINANCING, AND IMPROVE EFFICIENCY

The roundtable session focused on ways to create incentives for businesses to fund humanitarian response in the face of a widening resource gap. There are several initiatives that came out of the business community, as well as business models that can help improve the use of existing funding. The question is how these examples can be taken to scale and how efficient and sustainable solutions for the funding of humanitarian response can be created.

Discussion points:

- There is a discomfort within the business sector in acknowledging that it can be ethically justifiable to generate profit in conflict settings. This narrative must change and it should be emphasized that in fact economic activities in conflict areas can benefit those affected by the conflicts as long as business is conducted in an ethical manner.
- There is often no differentiation between a development setting and a humanitarian context in a business understanding as there is within the UN context. Businesses rather see a market opportunity as a whole, regardless of the distinction that the UN makes. This becomes also apparent in the different languages used by the two communities. While the UN might term the phase following a disaster as early recovery, businesses will use the term business continuity to express the same.

Recommendations:

- The public and private sector should develop a common terminology in order to facilitate collaboration.
- Partnerships between UN country teams and local chambers of commerce or the Global Compact network should be established in advance to map resources available amongst the private sector, which then can be activated during a disaster.
- In disaster-prone countries simulations can take place among UN/government/NGOs and the private sector.

ALIGNING INCENTIVES – DEVELOPING NEW PUBLIC-PRIVATE PARTNERSHIP MODELS

The humanitarian community has already formed innovative partnerships in a number of sectors, including telecommunications, cash transfers and logistics. Although private sector actors have great interest and capacity to develop partnerships with the international community and national authorities, there is a pressing need to increase incentives, reduce barriers to effective engagement, and explore new models. The roundtable session aimed to identify solutions to address these barriers and give recommendations for new business models to improve information sharing and data management and to find incentives for the private sector to partner with the UN and other public sector agents.

Discussion points:

- The private sector should be better recognized by the UN for their effort and engagement in disaster response. Also, engagement of the private sector should be continuous throughout the process of preparedness, response and recovery.
- There is a need for strengthening communication and sharing of best practices between the public and private sector; risks must be identified and actively managed and mitigated. Both the private and public sector need to better understand the various command and control structures of the other, as well as the different resources available to promote a better coordinated response.
- There is a need for establishing, building and maintaining trust between the public and private sector and understanding the other party's motivations, as well as to engage in data-driven conversations across NGOs, private sector, and local governments.
- The focus should be increasingly shifted to preparedness, the implementation of sustainable approaches as well as leveraging and assessing the cost to the system over time. Holistic risk profiles of different communities should be developed to incentivize and engage the business community. Further, it is recommended to include emergency preparedness to company's internal corporate enterprise risk management models.
- Tax incentives were seen as a possible enticement for private companies to partner with the public sector and to engage in disaster response. The removal of barriers and custom taxes are an important means to facilitate engagement.
- Functioning rule of law is an incentive for companies to engage in Emergency Preparedness, Response and Recovery.

Recommendations:

- Identify critical metrics consistent across regions and events (e.g. cost per person to the system for different types of relief efforts), and hold different actors accountable to performance metrics and/or investment triggers.
- Leverage work of the public sector using existing UN risk profiles in business continuity planning, and vice versa; link rather than duplicate work and learn from each other.
- Pilot different partnership models between the private and public sector; run simulations based on past data and trends to determine areas to place greater focus on preparedness.
- Create leadership programs and train private sector employees on emergency response and preparedness; create different opt-in models for the private sector to engage.
- Conduct evaluations of response in partnership with the private sector; identify which partnership models really work across regions and emergency types.
- Implement open source solutions to help address the challenge of limited private sector engagement.

IDENTIFYING JOINT PRINCIPLES

As collaboration between the private sector and humanitarian organisations grows, so does recognition for a set of principles that guide and support those relationships. There are several versions of such principles, including the *Guiding Principles for Public-Private Collaboration for Humanitarian Action*, prepared by the World Economic Forum and OCHA. These were devised in

2007 with an emphasis on communicating key humanitarian principles. They were the product of broad consultations with the humanitarian community and the private sector and drew on previous principles, standards and codes of conduct. Participants reflected on these guidelines to assess whether an update was required.

Recommendations:

- The language and the document must be simplified to encourage adoption. Collaboration with a creative advertising company may be useful.
- Reference and preference for collaborative partnerships within a coordinated humanitarian system should be included.
- Relevant outputs from the Sendai Framework and the UN Global Compact should be taken into consideration.
- Where elaboration is required this could be provided in supporting documentation, including the Sphere Project's Humanitarian Charter.
- Local private sector actors and multinational companies should be targeted with the communications strategy.
- Incentives and a rationale for the private sector to engage or adopt the principles should accompany them.
- The guiding principles require some form of agreement mechanism and a statement or commitment to action, as well as training on the meaning and rationale for the principles.
- A public sharing or tracking of meeting commitments to the principles should be encouraged.
- Local and international champions (private sector and humanitarian organizations) for the principles could be identified to help promote them.

INNOVATIVE APPROACHES TO DISASTER PREPAREDNESS AND RESPONSE

Innovation in the areas of technical solutions, communication, data collection and analysis and financing, among others, has created enormous potential for adaptation to the humanitarian context. Nevertheless, while applying innovative solutions to disaster preparedness and response can improve efficiency and effectiveness of humanitarian aid, innovative approaches also pose a challenge in terms of implementation, involvement of an increasingly complex set of actors, and most importantly, ensuring the needs of affected communities are met, while also mitigating potential for harm. The session aimed to identify recommendations for ethical innovation, define needs from both the public and private sector and find ways for effective sharing of knowledge as well as a continuous evaluation of best practices.

Discussion points:

- Innovation has the potential to trigger market development in affected communities after a disaster. In order to ensure that this happens in an ethically sound context, there is the need to follow certain principles. We should also ensure that local staff/private sector workforce is safe while working in disaster response.
- While disaster contexts provide a good opportunity for testing/prototyping of new developments, it has to be made sure that affected communities are not exploited; it was

mentioned that some companies test their new products in developing countries because of looser regulatory environments. Emergency situations may warrant a certain degree of latitude, but this should be balanced against the reputational and ethical risks of testing in highly vulnerable environments.

- Data privacy: With the emerging availability of data, there are also risks arising concerning the privacy and security of this data.
- Disaster simulations can be a valuable tool for letting private sector decision-makers experience the meaning of “disaster” and to guide a decision to invest in innovation.

Recommendations:

- Different innovations/sectors/industries have different standards and requirements for regulatory frameworks. These will need to be adapted to context, while the principles for ethical humanitarian innovation, developed as part of the WHS process, can provide broad guidance.
- The humanitarian sector needs to identify problems for the private sector to develop solutions around (although private sector market research tools and engagement mechanisms might be used to identify/prioritize challenges); to that end, simulations would help to get different actors cooperating effectively, even before an emergency sets in.
- To ensure effective information sharing, partnerships should be created around specific business areas. One participant proposed creating a matrix, where key industries can come together to collaborate. Just like the humanitarian sector, senior management buy-in toward assistance in humanitarian settings was seen as a key if business is to rally behind developing innovative solutions. Sharing information is acknowledged as a major challenge in almost every context.

PLENARY REVIEW OF ROUNDTABLE DISCUSSIONS: KEY MESSAGES AND RECOMMENDATIONS

Marcy Vigoda (OCHA) wrapped up the consultation summarizing the key messages and recommendations from participants. These included a need for creating a platform for information sharing across actors involved in humanitarian response, creating tools for improving mutual understanding, building trust between the public and private sector, integrating private sector experiences into lessons learned in future emergency responses, and increasingly using metrics in the decision-making process. She stressed the importance of agreeing to a set of principles for collaboration and acknowledged that the private sector has moved from a purely CSR focus to integrating core business into disaster preparedness and response. Current challenges include improving the matchmaking system between needs and resources of both the public and the private sector, as well as better linking business partnerships in disaster risk reduction, response and recovery. She mentioned a few examples where the private and public sector have successfully collaborated, including the Ebola Private Sector Mobilization Group (EPSMG), which provides an example for other networks in the future. She closed by outlining the upcoming opportunities for the private sector to influence the WHS agenda, including Global Consultation in October.



A SPECIAL THANKS GOES TO PRICEWATERHOUSECOOPERS WHO KINDLY SPONSORED THE EVENT.

WE WOULD FURTHER LIKE TO THANK ALL SPEAKERS AND FACILITATORS FOR SHARING THEIR INSIGHTS AND FOSTERING
THE DISCUSSIONS THROUGHOUT THE EVENT.

LASTLY, THANK YOU TO EVERYBODY WHO ATTENDED AND CONTRIBUTED THEIR IDEAS, THOUGHTS AND KNOWLEDGE
AND HELPED TO MAKE THIS A SUCCESSFUL EVENT.

ANNEX

AGENDA

<p>World Humanitarian Summit Global Business Consultation, New York</p> <p>26 June 2015</p>	 OCHA  WORLD HUMANITARIAN SUMMIT
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AGENDA	
8.30 – 9.00	Registration and breakfast
9.00 – 9.15	Welcoming remarks <ul style="list-style-type: none"> Kyung-wha Kang, Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator, UN OCHA
9.15 – 9.45	Lessons learned from the field: collaboration between the public and private sector in recent emergencies <ul style="list-style-type: none"> Matt Hochbrueckner, Business Partnership Adviser, UN OCHA Jessica Shannon, Partner, PricewaterhouseCoopers
9.45 – 10.00	An analysis of global trends in private sector engagement in emergency preparedness and response <ul style="list-style-type: none"> Stuart Price, Analyst, Vantage Partners Jessica Wadd, Principal, Vantage Partners
10.00 – 10.15	Outcomes and emerging issues on the World Humanitarian Summit <ul style="list-style-type: none"> Nick Harvey, Thematic Team Coordinator, World Humanitarian Summit Secretariat
10.15 – 10.30	Coffee break
10.30 – 11.45	Roundtable discussions

Addressing the humanitarian resource gap – Businesses solutions to deliver services, expand financing, and improve efficiency.	Aligning incentives – Developing new public-private partnership models	Identifying Joint Principles – Generating mutual understanding in disaster preparedness and response	Innovative approaches to disaster preparedness and response
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11.45 – 12.30	Wrap-up session: Plenary review of roundtable discussions; key messages and recommendations <ul style="list-style-type: none"> • Marcy Vigoda, Chief, Partnerships and Resource Mobilization Branch, UN OCHA
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Addressing the humanitarian resource gap – Businesses solutions to deliver services, expand financing, and improve efficiency

As the demand for and the cost of humanitarian response continue to increase, the resources made available through traditional channels cannot be expected to bridge the growing gap. Today, private funding (e.g. from individuals, companies, and foundations) accounts for about 25% of humanitarian funding, representing an important source of funding with potential to grow. In-kind support and service provisions provided by businesses are inadequately reported and tracked suggesting even larger figures.

There is growing financial and technical support from the business community for the humanitarian cause. MasterCard, for example, helped WFP strengthen its delivery of "digital food" that comes in the form of e-cards so refugees and other vulnerable people can better access the food they need from local markets. To test a comprehensive disaster risk reduction and climate change approach, WFP, Oxfam America and global reinsurer Swiss Re engaged in the Rural Resilience Initiative, a partnership that allows cash-poor farmers and rural households to pay for index insurance with their own labour. As UNHCR's largest corporate partner, IKEA Foundation helps provide shelter, care, education and energy to refugee and host communities. Since 2010, it has provided more than US\$166 million in cash and in-kind donations to UNHCR's programmes.

The private sector also brings business models to the humanitarian community that improve the use of existing funding. It creates networks that could be mobilized both for advocacy and funding support. This breakout session will discuss how to learn from current initiatives as well as identify new opportunities.

- What are some examples of business models that have addressed the humanitarian resource gap and improved the efficiency of funding; how can they be upgraded and taken to scale?
- How to track the results of spending so as to demonstrate progress, improve visibility, minimize waste, and encourage the most efficient use of scarce resources?
- How to access adequate levels of funding to simultaneously respond to immediate needs while strengthening resilience to future shocks?

Aligning Incentives – Developing new public-private partnership models

Public-private partnerships maximize the impact of humanitarian action by integrating the diverse capacities, expertise, and networks of both sectors to provide a more inclusive and effective response. The humanitarian community has already formed innovative partnerships in a number of sectors, including telecommunications, cash transfers and logistics, which have strengthened emergency preparedness and response and helped to save lives in vulnerable communities.

Recognizing the vital role of mobile connectivity for those affected by humanitarian emergencies, mobile network operator (MNO) members under the leadership of the industry association GSMA have defined and committed to a set of shared principles in the spirit of supporting and enhancing humanitarian connectivity. The satellite industry is now following suit. Given the relative strength of business associations in Latin America and in Southeast Asia, and the multitude of small and medium scale disasters there, networks that support collaboration between national governments, the UN and national or regional business associations play an important role in emergency preparedness and response.

Although private sector actors have great interest and capacity to develop partnerships with the international community and national authorities, there is a pressing need to increase incentives, reduce barriers to effective engagement, and explore new models.

- What are the barriers for effective engagement between the private and public sector and

how can we address them?

- Would new business models for partnership improve our ability to deliver information and data solutions more quickly, more effectively and without having to re-invent solutions that already exist?
- How do we learn from and build off of the networks and associations that have been most successful?
- How can the UN and other emergency responders better incentivize and more easily partner with companies to achieve joint objectives?

Identifying Joint Principles – Generating mutual understanding in disaster preparedness and response

In order to most benefit communities affected by humanitarian crises, partnerships between humanitarian actors and private sector companies should be developed, with the shared goal of providing quality assistance to those most in need, while building resilience to withstand future shocks. In 2007 the World Economic Forum and OCHA developed a set of guiding principles for public-private collaboration in humanitarian action, including leveraging core-competencies, building local capacity, and improving predictability. These principles are meant to serve as a guide to the private sector and the humanitarian community, with an emphasis on communicating key humanitarian principles as well as integrating elements of lessons learnt from previous private sector engagement. This session will explore the adequacy of these principles to our rapidly changing world, and how they can be improved and best applied in practice.

- Are these guiding principles still adequate to the humanitarian context in our rapidly changing world?
- Which principles should be strengthened and how should they be applied in practice?

Innovative approaches to disaster preparedness and response

In the context of rising humanitarian needs, it is vital that humanitarian and private sector actors cooperate in developing solutions for addressing growing challenges. In recent years, innovation in the areas of technical solutions, communication, data collection and analysis and financing, among others, have created enormous potential for adaptation to the humanitarian context. Nevertheless,

while applying innovative solutions to disaster preparedness and response can improve efficiency and effectiveness of humanitarian aid, innovative approaches also pose a challenge in terms of implementation, involvement of an increasingly complex set of actors, and most importantly, ensuring the needs of affected communities are met, while also mitigating potential for harm.

The discussion aims to highlight the following key questions in order to identify ways to include innovative solutions in humanitarian interventions:

- How can an ethical and effective testing, implementation and evaluation of new solutions be ensured in the response to disasters?
- What are the needs and key asks from both the humanitarian and the private sector actors to establish productive partnerships?
- How can an efficient knowledge-sharing and continuous re-evaluation of innovative best practices be ensured?

PARTICIPANT LIST

Alcoa
CADENA
Chatham House - Centre on Global Health Security
Citigroup
Clinton Global Initiative
CTG Global
CTIA -The Wireless Association
Danone Nutricia
Deloitte Consulting
Global Digital Health Initiative
International Association for Volunteer Effort
International SOS
International Organization on Migration
MasterCard
National Society of Industries of Peru
OVIAR Global Resilience Systems
Permanent Mission of Turkey to the United Nations
Philips
Precorp
PricewaterhouseCoopers
UNDP
UN Foundation
UN Global Compact
Unilever
UNHCR
UNISDR
UN OCHA
United Bank for Africa
USAID
Vantage Partners
Walmart
WFP
Xpera