UNDRR

ARISE Annual Report 2020

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ARISE 2019 Annual Report

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Statements from the co-chairs

Dale Sands

2019 was a productive year with the ARISE Annual General Meeting and Disaster Risk Reduction Global Platform held in Geneva (May), new ARISE Networks formed, The Terms of Reference was updated and adopted (December) and several successful ARISE conferences in Japan, Mexico, and The Philippines. The ARISE Industrial and Commercial Building Scorecard was finalized after peer reviews, beta testing and finalization of the Press Release. Much progress was made in 2019 that will set the stage for further progress in 2020. It has been an honor and privilege to serve as Co-Chair with Ms. Mizutori during the last two years. I am proud of what we have accomplished in ARISE and even more excited for what will be accomplished in the years ahead as we seek to fulfil the ARISE Mission Statement and live out the newly crafted Value Proposition!

Mami Mizutori, Special Representative of the UN Secretary-General for Disaster Risk Reduction

As we issue this Annual Report for 2019, events have overtaken us with the COVID-19 pandemic which has whipped the rug of "progress" out from under our feet in a devastating fashion.

It is important to understand that this pandemic was not unforeseeable. Biological hazards were included in the Sendai Framework for Disaster Risk Reduction at the insistence of Member States following earlier disease outbreaks including Ebola, SARS and H1N1. In providing the blueprint for risk prevention and preparedness, The Sendai Framework also highlights that building resilience requires public and private collaboration and stresses the role of the private and financial sector. It calls for integrating disaster risk management into core business models, changing established practices, and increasing focus on disaster risk-informed investments.

I am delighted to see the ARISE network growing and gaining traction in promoting the DRR agenda globally, regionally and nationally, and I would like to thank and congratulate all members for their hard work in bringing us here. The crisis that we are now living in provides an opportunity for ARISE to move forward from words to action, which already started in 2019, through carrying out business related events and trainings, the development of the Disaster Resilience Scorecard for Industrial and Commercial Buildings, and last but not least the development of a clear Value Proposition. ARISE is
now ideally positioned to continue to drive increased engagement with the private sector on disaster prevention, with a clear focus on four priority areas agreed by the Global Board: SMEs, Risk-informed Investment, Insurance and Resilient infrastructure.

I congratulate the Board on their hard work to see these important developments through and look forward to welcoming the new ARISE Board in July to drive forward the four priorities; I look forward to further developments as ARISE networks and membership continues to grow globally, particularly in Africa, Arab states and Europe.
Highlights from 2019

This section is divided into two parts:

1. Internal Progress
2. Global External Engagement

Internal Progress

New ARISE Terms of Reference, priorities, and key performance indicators

In December 2019, the ARISE Board adopted a new ARISE Terms of Reference (TOR). The TOR replaced the previous ARISE Strategy, and provides an overview of the mission and objectives of ARISE as well as the roles and responsibilities of the ARISE Board and national networks in support of their activities. The ARISE five commitments (see Box) remain a cornerstone of ARISE.

The ARISE Five Commitments:

a) **Raise Awareness**: Awareness raising with respect to disaster risk and mobilization of the private sector;
b) **Influence**: Exercising influence in respective spheres of expertise;
c) **Share Knowledge**: Share knowledge, experience and good practices amongst the private sector;
d) **Catalyse**: Be a catalyst to generate innovation and collaboration in developing risk-informed business strategies;
e) **Implement**: Implement projects and activities to achieve the targets of the Sendai Framework

From 2020, the achievement of the ARISE mission will be further accelerated by the adoption of four new ARISE Priorities for 2020-2021, which are aligned and supporting the global policy discussions on the engagement of the private sector in the implementation of the Sendai Framework, Sustainable Development Goals, and Paris Climate Agreement, and related business and multi-stakeholder initiatives. The implementation of the four priorities will be measured against a set of key performance indicators (KPIs) (see box 3 and annex 2), adopted by the ARISE Board in January 2020. The priorities and KPIs are expected to drive action, support alignment between networks and member activities and the achievement of tangible impact of the initiative. Together with the new TOR, this is expected to further increase the visibility and attraction of ARISE globally. Greater
alignment across the networks will also enable and mobilize more active information sharing and collaboration amongst ARISE networks and with other private sector initiatives.

**The ARISE four priorities 2020-2021**

1. Enhance resilience of small and medium sized enterprises.
2. Integrate disaster and climate risks into investment decisions by the financial sector.
3. Incentivize disaster risk reduction and enhanced data for risk-informed decision making through engagement with the insurance industry as global risk manager.
4. Support resilient infrastructure development.

**ARISE Value Proposition**

Recognizing the importance of clear and targeted communication and advocacy messages for the success of the ARISE initiative, the Board in 2019 initiated the development of an updated ARISE Value Proposition and Communications Strategy. Following an extensive review and consultation process under the lead of Board Vice-Chair Martha Herrera (CEMEX, ARISE Mexico Chair) and UNDRR, the new Value Proposition (see Value Proposition 2020 above) was adopted by the Board in March 2020.

The new Value Proposition reflects on the opportunities and urgency for ARISE to take a leadership role in the promotion and implementation of risk-informed investment for sustainable development. It thereby builds on the recognition that disaster and climate risk reduction are key for sustainable development and sustainable profits, the achievement of the Sustainable Development Goals (SDGs). It also reflects the critical role the private and financial sector, their regulators, but also policy- and lawmakers must play in achieving the ambitious goal of disaster resilient societies and businesses.

The implementation of the new Value Proposition in 2020 and 2021 will be guided by the following principles and ideas:

- **Sharing best practices** through an implementation of a communication process that will highlight achievements.

- **Demonstrate success** through showcasing tangible results and case studies (testimonials, quotes, etc.), publishing a newsletter for current members.

- **Highlight the critical need to act now**, leveraging the momentum for resilience and prevention created by both the COVID-19 crisis and the climate emergency and underlining
the potential for innovation and business opportunities through preparedness and prevention and the role that the private sector can play in DRR.

- **Develop tools and knowledge products for the private sector**, including helping with better assessment of economic impact caused by disasters, and through demonstrating the economic benefits that the integration of risk management procedures would have on private sector Profit and Loss (P&L), developing and sharing investment metrics studies that ARISE members already own and developing guidance on how to integrate disaster risk into business management plans and investment decisions.

- **Create opportunities for cross-pollination** by promoting national, regional and international cooperation. Share experiences across businesses and industries and explore opportunities to replicate good practice stories. Explore opportunities for public private collaboration for prevention and resilience.

- **Monitor and report back on progress** of the implementation of National Network action plans and establish a recognition system to highlight best-in-class.

### Global external engagement

**Increasing Momentum of the ARISE Initiative Globally:**

Overall, engagement and interest in ARISE continued to increase over the course of 2019. For example, this could be seen in the expansion of the number of networks to 24 by the end of 2019, as well as the interest and engagement of businesses in ARISE network initiatives. For a comprehensive overview of all ARISE networks, please see Section 2 of the report.

**Global Platform for Disaster Risk Reduction 2019**
The ARISE Annual General Meeting (AGM) on 14 May 2019 was a key event which set the stage for the private sector day at the Global Platform for Disaster Risk Reduction, held from 14-19 May 2019 in Geneva, Switzerland (GP19). For full details please see the ARISE AGM and GP19 report in the annex. The AGM brought together 66 ARISE members from eight ARISE National Networks and other geographic locations; it focused on the next steps to further expand and increase the impact of the partnership, allowed for exchanges of experiences, ideas and lessons learned and networking amongst participants and UNDRR representatives.

Following the AGM, the Private sector day on 14 May 2019 brought together ARISE members and over 300 other private sector representatives as well as representatives from Government, science, and civil society to discuss two main topics of concern:

1. Incentivizing greater risk-informed investment by private and financial sector entities,
2. Enhancing the resilience of micro, small and medium enterprises (MSME).

**Session 1: Integrating Disaster Risk into Business Decision-Making**

The first session looked at incentives that can drive planning and investment decisions to avoid future social, environmental, and economic collapse. Collaboration between the private and financial sector, its regulators and Governments was determined as critical to build the enabling environment for change. Europe was referenced as a leading example in shifting thinking and business behaviours towards more disaster risk reduction action, triggered by rising concerns raised by central banks and financial regulators, but also from businesses themselves on the economic impact of climate risk on business returns. The session also reflected on the need to further bridge the DRR and climate change communities, as well as other areas of work related to natural and man-made hazards and...
opportunities to focus global policy and business discussions more on adaptation and resilience. Allowing for greater transparency and accountability on climate and disaster risk through the development of business metrics to measure the integration of risk into business models, comprehensive risk assessments and a shift from ‘protection to prevention’ were discussed. Overall, the need to be able to measure and value resilience remained to be considered as a key challenge to be tackled by networks and business communities such as ARISE and others.

**Session 2: Enhancing the resilience of Micro, Small and Medium Enterprises (MSMEs)**

The second session looked at the critical role of MSMEs for and within resilience building. Mr Hans Sy, CEO of SM Prime, ARISE Board member and lead of the ARISE Philippines Network, gave a widely lauded presentation on activities implemented by the ARISE network in the Philippines. He specifically highlighted that investment in resilience of MSMEs, as main suppliers for every multinational and larger national companies, was indeed a business case for both MSMEs as well as big business. The discussion also highlighted the multiple angles of MSMEs and disasters: on the one hand, MSMEs were amongst the most affected and vulnerable in any disaster setting; here, resilience was not just about the economic losses, but also the human side and costs of risks, where loss of productivity, anxiety and other negative societal or environmental consequences quickly added to the initial economic loss. On the other hand, MSMEs could drive innovative solutions and approaches to enhancing resilience and reducing risks, developing new products, engaging with communities and supporting policy action. Participants clearly recognized that MSMEs resilience could only be achieved in partnership, addressing the disconnect between short- and long-term horizons in business planning, but also looking at the enabling business environment together with policy, lawmakers and regulatory bodies.

During the Global Platform, Fernando Britto, AI Systems Research (AISR) CEO and ARISE Board member, and the Department of Civil Defence of Campinas in Brazil, won the prestigious Sasakawa Award against 61 competitors from 31 countries. The ‘City of Campina Campaign’

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1 In 2003, Campinas, Brazil was hit by a severe storm resulting in significant human and economic losses. Following the event, the City Council decided to invest more in public policy strategies to reduce disaster risk. In 2012, Campinas joined the UNDRR Making Cities Resilient Campaign and in 2016 created the “Resilient City Committee” with the aim of fostering more disaster risk reduction actions and replicating the initiative in other cities. The project is carried out in areas prone to flooding and landslides, and involves local residents mapping out risk and identifying groups such as older persons, pregnant women, persons living with disabilities and children, who are most exposed to disasters. The project aims to reduce vulnerability and increase the resilience of communities. Campinas is Brazil’s 14th biggest city, with a population of 1.08 million. The city’s metropolitan area of Greater Campinas contains 19 municipalities, with a total population of 2.83 million.
inclusiveness, its strong local leadership and the active participation of all vulnerable groups in mapping and mitigating risks.

**Other global engagement**

Over the course of 2019, the ARISE Board and ARISE members, took forward many of the recommendations and discussions in other fora and events, including interventions at the UN High Level Political Forum for Sustainable Development (HLPF), held 9-18 July in New York, the UN Climate Summit, held on 23 September also in New York, by Board Co-Chair Dale Sands and ARISE member Aris Papadopoulos, as well as meetings and discussions with other business networks, such as the US Chambers of Commerce Foundation, the World Economic Forum, the International Chambers of Commerce and the UN Global Compact, where ARISE Board member Sandra Wu is also a member of the Board.

**ARISE, through ARISE Board members Fernando Britto and Bhagat Khanna, strengthened its engagement in the UNDRR Stakeholder Engagement Mechanism (SEM) with the aim to enhance cross-sector collaboration, operationalize the all-of-society approach to risk reduction and sustainable development and better access to political discussions through the UN Major Groups system.** The SEM is an important forum, launched in December 2018, where ARISE can represent the views of the private sector as well as create additional connections across multiple disciplines. ARISE Board Member Ahmed Riad Ali participated as a panelist in the SEM side event at the HLPF 2019 on ‘multi-stakeholder approaches to successful Sustainable Development Goal (SDG) 13 – Take urgent action to combat climate change and its impacts – implementation and the Voluntary National Review process, and the Agenda 2030’. Engagement of ARISE in the SEM is expected to grow, also bearing to the fact that Fernando Britto was elected one of the two official SEM Advisory group focal points at the annual SEM meeting in December 2019, and Bhagat Khanna volunteered to co-lead the

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2 Since the first United Nations Conference on Environment and Development in 1992 - known as the Earth Summit, it was recognized that achieving sustainable development would require the active participation of all sectors of society and all types of people. [https://sustainabledevelopment.un.org/majorgroups/about](https://sustainabledevelopment.un.org/majorgroups/about)
implementation of one of the three SEM action tracks on stakeholder engagement in the Regional and Global Platforms, which will be held in 2021 and 2022 respectively.

Between November 2019 and March 2020, ARISE networks took a lead role in rolling out a global SME survey developed by UNDRR as the basis for the development of global guidance and related practical tools and applications for SME resilience. An analysis of over 400 responses will be published in 2020, together with additional research, and key recommendations which will be informed by ARISE members. This survey was combined with an in-depth desk study, which included results of the 2017 SME survey conducted by ARISE in New Orleans twelve years following Hurricane Katrina as well as a 2018 UNDRR study on SME resilience in the Caribbean region, funded by ARISE member UPS foundation.

**Disaster Resilience Scorecard for Industrial and Commercial Buildings**

Building on the Disaster-Resilient City Scorecard which was developed with ARISE members AECOM and IBM in 2014, and updated in 2015 and 2017, a Disaster Resilience Scorecard for Industrial and Commercial Buildings (hereafter referred to as "the Building Scorecard") was developed by a team of ARISE members over the course of 2019 and launched in January 2020. The Building Scorecard establishes a baseline for the resilience of buildings and campuses to natural and man-made hazards, allowing improvements to be identified and prioritized. Progress can be tracked as improvements are made, as the effects of climate change become apparent, as the urban environment changes, or as the ownership and/or operation of the building changes. It is intended for use by the owners, managers and operators of commercial, industrial, and multi-residential buildings or campuses, both government- and privately-owned.

The ARISE Building Scorecard package comprises a Summary Scorecard, containing 33 assessments, which can be used to support exploratory workshops with stakeholders including building tenants, community representatives, city planners, emergency managers and representatives of the owner or manager. It also contains a Detailed Scorecard, with 120 assessments to support in-depth investigation of the resilience of major buildings or facilities. This is supported by a separate cross-tabulation with relevant industry standards. Lastly, there is an action guide listing possible follow-up actions once the Building Scorecard results have been tabulated.
ARISE Network Achievements in 2019

ARISE National Networks (‘ARISE Networks’) are set up in alignment with the specific requirements and local environment of the respective country, under the overall umbrella to promote, enhance and support the implementation of the Sendai Framework at the national and local levels through the integration of DRR into business strategies and management practices, advocacy, knowledge and best practice sharing among peers and public-private collaboration on the creation of enabling business environments. Common elements across the majority of networks hereby include advocacy and capacity building initiatives highlighting the need, tools and opportunities for integrating disaster risk considerations into business strategies and plans and support to Small Medium Enterprises. Many networks are also closely collaborating with national Governments to enhance DRR related business policies, laws and regulatory frameworks, as well as work on enhanced comprehensive risk assessment.

The following section provides an overview of 2019 activities from the Networks, as well as reports from ARISE members active in other countries where networks do not yet exist.

Caribbean

ARISE Network of Chambers of Commerce from the Caribbean Community Network Report

ARISE Focal Point: Lizra Fabien
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Company/organization: Dominica Association of Industry & Commerce

In the Americas region, UNDRR continued to move forward embedding the ARISE initiative in regional structures in line with implementation of the private sector engagement objectives of the Sendai Framework. On 1-2 April 2019, UNDRR Regional Office for the Americas and the Caribbean and the Executive Directors of 16 Chambers of Commerce across the Caribbean region, gathered in Barbados for the official launch of the ARISE Network of Chambers of Commerce from the
CARICHAM serves as a platform designed to promote partnerships, information sharing and collaboration among the region’s chambers of commerce for the advancement of disaster risk reduction and resilience.

Executive Director, Ms. Lizra Fabien, from ARISE Member – the Dominica Chamber of Commerce and Industry (DAIC) – outlined CARICHAM’s strategic plan, which builds on **four main pillars of engagement**:

1. Advocacy and Memberships
2. Disaster Risk Reduction (DRR)
3. Knowledge Sharing, and Best Practices
4. Transportation, Trade Facilitation and Promotion

The plan is in line with the Sendai Framework and ARISE commitments and reflects the region’s specific needs and opportunities.
In 2019 the ARISE Dominica Network held two large events:

1. A Business Sustainability Symposium took place on 12 December 2019 for a local audience of more than 100 businesses and;
2. A Disaster Risk Reduction Training held on 22-23 May 2019 for ten businesses which resulted in Private Sector involvement in collaboration with the Dominica Hotel and Tourism Association and the Dominic Youth Business Trust.

ARISE Dominica led follow up action and use of the knowledge and best practices generated in 2019 by other businesses networks and individuals, including through wide dissemination and promotion activities. Specific outcomes included more businesses in the region exploring opportunities for comprehensive business continuity planning, including but not limited to better insurance coverage.

Importantly, the initiatives also fed into Dominica’s national DRR Strategy and through this increased information sharing of disaster risk information and assessments with ARISE members and other businesses. For 2020, ARISE Dominica plans to further expand its activities and the impact of the network, including providing increased visibility and information sharing among the business community and DRR partners, improved coordination, and expanded partnerships with key stakeholders.

ARISE Saint Lucia Network Report

ARISE Focal Point: Brian Louisy
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Company/organization: St. Lucia Chamber of Commerce

In April 2019, the Saint Lucia Chamber of Commerce, the National Emergency Management Organization, UNDRR, and CDEMA launched the ARISE Saint Lucia’s National Network including an advisory group of private companies and public sector organizations engaged in the area of DRR. The launch happened back to back with a two-day training on business continuity planning organized by UNDRR and CDEMA in April 2019 in Saint Lucia, which brought together 33 members of the
Chamber of Commerce of Saint Lucia from a wide variety of sectors such as Tourism, Retail and Telecommunications.

Building on joint work by CDEMA and UNDRR in the Caribbean region, the ARISE Saint Lucia Network focuses on the promotion of DRR and risk-informed decisions as a competitiveness opportunity for the private sector.

This included the co-organization of a Training of Trainers workshop at the Chamber of Commerce and Industry of Martinique on 30-31 July between CDEMA, Dominica Association of Industry and Commerce (DAIC) and the UNITE Caribbean organization, which implements the Caribbean/Climate Regional Integration Support Project (PAIRC-C), a multi-year initiative funded by the Priority Solidarity Fund for Innovative Projects of the French Ministry of Foreign Affairs. The training was designed to train participants to support companies in the design and implementation of create risk-informed business plans for small and medium enterprises (SMEs), which represent the bulk of the Caribbean economic landscape.

ARISE Trinidad & Tobago Network Report

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Company/organization: American Chamber of Commerce in T&T

The American Chamber of Commerce of Trinidad and Tobago (AMCHAM T&T) signed an Memorandum Of Understanding with UNDRR during the 23rd Annual HSSE Conference and Exhibition in October 2019, the largest regional gathering of CEOs, Health and Safety, Security and Environment professionals in the region. The Conference attracted over 700 participants from the local, regional, and international private and public sectors.
The HSSE Conference and Exhibition was an effective vehicle for sharing information, encouraging best practices, and elevating national awareness of issues such as the importance of HSE and Disaster Management and Business Continuity,

Planned initiatives of the new network for 2020 include:

**Building partnerships:** AMCHAM T&T is one of the 24 AMCHAMs in the region which form the Association of American Chambers of Commerce of Latin America and the Caribbean. Facilitated by AMCHAM T&T, the Association is reviewing lessons learned and areas for improvement for future initiatives.

**Information gathering:** AMCHAM T&T is working with local, regional, and international partners to assist companies in increasing their resilience to COVID-19 and any other pandemics, particularly through information sharing and exchanges. This included a series of webinars on COVID-19 and Business Continuity Planning, in particular the use of technology as a business continuity tool. Other webinars will be on Mental Health and Well-Being, Business Continuity Planning, Cyber Security, Risk Assessment etc.
Central America

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Company/organization: ECO RED

In Central America, ARISE is embedded within the Central American Integration Network for Corporate Social Responsibility (INTEGRARSE) alliance, a sub-regional initiative. INTEGRARSE is a network of private organizations in seven countries of the region, which supports companies in the dissemination and implementation of social responsibility initiatives as part of their business strategies. It also has a partnership with regional governmental organizations, such as Coordination Centre for the Prevention of Disasters in Central America (CEPREDENAC) and the Global Compact. UNDRR has a signed MOU with INTEGRARSE and CEPREDENAC to promote the work of the network’s members and adhere them to ARISE. All INTEGRARSE organizations are official members of ARISE with the exception of Panama (SUMARSE), which is in the pipeline. These organizations have private companies as members, such as CEMEX Costa Rica.

ARISE Dominican Republic Network Report

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Company/organization: ECO RED

In September 2019, a sub-regional Training of Trainers on Business Continuity Plans for disaster risk reduction took place in Santo Domingo, Dominican Republic. The workshop was organised between UNDRR, CEPREDENAC and INTEGRARSE. The Executive Secretary of CEPREDENAC, Claudia Herrera, participated during the three days of the training, along with 26
representatives from the public and private sectors. With 14 female and 12 male participants, the workshop also highlighted the important role women leaders can play in business resilience.

In line with the ARISE strategy in the region, Red Nacional de Apoyo Empresarial a la Proteccion Ambiental (ECORED) and UNDRR conducted a two-day workshop on Business Plans for Disaster Risk Reduction in Santo Domingo, with the technical support from UNDRR and certified by the Global Institute of Education and Training of the United Nations Office for Disaster Risk Reduction (GETI- UNDRR Incheon Korea).

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ARISE Network in Guatemala has promoted the following key priorities over the course of 2019:

- **Increased knowledge** and understanding of DRR among the network’s members
- Strengthened ARISE network’s **internal capacities** on risk-informed business plans and practice
- **Engage the public sector** in the ARISE network’s activities to discuss the importance of risk-informed investments.
- **Strengthened governance** and incentives to invest in risk reduction.

The network arranged a workshop focusing on the impacts of risks and disasters on SMEs with a local audience to develop contingency plans and business continuity plans. There has furthermore been a push for an environmental thematic table on Disaster Risk Management and Climate Change at the national level which has resulted in inclusion of DRR in the annual national Corporate Social Responsibility (CSR) Forum, coordinated at the community and national levels with Coordinadora Nacional Para la Reducción de Desastres (CONRED).

The network has worked closely with the national governing body CONRED to support the building of public-private partnerships for disaster risk reduction. Based on good practice and experience from recovery, rehabilitation and DRR, the network has created tools and manuals and exchanged experiences which support companies to increase their disaster preparedness and reduce human and economic losses.
In 2020, ARISE Guatemala aims to:

- **Develop a business protocol** to strengthen disaster risk management governance within companies.
- **Raise awareness and support SMEs** to better manage risks and threats, including enhanced business continuity planning and risk assessment.
- **Create an online training programme** to help companies understand, reduce and manage risks, and thus build more resilient communities.
- **Facilitate spaces for the exchange of experiences** between sectors to reduce the learning curve and increase preparedness and resilience through innovation.

**ARISE Costa Rica Network Report**

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Company/ organization: Alianza Empresarial para el Desarrollo

In 2019, UNDRR, Alianza Empresarial para el Desarrollo (AED) and other partners **launched the national ARISE network** in Costa Rica. The launch event brought together 85 national and regional participants, including partners from the Mexican ARISE Network and international re-insurer companies as well as public sector representatives, NGOs, and academia. The new network has improved the coordination between the national risk management authorities, represented by the National Emergency Commission (CNE) and the private sector, represented by the AED.

One of the first activities of the new network included **the first national forum** ‘Business Disaster Risk Management: National Experiences in the Public and Private Sectors’, **organized by AED on 28 May 2019 in San José** in collaboration with the National Insurance Entity (INS). The forum brought together 43 participants from 14 local companies to share best practices in disaster risk management of national public and private organizations and enhance collaboration between public and private organizations.
Two local workshops on the development of disaster risk business management plans, held in San José on 29-30 May and 17 October 2019, brought together another 60 participants from 29 companies, local governments, the National Insurance Institute INS, the National Emergency Commission CNE, the National Banks, such as Banco Costa Rica, Banco Popular de Desarrollo and BCR Investment Unit and further strengthened public private collaboration.

Looking towards 2020, the goals are to:

- **Strengthen the cooperation** between the network and the CNE through joint activities.
- **Expand the national outreach** to private sector partners for the communication and promotion of disaster risk best practices.
- **Gain know-how** through the application of ARISE tools such as on the development of disaster risk management plans.

**ARISE Honduras Network Report**

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Company/organization: FUNDAHRSE
ARISE Network in Honduras has promoted three key priorities over the course of 2019 with the following activities:

1. On 8 August 2019, a **webinar on Risk Management and Disaster Prevention** was conducted with support of UNDRR, for about 60 professionals representing at least 45 member companies of Fundahrse including: Tigo, Banco Promerica, Grupo Flores, Corporation Lady lee, Grupo Intur, ZIP San Jose, Dinant, Hospital Dantoni, Ficohsa, Bomohsa, Azucarera Tres Valles, Bac Credomatic, Unitec and Walmart. The webinar was recorded and uploaded to the [youtube channel of Fundahrse](#).

2. On, 17 October, a **workshop on business resilience** focused on DRR was held for managers from different strategic areas of companies and members of Fundharse. The objective was to introduce the concept of risk management and corporate resilience to business strategy. In total, 29 participants from 25 companies participated in the workshop.

For **2020, goals** include:

- **To increase the number of trainings** in its different modalities in topics related to disaster prevention, risk management and business resilience considering the Sendai Framework objectives, increasing the companies’ awareness on DRR.

- **Develop alliances** with other institutions to strengthen risk management and disaster prevention at a business level.
The National Network of ARISE-Chile was established in 2016 to enhance engagement between the private sector and the Chilean National Emergency Office’s (ONEMI). In July 2019, the ARISE-Chile Network was further developed and expanded into a more robust public-private ‘Extended Alliance for Resilience and Disaster Risk Reduction’, hereinafter referred to as the ARISE Public-Private Roundtable, which seeks to generate intersectoral synergies to achieve the objectives of the Sendai Framework and to further strengthen the partnerships between the public and private sector working in DRR and resilience.

The ARISE Roundtable work plan 2019-2020, is coordinated by the Department of Management of the SNPC of the ONEMI and co-led by the ARISE network focal point, the Department of Emergency Management and Resilience of Organizations (SECRO) of the Instituto Cerdá, the Global Compact Network and the civil society organization, MovidosX Chile. One of the main activities of the 2020 plan will include the conduction of a survey and the analysis of results on the specific needs of the private sector in relation to the implementation of resilience strategies, to be coordinated with ONEMI.
UNDRR, ONEMI, Global Compact, Institut Cerda and Movidos por Chile, signed the agreement.

ARISE Colombia Network Report

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Company/organization: National Business Association of Colombia

In May 2019, UNDRR and the National Association of Entrepreneurs of Colombia (ANDI), the Colombian Security Council, Integral Responsibility, and the National Disaster Risk Management Unit (UNGRD), organized the event: "Public-Private Articulation for Disaster Risk Management - ARISE Colombia Network", which aimed at

- presenting the government's strategy for public-private partnerships for disaster risk management and
- linking it to the ARISE Colombia national Action Plan, which was developed by ARISE Colombia.
Thus, UNGRD presented the Strategy’s main outputs to be delivered in coordination with ARISE Colombia which are:

1. Revision and modification of relevant regulation to build a more enabling environment for risk-informed business investment.
2. Develop a technical guidance-note for the development of a new genre of business continuity plans, which include longer term risk considerations.
3. Technical assistance to multiple sectors.
4. Technical assistance to Municipal and Departmental Councils for Disaster Risk Management on enhanced private sector engagement for resilience.
5. Technical assistance in the implementation of risk sensitive land use and planning approaches.

During the event, the private company FENALCO presented a good practice in disaster risk reduction for SMEs with support of Florida International University (FIU) and United States Agency for International Development (USAID) – United States Agency for International Development Office for Foreign Disaster Assistance (OFDA) cooperation initiative.

A training of trainers workshop was conducted by UNDRR on Business continuity plans in DRR on 9-11 September in Cartagena de Indias, Colombia. The workshop was attended by local governments, private companies, and public institutions representatives. This was the first time in Colombia that various key actors from the private and public sectors and representatives of the local level such as the Territorial Councils for Disaster Risk Management gathered to exchange experiences.

ARISE Member activities (Brazil)

ARISE Focal Point: Fernando Perez de Britto
In 2019, Artificial Intelligence System Research (AISR) released software to support the development of the Local Resilience Plan and monitoring of Scorecards for the State Government of São Paulo and for the cities participating in the pilot project. The Local Resilience Plan of Campinas developed in partnership with AISR was used as a pilot.

AISR also launched the Portuguese Speaking Resilient Cities Network and supported the beta testing and the launch of the Disaster Resilience Scorecard for Industrial and Commercial Buildings. These activities reached local, regional, and global audiences, and involved both the public and private sectors.

In 2020 AISR will work to increase the number of Local Resilience Plans (PLR) generated by the Making Smart Cities - PLR software, promote the activities of the Portuguese Speaking Resilient Cities Network, consolidate the ARISE participation in the UNDRR Stakeholder Engagement Mechanism SEM, support the implementation of the developed ARISE Value Proposition, and encourage the participation of SMEs.
North America

ARISE Mexico Network Report

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Company/organization: CEMEX

ARISE Mexico organized a regional (Americas and the Caribbean) forum called “Resilience for all: the importance of understanding risk” in October at the World Trade Center (WTC) in Mexico City, with more than 800 participants from 14 countries including 12 national ARISE Networks and 60 international specialists. A voluntary cooperation agreement was signed between ARISE Mexico with the Secretariat of Public Security and Citizen Protection, represented by the National Coordinator of Civil Protection, David León Romero. For more information on the workshop sessions please see the ARISE Mexico Forum website.

A workshop “Training of Trainers in Business Plans for Integrated Risk Management” was organized in Mexico City, 20-22 November. The workshop was facilitated by Henry Peralta, with the support of ARISE Mexico, UNDRR Regional Office for Americas and the Caribbean, the National Coordination of Civil Protection and Grupo Salinas with 62 people participated in the training.
Over the course of 2019, ARISE Mexico trained more than 300 persons from public and private sector to raise their awareness and the importance of disaster risk reduction in their business, thereby enabling them to develop better business plans for DRR.

**For 2020:** ARISE MEXICO selected communities where they plan to invest in resilient infrastructure. Focus will be placed on households and schools with high risk exposure to local hazards.

In addition to the new ARISE TOR and the four priorities, ARISE Mexico will focus on youth to trigger long-term cultural change for disaster risk reduction.

ARISE Mexico aims to:

- Participate in different events within Mexico to promote the network and objectives.
- Develop a mass communication campaign through social media and other outlets of media to sensitize about disaster risk management.
- Conduct workshops and trainings on DRR and risk-informed investment.
- Increase social media reach and engage with youth through an award on social innovation for DRR exclusively for young people.
- Launch SME pilot projects to help build resilient communities.
- Strengthen the network through a new finance strategy and ARISE Mexico Board election.

**ARISE United States of America Network Report**

**ARISE Focal Point:** Dale Sands; Cheryl Kreindler; Debbra Johnson; Jason Bird

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**Company/ organization:** Village of Deer Park & MD Sands Consulting Solutions LLC; Golder; Debbra A.K. Johnson, LLC; Jacobs Engineering Group Inc.
A new **Commercial Buildings Resilience Scorecard** was developed and launched by a team of 30 authors, peer reviewers and beta testers, led by ARISE Member Peter Williams (Founder of Peter Williams Solutions, LLC). The Commercial Buildings Scorecard has been piloted for private sector use in a number of countries already with constructive feedback to further improve the tool and is available globally through the ARISE [website](https://ariseusa.org). The US network has discussed further member development of a web-based user interface with two-years of hosting. Furthermore, the private sector was involved in the tool development and the public sector was involved in the peer review and the piloting of the tool.

US Network Board and key members are promoting ARISE and soliciting new members. The network welcomed ten new members applications in 2019, with further applications submitted in 2020 showcasing the rising interest in ARISE and disaster risk reduction. In support of further expansion, the ARISE US network has initiated an awareness raising and recruitment campaign, including presentations of ARISE and its goals at multiple industry events, through online platforms and information sharing such as social media across the continent aimed at companies with a US presence.

The US Network held an all member call to discuss,

- the development of a 2020-2021 action plan;
- national and global engagement opportunities, and,
- soliciting new members through increased awareness raising efforts and implementation of the Value Proposition statement.

The information shared has helped to broaden conversations around building risk reduction and resilience beyond a single-hazard approach to more comprehensive all-hazard approaches.

The Sendai Framework has broadened the scope of the disaster risk reduction and resilience to mobilize members and their clients to think more broadly about how to integrate disaster risk into business policies, capital plans and overall operations. Building on an initial shift in the industry moving in this direction, much work needs to be done to break down silos and improve awareness of the value this approach offers for the near term and long term for local economies, ecological systems and local populations.

US Network goals are laid out in our 2019-2020 Action Plan and are summarized as follows:
• Goal 1: Develop and launch a ARISE US Network Project or Series of Projects focused on public-private and private-private collaboration in support of the achievement of the Sendai Targets
• Goal 2: Improve ARISE US Network connections with other public and private sector resilience and resilience involved movements
• Goal 3: Continue to develop/improve Membership onboarding process
• Goal 4: Increase US Network membership
• Goal 5: Promote private sector use of UN tools (Scorecards) and development of Adaptation, DRR and Emergency Response Plans
• Goal 6: Engage financial sector, insurance industry, regulatory agencies and local government

ARISE Canada Network Report

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Company/organization: VIRIDI

ARISE Canada activities in 2019 were focused around a Business Resilience dialogue series and industry engagement. Two events were held in Toronto related to the business resilience dialogue series:

1. City food system resilience to climate-induced shock
2. Multi-hazard operational resilience

These curated-dialogues were by invitation and involved cross-sectoral representatives that covered the spectrum of actors/interests/perspectives (business, non-profit, government) that make up the at-risk system. The purpose of the dialogues was to transcend industry/discipline silos and to foster an integrated, systems-based view of a problem and related solutions/actionable initiatives.

The industry engagement focused on three industry association/conferences representing ARISE Canada – speaking on topic of climate change resilience and business risk reduction.
In 2020, ARISE Canada aims to activate and amplify Canadian private-public action member companies, federal/territorial/provincial/municipal governments, and DRR-focused organizations across the **five core strategic focus areas** that comprise our work-programme:

1. Investments in nature-based solutions for disaster prevention
2. Innovative financial instruments, metrics, investment & disclosure modalities for climate and DRR
3. Small-and-medium sized enterprises and disaster resilience
4. Digital technologies for DRR
5. Promoting interconnected approaches to DRR and climate change adaptation

Deliver programming across three workstreams:

1. **Convening** (transitioned from in-person to virtual webinar due to COVID-19)
2. **Communications**
3. **Research**
ARISE India Network Report

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Company/organization: The Federation of Indian Chambers of Commerce and Industry

Building on past engagement, UNDRR and the Federation of Indian Chambers of Commerce and Industry (FICCI) launched the ARISE India Network in the presence of the Special Representative of the Secretary General (SRSG) Ms Mami Mizutori in March 2019 in New Delhi, India.

Following the launch, ARISE India, in collaboration with the Ministry of Home Affairs and the Japan Bosai Platform, conducted the Third India Japan Workshop on Disaster Risk Reduction in March 2019. The workshop brought together 20 companies from Japan and India with the aim to find mutual areas of cooperation and collaboration in support of disaster risk reduction in their respective countries.

ARISE India also partnered with other private sector organizations in India to organize a national and regional Special Disaster Risk Management (DRM) for Industries programmes. The events were carried out in New Delhi and Gangtok respectively on 8-10 June 2019, to improve the preparedness of industries to disasters. Over 300 industry executives in New Delhi and over 200 executives participated Gangtok, Sikkim State, India. Besides the practitioners, experts, industry heads and policy makers attended the two conferences. Members of ARISE India contributed in terms of sponsorship and nominating delegates to attend the conferences held at New Delhi and Gangtok.
In December, ARISE India conducted a capacity development programme, with RIKA India, leading to Table Top and Mock Exercise for first responders of the Municipal Corporation of Cuttack, Orissa State of India.

ARISE Japan Network Report

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Company/organization: The Japan JTB Tourism Research & Consulting Co.

As of end of 2019, the total number of ARISE Japan members comprises of 18 companies and 5 affiliate members which are expected to become members in 2020.

Japan, a country faced with a multitude of hazards and risks and risk reduction engrained in public and private policy and decision making, features a range of government, private sector and multi-stakeholder groups and initiatives that work towards promoting disaster risk awareness, business continuity and partnerships. The fourth National Conference on Promoting Disaster Risk Reduction (“Bosai Kokutai”) was held by the Government of Japan on 19-20 October in 2019 in Nagoya, Japan. 15,000 public participants visited the event which aims to raise public awareness, to learn and share experiences about disaster risk reduction and management, and to promote self-help and mutual assistance. Four ARISE Japan member companies hosted workshops and booths at this event; refer to the ARISE Japan’s Facebook post on 13 October 2019 for details. Most ARISE Japan members are part of these other domestic groups and initiatives; ARISE Japan’s strength is thereby its cross-silo, cross-pollination role, as a space where ideas can be exchanged between members, as well as at the regional and global levels. ARISE Japan’s activity centres on two invitation-only informational meetings per year plus an annual public symposium for advocacy and outreach.
ARISE Japan Public Symposium was hosted in March. This year’s event, co-organized by ARISE Japan and UNDRR Office in Japan, took the form of a deep-dive discussion on how to connect disaster risk information to actual action by individuals during disasters, with sixty representatives of private sector, civil society, government and academia, and Yuki Matsuoka from UNDRR Office in Japan. The symposium discussed the theme ‘how to connect disaster risk information to actual action by individuals during disasters’ engaged with a local audience and included both public and private sector actors. Specifically, 65 persons from 45 organizations, including 42 private sector organizations, of which 29 were non-ARISE. The outcome of the symposium was a full report put up in Jp/En on the event page (En).

The Global Platform and ARISE AGM occurred in May. Five member organizations from ARISE Japan were represented at the GP19 and AGM in Geneva, contributing to and presenting at various sessions, including two Ignite Stages by ARISE Japan, on tourism and DRR by Masato Takamatsu and Kokusai Kogyo on its Sendai Framework Voluntary Commitment (SFVC). All participants contributed to the reporting back to ARISE Japan.

The ARISE Japan summer meeting was held in July with 17 participants including representatives from 12 companies. Based on the draft ARISE TOR made available at the AGM, ARISE Japan members discussed its Network TOR and Activity Plan at its summer meeting, held on 22 July in Tokyo, with Yuki Matsuoka, UNDRR Office in Japan, in attendance. Following a round of email consultations, the members approved the Network TOR and Activity Plan 2019-2022, which were submitted to UNDRR Asia-Pacific and UNDRR Japan on 20 August 2019.
ARISE Japan was represented by Ms. Yoshiko Abe (from Kokusai Kogyo) at the Asia Pacific Partnership for DRR (APP-DRR) held in Brisbane in November, the preparatory meeting for the 2020 Asia Pacific regional platform/ministerial conference organized by UNDRR Asia-Pacific. ARISE Japan also sent representatives (from Kokusai Kogyo) to the Top Leaders Forum held in Manila by ARISE Philippines, including ARISE Board member Ms. Sandra Wu.

ARISE Japan held its winter meeting in December in Tokyo, with the UNDRR Office in Japan, in attendance. 13 participants including representatives from 10 companies attended this meeting. Members discussed potential collaboration between various stakeholders and ARISE Japan, proposed at APP-DRR the concept and programme of the 2020 ARISE Japan Public Symposium. Members approved the steering committee, the upcoming membership confirmation procedure, and the publication of the Network Activity Plan as a voluntary commitment to be submitted to the Sendai Framework Voluntary Commitments online platform which is operated by UNDRR.

ARISE Japan was represented by Mr. Shigeki Honda (his representation was as the result of the consultation among ARISE Japan members) at the consultative workshop on Business Resilience of Micro, Small and Medium Enterprises (MSMEs) in December, organized by UNDRR Asia-Pacific. Also, in December, ARISE Japan created Japanese language guidelines to the new membership application materials, to assist prospective members. The consultative workshop on Business Resilience of MSMEs reached an audience consisting of 30 participants including both international and regional organizations.
ARISE Philippines Network Report

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Company/organization:  
SM Prime Holdings

At the end of 2019 ARISE Philippines consisted of 126 members which is an increase of 51 from the year before. ARISE Philippines focuses on three workstreams:

- Disaster Risk Management Strategies
- Education and Training
- Urban Risk Reduction and Resilience

The Philippine Disaster Resilience Foundation (PDRF) have conducted disaster response and recovery initiatives and various workshops on capacitating LGUs towards MSME Resilience.
The 2nd Business Continuity Summit was held last 10 September 2019 at the Mall of Asia Arena Annex (MAAX) Auditorium, MOA Complex, Pasay City by the Business Continuity Managers Association of the Philippines (BCMAP) with the theme “Business As Usual.” It was well attended by more than 150 participants from the private sectors and the academia.

ARISE Member Weather Philippines Foundation (WPF) of Aboitiz Group also continued to lead Weather 101 and Tropical Cyclone 101 trainings for different LGUs and national government agencies. With their own mobile app available for download on the app store and on google play, users can have access accurate five-day weather forecasts anytime.

UNDRR ONEA-GETI conducted a two-day DRR workshop entitled The Business Case for Disaster Risk Reduction: Achieving Resilience of Small and Medium Enterprises for SM Prime Holdings’ SMEs from 21-22 February 2019 held at Meeting Room 7, SMX Convention Center Manila with total participants of 61 from 31 private sector partners. Moreover, year-round Business Continuity Planning (BCP) orientation was also conducted to encourage SM Tenants to create their own BCPs to help them prepare for times of disaster. ARISE Philippines partnered with Department of Trade and Industry (DTI) to conduct the first of many workshops on SME Resilience, with a focus on risk assessment. The goal of this is to strengthen the resiliency of SM Prime Holdings tenants and other SMEs all over the country so
that they will be able to easily bounce back after natural or even man-made disasters by having their own BCP in place.

In partnership with Department of Health (DOH), the Nationwide Simultaneous Hands-On CPR Campaign was held in SM Mall of Asia Music Hall, Pasay City on 16 July 2019 Center and attended by 190 participants. The DOH partnership aims to promote and increase awareness among Filipinos about CPR in order to save lives. In line with Disaster Risk Management Strategies, SM Prime Holdings SM Cares conducted Emergency Preparedness Forum for Senior Citizens and PWDs in 4 SM malls and attended by 1,634 participants.

Finally, in celebration of the International Day for Disaster Risk Reduction, the local secretariat of ARISE Philippines, SM Prime Holdings, in partnership with the National Resilience Council held a forum with the theme “Build To Last: Risk-informed Investment”. It highlighted the initiatives and programmes of various sectors in alignment with the Sendai Framework Target D: Reducing damage to critical infrastructure and promoting resilient infrastructure. Resource persons from both the government and private sectors shared their expertise in relation to Sendai Framework Target D. Hundreds of participants from the private sector, academia including college students, and government agencies, took part in the event.

The 9th Top Leaders Forum with the theme “From Risk to Resilience: Forging Pathways and Milestones” was held on 12 November 2019. This is an annual event where senior government officials, top-level executives from the private sector and representatives from different LGUs gather together to talk about DRR, resiliency, and sustainability. During the forum, CEOs from multinational companies presented their Disaster Risk Reduction and Resilience initiatives. NRC’s Local Government Units (LGUs) partners reported their resilience journey based on the localized resilience scorecard.

During the afternoon session, the Young Leaders for Resilience Program was formally launched. This programme was created by ARISE Philippine Member Mr. Hans Sy and encourages youth involvement in disaster risk resilience. Different students from various universities in certain LGUs underwent a Design Thinking workshop by IBM Philippines in collaboration with Asia Pacific
College and National University, along with NRC. After the workshop, eight entries were presented to find potential solutions to the disaster risks that each of their own cities/province face. The winner of the competition was Seismo-Power Terminator, an instrument designed to shut down the electricity that can cause fire during an earthquake.

ADMU launched the **Master of Disaster Risk and Resilience** (MDRR) programme which uses science-based education and training in DRR in partnership with the government, private sector business, and even non-government organizations. The MDRR is designed to advance interdisciplinary and trans-disciplinary approaches to addressing risk and building resilience. The programme integrates theory, methods and skills in both the physical and social sciences into a problem-focused and solutions-driven program that employs the systems thinking lens of analysis. This programme aims to produce leaders, managers and professionals who can build capacities in disaster risk and resilience in their respective sectors and work in collaborative decision-making platforms.

Another work theme addresses critical infrastructure and basic service delivery, transportation, energy and utility services. It also facilitates public-private collaboration to address gaps in disaster risk management. This work theme is spearheaded by **Build Change**. They build houses using disaster-resistant construction practices, SM Prime Holdings Inc invests 10% of its Capital Expenditures by building infrastructures with disaster resilient features.
Europe

ARISE Europe is still in the inception stage, with a total of 20 ‘global members’ and no networks established yet. Building on the leadership role taken by the UNDRR Regional Office Europe over the past year related to the integration of disaster risk into the EU Capital Market Union Action Plan on sustainable finance, as well as initial studies on SMEs and resilience, ARISE is expected to also grow in Europe in 2020-2021. On sustainable finance, the UNDRR publication *Opportunities to integrate disaster risk reduction and climate resilience*³, published at the Global Platform 2019, outlines 11 concrete recommendations for action, such as on the development of a resilience taxonomy, integration of risk into financial decision-making by Institutional investors, company directors, finance ministers and defining standards for resilient infrastructure. With regards to SMEs, an initial survey in Italy served as the basis for the global SME survey rolled out through the ARISE networks and other business partners with special focus on the impact of SMEs and the importance of their resilience (see above, global section).

Africa

ARISE Africa Network establishment is a priority in 2020. In November 2019, UNDRR Regional Office Africa (ROA) initiated discussions for the establishment of ARISE networks in Africa through a Private Sector Consultative meeting on Disaster Risk Reduction in Nairobi, Kenya. 22 participants mainly from the Eastern Africa region participated and discussed the ARISE initiative, its goal and application in the African context. The CEO of Africa Business Group Mr. Michael Sudarkasa, who had also actively participated in the ARISE AGM and private sector day at the Global Platform, played a key role in the coordination of this meeting. Delegates agreed and committed to support UNDRR ROA to establish ARISE in Africa. They requested UNDRR ROA to develop a concept note with strong justification on the need for this network to raise awareness and recruit other private sector players.

Building on a UN-business workshop in 2017, a similar meeting was held in Abuja in January 2020 with collaboration from the Western Africa Chamber of Commerce and Industries (FEWACCI). Delegates also supported the establishment of an African ARISE Network.

³ UNDRR 2019 [https://www.unisdr.org/files/65291_new.undrrereportawwebpagesv2.pdf](https://www.unisdr.org/files/65291_new.undrrereportawwebpagesv2.pdf)
Subject to the availability of funding, further exploratory and awareness raising meetings are scheduled for 2020 with the South African Development Community, Intergovernmental Authority on Development Africa, and Economic Community of Central African States to gain further support and political commitment.

### Arab States

ARISE in the Arab States is in a nascent stage. With one global ARISE Board Member from Egypt it is expected that Networks will be established in 2020-2021 timeframe. During 2019, the UNDRR Regional Office for the Arab States (UNDRR-ROAS) worked in close collaboration with regional ARISE members to promote ARISE at different events such as the Regional Forum on Sustainable Development; Mauritania National Dialogue; 4th Arab Mechanism Forum; 3rd Arab Forum on Housing and Urban Development; and the 4th regional Partnerships Meetings Ministerial for Disaster Risk Reduction. The work realized during 2019 to promote ARISE in the region has been well received, as national governments and other authorities have expressed their interests to engage with the private sector on DRR activities. Regional ARISE members are seeking to capitalize on this momentum and launch the first Arab States ARISE network in 2020, with specific focus on the four priorities of ARISE.
Annex 1: ARISE Board Members

Co-Chairs: Ms. Mami Mizutori, Special Assistant to the UN Secretary General
          Mr. Dale Sands, MD Sands Consulting Solutions LLC; President, Village of Deer Park (IL)

Vice-Chair: Ms. Martha Herrera Gonzalez, Global Responsible Business Director, CEMEX

Board members:

  Mr. Aris Papadopoulos, Distinguished Expert in Resilience, Extreme Events Institute, Florida International University, Miami, Florida
  Mr. Fernando Perez de Britto, Owner, AI Systems Research Ltd, São Paulo, Brazil
  Ms. Sandra Wu, Wen-Hsiu, President, Kokusai Kogyo Holdings Co., Ltd. Tokyo, Japan
  Mr. Masato Takamatsu, Managing Director, Japan Tourism Marketing Co., Tokyo, Japan
  Mr. Hans T. Sy, President, SM Prime Holdings, Inc., Pasay City, Philippines
  Mr. Carlo Papa, Director, ENEL Foundation, Rome, Italy
  Mr. Nirankar Saxena, Deputy Secretary General, Federation of Indian Chambers of Commerce and Industry, New Delhi, India
  Mr. Ahmed Riad Ali, Managing Director, Estmrarya, Abu Dhabi, UAE

Annex 2: ARISE TOR

See separate document

Annex 3: ARISE Value Proposition Document

See separate document