EXECUTIVE SUMMARY

This roundtable was organized in recognition of increasing urbanization, continuously protracted fragile contexts and the negative impact of recurring natural disasters on vulnerable communities, in particular on children’s wellbeing, that cannot be addressed by traditional humanitarian actors alone. The one-day event increased awareness, facilitated information exchange, and created opportunities for humanitarian actors and business to strengthen collaboration to address the unprecedented scale of humanitarian complexity. This event was a continuation of World Vision’s Business for Disaster Management engagement initiative, building on the success of a previous Beyond-Gift-In-Kind (BGIK) roundtable held in December 2014. This initiative recognizes the global efforts through the World Humanitarian Summit to improve the efficiency and effectiveness of disaster management as a timely discourse for emerging East African economies and fragile contexts.

The day was designed with a series of interactive events that focused on engagement, sharing experiences and challenges. World Vision (WV) and UNOCHA representatives provided opening remarks addressing close to 60 participants from six countries in East Africa, business representatives from MasterCard Financial Inclusion Lab, Thuraya, Dlight, KPMG as well as Eneza Education, SIDAI, Save the Children, Refugee Consortium of Kenya (RCK), Danish Refugee Council (DRC) Chamber of Commerce; Kenya’s Private Sector Alliance (KEPSA), host community/refugee entrepreneur representatives from Kakuma (Kenya), UNHCR, UNICEF and PolicyLab/ Northeastern University, World Vision Finland (Weconomy), Afro-Nordic Springboard and innovative Global Entrepreneurship Summit Awardees Mawingu Networks. The tone was set with a panel discussion framed by members of the Kakuma refugee and host community and their experiences with business. Subsequent sessions allowed for sharing of updates on momentum created so far, sharing of common challenges and discussions around how to take these collaborations to the next stage.

Summary Clips of sessions:

https://youtu.be/TXRNThLMZoA

“We need to have investment cases, from community, government, private sector, and humanitarian players. We need to exchange information about our work, needs and opportunities; need to have common terminology because we sometimes miss each other’s point; there is a big gap of government leadership yet government is the goal owner to bring different players together, we all need to be equipped to create impact”

“What is good for people is good for business”

A fish bowl discussion in the afternoon emphasized again that there is need to understand and speak each other’s terminology. Humanitarian organisations now have established innovation teams that explore different partnerships and approaches, which also requires increased dialogue, negotiation and partnering skills as well as the ability to clearly formulate value-propositions for meaningful partnerships. Innovation teams, it was agreed, should be provided with clear mandate boundaries, allowing for some room to fail. This approach helps traditional humanitarian workers to keep up with companies and foster mutual learning. Governments need to take up leadership in this process and all partners should be able to leverage different strengths.

The creative speed-dating session between participants allowed space for concrete partnership opportunities to be explored, creating a wealth of nascent ideas to be followed up.

Conclusions: there was general consensus on the need to build a platform for consistent engagement. A small committed team of volunteers agreed to explore this idea, define a working team and design terms of reference, and hold a preparatory meeting in October in Nairobi. The establishment of a more permanent cross-sector collaboration platform for humanitarian action/disaster management is a key element in World Vision’s “Business 4 Disaster Management” initiative and a vehicle for implementation of World Humanitarian Summit key recommendations that have emanated from regional and global, thematic consultations.
INTRODUCTION

WHY BUSINESS 4 DISASTER MANAGEMENT
(Kathryn Taetzsch, WVI)

This roundtable was organized in recognition of a drastically changing landscape in East Africa (as detailed in the WV landscape research in 2014 [http://www.wvi.org/disaster-management/publication/beyond-gift-kind]). Increasing urbanization, continuously protracted fragile contexts and the negative impact of recurring natural disasters such as drought on vulnerable communities, in particular on children’s well-being, represent a new scale of humanitarian complexity that cannot be addressed by traditional humanitarian actors alone.

A key topic was “sustainable solutions” for displaced communities considering the South Sudan, Burundi and ongoing Somalia crises with massive and longer-term displacement. The average refugee is displaced for 17 years according to UNHCR and yet hosting countries are faced with evolving refugee government policy debates as is the case in Kenya. Slow onset disasters and protracted crises tend to be less attractive to corporates to engage due to lack of media interest, as well as the risk that comes with violent contexts. World Vision differentiates between the operational dimensions of disaster management. Cross-sector collaboration is not only highly relevant in emergency response but even more so in preparedness interventions like pre-positioning of relationships, expectations, commitments, joint action plans, and mitigation as well as recovery phases.

OPENING REMARKS
(Matthew Conway (UNOCHA)
https://www.youtube.com/watch?v=TXRNThLMZoA

UNOCHA highlighted the relevance of current discussions as part of the World Humanitarian Summit – Power of Business in Emergencies (https://www.worldhumanitariansummit.org/whs_business).

Mathey Conway highlighted that often humanitarian actors tend to assume: “we know how to do it best, private sector are only interested in making money. But we need new ways of thinking and doing business, because our current business model is not working, and we need to see and learn from private sector how we can do things better and doing this in partnership – not just running to you when crisis strikes!”
https://www.youtube.com/watch?v=bW_y8DiapDs

REPORTING PROGRESS SINCE LAST ROUNDTABLE
(Laura Bennison, WVI)
https://www.youtube.com/watch?v=6KndU8jvX54

The report back was provided by three participants of the last roundtable.

Dlight Solar Light Social Enterprise

Dlight sold over 10 million units, impacted 50 million lives in over 63 countries. Dlight has partnered with WV over past 4 years. WV helps Dlight to expand target and reach. As a result of the last roundtable in December 2014, Dlight has had its first engagement with WV’s procurement team for humanitarian action in Ethiopia, in Typhoon Haiyan, Nepal earthquake responses. The collaboration in Nepal was a progressive partnership as local distributors included a warranty card in the solar kits. If there were issues with the distributed items – WV would be able to facilitate the feedback to Dlight for further action. Further progress was made through engagement with WV’s education teams, donations of solar systems for schools, were made possible. Partnering with WV’s affiliated microfinance institution Vision Fund International (VFI), resulted in active partnerships now in Cambodia, Myanmar, and Kenya. Dlight activated engagement with four VFI branches, creating a model where groups can obtain loans and then sell

Performance of business in any of these dimensions can ultimately determine if an event will have disastrous consequences for a household.

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solar kits in their communities – enhancing their livelihoods, contributing to improved energy savings, reduced carbon footprint and reduced deforestation. The first branch entails four groups – 150 kits – to be expanded into all the 32 branches.

https://www.youtube.com/watch?v=LU8daNnaBRU

World Vision Kenya

WVK reported back on progress with companies like Environloo (objective – improved sanitation). WVK needed a product that would cater for lighting, fuel. WVK also took the initiative to connect to Umande Trust (to collaborate in Kakuma refugee camp in schools for sanitation, lighting and greening) - as this partnership was offering a more comprehensive product. However, WVK also developed a concept with Environloo for contexts where bio-based sanitization solutions are required. The collaboration with Commercial Bank of Africa (CBA) on improving financial literacy in the Mombasa, Changamwe area, is still at planning stage, with the concept currently in development.

Thuraya Mobile Satellite Communications Company

Following the recent earthquake in Nepal, which destroyed local GSM infrastructure and resulted in no more reliable connectivity, Thuraya donated telecommunications equipment to the NetHope platform (of which WVK is a member) and some of this was used by WV for faster relief and recovery efforts. Thuraya is partnering with Airtel in 17 countries in Africa – currently, an agreement is being prepared with WV – for example in Uganda – so that WV National Offices (NO’s) can have quick access to satellite communications’ equipment which is to be pre-positioned with them in the field.

PANEL SESSION

(Darian Stibbe, The Partnering Initiative)

Business provides services and goods to people affected by disasters and facilitates transition to ‘normalcy’ which is vital for community and business recovery.

Annunciata, Joseph and Mohamed as representatives from Kakuma community and Kakuma refugee camp, shared their experiences of building their businesses, creating increasingly self-reliance and mutual benefits between host and refugee communities interacting on market-based demand and supply.

Annunciata came to Kakuma in 1997 – started business in 2004, she and another lady received UNHCR support with sewing machines for their start-ups.

https://www.youtube.com/watch?v=xnYRHr_joY0

She shared that this intervention has greatly helped single women and people affected by HIV/AIDS in Kakuma refugee camp. The work that brought together a group of women has been very profitable as mothers have been able to take care of family needs and children’s education to augment humanitarian assistance. Annunciata listed some challenges, such as restricted movement that curtails her business mobility as well as insecurity. Mohamad and Annunciata, both representing refugee entrepreneurs that have been living in Kenya for more than 2 decades, highlighted the issue of permits which limited freedom of movement as well as economic activities for refugees outside the camp –only students can easily obtain permits to move.

Panelists had an engaging discussion on business as key stakeholder for durable solutions in disaster contexts.

She felt that if these bottlenecks were addressed, her business would thrive to a level of enabling her meet university costs for her children. Annunciata has 5 children and her business helped them through school, where many other families lived on income from illicit brew. Today, some have learnt from her and changed their income generation to more productive activities. She bought some personal machines and these are the key components of her business. LVF, WFP, UNHCR have provided marketing support for the handbags that she and other women make.

Kago Kachiri, CEO of Eneza Education, spoke of a mobile platform in remote or disaster affected areas, that allows students to digitally access education content via sms and other tools. One challenge was that students were not receiving sufficient feedback on their performance and many wanted to know more about non-curricular content, thus, the “ask a teacher” feature was introduced by Eneza. Other features include “boys & girls” health for pre-teenage children; tools for teachers (management tips); as well as an entrepreneurship course for parents.

Zakayo Lolpejalay, WVK, noted as a challenge the assumption that refugees come only for short time, and the government settles them somewhere in a remote location. Contrary, Kakuma refugee camp has been in existence for over 20 years and there is need to analyse the resulting relationships between host communities and refugees. He recommended that youth in the camps be considered in livelihood programming, as well as financial inclusion -even as key players continue to lobby government to change policy frameworks for refugees.
Panelists proposed that cash grants be provided to start business for refugee entrepreneurs in the camps and to analyse and take measures on how to protect them from unfair business practices outside the camp. This would help foster cooperation instead of competition with host communities. The WV representative highlighted ongoing discussions with MasterCard, UNHCR, and others to promote access to financial services for the marginalised.

Panelist George Omondi Oduour, UNHCR, reiterated the need for a different mindset – it was essential to get all on board and create shared value for all stakeholders involved. He also noted that the “out-of-camp-settlement” (based on UNHCR’s “Alternative to Camps’ Policy”), represents a new approach by UNHCR. Through this approach, people are then more seen and empowered to contribute productively to their host societies.

The facilitator re-emphasised his call to create a partnership with political, business, civil society stakeholders and a changed approach that leverages the financial dimension, considering that refugee communities are not to be seen as aid-dependent groups, but as untapped workforce, and often endowed with under-utilised entrepreneurship potential for self-reliance. UNHCR – as others in the audience agreed on the need for a multi-stakeholder partnership platform for humanitarian outcomes that allows for continuous and coordinated action to build skills and linkages.

The meeting session concluded with an acknowledgement that some years back, every player would focus on their own priorities – after 20 years of protracted refugee situation in Kakuma, Dadaab and elsewhere (not only in Kenya), humanitarian actors agreed that there is need to co-create sustainable solutions through developing partnerships across sectors and countries. https://www.youtube.com/watch?v=YADQPOet3Ss

**NEW COMPLEXITY - URBAN DISASTER MANAGEMENT**

(Joseph Guay, PolicyLab, Northeastern University)

Joseph Guay highlighted key future trends:

- Rapid urbanization in global South – Mega-Cities
- Climate Change, scarcity of resources
• Diffusion of global powers, more crises more frequently and at greater scale
• Urban settings: complex, fluid, interconnected diversity
• Structural inequity – resource competition, social conflict, targeting of beneficiaries will be difficult
• Need for better understanding of urban vulnerability, infrastructure, networks and systems’ perspective, need to have holistic perspective, including market and technology

Three shifts:
• Low-end technology (e.g. cell phone penetration)
• Mid-range tech – (access to internet, social media)
• High-end technology – e.g. satellite technology/imagery

Possible approaches for disaster management:
• Using tweets, other social media communication to map damage of disaster in urban context
• Partnership models for urban Disaster Management – would sector-specific responses be appropriate? Service provision by private sector or co-creation for innovation/new solution design with private sector; or coordination and joint advocacy?

https://www.youtube.com/watch?v=Onxp8KCcWYs

Feedback from the Group Discussions

Following this presentation, the plenary was divided into four groups that discussed the content of previous sessions and suggested that marketing, consumer price information using technology to show the opportunities for refugees as suppliers and producers involved in the value chain. Other questions raised in the group discussions centered around how business could track or research the role of refugees in business in East Africa. The findings would be used for advocacy with Government, bearing in mind that even little investment could have significant impact.

One work group emphasized the need for market and consumer research as there is insufficient data to guide private sector investment. While donors may dictate a top-down approach in public-private partnerships, there is need for a market-demand-driven approach.

There is need to create a platform to aggregate information and facilitate networking between different stakeholders to harness innovation of youth entrepreneurs, build collective action and share best practices through innovative technology.

The facilitator concluded: “It is not just about holding meetings, there is need for a systematic and ongoing platform to bring all these sectors together; to come up with creative partnership ideas, joint action, and monitoring to ensure that these are delivering impact. This is already happening in Zambia, Mozambique.”

INNOVATIVE SOLUTIONS
WECONOMY
Cross-sector information platforms and approaches are already a reality
(Maja Seppala, WVFIN)

https://www.youtube.com/watch?v=qLD4hFkoeo

• WECONOMY Start is a global innovation programme for companies and low-income communities
• It aims to facilitate interaction and co-creation, which results in business models, products and services that create value for low-income communities as well as the companies
• It is new business development that has a clear connection to the company’s core business, as well as development- and disaster management-impact as the central objective
• It is coordinated currently between initial partners: WV Finland, in collaboration with WVKenya, WVIndia, WV Sri Lanka and stakeholders from academia, business; the concept has been developed with funding from the Finnish Funding Agency for Innovation (Tekes), jointly with WV Sri Lanka, WV India, Finpro, Aalto University and four Finish companies.
“FISHBOWL” SESSION

Humanitarian actors have observed a “pullback” from traditional donors, as well as a trend by the private sector stepping into some of the emerging gaps to address humanitarian needs. UNICEF’s framework on how to engage with corporates is charting the way forward for cross-sector engagement. There are actors that through their approach undermine humanitarian principles – like entities that capitalise on conflict (for example the arms’ industry). Instead of ignoring the extractive sector, however, a number of traditional humanitarian actors have decided to explore ways of working with them. Government leadership in cross-sector dialogue is critical and all players need to be discerning who to work with and why. There is a clear need to work through and with the private sector as they complement/bring in expertise, harness the potential (including public influence on governments) that humanitarians often lack. Civil society voices are critical to working with the private sector – issues around tax evasion by companies need to be scrutinized. Human rights issues are critically to be considered – and humanitarian actors need to better understand by which rules business is operating, there is need to establish frameworks that are based on humanitarian principles, including mutual accountability, monitoring and evaluating against social impact envisaged and actually created. CSR cannot be a tokenism or “white-washing” effort by corporates to gain better public image.

There was general acknowledgement on the need to establish small businesses instead of giving handouts to disaster-affected communities. Caution should be exercised when free/ unconditional cash assistance is provided as it may raise expectations for more.

Restoration of dignity for marginalised communities through using market-based intervention and affected communities as actors of local economy instead of food-handouts provided to them - can be highly effective. Activities to satisfy this need could lead to further employment opportunities, and any potential complementary supply and value chain etc. opportunities. Any savings gained through this approach could be re-invested in education and other essential services. There were comments cautioning that business engagement in communities that are highly unstable due to conflict cannot be at the same scale and will more focus on assistance from traditional humanitarian actors.

Some voices highlighted that smart companies will not aim to exploit and also not be interested in Corporate Social Responsibility (CSR) anymore but benefit more of shared value propositions. A key challenge to be overcome in collaboration with business and governments is bridging the digital divide and improve the access to information. Seed capital is needed and mentors for aspiring businesses are needed. There is need to engage small business people in the camp for a longer period of time with experienced business leaders, or even other corporators to provide support and mentorship so that they are able to do it. It is critical that government needs to facilitate mobility for refugees and to enable the creation of a link to outside markets. Technology companies play a role here.

Responsibility is relative, but mutual accountability is imperative. There is need for ground rules for cross-sector partnering, as legal frameworks do have significant gaps or are even non-existent for such cross-sector partnerships. In conjunction with this, it was acknowledged that trust between each sectors’ representatives was a significant challenge. It was emphasized that there is urgent need for a humanitarian-focused cross-sector collaboration platform to be based on humanitarian principles but to also provide room for businesses to achieve “Return-on-Investment”. For this, feasibility and market studies are essential and often NGOs have access or potentially can facilitate the compilation of such data. Traditional humanitarian actors would showcase that they need to reach the most vulnerable, “bottom of the pyramid” – and only collective, complementary expertise – as an invite to business and communities to contribute and benefit will trigger improved awareness for needs and opportunities.

CONCLUDING REMARKS

It was emphasized again that there is need to understand and speak each other’s terminology. Humanitarian organisations now have established innovation teams that explore different partnerships and approaches – which also requires further enhancement of dialogue, negotiation and partnering troubleshooting skills as well as the ability to clearly formulate the value-proposition of each partner. Innovation teams are allowed to fail, provided with a mandate with clear boundaries – this approach helps traditional humanitarian workers to keep up with companies and foster mutual learning. Governments need to take up leadership in this process and all partners should be able to leverage different strengths. Overall, participants strongly
supported by “show-of-hands” the establishment of a more permanent private sector-humanitarian collaboration platform for East Africa, hosted in Nairobi. It was agreed that a planning meeting will be held at Save-the-Children’s offices in the first week of October, and interested entities could register their participation by last week of September with Kathryn_taetzsch@wvi.org and s.waruhiu@savethechildren.org.uk.

ANNEX

1. Agenda
2. Self-selected action plan-pairing
3. Participants lists with their email contacts

Approaches for Cross-sector collaboration

**Approach 1:**
Business provides goods, services, or money to NGO to deliver assistance to people

**Approach 2:**
NGO provides goods, services or money to people to access goods or services from businesses

**Approach 3:**
Business and NGO collaborate to enable people to better access goods or services (provided by the business, others or the state)

Eneza Education, WV Kenya and the plenary agreed on the establishment of a more permanent private sector-humanitarian collaboration platform for East Africa. Johanna Kipkoech/World Vision

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