



Engaging the private sector in preparedness for response

*Experiences from the
Asian Preparedness Partnership*



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List of acronyms and abbreviations

AADMER	ASEAN Agreement on Disaster Management and Emergency Response
ADPC	Asian Disaster Preparedness Center
AMCDRR	Asian Ministerial Conference on Disaster Risk Reduction
APP	Asian Preparedness Partnership
ASEAN	Association of South-East Asian Nations
BCM	Business Continuity Management
BMGF	Bill and Melinda Gates Foundation
BRDR	Building resilience through Inclusive and Climate-Adaptive Disaster Risk Reduction in Asia Pacific
CCC	Ceylon Chamber of Commerce
CNI	Confederation of Nepalese Industries
DICA	Directorate of Investment and Company Administration (Myanmar)
DMC	Disaster Management Center (Sri Lanka)
DRR	Disaster Risk Reduction
EOC	Emergency Operations Center
FASMEC	Federation of Associations for SMEs of Cambodia
FNCCI	Federation of Nepalese Chambers of Commerce and Industry
FPCCI	Federation of Pakistan Chambers of Commerce and Industry
GIDRM	Global Initiative on Disaster Risk Management
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
ILO	International Labour Organization
IWCCI	Islamabad Women Chamber of Commerce & Industry
MPD-Network	Myanmar Private Disaster Preparedness Network
MPP	Myanmar Preparedness Partnership
MSB	Swedish Civil Contingencies Agency
NCF	Nordic Climate Fund
NCDM	National Committee for Disaster Management (Cambodia)
NDMA	National Disaster Management Authority (Pakistan)
NFRI	Non-food relief items
NGO	Non-Governmental Organization
NHN	National Humanitarian Network (Pakistan)
NPP	Nepal Preparedness Partnership
OFDA/USAID	Office of U.S. Foreign Disaster Assistance / United States Agency for International Development
PCCI-TL	Philippine Chamber of Commerce & Industry Tacloban-Leyte
PDNA	Post Disaster Needs Assessment
PDRF	Philippine Disaster Resilience Foundation
PhilPrep	Philippine Preparedness Partnership
PPC	Preparedness Partnership of Cambodia
PPP	Pakistan Preparedness Partnership
RWI	Raoul Wallenberg Institute of Human Rights and Humanitarian Law
SAARC	South Asian Association for Regional Cooperation

SDGs	Sustainable Development Goals
SEI	Stockholm Environment Institute
SFDRR	Sendai Framework for Disaster Risk Reduction
SLPP	Sri Lanka Preparedness Partnership
SOPs	Standard Operating Procedures
T4BR	Train for Business Resilience
ToT	Training of Trainers
UDP	United Nations Environment Programme (UNEP)/Technical University of Denmark (DTU) Partnership
UMFCCI	Union of Myanmar Federation of Chambers of Commerce and Industry
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
WCDRR	World Conference on Disaster Risk Reduction
WHS	World Humanitarian Summit

A background: Asian Preparedness Partnership (APP)

The humanitarian architecture in Asia is rapidly evolving. Despite notable progress, challenges related to duplication of efforts, access to humanitarian funds and lack of vertical and horizontal coordination during disasters still persist. The risk to communities in disaster prone areas is compounded by high levels of social vulnerability perpetuated by uncoordinated systems and mechanisms at the local level.

In this context, the global disaster risk reduction (DRR) community gathered at the World Humanitarian Summit (WHS) in Istanbul, 2016 to redefine the humanitarian reform processes with a focus on improving humanitarian leadership; better coordination of humanitarian action; faster, more predictable and equitable humanitarian funding; more effective partnerships among actors; through localization of humanitarian efforts. Coalition of international non-governmental organizations (NGOs)¹ declared a 'Charter for Change', spelling out principled and practical commitments towards a fairer deal for local and national NGOs. Subsequently, there have been meaningful efforts to put such local actors at the forefront of humanitarian response as well as clarify the role of other sectors, including the private sector, towards localization.

A tangible example in contributing to this reform process is the Asian Preparedness Partnership (APP). Asian Disaster Preparedness Center (ADPC) in partnership with the Bill and Melinda Gates Foundation (BMGF), is implementing the program on "Strengthening Capacity of Government, Local Humanitarian Organizations and Private Sector Networks on Preparedness for Response in Asia". This program laid the foundation for APP in the region, with the aim to strengthen the interface and partnership between Government, Local Humanitarian Organization networks and Private Sector networks through partnerships, knowledge resources, training, and networking opportunities.



Asian Disaster Preparedness Center (ADPC) is an intergovernmental organization that works to build the resilience of people and institutions to disasters and climate change impacts in Asia and the Pacific.

Established in 1986 as a technical capacity building center, ADPC became an intergovernmental organization after nine founding members ratified its Charter. During the past three decades, ADPC has grown and diversified its expertise across social and physical sciences to support sustainable solutions for risk reduction and risk management across a broad range of specialist areas.

The partnership, with its roots in South and South-East Asia, has formalized national preparedness partnerships in Cambodia, Myanmar, Nepal, Pakistan, Philippines and Sri Lanka. The countries span variable landscapes of geographical locations, topography, demography, governance structures, socio-economy, hazards and exposure, vulnerability, coping capacity and human development. Cambodia, Myanmar and Philippines belong to the Association of South-East Asian Nations (ASEAN) region while Nepal, Pakistan and Sri Lanka belong to the South Asian Association for Regional Cooperation (SAARC) region. This multi-stakeholder partnership is a carefully crafted step towards achieving the core commitment of localization and south-south cooperation within the region and beyond.

¹ Crescendo International (2016). Let Your Voice Be Heard: Improving Humanitarian Response. <http://static1.squarespace.com/static/5625034fe4b092a567cf8a26/t/5707290fd210b84ce6bcc8cf/1460087058841>

BILL & MELINDA GATES foundation

The Bill & Melinda Gates Foundation (BMGF)'s Emergency Response program aims to reduce suffering, disease, and death in countries affected by natural disasters and complex emergencies. In addition to responding directly to emergencies, the foundation works to help improve the speed and performance of first responders in the first critical hours of an emergency. The foundation also invests in strengthening the ability of first responders, their organizations, and local institutions to help communities prepare for and cope with future shocks.



Map highlighting APP focus countries in South Asia and South-East Asia

Role of private sector in disaster risk management

In parallel to the emerging localization agenda outlined in the previous section, the need to include private sector as a key stakeholder in efforts for building disaster resilience has also been increasingly highlighted as a pertinent concern in the field of disaster risk management.

The business sector is a primary source of employment, job creator, purveyor of products and services and collectively constitutes the largest investors in society. However, the private sector increasingly bears the brunt of disaster impacts in terms of damage and losses as evidenced in recent major disasters in the region including the 2013 Typhoon Haiyan in the Philippines, the 2015 Nepal earthquake² and the 2016 and 2017 floods in Sri Lanka. Small and medium sized enterprises (SMEs) constitute a significant portion of enterprises in the region and are physically embedded in communities, but typically have the little access to response and recovery support by the government and humanitarian actors in spite of their exposure to disasters being the same as that of the communities in which they operate.

At the same time, whilst many disaster-affected persons may see the primary responsibility for their safety and security as lying with government, the private sector, particularly in the case of large enterprises has long been a contributor to humanitarian action providing vital expertise, skills and resources, particularly in the area of disaster response and recovery.

² EM-DAT(2017). The International Disaster Database: Country Profile. http://emdat.be/emdat_db/

Moreover, reflecting a broader paradigm shift in disaster management, from a relief-centric approach to proactive approach investing in disaster prevention, mitigation, and preparedness, there have been efforts to more clearly define the role and responsibility of businesses and for-profit enterprises in disaster management alongside the role of conventional actors such as governments, development partners and NGOs.

As such, recognizing that business resilience is crucial to build overall resilient communities and society, the need to include and encourage partnerships with private sector actors has been increasingly reflected in the global and regional policy context and frameworks which guide disaster management practitioners and decision makers, with the Asia Pacific region regarded as a pioneer in this area. The Sendai Framework for Disaster Risk Reduction (SFDRR) 2015-2030 - the primary guidance for global disaster risk reduction efforts - adopted at the Third World Conference on Disaster Risk Reduction (WCDRR) in Japan in 2015 clearly indicated the important role of the private sector as a critical stakeholder in reducing disaster losses in lives, assets and livelihoods.

Subsequently, the Asia Regional Plan for Implementation of the SFDRR endorsed at the Asian Ministerial Conference on Disaster Risk Reduction (AMCDRR) 2016 in New Delhi also outlined the engagement of the private sector in disaster risk reduction initiatives, highlighting the need to engage business associations, chambers of commerce and national in local platforms on DRR as well as Micro, Small and Medium Enterprises (MSMEs). The role of the private sector has also been acknowledged as one of the key stakeholders in regional plans such as the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) and SAARC Comprehensive Framework on Disaster Management. The AADMER work programme 2016-2020 stresses the importance of systematically reaching out to the business sector, particularly through its Priority Program 4 PROTECT: Protecting Economic and Social Gains of ASEAN Community Integration through Risk Transfer and Social Protection.

Businesses have also given increasing consideration to the 2030 Agenda for Sustainable Development and the accompanying Sustainable Development Goals (SDGs). The 17 Sustainable Development Goals (SDGs) and 169 global targets set out areas to advance sustainable development focusing on areas such as poverty reduction, health, education, climate action etc. With 25 targets related to disaster risk reduction in 10 of the 17 SDGs, taking action to strengthen disaster resilience is an area for which businesses can strengthen their own security and safety as well as that of the society within which they function in line with the aims of this global framework³.

In the context of these blueprints and guidance, various initiatives by the business sector themselves as well as cooperation and collaboration between the public and private sectors have been undertaken in the South Asia and South-East Asia regions to integrate business resilience consideration into business decision making and practice; however, the degree of such efforts and partnerships varies among the individual companies and countries depending on the capacities and priorities of those who are involved in the process.

Recognizing the private sector as an increasingly important stakeholder in disaster risk management, ADPC established the iPrepare Business facility in 2014 as a dedicated unit focusing on Business Resilience. Therefore, ADPC, as regional secretariat of APP, is well placed to provide technical support and guidance to the APP country partnerships in view of inclusion of private sector stakeholders in the program activities by leveraging its in-house capacity on this thematic area.



The iPrepare Business facility at Asian Disaster Preparedness Center (ADPC) is a dedicated unit for engaging the private sector in Disaster Risk Management. The facility focuses on building disaster-resilient businesses in the region through partnerships to strengthen the resilience of the private sector, particularly Small and medium enterprises (SMEs). Services provided include: technical assistance and capacity building on a demand-driven basis; strengthening the enabling environment for Business Resilience - policy and institutional arrangements and multi-agency and sector engagement; and facilitating regional cooperation, networking and knowledge management.

³ United Nations International Strategy for Disaster Reduction (2017). Disaster risk reduction and resilience in the 2030 agenda. http://www.unisdr.org/files/46052_disasterriskreductioninthe2030agend.pdf

Engagement of private sector via Asian Preparedness Partnership (APP)

In this context, the need to include private sector was recognized and included in the program design and implementation of 'Strengthening Capacity of Government, Local Humanitarian Organizations and the Private Sector on Preparedness for Response in Asia' program and subsequent APP. Each of the national preparedness partnerships formed under APP have selected the focal points from the key private sector networks to engage in the activities to be implemented at country level.

Summary of APP country partnerships and private sector partners

Country	Name of national partnership	Main local private sector partner
Cambodia	Preparedness Partnership of Cambodia (PPC)	Federation of Associations for SMEs of Cambodia (FASMEC)
Myanmar	Myanmar Preparedness Partnership (MPP)	Myanmar Private Disaster Preparedness Network (MPD-Network)
Nepal	Nepal Preparedness Partnership (NPP)	Federation of Nepalese Chambers of Commerce and Industry (FNCCI)
Pakistan	Pakistan Preparedness Partnership (PPP)	Federation of Pakistan Chambers Of Commerce and Industry (FPCCI)
Philippines	Philippines Preparedness Partnership (PhilPrep)	Philippine Disaster Resilience Foundation (PDRF)
Sri Lanka	Sri Lanka Preparedness Partnership (SLPP)	Ceylon Chamber of Commerce (CCC)

The types of private sector partners engaged varied depending on each of the country contexts. For instance, in the Philippines and Myanmar there are established private sector networks working on disaster management and resilience topics who were committed to involving in APP activities. In the cases of Nepal, Pakistan and Sri Lanka, business associations and chambers of commerce were identified as appropriate partners, together with large enterprises and conglomerates with smaller enterprises comprising their value chains. In Cambodia it was deemed more appropriate to engage specific organizations and associations based on the identified country needs which were more focused on small and medium enterprises.

Furthermore, the approach to business resilience advocated under the APP initiatives has centered on two main tenants. Firstly, on enhancing the disaster resilience of businesses themselves: ensuring enterprises can be adequately prepared for disasters events, recover quickly from disruptions and even reduce disaster risk. Secondly, that business resilience should also entail the private sector contributing to efforts to enhance the disaster resilience of the communities and societies of which they are a part.

The Asia Leadership Forum for Business Resilience was convened in Bangkok from 18-19 December 2017, serving as a catalyst event for the representatives from government, and private sector in each of the APP focus countries to enhance their knowledge and awareness on the theme of Business Resilience.



Participants of the Asia Leadership Forum for Business Resilience gathered for a group picture

The two-day leadership forum aimed to increase understanding and knowledge of business resilience among executive leadership from both the public and private sectors while fostering dialogue and partnerships for future actions. The forum was attended by over 70 participants from private sector, governments and development partners from ASEAN countries, South Asia and beyond. Senior executive leaders from ASEAN and SAARC regions discussed challenges that the private sector and governments face due to changing climate and disaster risk and possible approaches and tools to increase business resilience. They explored how to support business resilience by involving public and the private sectors and enhancing multi-stakeholder partnerships⁴.

Significantly, within the context of APP, the forum highlighted that Business Resilience involves the private sector not only enhancing the resilience of their own enterprises and business operations but also contributing to multi-stakeholder efforts to enhance the disaster resilience of the communities, societies and countries within which they operate.

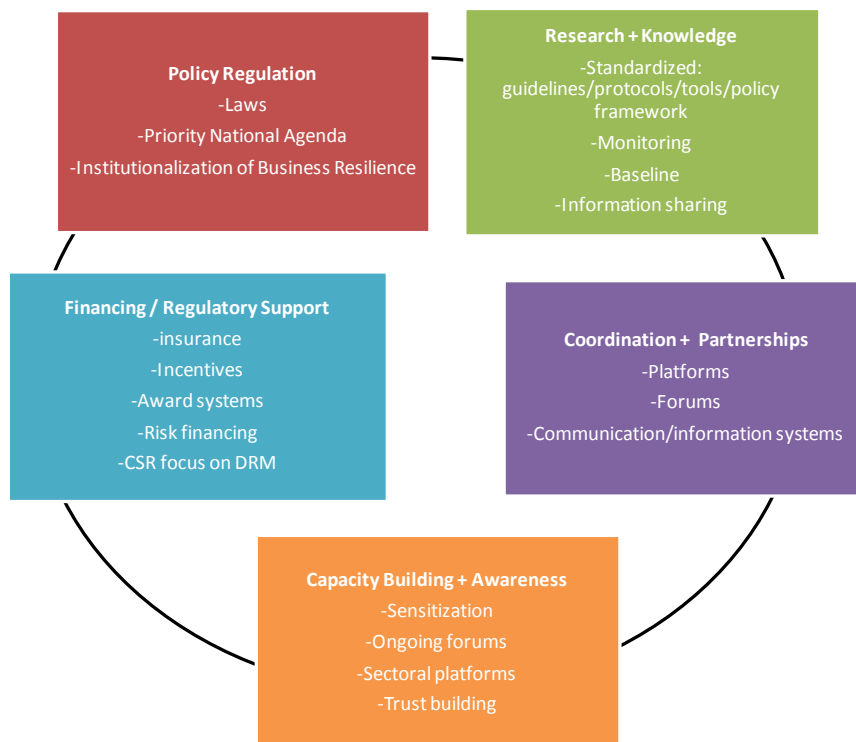
In order to capitalize on the momentum of the forum and the interest of the APP representatives who were in attendance, an APP Private Sector Engagement Planning Meeting was also convened on 20th December 2017, where key stakeholders from the country partnerships clarified how to include private sector engagement as part of the APP Country Roadmaps and contextualize Business Resilience approaches in the national contexts.

⁴ The Asia Leadership Forum for Business Resilience 2017 was supported by the Bill & Melinda Gates Foundation (BMGF), Royal Norwegian Ministry of Foreign Affairs and the Global Initiative on Disaster Risk Management (GIDRM) managed by Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ). <https://app.adpc.net/news/asian-leadership-forum-business-resilience>



Group picture from the APP Private Sector Engagement Planning Meeting

The partners from the respective countries identified key focus areas for private sector intervention: Policy and Regulation; Research and Knowledge; Financing and Regulatory Support; Coordination and Partnerships; Capacity and Awareness (displayed in the figure below). Country partners subsequently took the opportunity to plan activities such as convening awareness raising forums on Business Resilience, consultative meetings with private sector partners as well as training sessions on Business Continuity topics in consultation with ADPC.



Key focus areas for private sector intervention identified at the APP Private Sector Engagement Planning Meeting

Understandably, each of the respective countries were at different stages of their capacity and resources in terms of disaster preparedness. Likewise, the level of interest, engagement and capacity of private sector stakeholders also varied based on the specific country contexts. For instance, in some countries the key private sector stakeholders to be engaged in the country partnerships were already clearly defined and finalized. However, in other cases it would be necessary to undertake further consultations and awareness raising activities to identify and achieve buy-in from appropriate organizations and networks who would be able to actively contribute to meeting the aims and objectives of the APP program. This was reflected in the different selection and design of activities in each of the country roadmaps.

Private sector representatives from the APP national preparedness partnerships also participated in a 'Regional Sensitization Workshop on Integrating Gender-Equal and Rights-Based Approaches in APP'. The workshop allowed APP countries to benefit from ADPC's gender focused program, Building resilience through Inclusive and Climate-Adaptive Disaster Risk Reduction in Asia Pacific (BRDR)⁵, and not only facilitated awareness raising for the private sector representatives on inclusive approaches in their work but also the integration of gender-inclusive agendas into national roadmaps developed by APP local partners in each country.



Private sector representatives participated in group work at the sensitization workshop

⁵ The BRDR program is supported by the Swedish Government and is being implemented in partnership with the Swedish Civil Contingencies Agency (MSB), the Environment Institute (SEI), and Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI).

Overview of private sector initiatives by national preparedness partnerships

Cambodia

Country background and private sector partners

Small and medium enterprises (SMEs) are a crucial part of the Cambodian economy, contributing to economic and social development with 99.8% of the industry in Cambodia consisting of SMEs, including micro enterprises. However, these smaller enterprises are particularly vulnerable to the impacts of disasters, typically lacking human and financial capacity to withstand disruptive events⁶.



A baseline assessment carried out by ADPC as part of APP evaluated the emergency response capacity in the country, revealing that there is low engagement of the private sector in disaster management issues in Cambodia, including in terms of businesses contributing to disaster response or recovery. Likewise, there has been low inclusion of the private sector in disaster management efforts led by the government and humanitarian actors working in the country.

Notably, following the participation of a number of private sector organizations during focus group discussions as well as responses to the baseline assessment survey, it was found that the private sector interest in emergency response is low and is limited to providing loans and non-food relief items (NFRIs) to affected stakeholders. There is also a poor level of coordination with other humanitarian partners in the country.

Baseline findings noted that special attention should be paid to developing partnerships with the private sector, which is currently lacking. There is also a need to increase knowledge of disaster preparedness among the private sector and relevant government agencies, as well as information sharing between different stakeholders including better partnerships with private sector organizations and academia.

ADPC Cambodia Country staff liaised closely with partners from government and the local humanitarian sector to identify and canvas partners from the private sector as potential members of the country preparedness partnership. Considering the critical importance of Micro Small and Medium Enterprises to the Cambodian economy as well as the relative vulnerability of smaller businesses to the impacts of disasters, the Federation of Associations for SMEs of Cambodia (FASMEC) was identified as suitable partner from the private sector, joining the Preparedness Partnership of Cambodia (PPC) in May 2018.



Federation of Associations for SMEs of Cambodia (FASMEC)

FASMEC was established in 2010 with the support of the Ministry of Industry, Mines & Energy (MIME). Acting as a non-governmental and fully independent institution, FASMEC helps its members in bringing their concerns to the government through Government Private Sector Forum (G-PSF). It currently counts 15 business Associations and 300 enterprises as its members. FASMEC's mission is to: accelerate the growth of SMEs in Cambodia through promoting integration to regional and global markets via improved SME policies and lobby, trade promotion and SME development; to create SME information center and; to provide trainings and skill development for its members.

⁶ JICA (2015). http://open_jicareport.jica.go.jp/pdf/12245049_01.pdf

Business Resilience activities and events in Cambodia

In order to raise awareness of Business Resilience amongst relevant stakeholders in the country the Cambodia Business Resilience Forum was organized by FASMEC, the National Committee for Disaster Management (NCDM) and the Asian Disaster Preparedness Center (ADPC) through its iPrepare Business facility on 22nd June 2018 in Phnom Penh. The forum was the first of its kind focusing of disaster resilience of SMEs in Cambodia and provided a platform for around 70 participants (24 female, 43 male) from the private sector as well as key government agencies and PPC partners.

The forum provided a venue for discussing various entry points for engaging SMEs in disaster resilience activities based on the key focus areas identified at the Asia Leadership Forum conducted in Bangkok, namely Policy and Regulation; Research and Knowledge; Financing and Regulatory Support; Coordination and Partnerships; Capacity and Awareness.



Participants take part in group work at the Cambodia Business Resilience Forum

On one hand, the event encouraged agencies such as the Ministry of Industry and Handicraft to consider how to integrate considerations related to disaster risk into their policies and programs whilst at the same time NCDM explored how best to include the business sector, particularly SMEs in their activities⁷. The need for capacity building and awareness raising for SMEs was also highlighted.



Participants at the Cambodia Business Resilience Forum gather for a group photo

To build on the interest generated by the Business Resilience forum, the ADPC Cambodia country staff has been consulting with the iPrepare Business team to develop business resilience tools tailored for use in the Cambodia context. Together with FASMEC it is planned to roll out a number of orientation workshops based around resilience assessments and Business Continuity topics in the first quarter of 2019.

⁷ APP (2018) Cambodia Business Resilience Forum. <https://app.adpc.net/news/first-business-resilience-forum-cambodia-engages-small-enterprises-disaster-preparedness>

Myanmar

Country background and private sector partners



SMEs dominate the economy of Myanmar: of approximately 127,000 registered enterprises in Myanmar, 99 percent are classified as SMEs. An additional 600,000 microenterprises, mostly informal family-run and cottage industries, are estimated to be operating in Myanmar. A breakdown of damage and losses of floods and landslides which impacted the country between July and September 2015 revealed an uneven distribution of disaster impacts between the public and private sectors. Disaster effects on the public sector were a small fraction of those in the private domain, including small to medium-size enterprises, individual farmers, and smallholders with limited financial capacity and nearly no insurance coverage⁸.

Engagement of the private sector in disaster management in Myanmar has been primarily limited to the recovery phase of disaster management activities mostly following the occurrence of disaster events, including through donations or emergency supplies of medicine and food distributed to the population impacted by disaster events in cooperation with both government and NGOs.

In-keeping with the APP approach of engaging with pre-existing platforms in the focus countries, the Myanmar Private Disaster Preparedness Network (MPD-Network) was identified as the optimum partner in the country⁹. The MPD-Network aims to coordinate DRR and disaster management actions between private sector actors and multiple stakeholders before, during and after disasters.



**Myanmar
Private Sector
Disaster Management Network**

Myanmar Private Disaster Preparedness Network (MPD-Network)

The MPD Network is composed of more than 15 private enterprises, foundations, chambers of commerce and international NGOs. The creation of this network in August 2016 resulted from the Republic of the Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI)'s request to United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) and United Nations Development Programme (UNDP) to collaborate for disaster preparedness, response and recovery. As of 2018 the network has around 100 members.

Business Resilience activities and events in Myanmar

Building on the momentum and interest arising from the Regional Business Resilience forum hosted in Bangkok in December 2017 which was attended by MPD-Network members, the ADPC Myanmar country staff were requested to make a follow-up briefing presentation during the MPD-Network Steering Committee meeting on 15th January 2018. It was agreed during the meeting to fix a date for organizing a national Business Resilience Forum in Myanmar during February 2018. The MPD-Network Steering Committee requested ADPC to coordinate and discuss with the International Labour Organization (ILO) to devise a draft agenda and mobilize necessary resources for both technical and financial support.

⁸ Government of the Union of Myanmar (2015). Myanmar Floods and Landslides: Post Disaster Needs Assessment. <http://www.worldbank.org/en/country/myanmar/publication/myanmar-floods-and-landslides-post-disaster-needs-assessment>

⁹ ILO (2017) Case Study Disaster Risk Reduction and Disaster Management in Myanmar: The Roles of Employer and Business Membership Organizations. https://www.ilo.org/actemp/publications/WCMS_581084/lang-en/index.htm

The Myanmar Business Resilience Forum was convened in Yangon on 21st February 2018. The forum attracted 111 participants (75 male and 36 female) drawn from 80 different private organizations and companies. Invited guests came from the private sector, as well as Myanmar Preparedness task force members from Civil Society Organizations and LNGOs as well as government agencies. The forum was organized by the MPD-Network with guidance from UNOCHA, UNDP, ADPC as well as the UMFCFI. ILO provided technical inputs whilst Sky Net Myanmar were media partners¹⁰.



Panel discussion hosted at the Myanmar Business Resilience Forum

Participants of the forum were engaged in an interactive session to gain their inputs for an Action Plan for Business Resilience in Myanmar. In groups the participants were asked to consider how the private sector role on disaster preparedness can be strengthened in view of the thematic areas identified at the regional forum. For these themes they were asked to identify key actions and pilot activities, lead agencies and stakeholders or partners as well as options for resource mobilization.



Participants participated in interactive group discussions at the Myanmar Business Resilience Forum

10 APP (2018) Myanmar Business Resilience Forum - Activity Report.

The roll out of business resilience activities in Myanmar have also taken place at district level with a Business Resilience forums organized in five districts, namely Pakokku, Loikaw, Monwya, Hpa-an and Pyay for private sector organizations to orient them on Business Continuity Management (BCM) principles. The district level forums were organized with assistance from the government agency, the Directorate of Investment and Company Administration (DICA). Further forums are scheduled in three more districts - Magway, Katha and Falam - by the end of 2018.

At the regional level, Mr. Martin Pun, Chairperson of the MPD-Network also highlighted the value of the private sector engaging in multi-stakeholder efforts for enhancing disaster preparedness at a private sector focused thematic session at the AMCDRR 2018 hosted in Ulaanbaatar, Mongolia.

With a new funding opportunity from OFDA/USAID, the MPP task force members together with ADPC are currently discussing on how to upscale and expand the private sector and multi-sector activities across three thematic areas: capacity building, stakeholder coordination and knowledge manage, sharing and dissemination. Building on the regional and national forums, training of trainers on various topics, direct technical support to SMEs, high-level policy dialogue, joint contingency plan development and establishment of online multi-sector platform have been envisaged.

Nepal

Country background and private sector partners

The need to engage private sector in proactive efforts for disaster risk management in Nepal was reflected in the recent enactment of the country's Disaster Risk Reduction and Management Act 2017. Specific arrangement of the Act includes increased recognition and participation of the private sector in the overall disaster risk management system in Nepal. In part, this was motivated by the experience of previous disaster events in the country: the private sector suffered over 75% of the total estimated damage and losses resulting from the April 2015 Nepal Earthquake¹¹.



In the Nepal context, the Federation of Nepalese Chambers of Commerce and Industry (FNCCI) was identified as the suitable primary partner for private sector activities under APP in the country. The Confederation of Nepalese Industries (CNI) is another active business network which has also been engaged in the program activities. Aside from partnering with these well-established networks, the Nepal Preparedness Partnership (NPP) also identified the need to engage larger individual business entities in the country. Therefore, the Chaudhary Foundation, the philanthropic arm of Chaudhary Group, one of Nepal's largest conglomerates has also joined the NPP as a key stakeholder from the business sector.

	Federation of Nepalese Chambers of Commerce and Industry (FNCCI)
	<p>The Federation of Nepalese Chambers of Commerce and Industry (FNCCI) was established in 1965 and is the nationally and internationally recognized umbrella organization of business in Nepal. Organized as a representative body of business organizations in the country, it represents the interests of the private sector and is involved in promotion of socio economic development of Nepal through private sector led economic growth. It is the largest private sector organization in Nepal and has more than 10,000 direct and indirect members.</p>

¹¹ National Planning Commission (2015). Nepal Earthquake 2015 - Post Disaster Needs Assessment. <http://www.worldbank.org/content/dam/Worldbank/document/SAR/nepal-pdna-executive-summary.pdf>

Business Resilience activities and events in Nepal

A High-Level Orientation on BCM was conducted in Nepal on 13th March 2018 to raise awareness and knowledge of senior government officials and business leaders in Kathmandu on the value of BCM as a tool for Business Resilience. The event was also utilized to inform the participants regarding recent changes in Nepal's institutional and legal arrangements on Disaster Risk Management including increased recognition and participation of the private sector under the recently enacted DRR and Management Act 2017.



FNCCI representative delivering opening remarks at the High-Level Orientation on BCM in Nepal

The orientation was followed by a Training of Trainers (ToT) on BCM conducted in collaboration with the Ministry of Home Affairs, government of Nepal, FNCCI, CNI, and the Chaudhary Foundation. The three-day ToT aimed to increase understanding and knowledge of business resilience, with a special focus on BCM among representatives from the private sector, government agencies and development partners/ local NGOs. 27 representatives (9 female and 18 male) participated in the three day residential training. During the training, the Chaudhary Foundation also shared how the Chaudhary group responded to a major fire in their operation by engaging the neighboring communities as well as enhancing its internal preparedness following the incident.



Participants delivered feedback at the Training of Trainers (ToT) on BCM in Nepal

Going forward, follow up meetings with private sector partners are planned to clarify how BCM activities can be scaled out and disseminated to other organizations in Nepal, including utilizing those persons already trained on BCM as resource persons for further capacity building and awareness raising activities.

Pakistan

Country background and private sector partners

Pakistan's efforts aimed at achieving fast growth, development and progress are increasingly being undermined by the impact of a variety of disasters. The earthquake of 8th October 2005 and floods of 2010, 2011, 2012 and 2014 highlighted the country's vulnerability to disaster risks. The private sector of Pakistan was no exception and was significantly affected by increased exposure to disaster risks and suffered the brunt of catastrophic events in terms of damage and losses.



To make businesses more resilient and to ensure investment by the private sector in disaster risk reduction/preparedness processes, private sector was included in the Pakistan Preparedness Partnership (PRP), a platform to increase interface between government, private sector and other stakeholders. The Federation of Pakistan Chamber of Commerce and Industries (FPCCI) - which coordinates with a vast number of private sector partners across the country - was included as a member in the country steering committee.



The Federation of Pakistan
Chambers of Commerce and Industry

Federation of Pakistan Chambers of Commerce and Industry (FPCCI)

Since its inception in 1950, the FPCCI has advocated and voiced the collective opinion, concern and aspiration of the private sector and offered helpful advice and solid assistance to the government in its efforts to promote exports, encourage foreign investment and stimulate economic activity in the country. The FPCCI serves as a bridge between the private sector and the government, playing an active role in presenting problems of trade, industry and environment and safeguarding the interests of the private sector through constant dialogue with the government.

Business Resilience activities and events in Pakistan

To capture the significance of public-private partnerships, National Disaster Management Authority (NDMA) and National Humanitarian Network (NHN), FPCCI together with ADPC organized a workshop entitled 'Role of Private Sector in Preparedness for Effective Response' on 18th July 2018 in Islamabad. Attended by 48 officials (3 female and 45 male) representing the private sector, government departments, local NGOs, academia and international NGOs, the targeted workshop created an enabling environment and momentum for working towards business resilience.



Discussions at the workshop on Role of Private Sector in Preparedness for Effective Response in Pakistan

This workshop sought to enable the participants to understand roles/functions of disaster management authorities and private sector organizations at the national, provincial and district level; to develop formal or informal institutional partnerships amongst all stakeholders; to promote and enhance partnerships between public and private sectors on strategic direction/policy recommendations for business resilience and investment in the field of disaster risk reduction and enhance resource mobilization mechanism in the country for local disaster preparedness in response.

Furthermore, a workshop for members from Islamabad Women Chamber of Commerce and Industry (IWCCI) and private companies was organized on 7th August 2018 to ignite momentum and interest of partners in building business resilience. 20 participants (18 female, 2 male) reflected on the changing role of private sector in DRR interventions for long-term mitigation strategies in their organizations as well as in the overall humanitarian framework in Pakistan.

Planned activities in Pakistan in the following months include:

- Policy dialog on procedures/mechanism to tap private sector CSR funding for preparedness and response activities.
- Workshop on business continuity planning for private sector
- Dialog/discussion on inclusion of major industries of Pakistan as PRP members beyond FPCCI



Participants from the Islamabad Women Chamber of Commerce and Industry (IWCCI) gathered for a group picture

Philippines

Country background and private sector partners

The private sector is already an active player in disaster resilience efforts at local, regional and national levels in the Philippines. In terms of disaster relief, the private sector plays a prominent role in organizing relief operations, delivering donations and other support to the general public. Some large enterprises work independently, preferring to channel resources through their own corporate foundations as well as having established direct partnerships with national and local government agencies and specific local communities¹².



There has been a shift towards investment in disaster resilience and proactive preparedness for disruptive events with Business Continuity Planning adopted by many large enterprises for their own operations and their wider supply chains. Nonetheless, despite increased awareness and involvement of private sector in disaster preparedness, SMEs which in the Philippines account for over 90 per cent of the private sector and employ 65 per cent of the labour force, are particularly vulnerable due to their limited resource base and capacity. Support from government and larger private sector organizations for SMEs, including Business Continuity planning, has therefore been identified as an important approach for contributing the disaster preparedness of local communities and societies¹³.

The Philippine Disaster Resilience Foundation (PDRF)'s previous collaborations with ADPC as part of a regional project focused on enhancing the disaster resilience of SMEs meant that they were well-placed to contribute as a private sector partner for the Philippine APP country partnership¹⁴. Activities are also aligned with the overall action plan determined by the National Resilience Core Group on Strengthening SME Disaster Resilience which is composed of the Department of Trade and Industry, Office of Civil Defense, Department of Science and Technology, the Asian Disaster Preparedness Center, PDRF, Philippine Chamber of Commerce and Industry, and other national stakeholders involved in SME development.



Philippine Disaster Resilience Foundation (PDRF)

Since its establishment in 2009, the Philippine Disaster Resilience Foundation (PDRF) has developed into a nationwide platform that mobilizes, informs and directs business engagements for disaster management. It supports cross-sector coordination and collaboration in dealing with natural and human-induced hazards.

Established to mobilize the private sector and create a critical link to government agencies, civil society groups, and local government units, PDRF now provides a national platform for disaster risk reduction and management. By defining the roles and responsibilities of the private sector and organizing member companies into eight clusters (infrastructure; logistics; water and sanitation; emergency supplies [food and non-food]; power, fuel, and energy; finance and Insurance; health and emergency services; and search and rescue), PDRF aims to improve the effectiveness and efficiency of private sector involvement in prevention and mitigation, preparedness, response and recovery. It has grown to encompass more than 80 members, including major multinational enterprises, such as UPS, Shell, and Coca-Cola, as well as high-profile local companies, such as the Philippine Long Distance Telephone Company.

In April 2018, PDRF has launched one of the world's first private sector-built Emergency Operations Center (EOC) in Clark, Pampanga. Considered as a disaster recovery facility in the event of a large-scale disaster affecting Metro Manila, the PDRF EOC is a fully functional site that can cater to the needs of member companies, and government and humanitarian organizations in terms of capacity-building, EOC-to-EOC interoperability and disaster recovery.

¹² ILO (2015). Needs Assessment for the Private Sector in the Philippines: Disaster Preparedness, Response and Recovery.

¹³ ADPC (2016). Philippines - Enabling Environment and Opportunities for SME Resilience. <http://www.adpc.net/sme-resilience-asia/>

¹⁴ ADPC (2016). "Strengthening the Disaster Resilience of Small and Medium Enterprises in Asia" project (2014-2017) <http://www.adpc.net/sme-resilience-asia/>

Business Resilience activities and events in Philippines

Private sector partners in the Philippines have played a valuable role in south-south learning and knowledge exchange on Business Resilience at regional events and for awareness raising and capacity building activities at the country level.

Ms. Rhiza Nery from PDRF participated as a resource person during several ADPC and APP events such as the Asia Leadership Forum for Business Resilience in Bangkok in December 2017, and the High-Level Orientation on BCM and ToT on BCM course organized in Kathmandu by the Nepal Preparedness Partnership in March 2018. Ms. Nery was able to provide inputs on how private sector networks can be mobilized for better engagement in disaster risk reduction and management, as well as how business resilience practices can be implemented for micro, small and medium enterprises as shown by the country's National Resilience Core Group on Strengthening SME Disaster Resilience.



Train for Business Resilience (T4BR) workshop conducted in Cagayan de Oro, Mindanao, Philippines on 23 November 2018

Mr. Oliver Cam from Philippine Chamber of Commerce and Industry Tacloban-Leyte acted as a resource person at the Business Resilience Forum in Cambodia in June 2018. He provided experiences from the Philippines on Business Resilience Programs for Micro, Small & Medium Enterprises including awareness, education campaign and advocacy campaigns, tools and references for business continuity planning as well as challenges and lessons learned.

As part of the Philippine Preparedness Partnership (PhilPrep) commitments, PDRF plan to implement training activities on service continuity management to enhance surge capacity of local humanitarian actors, BCM for SMEs and Train for Business Resilience (T4BR)¹⁵ workshops to orientate relevant stakeholders on principles of engaging businesses in disaster management efforts. In view of communication, knowledge sharing and dissemination, PDRF is also undertaking the development of Information, Education and Communication (IEC) materials and case study documentation for Business and Service Continuity good practices.

¹⁵ The course materials were adapted from the Train for Business Resilience (T4BR) courses developed by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH within the framework of the Global Initiative on Disaster Risk Management (GIDRM) and the iPrepare Business facility at ADPC under the framework of the Global Initiative on Disaster Risk Management (GIDRM) as part of an earlier regional project on "Strengthening the Disaster Resilience of Small and Medium Enterprises in Asia" (2014-2017)"

Sri Lanka

Country background and private sector partners



The rapid Post Disaster Needs Assessment (PDNA) of Floods and Landslides in May 2017 served to underline the need to protect economic assets from the impact of disasters and climate-induced disasters in the Sri Lankan context. Of the total estimated damages and losses caused by the May 2017 disasters over 31 percent was reported in the Industry and Commerce sector with the disaster exposing a lack of preparedness in the private sector. Furthermore, 80 percent of the affected business establishments for which data was collected under the PDNA, fell in the MSME sector¹⁶.

A key recommendation of the PDNA report was that the business sector should play a more consistent and coordinated role in disaster management, including during non-disaster times. Specifically, it is recommended that “it is required to promote business continuity and disaster-preparedness planning among all enterprises in order to reduce future impacts” as well as the need for “establishing mechanisms and strategies to involve the private sector in practicing disaster risk reduction and mitigation as part of business continuity” (World Bank, 2017).

Private sector stakeholders in Sri Lanka, including the Ceylon Chamber of Commerce (CCC), have contributed to disaster relief efforts in providing emergency relief assistance following disaster events. Furthermore, CCC has been working with the Disaster Management Center (DMC) and other relevant local humanitarian partners in the country meaning that they were well placed to be the primary private sector partner for APP activities in Sri Lanka. Other large Sri Lankan companies, namely MAS Holdings and Hemas PLC Ltd. have also been active working members from the private sector under the SLPP.

Business Resilience activities and events in Sri Lanka

A consultation meeting with private sector partners was organized together with the CCC IN November 2017 to sensitize businesses and other organizations on the SLPP initiative and to explore possible private sector interventions in disaster preparedness for emergency response. Altogether 50 participants attended, representing media, service-providing sector, finance institutions and the manufacturing sectors.

During the workshop participants expressed their suggestions on the following areas in group discussions: services that can be provided in an emergency with the operational and geographical areas; coordination mechanisms needed in preparedness for emergency response; identifying the requirements on mandates for emergency response activities; and availability of warehousing and resources to be used in emergencies. The lack of proper coordination mechanisms to engage in emergency response activities with the government and the absence of a platform to share private sector initiatives were identified as prevailing challenges.

The SLPP in collaboration with the Ceylon Chamber of Commerce and Government of Sri Lanka (Ministry of Irrigation & Water Resource Management and Ministry of Disaster Management) organized a ToT on Business Continuity Management (BCM) in Colombo, Sri Lanka from 18 -20 July 2018. Oxfam Sri Lanka also provided financial assistance for the training. The ToT on BCM was designed to promote awareness and knowledge of the benefits and key processes of BCM as part of overall efforts for building business resilience. The training aimed to equip the participants to deliver BCM training for MSMEs especially as part of enhancing their value chain and/or corporate social responsibility and environmental sustainability programs.

¹⁶ World Bank (2017). Sri Lanka Rapid Post Disaster Needs Assessment Floods and Landslides, May 2017. <http://documents.worldbank.org/curated/en/869761516687708776/Sri-Lanka-Rapid-post-disaster-needs-assessment-floods-and-landslides>



Ceylon Chamber of Commerce (CCC)

The Ceylon Chamber of Commerce (CCC) was established in 1839. A confederation of Trade Associations, Regional and Sectoral Chambers of Commerce and Industry, Bilateral Business Councils and Employer Organisations in Sri Lanka, it currently has 573 members and maintains 20 regional chambers. CCC retains its status as a private entity with no government funding. It derives its income from membership subscription and other services. The CCC's states its Mission as: "To be the most influential and effective voice of the private sector in promoting an environment conducive to national economic development within a framework of sustainable social equity".

The 33 participants (8 Female, 25 Male) were comprised of representatives from private companies with MSMEs in their supply chains at the local levels, large corporations, commercial banks, representatives from District as well as local development partners. Senior Officers from government agencies responsible for private sector development/MSME promotion, as well as disaster risk management such as Ministry of Industry and Commerce and Ministry of Disaster Management. Capacity Development Specialist from the ADPC Myanmar Office also participated in the training as a part of knowledge exchange between the national preparedness partnerships. While going through key steps for undertaking BCM, the training provided a venue for private sector experience sharing such as BCM implementation by Dialog, a telecommunications company as well as earthquake awareness by MAS Holdings.



Representative from the CC delivered opening remarks at the ToT on BCM convened in Colombo, Sri Lanka

Following the ToT on BCM conducted in Colombo, there is interest among the organizations to utilize the cohort of trainers in order to conduct further BCM training at district level in the country. The ADPC Sri Lanka Country team is consulting with CCC, the iPrepare Business team and other partners to identify appropriate modalities including target groups and the locations where training can take place and to refine and adapt the training materials for use in Sri Lanka.

Utilizing the SLPP network and platform, a new project on 'Innovative Climate Decision Tools for Enhancing SME Resilience in Sri Lanka'¹⁷ has been launched in October 2018. The initiative has been undertaken with support from the Nordic Climate Facility (NCF). A consortium comprised of UNEP/DTU Partnership (UDP), ADPC, CCC and MPEnsystems will endeavor to develop a disaster risk management and business continuity product that will allow businesses active in the garment sector to reduce recurring losses while formulating measures to continue business operation during disruptive events.



Participants of the ToT on BCM convened in Colombo, Sri Lanka

¹⁷ <http://www.unepdtu.org/newsbase/nyhed?id=119B355D-3CCE-47AA-AA1F-4EECD5ACAA10>

The way forward for engaging private sector in APP

Mobilizing private sector partners in APP countries

The activities conducted in the APP focus countries targeting the private sector so far have focused on awareness raising and capacity building at national level. Business resilience forums, workshops and orientations convened in Cambodia, Myanmar, Nepal, Sri Lanka and Pakistan served to sensitize and facilitate the engagement of key stakeholders from various sectors. At the same time, key private sector partners were identified in each of the APP focus countries to serve as steering committee members in the respective country preparedness partnerships.

Private sector organizations have also engaged with the partnerships in each country through working groups and as participants in forums and training events on topics such as preparedness for emergency response, protection against lightning, knowledge sharing events and contributing to coordination meetings.

Significantly, the APP approach of engaging actors from government, local humanitarian organizations and private sector took steps towards establishing or enhancing a common platform to promote and strengthen the enabling environment for private sector engagement in disaster risk management, particularly in terms of disaster preparedness in the focus countries. This included engaging key government partners from National Disaster Management Organizations (NDMOs) and other agencies responsible for promotion, development and regulation of trade, industry, commerce and supporting small enterprises and facilitating dialogue among them.

Towards localization together with private sector

Prioritizing the localization commitment at the heart of the APP initiative, private sector partners are increasingly leading the efforts to implement business resilience at national and sub-national levels. Following the process of mobilizing partners, some countries have already identified the need for capacity building among the sector as well as relevant stakeholders. Trainings on BCM and Business Resilience were conducted in Myanmar, Sri Lanka and Nepal and are planned in the Philippines. Notably, the capacity building activities in Sri Lanka and Nepal were designed in such way that the training would not merely serve as a one-off intervention but rather could be scaled out by identifying and capacitating a pool of trainers and facilitators in the countries.

Several follow-up activities have been planned at the national and sub-national levels in countries in order to build on the momentum created at the national level forums and trainings. While trainings and awareness raising forums have been planned to develop organizational capacity on business resilience, particularly business continuity topics, the countries are aiming to contextualize relevant tools and consolidate pools of trainers for upscaling and systematizing the capacity building initiatives. Subsequently, looking at the sustainability of the private sector engagement in disaster preparedness, the creation of mechanisms for resource mobilization and further institutionalization of partnership and multi-sector engagement will be explored through continued participation in the national preparedness partnership steering committees.

The respective national preparedness partnerships can also explore how the private sector may be included as an integral part of the coordination mechanisms for emergency response and how their specific roles can be defined in standard operating procedures (SOPs) and contingency plans etc.

In line with APP's wider ambition for south-south learning and knowledge exchange among the focus countries and national preparedness partnerships, the private sector related activities conducted both at regional level and in the individual countries have sought to integrate case studies and key learnings between APP countries. This experience sharing was supplemented by the iPrepare Business facility at ADPC, drawing on its experience of implementing other private sector related projects in the Asia Pacific region.

Overall, the program activities described have served to sensitize and equip the private sector partners and stakeholders from other sectors engaged in the program on the principles of Business Resilience as well as orientate them on specific tools and approaches including BCM. Furthermore, the activities took steps towards strengthening the enabling environment for engaging private sector in disaster management by facilitating dialogue between the relevant stakeholders across different sectors.

Going forward, the national preparedness partnership steering committees, ADPC representatives in the APP countries, and the iPrepare Business team will continue to work in close consultation in providing ongoing technical support which is required to refine and tailor Business Resilience and BCM tools as well as enabling environment strengthening for each of the specific national contexts.



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