



Acknowledgements

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Cover photo

As part of the PDRF mobilization of private sector support for the response to Tropical Cyclones Trami and Kong-Rey, aid went out in trucks and boats to affected communities. *Photo: Ayala Foundation via PDRF*

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# Foreword



**Joyce Msuya**  
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## Creating the Future We Want, Together

Between 2024 and mid-2025, rapid global changes occurred as major elections and shifts in power took place in Bangladesh, Iran, Mexico, Syria, the United States and beyond. The war in Ukraine continued into its third year, Palestinian children suffered hunger as aid stalled at borders, and hurricanes grew more frequent and severe—just a few of the many crises during this time.

Climate change is intensifying extreme weather events and sudden-onset emergencies. Global tensions are rising and affecting our inter-connected world. Emerging technologies like artificial intelligence offer benefits but also threaten jobs. People, institutions, and systems are struggling to keep up and must decide whether to do more or scale back.

Governments are turning inward to focus on domestic challenges. Multilateral institutions such as the United Nations are at a crossroads and must either reinvent themselves or risk losing relevance. The “humanitarian reset” is an opportunity to build a humanitarian system that is not just fit for purpose but also efficient, inclusive and innovative. Similarly, the [UN80 Initiative](#), announced in March 2025 by UN Secretary-General António Guterres, is “*a system-wide push to streamline operations, sharpen impact and reaffirm the UN’s relevance for a rapidly changing world.*”

Amid these stark realities, it’s more important than ever for the private sector to have a seat at the table—not as a source of funding, but as a strategic partner in co-creating a better, more resilient future.

That’s what the Connecting Business Initiative (CBI) is all about. In the 18 months covered by this annual report, CBI and its Member Networks didn’t just respond to disasters—they grew as a community, as new networks joined from Chile, Guatemala and West Africa. Collectively, CBI Member Networks responded to 54 emergencies and delivered assistance to over 9.9 million people.

CBI also convened a [regional workshop for the Caribbean](#), delivered its [inaugural course on business-led emergency operations centres \(BEOCs\)](#) that culminated in a week on-site at the Philippine Disaster Resilience Foundation’s BEOC, and organized a workshop to [define standard operating procedures for private sector emergency response](#). CBI Member Networks also shared good practices at events such as the [Asia-Pacific Ministerial Conference on Disaster Risk Reduction](#) and the [European Humanitarian Forum](#).

At a time when the world needs more light, CBI and its partners bring nearly a decade of experience demonstrating the power of partnering with businesses as strategic, operational allies to save lives and protect livelihoods. As both Abraham Lincoln and Peter Drucker have been credited with saying, “*The best way to predict the future is to create it.*” That’s exactly what CBI is working towards: co-creating a future where partnership with the private sector and investing in resilience are the norm, not the exception.

Beyond that, futures thinking is gaining popularity—and for good reason. Conversations often consider a range of scenarios, from worst-case outcomes to the status quo and ideal futures. In the wake of the events of early 2025, this kind of framing is an inspiring way to balance detail-oriented practical work with a longer-term vision, projecting not just six months down the line but years or decades into the future. More importantly, it helps us identify the actions we can take now to shape the future.

There is growing consensus around [three likely elements](#) in projections of the future: the collapse of centralized funding, a growing crisis of trust and legitimacy for humanitarian actors, and the continuing fragmentation of the geopolitical order.

But what about the vision and ideals reflected in the CBI community? What kind of future do we want to work towards and create together? How might we harness emerging trends to build a safer world that is more resilient to conflicting needs and the increasing number of crises?

CBI is ready to evolve from a community of business networks engaging in disaster preparedness, response and recovery to a catalyst for systemic change. This ongoing work involves developing standard operating procedures to clarify how businesses can engage in disaster response and further reinforce the importance of preparedness and recovery as part of true resilience.

### CBI is ready to think big.

By reading this document, you’re already part of the community, of the movement that is CBI. Thank you for your support – and let’s take disaster management to the next level, together, for greater business and societal resilience.

# CBI's impact since 2016

## FACTS AND FIGURES



**213**  
crises responded to



**60.6M**  
people reached through  
preparedness, response and  
recovery activities



**US \$144.3M**  
mobilized through in-kind and  
financial contributions



**1,518,577**  
businesses represented, including  
micro-, small, and medium-sized  
enterprises (MSMEs)

*Note: The figures are self-reported and cover the period from CBI's launch in 2016 to 30 June 2025.*

Between early 2024 and the first half of 2025, CBI and its Member Networks have fostered resilience through disaster preparedness, response and recovery activities. Key highlights include:

- **Running the inaugural Business Emergency Operations Center (BEOC) course**, co-hosted with the Philippine Disaster Resilience Foundation (PDRF).
- **Growing the CBI community** to 20 Member Networks (new additions include Chile, Guatemala, and West Africa), present in 67 countries and representing over 1.5 million businesses.
- **Showcasing private sector engagement in disaster management** by participating in or co-hosting events and publishing more than 50 articles.
  - Convening a regional workshop for the Caribbean
  - Partnering with the Asian Disaster Preparedness Center (ADPC), the Asia-Pacific Alliance for Disaster Management (A-PAD), PDRF, the Private Sector Alliance for Disaster Resilient Societies (ARISE), the United Nations Children's Fund (UNICEF) for a session at the [Asia-Pacific Ministerial Conference on Disaster Risk Reduction](#).
- **Co-creating standard operating procedures for private sector involvement in emergency response** across disaster types and geographies.
- **Featuring good practices and lessons learned** through various case studies
  - [Private sector engagement following the earthquakes in Türkiye](#)
  - [Innovation in Disaster Management: Leveraging Technology to Save More Lives](#) developed in collaboration with the SDG AI Lab
  - [The power of logistics](#)
  - [The Philippines' journey in integrating the private sector into national disaster management systems](#)

# Impact in 2024-2025



**54**  
crises responded to



**9.9M**  
people reached through  
preparedness, response and  
recovery activities



**US \$29M**  
mobilized through in-kind and  
financial contributions



**20**  
CBI Member Networks



**67**  
countries covered by CBI Member  
Networks



**18**  
CBI Member Networks engaged in  
national disaster management or  
coordination mechanisms

*Note: The figures are self-reported and cover the period from 1 January 2024 to 30 June 2025.*



This growing library of case studies reflects a shift towards using good practices and lessons learned to highlight successes in different sectors, issues and locations. CBI's publications offer practical insights for companies and business networks looking to strengthen and improve public-private partnerships on disaster preparedness, response and recovery.

# CBI Member Network Overviews

Between January 2024 and June 2025, CBI and its Member Networks responded to at least 54 emergencies—from tornadoes and tropical cyclones to earthquakes and wildfires. Though varied in nature, these events all put lives and livelihoods at risk, requiring a coordinated response from governments, civil society and businesses. CBI Member Networks played a key role in emergency response—and their preparedness efforts helped lay the groundwork for faster, more effective recovery.

## LATIN AMERICA & THE CARIBBEAN

### NATIONAL MEMBER NETWORK

#### GUATEMALA

The **Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras** (Coordinating Committee of Agricultural, Commercial, Industrial, and Financial Associations—CACIF) is Guatemala's leading business federation. It recently established the Committee for the Coordination and Business Response to Humanitarian Emergencies, which coordinates private sector disaster response efforts and serves as the official liaison between the business community and the National Coordinator for Disaster Reduction (CONRED).

The **Centro para la Acción de la Responsabilidad Social Empresarial** (Centre for Corporate Social Responsibility Action—CentraRSE) works to transform business practices in Guatemala to advance sustainable development across economic, social and environmental dimensions. It views disaster risk management as essential to sustainability, recognizing that environmental risks directly impact business continuity.

### NATIONAL MEMBER NETWORK

#### MEXICO

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

### NATIONAL MEMBER NETWORK

#### PERU

In Peru, **Hombro a Hombro** (Shoulder to Shoulder) aims to transfer the capacity of businesses to the public sector to ensure that no Peruvian is alone following a major disaster.

### NATIONAL MEMBER NETWORK

#### ECUADOR

The **Cámara de Industrias e Producción** (Chamber of Industries and Production—CIP) represents Ecuador's business community, working to foster innovation, sustainable development, and individual and collective well-being to build a strong, inclusive economy that is prepared for and resilient to disasters.

### REGIONAL MEMBER NETWORK

#### CARIBBEAN

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

### NATIONAL MEMBER NETWORK

#### HAITI

The **Alliance pour la Gestion des Risques et la Continuité des Activités** (Alliance for Risk Management and Business Continuity—AGERCA) is an independent organization that enables Haiti's private sector to support the National System for Risk and Disaster Management. It helps businesses of all sizes recover quickly and rebuild better after crises.

### NATIONAL MEMBER NETWORK

#### CHILE

**Desafío Levantemos Chile (Desafío)** is a non-profit organization offering private and sustainable solutions to public challenges. Its mission is to turn crises into opportunities to build better lives for affected people and communities. Desafío conducts needs assessments to inform emergency response and aims not just to rebuild, but to rebuild better, ensuring that families affected by crises emerge from these with improved conditions.

## AFRICA & THE MIDDLE EAST

### REGIONAL MEMBER NETWORK

#### WEST AFRICA

The **Federation of West African Chambers of Commerce and Industry (FEWACCI)** was established by the presidents of 15 national chambers of commerce to give the region's business community a voice and a tool to drive development and reduce poverty. FEWACCI is also a member of the United Nations Office for Disaster Risk Reduction's ARISE network, which promotes disaster risk reduction and resilience in West Africa and beyond.

### NATIONAL MEMBER NETWORK

#### CÔTE D'IVOIRE

The **Plateforme Humanitaire du Secteur Privé de Côte d'Ivoire** (Private Sector Humanitarian Platform in Côte d'Ivoire—[PHSP Côte d'Ivoire](#)) brings together private sector actors under the General Confederation of Businesses to support humanitarian action in a strategic, coordinated manner.

### NATIONAL MEMBER NETWORK

#### TÜRKIYE

The **Turkish Enterprise and Business Confederation (TÜRKONFED)** aims to strengthen cooperation and collaboration between the private sector and civil society, international organizations and public institutions in disaster preparedness, response and recovery efforts across Türkiye.

### NATIONAL MEMBER NETWORK

#### KENYA

The **Kenya Private Sector Alliance (KEPSA)** unites local and international business associations, chambers of commerce, professional bodies and corporations—including multinationals, SMEs and start-ups from all sectors of the economy. It enables them to speak with one voice when engaging with the Government, development partners and other stakeholders on cross-cutting policy issues and programmes for socio-economic development.

### NATIONAL MEMBER NETWORK

#### MADAGASCAR

The **Plateforme Humanitaire du Secteur Privé de Madagascar** (Madagascar Private Sector Humanitarian Platform—[PSHP Madagascar](#)) facilitates the humanitarian actions of its members and helps them coordinate with traditional disaster response stakeholders to increase the impact of their interventions.



## ASIA & THE PACIFIC

### NATIONAL MEMBER NETWORK

#### SRI LANKA

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

### NATIONAL MEMBER NETWORK

#### VIET NAM

The **Viet Nam Chamber of Commerce and Industry (VCCI)** represents the country's business community, including entrepreneurs, employers and business associations. It works to develop, protect and support the private sector and contribute to national socio-economic development by promoting economic, trade and technological cooperation with international partners—based on equality, mutual benefit and compliance with national laws.

### NATIONAL MEMBER NETWORK

#### THE PHILIPPINES

The **Philippine Disaster Resilience Foundation (PDRE)** is the country's main private sector coordinator for disaster resilience. Its work covers the entire disaster management cycle: prevention and mitigation, preparedness, response and rehabilitation and recovery.

### NATIONAL MEMBER NETWORK

#### FIJI

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

### NATIONAL MEMBER NETWORK

#### INDONESIA

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

### REGIONAL MEMBER NETWORK

#### PACIFIC ISLANDS

The **Pacific Islands Forum Secretariat (PIFS)** is the region's premier political and economic policy organization. Guided by a vision of peace, harmony, security, social inclusion and prosperity, it works to ensure that all Pacific peoples can lead free, healthy and productive lives. PIFS advances this vision by fostering cooperation between governments, collaboration with international agencies and representing the collective interests of its member states.

### NATIONAL MEMBER NETWORK

#### VANUATU

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



# CBI Member Networks in Action 2024 – 25

## From emergency response to recovery: How Build Back Better is core to disaster management in Chile



The February 2024 fires in Chile decimated hectares of woodland and extended to urban areas such as Viña del Mar (Valparaíso), destroying thousands of homes and businesses. *Photo: Desafío Levantemos Chile*

In February 2024, Patricia Díaz was planning an *asado*—a barbecue in her backyard—with friends. The food was served, and they were enjoying a glass of wine. She knew there were wildfires in the area, but they were on the other side of the botanical garden behind her home, so she felt safe.

Then her son ran into the house, yelling “*We have to evacuate!*”

Patricia barely had time to grab her cats and dog before fleeing. A fresh scar on her arm is a reminder of the hot debris that filled the air that day. Her house and everything in it burned to the ground.

In December 2024, Patricia received the keys to her new home, one of 72 houses rebuilt by Desafío Levantemos Chile, a CBI Member Network, through its Canal Beagle project.

“*The biggest tragedy of my life was losing my husband to amyotrophic lateral sclerosis,*” Patricia shared, recounting the events. “*But this fire? It took everything I had left—all the photos and keepsakes I had of him, including from the trip to Europe we saved for and planned together for years.*”



After building back burnt homes to better standards following the devastating fires, Desafío Levantemos Chile held a ribbon cutting ceremony as part of the process to hand keys to their new homes over to residents in “Canal Beagle”, Viña del Mar. *Photo: Desafío Levantemos Chile*



## “Building Back Better” after the wildfires

The wildfires that ravaged thousands of hectares of land in Chile and caused Patricia to evacuate impacted more than 15 thousand dwellings. The situation was bleak. But within 24 hours, Desafío was on the ground in Viña del Mar, mobilizing hundreds of volunteers and distributing debris removal kits. Taking things a step further, they immediately started assessing what would be needed for recovery.

Their intervention became a reconstruction milestone: over 10 months, they raised approximately \$12 million and rebuilt 72 new homes.



An example of the reconstruction project by Desafío as part of their “Canal Beagle” project, providing 72 homes to residents affected by the wildfires. Photo: Desafío Levantemos Chile

Building standards for sustainable, climate-resistant homes have evolved significantly in recent years. Desafío has adjusted its approach accordingly and now offers a variety of interlocking modular home designs that can be tailored to families’ needs.

Each step in their rebuilding process is closely coordinated with the local municipality to determine who can provide support, what resources each party can contribute, and how assistance will be delivered. Desafío provides some families with professional construction crews, while households that have skilled labour receive only the materials they need.



Desafío Levantemos Chile responded within a day of the February 2024 Quilpué wildfires, supporting emergency relief and later helping rebuild homes. Photo: Desafío Levantemos Chile



People lost everything to the wildfires. Photo: Desafío Levantemos Chile

The most critical component in Desafío’s approach is partnering with local construction companies. In Puerto Varas, for example, Desafío uses a competitive bidding process to select local construction firms that best meet its quality standards and timelines. Their approach aligns with the United Nations’ Build Back Better principle, using the disaster recovery phase to enhance community resilience by integrating risk reduction measures into rebuilding efforts.

The organization moves beyond emergency response to create permanent recovery solutions, leveraging private sector capabilities for the public good, so communities build back better, making them more resilient to future crises.



Read the full article  
on the [CBI website](#).

Interested in supporting the development of resilient infrastructure as part of emergency recovery processes? Let us know by reaching out to [connectingbusiness@un.org](mailto:connectingbusiness@un.org).



## When business meets crisis: Lessons from Ecuador's earthquake response exercise

Imagine being in an emergency response meeting when the power cuts out. Wi-Fi dies. Communications fail. Your carefully planned coordination system is suddenly under strain, and teams scramble to adapt with limited information.



The Ecuador Chamber of Industries and Production (CIP) participated in Ecuador's Earthquake Response Exercise (ERE) in December 2024. Photo: CBI

This happened during Ecuador's Earthquake Response Exercise (ERE) in December 2024, in which the Ecuador Chamber of Industries and Production (CIP), a CBI Member Network, was participating.

### International earthquake response actors and insights

Emergency teams from [12 countries took part in the simulation](#). They interacted with Ecuadorian authorities as they would in a real disaster—via email, emergency management systems and field communications that sometimes worked and sometimes didn't.

Ecuador designed this simulation based on hard-earned experience. The devastating [7.8-magnitude earthquake that struck the country in 2016 caused widespread destruction](#) and revealed critical gaps in coordination between government agencies and non-traditional partners like businesses. Since then, the National Emergency Operations Committee (COE) has updated the country's emergency protocols, and this simulation was their first formal test.



CBI and the emergency monitoring and information management team. Photo: CBI



An example of coordination and information sharing during the ERE 2024 exercise. Photo: CBI



When the simulated earthquake alarm triggered, everyone shifted focus to gaining situational awareness—the critical first step in any emergency response. CIP delivered a comprehensive assessment of the earthquake’s economic impact, mapping which businesses were operational, what resources they could provide and where supply chains had been disrupted.

“*Businesses don’t just write cheques. We mobilize our logistics networks, our facilities, our expertise—everything that keeps businesses running can help communities recover faster.*”



**María José,**  
CIP Director for Sustainability and Development

Within hours, CIP had mobilized warehouse space for relief supplies, transportation fleets for evacuations and telecoms equipment to restore communications. When international search and rescue teams ran out of body bags, CIP connected them with a member company able to supply 5,000 units.

CIP coordinated aid deliveries with UNICEF, WFP, the National Disaster Management Office, the National Secretariat for Risk Management and local NGOs. However, operations were not always smooth, highlighting the importance of coordination and information-sharing to avoid delays or duplication.



The ERE exercise is all about trust building and information sharing. *Photo: CBI*



Alejandra Lasso, one of the CIP representatives, presents on behalf of the private sector during the ERE. *Photo: CBI*

### Why business deserves a seat at the table

CIP’s participation in the Earthquake Response Exercise was about understanding how national and international emergency systems operate, and strengthening relationships to other stakeholders, so they can better prepare and mobilize their member companies during future crises.

The exercise was a powerful reminder that CBI Member Networks bring unique assets to disaster response: established supply chains, logistics expertise, communication infrastructure and the ability to deploy resources quickly.



CBI and the ERE Executive Committee at the end of the Earthquake Response Exercise. *Photo: CBI*

### The road ahead

Ecuador’s 2024 exercise marked a turning point in international disaster preparedness by reinforcing that private sector inclusion is essential for effective emergency response coordination, and reflecting that both the business and humanitarian communities are building the partnerships needed for more effective future responses.



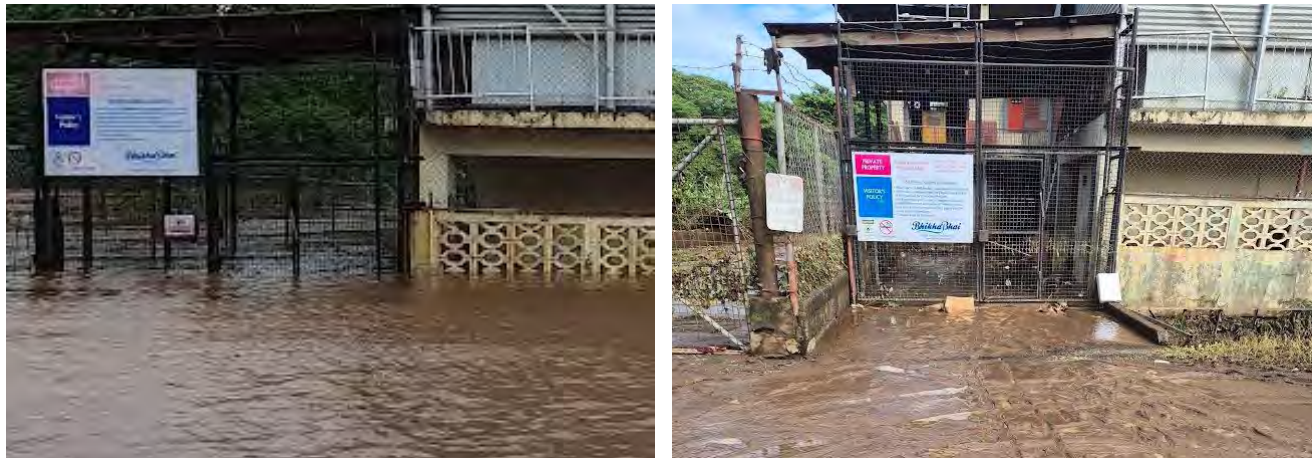
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# Weathering the storm: How business continuity planning makes Fiji more resilient

The production facility of Bhikha Bhai's Indian sweets, savouries and snacks stands in a low-lying riverside area of the Fijian town of Ba, making it one of the first places affected during floods. Over the years, the company's 120 staff have learned to monitor river levels and note changing weather patterns, keeping only essential machinery on the production floor while storing other equipment out of harm's way.



The Bhikha Bhai production facility is in a low-lying area near the river in Ba, a town in Fiji's Western Division. The business continuity plan was activated to minimize interruptions when flooding occurred in January 2024. *Photo: Bhikha Bhai*

At the end of January 2024, heavy rainfall was expected, so some staff were placed on standby overnight in case it became necessary to activate the business continuity plan. At 6 a.m., the river breached its banks. It was time to move the heaviest machinery, a 300 kg dough mixer, to safety.

The Bhikha Bhai production facility is in a low-lying area near the river in Ba, a town in Fiji's Western Division. The business continuity plan was activated to minimize interruptions when flooding occurred in January 2024.

In the past, moving the mixer was a back-breaking operation requiring up to eight people, causing significant down time and production delays. To address this, the facility has been upgraded with a forklift access door, making removing heavy machinery much easier and more efficient.

Once the floodwaters receded, the cleaning team used the facility's 10,000-litre backup water tank, water pumps and a 70KV generator to clear the mud before it could solidify. Then production restarted, minimizing the disruption caused by the flooding.



The Bhikha Bhai team activated their business continuity plan during the floods to safeguard equipment and minimize the impact of the crisis on production. *Photo: Bhikha Bhai*

Bhikha Bhai is one of the companies that participated in the business continuity plan training sessions delivered by the Fiji Business Disaster Resilience Council (FBDRC), a CBI Member Network. Their experience is a powerful testimony to the effectiveness of applying business continuity strategies to strengthen business resilience across Fiji.

The FBDRC complemented its business continuity planning workshops with an awareness campaign targeting schools.

## Raising disaster awareness among young people through a school campaign

While school-based disaster awareness initiatives may seem modest, they make a significant difference to both students and teachers. As part of a campaign funded by CBI, colourful A2-size wall calendars featuring cyclone tracking maps and essential disaster information were distributed to classrooms across Fiji, including remote areas like the island of Rotuma.

Engaging posters with crucial messages on flood and cyclone preparedness were also delivered to schools, serving as daily reminders to build a culture of disaster awareness among students and their communities.

This initiative reflects how investing in disaster resilience does more than just prepare businesses—it also contributes to the broader resilience of the Fijian economy.



Read the full article  
on the [CBI website](#).

Interested in supporting the development of resilient infrastructure as part of emergency recovery processes? Let us know by reaching out to [connectingbusiness@un.org](mailto:connectingbusiness@un.org).



# KADIN introduces the Business Neighborhood Resilience Framework to strengthen disaster readiness in Indonesia

Businesses in Indonesia contribute nearly 60 percent of the country's GDP, particularly through micro-, small, and medium-enterprises (MSMEs). Yet these businesses remain highly vulnerable to natural disasters due to limited resources, lack of preparedness and susceptibility to operational disruptions.

The **Business Neighborhood Resilience Framework (BNRF)** aims to prioritize the preparedness and recovery needs of the business sector for Indonesia to truly become disaster-resilient.

## A framework led by businesses, for businesses

Spearheaded by the Indonesian Chamber of Commerce and Industry (KADIN), a CBI Member Network, the BNRF is designed to enhance business resilience nationwide. Launched in October 2024, the BNRF is a practical tool to help Indonesian businesses, especially MSMEs, prepare for, respond to and recover from disasters. Developed with input from key stakeholders such as **Badan Nasional Penanggulangan Bencana (National Agency for Disaster Management—BNPB)**, **USAID-KUAT**, **World Vision Indonesia**, **Catholic Relief Services** and **Miyamoto International**, the BNRF outlines concrete steps businesses can take to safeguard their operations and build back more efficiently after a disaster strikes.

*“Disaster resilience isn't just about government response. Businesses must be equipped to ensure they can continue operations, recover quickly and help rebuild the economy. It's a collective effort to strengthen every aspect of society.”*



**Suryani Motik,**

Vice-Chair of KADIN's Division of Social and Disaster Management.

### The four pillars of business resilience

The BNRF is built around four critical pillars designed to guide businesses through the entire cycle of disaster preparedness and recovery:

- 1 **Preparation:** Helping businesses identify risks and develop mitigation plans, assessing potential threats and building strategies to reduce vulnerabilities.
- 2 **Business continuity:** Ensuring essential functions remain operational during a crisis to limit disruptions to operations.
- 3 **Disaster response:** Providing immediate strategies to navigate disruptions and continue operations, including emergency response protocols to minimize immediate damage and maintain critical services.
- 4 **Recovery:** Supporting businesses as they rebuild and return to full capacity, restoring operations, financial stability and long-term sustainability after a disaster.



Initial meeting of the BNRF Development Team, October 2024. Photo credit: KADIN



## Meeting diverse business needs

Developing a framework that meets the varying needs of Indonesia's diverse private sector has not been without its challenges. With businesses of different sizes from multiple sectors, a one-size-fits-all solution wouldn't work. To address these varied needs effectively, KADIN consulted a broad range of businesses across multiple provinces to gather insight into their needs.



KADIN and partners conducted consultations across five regions in Indonesia for their Business Neighborhood Resilience Framework, including one in Cisarua Village, Bogor Regency, West Java. Photo credit: KADIN

Many business owners expressed enthusiasm about the BNRF's potential to raise awareness and improve disaster readiness—especially its emphasis on post-disaster recovery. However, some noted that the draft document used technical language that might be difficult for small business owners to understand. In response, KADIN revised the document to simplify its language and make it more user-friendly and accessible to businesses of all sizes.

## From recovery to resilience

Disaster recovery cannot be achieved solely by governments. Businesses, including MSMEs, must play an active role in ensuring their own continuity and contributing to the recovery of their communities. When businesses recover quickly, the entire economy benefits. The BNRF is a step in the right direction, providing businesses with the tools they need to survive disruptions, resume operations and ultimately help Indonesia become more resilient to future disasters.



Read the full article  
on the [CBI website](#).

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## How a bridge reduced risk and improved lives for four communities in Madagascar

In 2022, the Private Sector Humanitarian Platform (PSHP) in Madagascar worked with partners to build a bridge over a river prone to flooding during heavy rain. The number of lives lost as people tried to cross it earned it the nickname *Alailoza*, or “*that which attracts danger*”.



The bridge built by PSHP Mada in 2022 benefits four communities by improving access to education, markets, health care and more.  
Photo: PSHP Madagascar

The new bridge now serves four communities on the far side of the river, home to over 1,000 people who benefit from the safety and reliable access it provides.

Two years after the bridge's construction and in the aftermath of tropical cyclones Chido and Dikeledi, the PSHP team returned to the site. They wanted to talk to community members to better understand the impact of the investment and assess the bridge's condition. Despite the recent storms, it remained strong.

### Safer access to education

Fifteen-year-old student Ny Avo explained that before the bridge was built, she had to walk two hours to get to school. This included crossing the river on foot, which was impossible when it rained heavily or the river flooded. Thanks to the bridge, she feels safer going to school and misses fewer days.



Before the bridge was built, it took Ny Avo two hours to reach school. Today, her journey is shorter and safer, and she misses fewer days of class. Photo: PSHP Madagascar



## Supporting local livelihoods

Better access to education isn't the only benefit of the bridge. The bridge makes transporting agricultural harvests easier. Flooding used to trap the community on their side of the river for days, forcing them to risk crossing on foot.

Mr Rado, a 37-year-old teacher, added: *“We are incredibly grateful to the partners who built this bridge. It has made it easier for people in our communities to connect with the outside world—from students going to school, to people needing access to health centres, city hall or markets to sell their goods.”*

Now, when there is a flood, it takes only a few hours for the bridge to become passable again.



Two years after the bridge's construction and in the aftermath of two tropical cyclones, the PSHP team returned to the site to see if any maintenance was needed and to talk to community members. *Photo: PSHP Madagascar*



Agricultor Antanetibe Zazamanga is one of the individuals who benefits from the bridge, as it makes transporting his agricultural harvests easier when it's time to take them to market. *Photo: PSHP Madagascar*

This is a strong example of disaster risk management in action, demonstrating how risk can be reduced by understanding communities' needs and improving everyday life in ways that also build long-term resilience and well-being.

The bridge was built by PHSP Madagascar with the support of Terre Plurielle and Cimentis.



Before the bridge was built, this was one of the spots where locals crossed the river, putting themselves at risk, especially during heavy rainfall and flooding. *Photo: PSHP Madagascar*



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on the [CBI website](#).

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## Distributing traditional foods to help communities recover from Hurricane John in Mexico

Just short of a year after [Hurricane Otis devastated parts of Mexico](#), Hurricane John made landfall as a Category 3 storm. The hurricane brought intense rains that caused rivers to overflow, triggering floods and landslides, uprooting trees, knocking out electricity and making roads impassable. For days, many communities across Guerrero and Oaxaca were completely cut off.



CENACED, a CBI Member Network, worked with partners to distribute thousands of kilos of maize and beans to hard-to-reach communities in the mountains of Guerrero, Mexico, as part of response and recovery efforts following Hurricane John. *Photo: Colectivo Gusanos de la Memoria via CENACED*

Many of these communities had already been severely impacted by Hurricane Otis in 2023. As part of their recovery efforts, UNDP and Fomento Social Banamex (formerly CitiBanamex) worked with Centro Nacional de Apoyo para Contingencias Epidemiológicas y Desastres (CENACED, a CBI Member Network) and other partners to collect and distribute native seeds to help affected communities rebuild their crops and restore food security.

Hurricane John destroyed much of this progress, devastating the harvests communities had worked so hard to re-establish in an attempt to rebuild their lives and food stores. Once again, CENACED mobilized its network of allies to respond to the emergency and help communities recover.



Communities had received food packs that did not match their traditional diet, so maize and beans were distributed as part of culturally adapted recovery efforts following Hurricane John. *Photo: Colectivo Gusanos de la Memoria*



## A culturally sensitive response

After Hurricane John, CENACED and its allies delivered blankets, hygiene kits, food supplies, clothing, footwear and cleaning products, reaching an estimated 64,214 people with goods valued at more than \$263,000. But that wasn't all.

Working alongside Colectivo Gusanos de la Memoria and other partners, CENACED also distributed tons of maize and beans as part of the initiative *“Que el maíz abra los caminos de la montaña”* (“Let maize open a way through the mountains”) to ensure that emergency response was a process rooted in listening to local communities to understand their needs, enabling them to co-create solutions.

## Respecting culture and tradition to strengthen recovery

Many communities that had not yet been reached despite being affected by Hurricane Otis were included in these more recent efforts. However, when they received food packs alongside debris removal kits, some residents explained that they were still going hungry because canned goods like tuna were not part of their traditional diet and made them ill.

In response, CENACED and its partners mobilized to distribute 141,750kg of maize and 5,670kg of beans to 2,944 families (an estimated 9,038 people) across 25 communities in four municipalities. Priority was given to women, single mothers, widows and older people, with 54 percent of the aid distributed to women.



A member of Colonia Aviación in the municipality of Malinaltepec helps unload and prepare the maize and beans to distribute as part of the Hurricane John response efforts. *Photo: Colectivo Gusanos de la Memoria via CENACED*



CENACED worked with partners to distribute thousands of kilos of maize and beans to hard-to-reach communities in the mountains of Guerrero, Mexico, as part of response and recovery efforts following Hurricane John. *Photo: Colectivo Gusanos de la Memoria*

**“The communities were grateful, not just for the support, but for feeling heard,” explained Hubert Matiúwàa from Colectivo Gusanos de la Memoria. “The maize and beans aren’t just essential to their way of life in terms of what they eat, but are sacred to these communities.”**

## Building resilience

While they were in the region, CENACED and its partners also carried out educational activities focusing on climate change, food self-sufficiency and disaster preparedness, and developed a community database to facilitate planning and aid distribution for future emergencies.

In Mexico, localization isn't just a concept, it's CENACED's operational reality. By combining global frameworks and resources with local knowledge and cultural traditions, CENACED has shown that inclusive disaster response means everybody wins.



**Read the full article  
on the CBI website.**

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# Artificial intelligence enables a culture of preparedness in Peru

After years of working in emergency response, Juan Manuel Arribas, founder and CEO of Hombro a Hombro, a CBI Member Network, developed a clear vision: to make Peru more resilient by fostering a true culture of preparedness.



Hombro a Hombro's "Central Informativa" in Peru is an information center which uses AI to gather and sort through colossal amounts of data from official public sources daily, as a basis for news and digital media packages distributed through radio, television, and social media channels. *Photo: Hombro a Hombro Central Informativa*

The organization started offering Family Emergency Planning workshops, with the expectation that 10 percent of participants would then replicate the workshops in their communities, amplifying their content for greater reach. However, results didn't meet expectations, and the broader mindset shift remained elusive.

They then adopted a new model: partnering with Viva Valores and the Ministry of Education to train teachers to work with school children and make them the agents of change. In its third year, the ongoing initiative reached 8,000 teachers and 318,000 students, but only within Lima, the capital city.

How could Hombro a Hombro ensure that everyone knew about imminent threats and extreme weather events, regardless of their location? After all, awareness is a central tenet of disaster preparedness. That's when a former colleague of Juan Manuel's reached out with an idea that would change everything.

## A joint solution to transform disaster preparedness

Daniel Chappell, founder of Pi-Ar Communications, had led the Radio Guild in Peru for 27 years. In 2023, while working on a consultancy with geologists, Daniel was impressed by the sheer amount of useful data they had available. When he asked what was being done with it, the response was "It's online for anyone to consult." But in practice, its format meant it wasn't at all user-friendly.

So, Daniel reached out to Juan Manuel.

They agreed on the problem: Peru had a wealth of official information, but it was poorly structured and hard to navigate. In the best case, reports are shared through WhatsApp groups.

**“You have to swipe the equivalent of 90 metres across your phone screen, and the information is as good as unreadable—it's not in the right format, and there's just too much of it,”** explains Juan Manuel.

Worse still, official sources often linked to each other, creating confusing loops of data that were hard to verify.

To be relevant, the information first had to be processed by region rather than nationally, as conditions vary significantly in a geographically diverse country like Peru. Second, it had to be presented in a way that gave people specific local insights: fishermen needed to understand conditions at sea, truck drivers needed information on road closures and families needed alerts if floods might prevent their children from getting to school.

## Central Informativa: A new platform for preparedness

In May 2024, the Central Informativa platform was launched. Each day, information is collected from official sources, processed into easy-to-understand visual and audio content, and then disseminated both via the platform's own channels and a growing network of 135 media outlets, including radio, TV stations and social media.

These packages are typically four minutes long: three minutes of situational updates and one minute focused on broader disaster preparedness.

An estimated 1.9 million people now receive these updates each day.

## What's next: expanding the preparedness network

Within six months of launching, journalists began sending in live footage of roadblocks or floods. The platform was becoming not just a hub for official information but also a channel for community-sourced updates. This evolution could become another game-changer.



While the Hombro a Hombro Central Informativa leverages artificial intelligence to process enormous amounts of data, the team is made up of all human colleagues. *Photo: Hombro a Hombro Central Informativa*



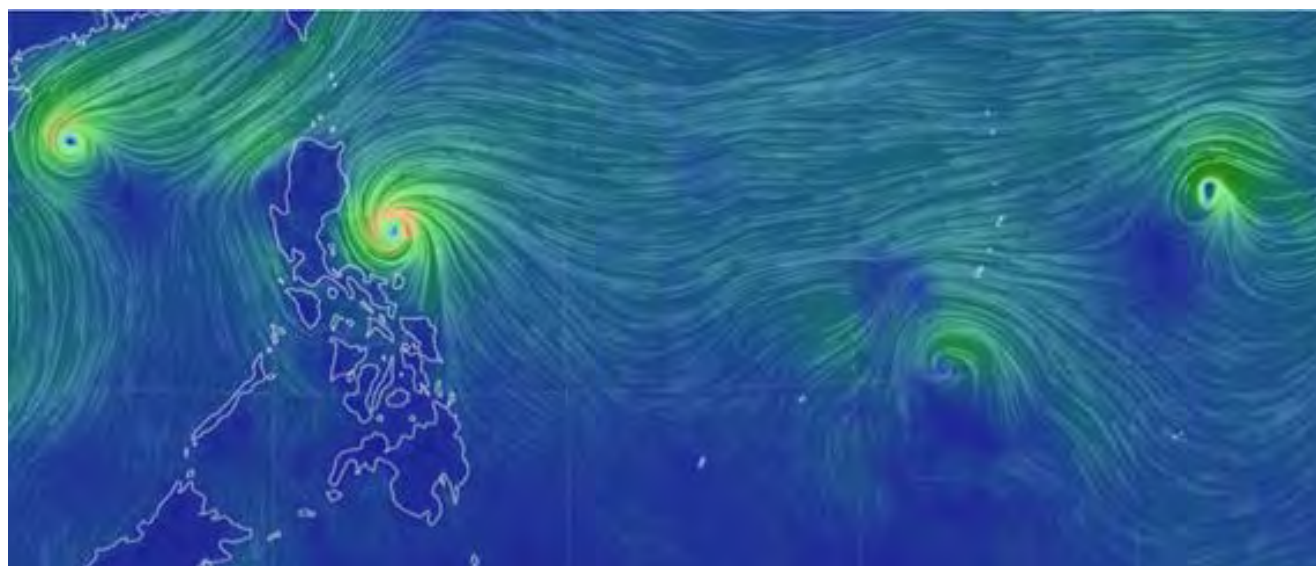
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## How the Filipino private sector responded to six tropical cyclones

In November 2024, no less than six tropical cyclones landed in the Philippines, causing much destruction, flooding, and landslides, affecting over 9 million people across the archipelago.



The visual above is so unique that according to NASA, it is the first time four such weather patterns are captured at the same time since the beginning of record keeping in 1951

In support of the government-led response, the Philippine Humanitarian Country Team (HCT) published a Humanitarian Needs and Priorities Plan.

### How the private sector monitored weather systems & provided early warnings

Monitoring the unfolding situation and sharing real-time updates through their Business-led Emergency Operations Center, the Philippine Disaster Resilience Foundation (PDRF) hosted two virtual Network Briefings with its members and partner companies to provide early warnings, assess the impact of the tropical cyclones, and plan response and recovery efforts. Participants discussed immediate needs, identified gaps in affected areas, and developed targeted resource mobilization plans, exemplifying the private sector's unified commitment to disaster preparedness and response.



In response to the Southwest monsoon, PDRF worked with member companies such as Shell Pilipinas to distribute aid in affected communities. Here, the team is in the Municipality of Rizal. Photo: PDRF



## How business supported the response to six tropical cyclones

Once the tropical cyclones began making landfall, PDRF mobilized the private sector to respond to the cumulative emergencies, providing widespread relief and support across affected regions. In collaboration with its members and partners, PDRF mobilized in-kind donations valued at \$736,075, benefiting 64,930 families. These contributions included food packs and hot meals, water, hygiene kits, and fuel.

Key contributions included:

- **Telecommunications:** Member companies Globe Telecom and Smart Communications restored telecommunications in the Bicol Region and provided free load credits, calls, texts, data, and charging stations in evacuation centers to ensure connectivity for evacuees and responders.
- **Water, Sanitation and Hygiene:** Manila Water Foundation and Coca-Cola Foundation provided safe drinking water to affected communities.
- **Logistics:** UPS-Delbros, Metro Pacific Tollways and DHL supported logistics by transporting food packs, hygiene kits and drinking water to the Bicol Region and Cagayan Valley.
- **Food Assistance:** Jollibee Group Foundation and McDonald's Kindness Kitchen provided meals to evacuees and responders, addressing immediate nutritional needs.
- **Health:** Generika, through PDRF and World Health Organization, provided water purification tablets and doxycycline to the Bicol Region to prevent waterborne diseases.
- **Food and Non-Food:** Partners such as the Ayala Foundation, Alagang Kapatid Foundation, and other MVP Group Foundations distributed relief items to affected areas in Calabarzon, the Bicol Region, Central Luzon, and Cagayan Valley.



Tropical Cyclones Nika and Ofel led to Tuguegarao Cagayan flooding. Photo: Cagayan Province Information Office



In the aftermath of Tropical Cyclone Trami, the Jollibee Group staff put together ready-to-eat meals to distribute as part of the private sector response efforts. Photo: PDRF

These efforts were made possible through collaboration with the League of Corporate Foundations and other partners, underscoring the power of public-private partnerships in delivering effective disaster response.

## The aftermath: Working on recovery

The PDRF network is also engaging in recovery efforts, targeting support for livelihoods, particularly in the agriculture and fisheries sectors.

Planned interventions include the distribution of fishing equipment to support immediate recovery, along with training programmes on climate-resilient farming and sustainable fishing practices. Additionally, PDRF is working closely with local government agencies to support re-establishing market linkages, ensuring long-term economic recovery and resilience for farmers and fisherfolk impacted by the tropical cyclones.



Read the full article  
on the [CBI website](#).

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## A trifecta of perspectives: how swift water rescue training shapes disaster management in Sri Lanka

The Asia Pacific Alliance for Disaster Management Sri Lanka (A-PAD) has been organizing swift water search and rescue training programmes [since 2017](#) to support national tsunami preparedness.



Michelle was one of the first women to participate in swift water rescue training in Sri Lanka. The initiative has continued to push gender norms in the country, encouraging more women to participate over the years. *Photo: A-PAD SL*

Here, three members of the A-PAD Sri Lanka Search and Rescue Team reflect on the impact of these training programmes.

### Michelle Joseph, development professional, A-PAD Sri Lanka Search and Rescue Team Member

"My journey into search and rescue began as an employee at A-PAD. At the time, search and rescue in Sri Lanka was almost exclusively male-dominated due to cultural and social expectations.

For me, this opportunity was transformational. I wasn't just there to observe—I was on the ground, jumping out of boats, going through simulated rescues and doing the same rigorous physical training as my male counterparts.

At first, we tried encouraging the corporate sector to send female participants, but taboos and doubts prevented women from getting involved. However, in 2020, we partnered with World Vision to conduct basic water safety training in Mannar, in Northern Province, where social stigma and gender power dynamics are amplified tenfold.

We were incredibly surprised by the number of women who came and participated. They joined us in the water, unafraid. We often assume that women in these areas don't want to get involved. It turns out that the issue wasn't willingness—it was access."



Boat exercise during swift water rescue SAR training by A-PAD SL. *Photo: A-PAD SL*



## Asanka Ambawatte, Lion Brewery Ceylon leadership and A-PAD Sri Lanka Search and Rescue Team member

"In 2016, the southwest monsoon floods severely impacted the production plant of Lion Brewery Ceylon (LBC), near the Kelani River basin. The damage that year was devastating, with significant lost revenue. LBC quickly developed a recovery plan, successfully meeting its targets within six months. A year later, we were invited to participate in A-PAD's first search and rescue training to enhance LBC's disaster resilience.

During my first training session, I was cast as a victim in the simulations. I remember thinking,

**“I never want to be the person who needs saving. I want to be a rescuer who could help in a crisis.”** It changed me.

There's still a lack of awareness in the private sector about the value of investing in search and rescue. It's often dismissed because there are no immediate financial returns. Many investors focus on maximizing profits and fail to see the long-term advantages of disaster risk reduction.

Today, I gather information from trusted sources, including A-PAD, and share what I learn. As a result, we're better prepared for crises."



A cohort of 30 participants from five different countries – including Asanka, interviewed here – completed the "2024 Joint Indo-Pacific Region Swift Water and Rope Rescue Training Program" in Taiwan. Here, they practice on the Xiuguluan River. Photo: A-PAD SL



Swift water SAR training includes trust-building and capacity-building exercises in and out of the water. Photo: A-PAD SL

## Sasitha Rajapaksha, Lieutenant Commander in the Sri Lanka Navy and A-PAD Sri Lanka Search and Rescue Team member

"As part of the Rapid Action Boat Squadron, I've witnessed the devastating impact of floods, landslides and other natural disasters on communities. The chance to train with A-PAD and [attend advanced training in Taiwan was invaluable](#). In a rescue, every second counts. The better prepared you are, the more lives you can save.

I've seen how collaboration between the military, A-PAD and the private sector has strengthened search and rescue operations by creating a multisectoral response system. This partnership has ensured access to specialized equipment, diverse expertise and logistical support, making rescue missions more efficient."



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## Public–private partnerships amplify Pacific Small Island climate diplomacy

**Vanuatu is often seen as a symbol of the global climate crisis. Ranked repeatedly among the most vulnerable countries on the planet to the effects of climate change and disasters, Vanuatu has stepped out on the international stage to lead the fight for action, real solutions and climate justice.**

### Global efforts include:

- Proposing the inclusion of ecocide among the crimes prosecuted by the International Criminal Court (ICC)
- Submitting the first request for assistance to the UN Santiago Network on Loss and Damage
- Leading the Pacific leaders' decision for a Fossil Fuel Free Pacific
- Heading negotiations for a Fossil Fuel Non-Proliferation Treaty to fill the gaps in the current multilateral climate regime



The Vanuatu Business Resilience Council (VBRC) played a key role in the successful implementation and co-hosting by Vanuatu of the 2024 Climate and Development Ministerial in Baku, Azerbaijan. This was one of many initiatives it is leading to advance climate diplomacy and finance. *Photo: VBRC*

### Reframing the role of the private sector

In many countries, the private sector is still seen primarily as a cause of the climate crisis—emitting a significant share of greenhouse gases as it seeks profit over planet. In Vanuatu, however, it is an integral part of the solution and playing a core role in the country's international climate diplomacy efforts.

The Vanuatu Business Resilience Council (VBRC) mission is to fully engage Vanuatu's private sector in climate and disaster risk work and acknowledge the efforts they are already making. The initiative was so successful that the VBRC was given a full seat on the National Advisory Board on Climate Change and Disaster Risk Reduction, Vanuatu's highest decision-making body on climate matters.

### A leader in global policy dialogues

In June 2024, the VBRC was invited to represent the Government of Vanuatu at the UNFCCC's intersessional meetings and to co-host the Climate and Development Ministerial. Delegates charted a new way forward on programmatic adaptation approaches for small island developing states (SIDS) and least developed countries (LDCs).

As a result of the VBRC's involvement, a follow-up high-level ministerial meeting took place in October. Ministers from more than 40 countries agreed to increase climate finance and improve the efficiency of national systems in delivering adaptation support for SIDS and LDCs.

The VBRC also played a key role at COP29, contributing to negotiations around the New Collective Quantified Goal on Climate Finance, which will unlock billions of dollars in financial flows to countries like Vanuatu.

### From advocacy to implementation

In 2025, Vanuatu's private sector continued its international leadership, with a local firm winning the bid to support the Government's historic request to the Santiago Network on Loss and Damage, to help design a long-term loss and damage programme and prepare a \$20 million proposal to the new UN Loss and Damage Fund.



UNFCCC negotiators from Vanuatu's private sector and experts at a side event in the Commonwealth Pavilion at COP29. *Photo: VBRC*

In another major step, the VBRC and other private sector stakeholders were asked by the Government to take the lead in drafting Vanuatu's new Nationally Determined Contribution (NDC) under the Paris Agreement, covering 2025–2035. This new NDC upends the status quo of global climate inaction by including 204 measurable and time-bound commitments, and sets an economy-wide quantitative emissions reduction goal of 1,608.57 kt CO<sub>2</sub> eq by 2035, alongside a fully costed investment framework. By partnering with the private sector, the Government of Vanuatu is demonstrating the kind of whole-of-society ambition needed to meet the Paris Agreement's 1.5°C target.

Through this work, VBRC is ensuring that the Government can access diverse sources of climate finance and use existing national systems to deliver resources to the communities that need them most.



**Read the full article  
on the CBI website.**

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# Looking ahead



**Kareem Elbayer**  
Programme Coordinator, CBI



**Florian Rhiza Nery**  
Deputy Programme  
Coordinator, CBI

**As we navigate the tumultuous waters of a world and a sector in crisis, our vision for the future is clearer than ever: the private sector must be at the table as a co-creator and strategic partner.**

This refers to how we work on the ground but also what we advocate for: greater recognition of the role of the private sector as a key player in disaster risk management (DRM), from preparedness to response and recovery.

In 2022, we piloted a regional approach to engaging the private sector in DRM, with the example of our regional workshop in Panama. Fostering collaboration, peer-to-peer learning opportunities and tangible next steps for Latin America and the Caribbean reminded us of the importance of co-creating for systemic change and making a point of going beyond meetings and achieving high-impact collaborations.

As the world we live and operate in is struck by increasingly complex crises, at CBI we are adamant about streamlining what we do and how we do it.

We want to bring people together through a collaborative approach that will move mountains when it comes to putting people first, catalysing business continuity and community resilience.

We are incredibly excited about our renewed focus on localization. We are eager to showcase practical examples and lessons learned around early and anticipatory action. And we are ready to put the spotlight on post-disaster recovery efforts, too.

It sounds like a lot. And it is. But we are not in this alone—we are working with our Member Networks, our colleagues at both OCHA and UNDP, and all our partners around the world.

If you are reading this, you might already be part of this change. If that is not yet the case, reach out – we would love to connect with you and add one more voice to our community.



Charline and Aina are two students who benefit from the bridge built by PSHP Madagascar (see page 26 for the full story). Photo: PSHP Madagascar



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