



# CHILDREN IN HUMANITARIAN CRISES: WHAT BUSINESS CAN DO



**United Nations**  
Global Compact



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# FOREWORD

Every day, all around the world, millions of children are facing violent conflicts, epidemics and chronic hardship. Nearly 250 million children live in countries affected by violent, often protracted conflicts, and millions of children and families have been forced from their homes to flee violence, persecution, and hardship, risking their lives in search of a better future. In 2016 alone, 43 million children living in 63 countries require assistance to be protected from malnutrition, disease, violence, abuse and exploitation. These children are the future generation that holds the key to helping build stable, peaceful societies, but too often they are the most vulnerable, their rights violated.

While the scale of the issues affecting children trapped in humanitarian crises is enormous, so too are the opportunities for the global community to come together. The Sustainable Development Goals provide a new beacon of hope by placing children at the centre of the 2030 Agenda for Sustainable Development. The Agenda presents unprecedented opportunities for companies to go beyond doing no harm to aligning their strategies with the Global Goals to serve the needs of all in society, especially the most vulnerable.

In this evolving global context, a new face of business is also taking shape, in which profit sharing is being redefined and social purpose is increasingly embedded, not only through philanthropy but also harnessing the core business of companies. Through a shared-value approach, the private sector can play a catalytic role in creating a positive cycle of prosperity that takes into account the needs of some of the most critical future stakeholders.


UNICEF and the UN Global Compact believe in the power of collaborative relationships. This guidance is structured around three recommended steps for private sector engagement in humanitarian action: act responsibly, find opportunities and take action. There is a wealth of opportunities that business can invest in to strengthen the resilience, safety and well-being of children, from philanthropy and leveraging core assets to engaging with UNICEF as a voice for children.

Investing in children is good for business: it provides the foundation for a safe and sustainable future where social and economic development progress hand-in-hand. The time to act is now. By fostering the rights of children, together we can help build a safer world, for every child.



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# EXECUTIVE SUMMARY

One in 200 children in the world is a refugee,<sup>1</sup> forcefully displaced within his or her own country or abroad by violence and conflict.<sup>2</sup> This number has doubled from 2005 to 2015.<sup>3</sup> In the context of humanitarian crises, from natural disasters to conflicts, the most vulnerable members of society – children – are among those who suffer the worst impacts. Not only are pre-existing problems exacerbated, but new threats emerge and systems to protect children often fail. As the world is facing unprecedented humanitarian needs, there is opportunity for the private sector to play an important role in providing assistance, to both adults and children, ultimately complementing efforts to achieve the Sustainable Development Goals.

Protecting children and investing in their well-being before, during and after humanitarian crises not only provide the foundation for social development, but also drive business advantages. The interests of children and of business are inextricably linked, as resilient and sustainable societies and business environments will only be possible if the fundamental rights of future generations are protected and promoted.

*Children in Humanitarian Crises: What Business Can Do* builds on existing frameworks such as the UN Global Compact's Ten Principles, the Business for Peace initiative and the Children's Rights and Business Principles. While presenting opportunities to advance the Sustainable Development Goals and the Agenda for Humanity, this resource explains the role companies can play in ensuring the well-being of children in humanitarian crises. It highlights the urgency and need to reach children in humanitarian crises and outlines the positive and negative impacts of business on children. It also aims to inspire action and stimulate learning by providing examples of how business can support and advance children's rights and well-being.

Following a brief introduction of the issues surrounding children in humanitarian crises and presentation of the business case, this guidance illustrates a holistic approach encompassing actions to respect and support children's rights and well-being within business operations and the community, and throughout the three phases of the humanitarian programme cycle (before, during and after a humanitarian crisis). Examples are included throughout the resource to illustrate the types of engagement companies can undertake in support of children in humanitarian crises.

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1 Refugees: Persons who are outside their country of nationality or habitual residence, who cannot return due to a well-founded fear of being persecuted because of their race, religion, nationality, membership of a particular social group or political opinion. This number only accounts for those who have been recognized as refugees, or find themselves in refugee-like situations.

2 Uprooted, The growing crisis for refugee and migrant children, UNICEF, September 2016, <[http://www.unicef.org/publications/files/Uprooted\\_growing\\_crisis\\_for\\_refugee\\_and\\_migrant\\_children.pdf](http://www.unicef.org/publications/files/Uprooted_growing_crisis_for_refugee_and_migrant_children.pdf)>.

3 Number of child refugees under the UNHCR's mandate. Source: Uprooted, The growing crisis for refugee and migrant children, UNICEF, September 2016, <[http://www.unicef.org/publications/files/Uprooted\\_growing\\_crisis\\_for\\_refugee\\_and\\_migrant\\_children.pdf](http://www.unicef.org/publications/files/Uprooted_growing_crisis_for_refugee_and_migrant_children.pdf)>.









# CHAPTER 1. INTRODUCTION

Disasters, civil strife and conflicts are driving suffering and humanitarian need to levels<sup>4</sup> not seen since the Second World War.<sup>5</sup> At the same time, the structure and resources of the humanitarian system are increasingly insufficient to address – not to mention reduce – the number and scale of humanitarian crises. Children are at the centre of today's global emergencies. Nearly 250 million children live in countries affected by conflict and millions more face risks from natural hazards and fast-spreading epidemics. Children are most vulnerable during crises, and their rights, lives and well-being are at risk of irreparable harm.

Sustainable development starts with safe, healthy and well-educated children. Responsible businesses that are investing in children's rights to health, nutrition, education and protection are actually investing in their own future – a safer and more sustainable future. The Sustainable Development Goals (SDGs) consist of 17 goals and 169 targets, all relevant to children's lives. Humanitarian crises threaten achievement of all these targets. Thus, they cannot be achieved without reaching the tens of millions of children affected by humanitarian crises.

Achievement of the SDGs will also require substantial involvement of the private sector. Businesses can have enormous positive and negative impacts on children's rights across the workplace, marketplace and community.<sup>6</sup> It is therefore critical to understand the nexus between children and business in the context of humanitarian crises where the risks to children are the greatest. This document was developed to raise awareness of the role businesses can play in mitigating risks to children's rights and the opportunities that businesses have to support and advance children's rights and well-being in humanitarian contexts.

Children are key stakeholders of business – as consumers, family members of employees and young workers, and as future employees and business leaders. At the same time, children are key members of the communities and environments in which business operates. The interests of children and of business are inextricably linked: resilient and sustainable societies and business environments will only be possible if children's rights are protected and promoted. It is equally in the interest of business to put children's interests at the core of their business models and practices.

4 One humanity: shared responsibility, Report of the United Nations Secretary-General for the World Humanitarian Summit, the United Nations, February 2016, p.3, <<https://consultations.worldhumanitarianissummit.org/bitcache/e49881ca33e3740b5f37162857cedc92c7c1e354?vid=569103&disposition=inline&op=view>>.

5 Chair's Summary, by the United Nations Secretary-General. Standing up for Humanity: Committing to Action, the United Nations, May 2016, p. 1, <<http://acuns.org/wp-content/uploads/2016/06/Chairs-Summary.pdf>>.

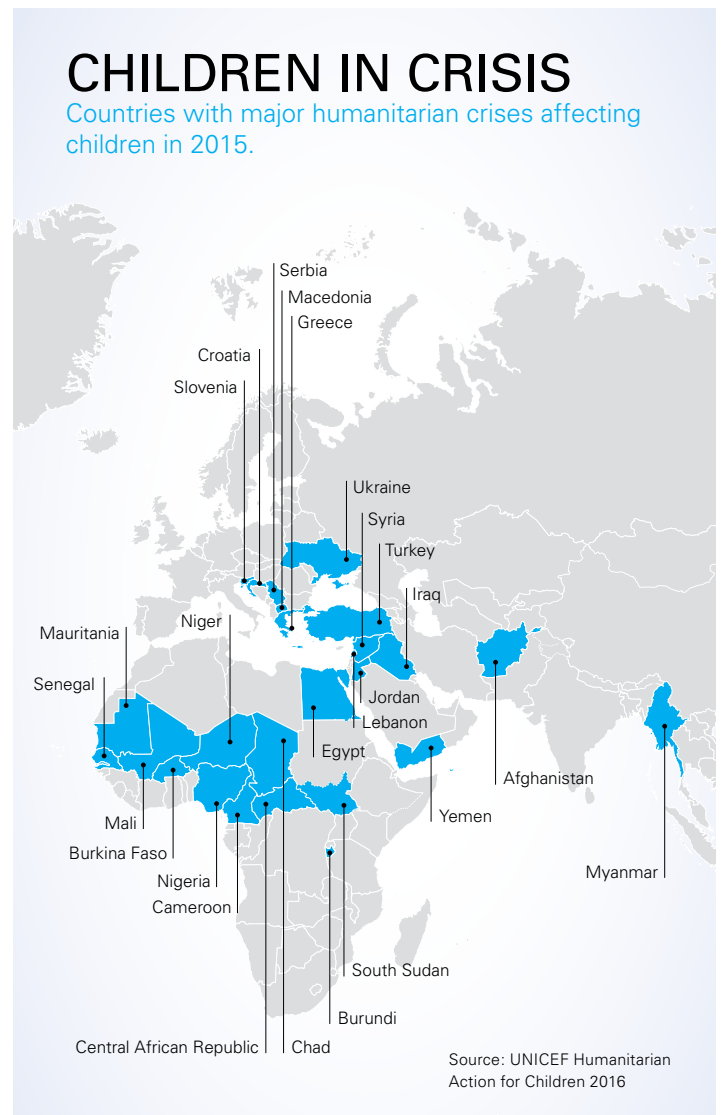
6 The Children's Rights and Business Principles are a comprehensive set of principles to guide companies on the full range of actions they can take in the workplace, marketplace and community to respect and support children's rights: <[www.childrenandbusiness.org](http://www.childrenandbusiness.org)>.

## 1.1 Unprecedented humanitarian needs

- **Children** constitute nearly **half** of the world’s displaced people and today represent **more than half** of all refugees.<sup>7</sup>
- In 2016 alone, **43 million children** – living in 63 countries<sup>8</sup> require assistance in humanitarian crises to protect them from malnutrition, disease, interrupted education, and to help protect them from violence, abuse and exploitation.
- Nearly a **quarter** of the world’s school-aged children – **462 million** – live in countries affected by crises<sup>9</sup>, and over **half a billion** live in regions at a high risk of flooding<sup>10</sup>, notwithstanding climate change threatening to imperil even more.
- Children in countries affected by humanitarian emergencies account for **nearly half of all under-five deaths**. These countries also account for **43 per cent of all out-of-school children** at the primary and lower-secondary levels.<sup>11</sup> Further, globally **159 million children are stunted** with those residing in humanitarian emergency contexts at even greater disadvantage.<sup>12</sup>
- People who have become refugees remain in that status on average 17 years,<sup>13</sup> which means a **child’s entire education can be affected**, interrupted or lost due to a crisis. In reality, humanitarian crises deny **tens of millions** of children the chance to attend school, threatening present and **future human capital**.
- Disasters and conflicts can create **whole generations of unemployed people**.<sup>14</sup> Without education, children and youth face an increased risk of violence and exploitation from extremists, traffickers and criminals.<sup>15</sup>
- Children who are denied education, health care, nutrition and protection today are **also denied a full opportunity** to contribute to building sustainable prosperity, peace and stability in their societies.

7 Children in Crisis: What Children Need from the World Humanitarian Summit, UNICEF, April 2016, <[http://www.childreinachangingclimate.org/uploads/6/3/1/1/63116409/whs\\_children\\_in\\_crisis.pdf](http://www.childreinachangingclimate.org/uploads/6/3/1/1/63116409/whs_children_in_crisis.pdf)>.  
 8 Humanitarian Action for children, UNICEF, January 2016, <[http://www.unicef.org/publications/index\\_89673.html](http://www.unicef.org/publications/index_89673.html)>.  
 9 <[http://www.unicef.org/media/media\\_91131.html](http://www.unicef.org/media/media_91131.html)>.  
 10 <[http://www.unicef.org/pakistan/media\\_9845.htm](http://www.unicef.org/pakistan/media_9845.htm)>.  
 11 UNICEF Executive Director, Anthony Lake, Executive, Board Statement, New York, September 2015, <<http://www.unicef.org/about/execboard/files/09082015-fad-sep-board-statement-unicef-ed.pdf>>.  
 12 Levels and trends in child malnutrition, UNICEF – WHO – World Bank Group joint child malnutrition estimates Key findings of the 2015 edition, UNICEF, WHO, World Bank Group, September 2015, <[http://www.data.unicef.org/corecode/uploads/document6/uploaded\\_pdfs/corecode/JME-2015-edition-Sept-2015\\_203.pdf](http://www.data.unicef.org/corecode/uploads/document6/uploaded_pdfs/corecode/JME-2015-edition-Sept-2015_203.pdf)>.  
 13 USA for UNHCR, <<http://www.unrefugees.org/what-we-do/>>.  
 14 Children’s Rights in impact assessments, UNICEF and the Danish Institute for Human Rights, December 2013, <[http://www.unicef.org/csr/css/Children\\_s\\_Rights\\_in\\_Impact\\_Assessments\\_Web\\_161213.pdf](http://www.unicef.org/csr/css/Children_s_Rights_in_Impact_Assessments_Web_161213.pdf)>.  
 15 Education Cannot Wait, A fund for education in emergencies: Case for investment, 2016, <<http://www.educationcannotwait.org/wp-content/uploads/2016/05/ECW-Investment-Case.pdf>>.

Figure 1. Major crises affecting children and their families



Beyond the major headlines, millions more children are affected by under-reported and forgotten disasters and conflicts. The magnitude and urgency of current humanitarian crises require support from all actors in society – including business. Although governments have the primary responsibility for humanitarian planning and assistance, businesses can play an important complementary role. In fact, as the first ever World Humanitarian Summit convened in May 2016 re-emphasized, “today’s challenges can only be adequately addressed through the collaboration of national governments, civil society, people affected by crises, the private sector, national and international organizations and others”.<sup>16</sup>

16 Chair’s Summary, by the United Nations Secretary-General. Standing up for Humanity: Committing to Action, May 2016, <<http://acuns.org/wp-content/uploads/2016/06/Chairs-Summary.pdf>>.



## 1.2 Objectives of the publication

This publication aims to assist companies willing to support humanitarian action for the first time, as well as those already engaged and seeking further support or alignment with best practices. As an introduction to the area, it seeks to provide a common reference point, but does not present detailed instructions for companies.

This document aims to:

- Highlight the urgency and need to reach children in humanitarian crises;
- Outline the positive and negative impact of business operations on children in the context of humanitarian crises;
- Highlight the nexus between children, business and humanitarian action;
- Provide examples of actions that businesses can take to reduce hazards affecting children, prepare for and take during humanitarian crises, and contribute to recovery;
- Inspire action and stimulate learning by providing case examples to support and advance children's rights and well-being in humanitarian crises.

### Methodology

This guidance document has been developed by UNICEF and the UN Global Compact. It draws on research commissioned by UNICEF in late 2015 which included extensive desk research and analysis, more than 100 interviews with stakeholders, technical advice from experts, as well as two surveys. Furthermore, the draft went through a public consultation during which different stakeholders provided feedback and submitted case examples. Two webinars were held to provide additional information and opportunities for knowledge sharing.

## 1.3 Definitions

### Who is a child?

The Convention on the Rights of the Child and other international treaties define a 'child' to be any person below the age of 18. Children include infants, adolescents and young adults, and are a diverse population that mirrors the multiplicity of society in language, culture, religion and economic status.

### What is a humanitarian crisis?

A crisis is an event or series of events that represents a critical threat to the health, safety, security or well-being of a community or other large group of people, usually over a wide area and where affected populations cannot withstand the negative consequences by themselves.

Armed conflicts, epidemics, famine, natural disasters, environmental emergencies and other major harmful events may involve or lead to a humanitarian crisis.<sup>17</sup> A crisis can arise suddenly with no notice (earthquakes) or with little notice (cyclones and hurricanes), or can develop gradually (droughts). Regardless of the type of humanitarian crisis, survivors are left in urgent need of life-saving assistance such as shelter, food, water and health care. In some cases, crises have no clear start, end or recognizable recovery phase. Some of the world's largest crises are chronic and protracted, moving in and out of crisis phases as conditions worsen and improve over the years.

<sup>17</sup> Risk reduction and emergency preparedness, WHO six-year strategy for the health sector and community capacity development, WHO, 2007, <[http://www.who.int/hac/techguidance/preparedness/emergency\\_preparedness\\_eng.pdf](http://www.who.int/hac/techguidance/preparedness/emergency_preparedness_eng.pdf)>.





# CHAPTER 2. WHY BUSINESS SHOULD ACT

## 2.1 The nexus between children, business and humanitarian action

### Children are among the most vulnerable in times of humanitarian crises

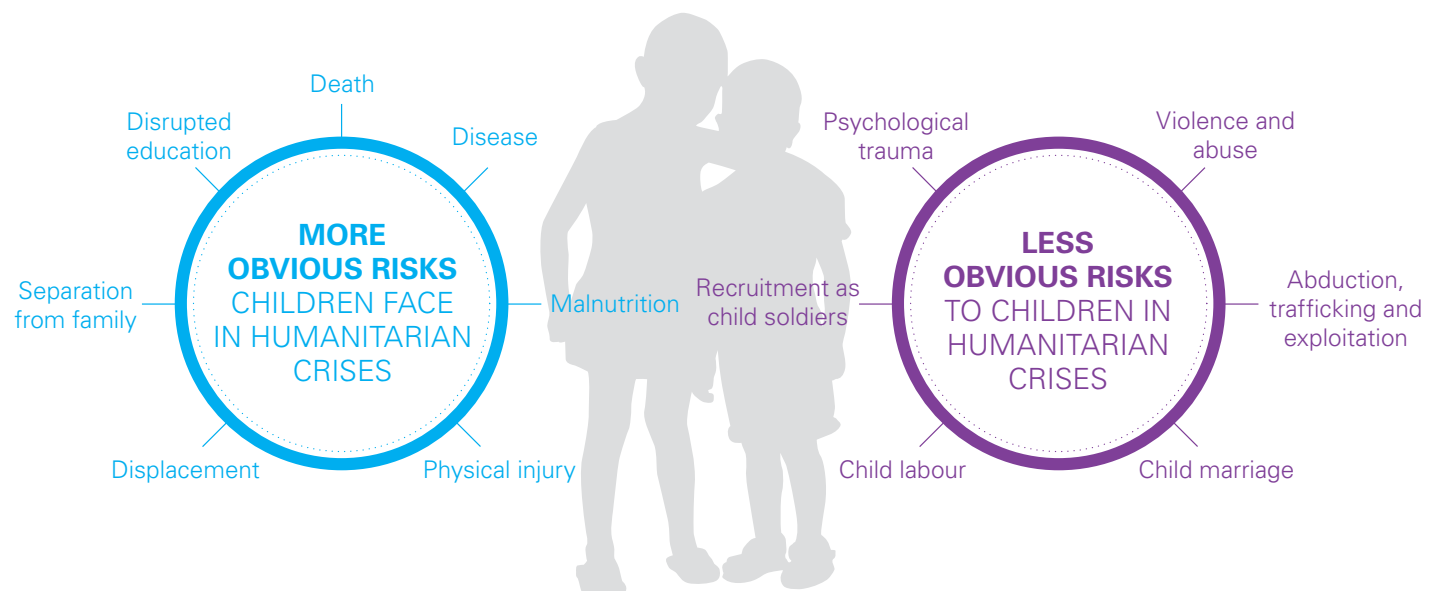
In times of crisis, children are often overlooked; their welfare becomes a low priority and their rights are threatened and often violated. Children face multiple threats at once: pre-existing problems are exacerbated, new threats emerge, and systems to protect them often fail. These threats go well beyond the immediate need for safe food and water, shelter and health care.

Children are also exposed to new risks such as being separated from their families and exploited by armed forces and groups, and face increased threats of gender based violence, exposure to landmines and unexploded ordinance, and psychosocial distress.

### The right to education is most at risk during humanitarian crises

Crisis disrupt education, delay initial access and contribute to higher dropout and lower completion rates. School can provide the stability, structure and routine children need to cope with loss, fear, stress and violence. Being in school can also keep children safe and protected from risks, including gender-based violence, recruitment into armed groups, child labour and early marriage. Continuation of young children’s early education during a crisis situation is also critical.

Figure 2. Range of threats that children can face in humanitarian crises



Even greater are the impacts of crises on the most vulnerable and/or excluded such as children with disabilities, orphans, indigenous or ethnic minority children, those living in extremely poor communities, the displaced, girls, infants and young children, as well as pregnant women and breastfeeding mothers.

For example:

- Children living in poverty and precarious settings can die from common health conditions, such as malnutrition, pneumonia, diarrhoea and measles as a direct result of limited access to adequate safe food and water and disruptions in health and nutrition services during crises.
- Girls may be subject to sexual violence as a method of warfare, and early or forced marriage. In the Syria crisis, there has been an increase in child marriage, as a means to seek economic safety for daughters.
- Boys are prone to being recruited, by force or due to economic, social or security reasons, as child soldiers, to serve as cooks, porters or messengers, or drawn into gang violence.

Accordingly, it becomes all the more important that particular attention is given to ensure that children’s rights are upheld and safeguarded.

**Business operations have an impact on children and youth**

Children interact with businesses every day, directly and indirectly. Children are workers in factories and fields, family members of employees, and community members in the neighbourhoods where businesses operate.<sup>18</sup>

Business has enormous power to improve children’s lives through the way in which it operates facilities, develops and markets products, provides services, and influences economic and social development, even more so in the context of humanitarian crises. Conversely, business action or inaction can have a negative impact on children, putting their interests at risk. Being mindful of the possible impacts of business can help ensure that actions and operations above all do no harm, as well as help mitigate and reduce human rights risks.

The following table illustrates how business actions and operations in humanitarian settings could directly and indirectly contribute to or aggravate the threats faced by children and families, but also how businesses can act to mitigate such hazards.



<sup>18</sup> Children are Everyone’s Business, Workbook 2.0, A guide for integrating children’s rights into policies, A guide for integrating children’s rights into policies, impact assessments and sustainability reporting, UNICEF, December 2013, <[http://www.unicef.org/csr/css/Workbook\\_2.0\\_231213\\_Web.pdf](http://www.unicef.org/csr/css/Workbook_2.0_231213_Web.pdf)>.



**Table 1. Examples of risks to children in humanitarian settings and ways in which businesses can help mitigate them**

Child labour	Separation
<p><b>Child labour:</b> The risk of child labour<sup>19</sup> is heightened during humanitarian crises because school may be disrupted, families need extra income, children may become separated from their caregivers and children may find themselves needing, or under pressure, to earn income. There is an increased risk of children dropping out of school and working directly in a company's value chain, or in the informal economy in the communities where companies operate. However, appropriate and safe work for young people who have reached the minimum age for employment can become an important means of contributing to family income and allow them to be productive community members.</p> <p>&gt; Providing work opportunities can reduce risks of resorting to the worst forms of child labour<sup>20</sup> to generate income in support of families.</p> <p><b>Hazardous child labour:</b> During humanitarian crises, children and young people may take risky jobs for economic reasons.</p> <p>&gt; Businesses can be vigilant to ensure that children (over the minimum age but under 18) are not employed to do work that is inherently dangerous, and endeavour to create appropriate work opportunities.</p>	<p><b>Separation from family:</b> Separation could happen in situations of acute crises, but also when family members are unable to support themselves and thus need to move for work. Children might be left unattended, or children themselves might move for work.</p> <p>&gt; Businesses could help by resuming business operations, creating employment opportunities, paying salaries on time or making advance payments where possible, and allowing employees time to care for their families. Care should be taken to avoid allowing children of employees on workplace premises unless appropriate safe space and safeguards are provided, to avoid accidents and the risk of child labour. When children of employees become separated, compassionate leave can be provided to locate them.</p> <p><b>Abduction, trafficking and exploitation:</b> Smuggling gangs take advantage of the chaos caused by crises to abduct and traffic children and young people. Businesses such as hotels, airlines and transport and logistics companies can become a conduit for exploitation and trafficking.</p> <p>&gt; Businesses can work closely with authorities and other actors to raise awareness among their staff and determine concrete actions they can take to support detection and protective actions.</p>

**Humanitarian crises affect children, societies and companies on many levels**

The economic impact of disasters is well documented. In 2015 alone, natural disasters resulted in US\$123 billion in economic losses worldwide.

For business, crises such as natural disasters and conflicts can, in the short term, disrupt operations and supply chains, destabilize markets and suppress most areas of formal economic activity. Crises can also lead to a decline in workforce productivity, and revenue loss. In the longer term, businesses have to contend with the lasting consequences in terms of skills development and workforce capabilities as a result of children being out of school for extended periods and without access to adequate health care, nutrition and protection.

<sup>19</sup> Not all work done by children should be classified as child labour that must be prevented. The term 'child labour' is often defined as work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development. In the context of business operations and supply chains, however, it is important that children below the applicable minimum age, as specified in national legislation and international standards, are not employed.

<sup>20</sup> <<http://www.ilo.org/ipec/Campaignandadvocacy/Youthinaction/C182-Youth-orientated/worstforms/lang--en/index.htm>>.

## 2.2 Business case

Protecting children and investing in their well-being before, during and after humanitarian crises provide the foundation for social development, but can also drive business opportunities. By integrating respect and support for children's rights into core business strategies and operations, businesses can strengthen their existing corporate sustainability initiatives while ensuring benefits for their business. Such efforts can build reputation, improve risk management and secure the 'social license to operate'. A commitment to children can also help recruit and maintain a motivated workforce. Supporting employees in their roles as parents and caregivers, and promoting youth employment for children old enough to work and talent generation are just some of the concrete steps that business can take. Considering how products and services can better meet children's needs can also be a source of innovation and create new markets. Finally, working for children helps build strong, well-educated communities that are vital to a stable, inclusive and sustainable business environment.<sup>21</sup> Implementing child rights policies and practices in humanitarian contexts will contribute to:

### Reduce operational risks

Operational risks of negatively affecting children's rights are greater in challenging environments such as those caused or worsened by humanitarian crises. Being more aware of children's rights in such circumstances will help the company to respect human rights, including children's rights. It will also reduce the risks and costs for business, including by maintaining the company's social license to operate, protecting reputation, reducing the risk of consumer boycotts, limiting exposure to legal liability and adverse government action, reducing the risk of adverse action by investors and business partners, and avoiding loss of productivity and morale of employees.<sup>22</sup>

### Alleviate suffering

A study on 'Humanitarian crises, emergency preparedness and response: The roles of business and the private sector'<sup>23</sup> found that business engagement in humanitarian crises is driven by a primary concern for the well-being of affected people and a desire to use resources to help alleviate suffering. By supporting children in crises, companies reduce the hardship of the most vulnerable.

### Develop the talent of tomorrow

By addressing children affected by humanitarian crises, businesses help prevent the loss of an entire generation of human capital and thus prevent skills gaps later on. Reaching children today develops the next generation of talent and helps build sustainable prosperity, peace and stability in society, which will also create a better business environment tomorrow.

### Build a more sustainable future

The Sustainable Development Goals adopted in 2015<sup>24</sup> have shaped a new era for all, including business, setting a bold ambition for the world and a road map for sustainable development. Reaching all children – including the most vulnerable – is a core element of the 2030 Agenda and of the commitment to leave no one behind. The Sustainable Development Goals cannot be achieved without reaching the millions of children affected by humanitarian crises. Helping to prevent, prepare for, respond to and remediate the effects of humanitarian crises on children is an important investment in a sustainable future.

### Give purpose

According to the 2016 UN Global Compact–Accenture CEO Study, 80 per cent of companies agreed that demonstrating a purpose-driven commitment is a key differentiating factor in their industry.<sup>25</sup> Investing in children in humanitarian crises helps to build a company's reputation as a responsible, caring organization and increases employee morale, retention and job satisfaction. From a brand perspective, consumers have indicated a greater willingness to buy – and reward – socially conscious brands.

### Become a source for innovation and partnerships/create new opportunities

Given their scale and complexity, humanitarian crises call for systemic solutions and longer-term partnerships and collaborative efforts. Investment in children affected by humanitarian crises can lead to new market opportunities and customer bases, and can be a source of innovation for new products and services helping companies to find opportunities for shared value creation.

21 See Children's Rights and Business Principles.

22 Extract from the UN Global Compact webpage on Principle 1:

<<https://www.unglobalcompact.org/what-is-gc/mission/principles/principle-1>>.

23 Humanitarian crises, emergency preparedness and response: The roles of business and the private sector, by Steven A. Zyck and Randolph Kent, undertaken by the Humanitarian Policy Group at the Overseas Development Institute, the Humanitarian Futures Programme at King's College London, the United Nations Office for the Coordination of Humanitarian Affairs and Vantage Partners, with financial support from the UK Department for International Development, July 2014.

24 The 2030 Agenda for Sustainable Development, A/RES/70/1 at:

<[http://www.un.org/ga/search/view\\_doc.asp?symbol=A/RES/70/1&Lang=E](http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E)>.

25 <<https://www.accenture.com/insight-un-global-compact-ceo-study>>.







# CHAPTER 3. BUSINESS RESPONSIBILITIES AND OPPORTUNITIES IN HUMANITARIAN CRISES AND TOWARDS CHILDREN

Businesses need to understand how to **act responsibly** and **find opportunity** when facing humanitarian crises and engaging with children. They need to **act responsibly** by understanding and upholding internationally recognized minimum standards, such as respect for universal human rights. Companies are also encouraged to move beyond doing no harm to **find opportunity** by aligning their activities with the Sustainable Development Goals and the Agenda for Humanity.

## 3.1 Act responsibly – Principled-based business

Governments, the United Nations, civil society and intergovernmental organizations are increasingly turning to the private sector to complement their efforts to address humanitarian crises. Yet, good practices or innovation in one area – such as humanitarian response – cannot make up for harmful or unethical business practices elsewhere. First and foremost, business has the responsibility to ‘do no harm’, ensuring compliance of business practices with international human rights standards. Below are some examples of guidance for businesses.

### UN Global Compact’s Ten Principles and responsible business in high-risk areas

The UN Global Compact’s Ten Principles<sup>26</sup> are derived from international conventions and declarations and set out the United Nations’ broad expectations of business in the areas of human rights, labour, the environment and anti-corruption.



The UN Global Compact **Business for Peace initiative**<sup>27</sup> guides companies in how to implement the Ten Principles in high-risk and conflict-affected areas, including by encouraging companies to make intentional contributions to peace by addressing the root causes of conflict or instability and thus some sources of humanitarian crises.

### United Nations Guiding Principles on Business and Human Rights

The United Nations Guiding Principles on Business and Human Rights are the authoritative global standard on business and human rights specifically. The 31 principles set expectations of states and companies about how to prevent and address negative impacts on human rights by business. The Guiding Principles apply to all states and all businesses worldwide.<sup>28</sup> Among other things, they provide further conceptual and operational clarity for the two human rights principles championed by the Global Compact. They reinforce the Global Compact and provide an authoritative framework for participants on the policies and processes they should implement to ensure they meet their responsibility to respect human rights.<sup>29</sup>

26 <[www.unglobalcompact.org](http://www.unglobalcompact.org)>.

27 <<https://www.unglobalcompact.org/take-action/action/peace>>.

28 <[http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR\\_EN.pdf](http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf)>.

29 <[https://www.unglobalcompact.org/docs/issues\\_doc/human\\_rights/Resources/GPs\\_GC%20note.pdf](https://www.unglobalcompact.org/docs/issues_doc/human_rights/Resources/GPs_GC%20note.pdf)>.

**Children's Rights and Business Principles**

The **Children's Rights and Business Principles** provide a child rights lens to businesses' role in sustainable development, guiding companies on the full range of actions they can take in the workplace, marketplace and community to respect<sup>30</sup> and support<sup>31</sup> children's rights. The Principles call on the entire business community around the world to do no harm, evaluate its impact on the rights of children,<sup>32</sup> and take action to make a difference for children. Although the Children's Rights and Business Principles apply also in the context of humanitarian crises, Principle 9 specifically calls on companies to respect and support children affected by emergencies (see table below).

Principled-based business is critical – but also challenging to undertake in complex environments – to those affected or in the risk of being affected by humanitarian crises. It is widely recognized that the most effective way to address and reduce humanitarian crises is to prevent conflict and reduce the likelihood of, or at least prepare for, natural disasters. As more companies take up the challenge of advancing human rights, environmental protection, labour standards and anti-corruption in these challenging areas, they can not only prevent harm, but also make positive contributions to longer-term sustainable peace and development.

**PRINCIPLE 9 ON RESPECTING CHILDREN'S RIGHTS IN THE CONTEXT OF EMERGENCIES****Respect:**

- > Avoid causing or contributing to the infringement of children's rights in crisis contexts.
- > Recognize the heightened human rights risk in the context of armed conflict and other crises, such as natural disasters, and undertake human rights due diligence accordingly.
- > Take into account that emergencies can significantly increase the risk of any adverse impact on children's rights, and that certain groups of children may be more vulnerable, including children with disabilities, displaced, migrant, separated and unaccompanied children, and indigenous children, and that girls and boys may be affected in different ways.

**Support:**

- > Ensuring the rights of children affected by emergencies are met, such as access to education and protection (at school and in their communities).
- > Protecting children whose rights are affected by emergencies by raising awareness among workers and community members of the increased risks of violence, abuse and exploitation of children in such contexts.
- > Where needed and requested, and in accordance with best practices, aiding authorities and humanitarian agencies address children's life-saving needs in a crisis response. Support should be based on assessed need and within a framework of accountability to affected populations.
- > Making a positive contribution to sustainable peace and development.

<sup>30</sup> The corporate responsibility to respect – avoiding any infringement of the human rights of others, including children, and addressing any adverse human rights impact with which the business is involved. The corporate responsibility to respect applies to the company's own activities and to its business relationships, linked to its operations, products or services.

<sup>31</sup> Corporate commitment to support – in addition to respecting human rights, voluntary actions that seek to advance human rights, including children's rights, through core business activities, strategic social investments and philanthropy, advocacy and public policy engagement, and working in partnership and other collective action.

<sup>32</sup> Children's Rights in Impact Assessments, UNICEF and the Danish Institute for Human Rights, 2013; Children's Rights and Business Atlas, UNICEF and Global Child Forum, <[http://www.unicef.org/csr/css/Children\\_s\\_Rights\\_in\\_Impact\\_Assessments\\_Web\\_161213.pdf](http://www.unicef.org/csr/css/Children_s_Rights_in_Impact_Assessments_Web_161213.pdf)>.



### 3.2 Find opportunities

Both the **Sustainable Development Goals** and the **Agenda for Humanity** present unparalleled opportunities for companies to go beyond minimizing risks and doing no harm to aligning their strategies with global goals to serve societal needs. Both frameworks provide focus and leverage to enable businesses to support existing efforts to leave no one behind. Those that seek and find opportunity in advancing these goals will make positive contributions to longer-term sustainable peace and development, and will be the market leaders of tomorrow.



The Sustainable Development Goals<sup>33</sup> can be used as a source for innovation, a guidance point for investment and incentive for partnerships – ultimately leading to better performance. Companies are encouraged to assess and identify the goals that are best aligned with their specific strategic objectives and that will provide maximum impact to societies.<sup>34</sup>

All 17 SDGs and their 169 targets in the new 2030 Agenda for Sustainable Development are relevant to children’s lives. The 2030 Agenda also provides companies with a clear entry point into the Agenda for Humanity and suggests areas for action. For example, basic human needs are highlighted in the midst of humanitarian crises. As a result, the most direct impact on children’s rights and well-being is linked to actions that address issues such as hunger (SDG2), good health and well-being (SDG3), right to quality education (SDG4), and access to clean water and sanitation (SDG6). Actions taken in areas supporting poverty eradication (SDG1), gender equality (SDG5), decent work and economic growth (SDG8), a reduction of inequalities (SDG10), sustainable cities and communities (SDG11), responsible consumption and production (SDG12) and promoting partnerships for the goals (SDG17) all contribute to shaping children’s lives in the long-term while building strong and resilient

communities and businesses. Peace and justice (SDG16) and climate change adaptation (SDG13) are critical elements in preventing future conflicts and resulting humanitarian crises. The Global Goals cannot be achieved without reaching the millions of children affected by humanitarian crises.

#### Agenda for Humanity

The Agenda for Humanity<sup>35</sup> emphasizes the need to move “from delivering aid to ending need”. The United Nations Secretary-General’s report further outlines an agenda for action that includes five core responsibilities for collective action by governments, local communities, the private sector, international



organizations and aid providers, to end crises and suffering. The Agenda for Humanity provides businesses the opportunity to look at global humanitarian needs and develop new ways to meet these goals in an innovative manner.

33 <[http://www.un.org/ga/search/view\\_doc.asp?symbol=A/RES/70/1&Lang=E](http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E)>.

34 For assistance in finding the opportunity in the SDGs for your business, see the SDG Compass: <<http://sdgcompass.org>>.

35 <<http://sgreport.worldhumanitariansummit.org>>.

**How development and humanitarian organizations work together**

Major humanitarian crises trigger interventions from a wide variety of development and humanitarian organizations. It can be hard for businesses to understand how local, national and international humanitarian organizations coordinate and work together, and for good reason – it can be confusing at first sight.

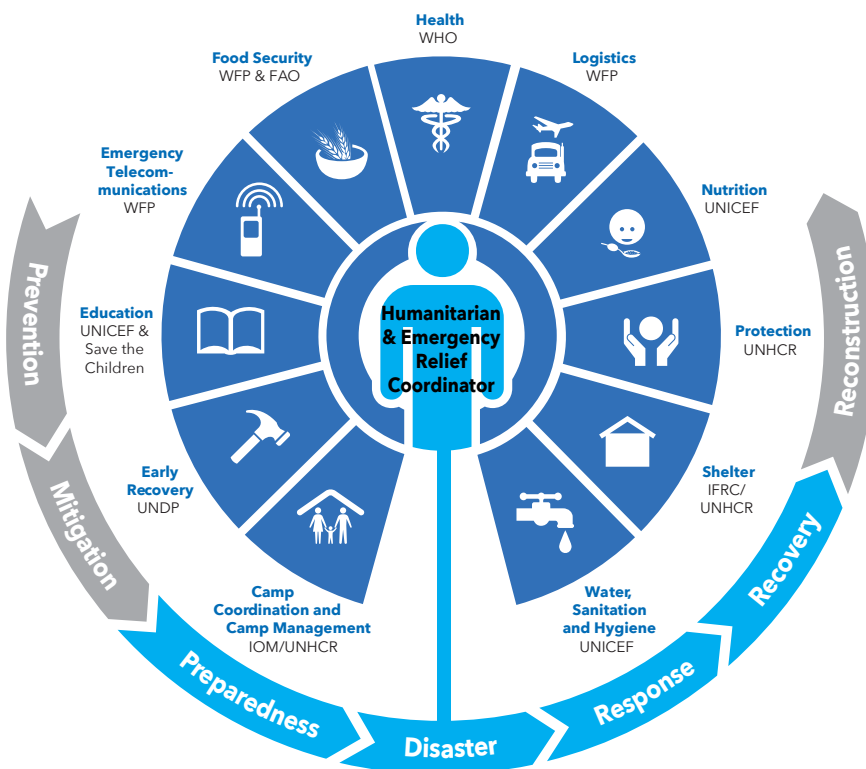
As a norm, the government provides the leadership and coordination of the humanitarian response but, in fragile or conflict settings, the government might not have the capacity to lead a neutral response, in which case the coordination function normally falls to the United Nations.

Along with the government, humanitarian actors include United Nations agencies, civil society organizations, multilateral organizations and non-government organizations (NGOs) – local, national and international – and Red Cross/Red Crescent national societies, supported by the International Federation and/or the International Committee of the Red Cross.

As a support to government coordination, the United Nations, major NGOs, the Red Cross/Red Crescent and sometimes major donors will come together in what is called the Humanitarian Country Team, under the lead of the United Nations Humanitarian Coordinator.<sup>36</sup> The Humanitarian Country Team ensures that international actors collaborate on strategic planning and coordination in support of the national response.

In addition, for major humanitarian crises, coordination is often supported by sector, or ‘cluster’, coordination structures for the critical humanitarian sectors<sup>37</sup>, normally led and chaired by the relevant government ministry and co-chaired by a designated lead humanitarian agency. Globally, the lead agencies are pre-established so that responsibility for supporting coordination is clear from the outset; however, in a specific country context, alternative coordination arrangements might be agreed. The clusters are intended to support national service delivery, sector planning and strategy, and inform the overall strategic decision making for the response, monitoring and evaluation for the sector, among other functions.

**Figure 4. The cluster approach**



<sup>36</sup> The Humanitarian Coordinator is usually the United Nations Resident Coordinator, but in major humanitarian crises, the United Nations may deploy a dedicated Humanitarian Coordinator.

<sup>37</sup> IASC Reference Module for Cluster Coordination at the Country Level, Inter-Agency Standing Committee, August 2015, <<https://www.humanitarianresponse.info/en/coordination/clusters>>.

The recovery process is usually implemented under a nationally-led recovery plan. After a major crisis, this can be supported by a post-disaster needs assessment process, or after conflict, in a post-conflict needs assessment. These are usually major data collection and analysis processes that help to quantify the impact of crises and establish recovery priorities. Engaging the national private sector is very important to these processes, recognizing that businesses can do more in partnership than they can do in isolation.

### **Emerging trends: Business pushing the humanitarian agenda**

#### *Business-to-business coordination*

Business-to-business coordination for humanitarian response is relatively rare but has been increasing, especially in the wake of Typhoon Haiyan in the Philippines and the Ebola outbreak in West Africa. Global Compact Local Networks support both local firms and subsidiaries of multinational corporations to understand what responsible business means within different national, cultural and language contexts and facilitate outreach, learning, policy dialogue, collective action and partnerships. As such, these networks provide a good starting point for companies looking to partner with peers in a specific country or context.

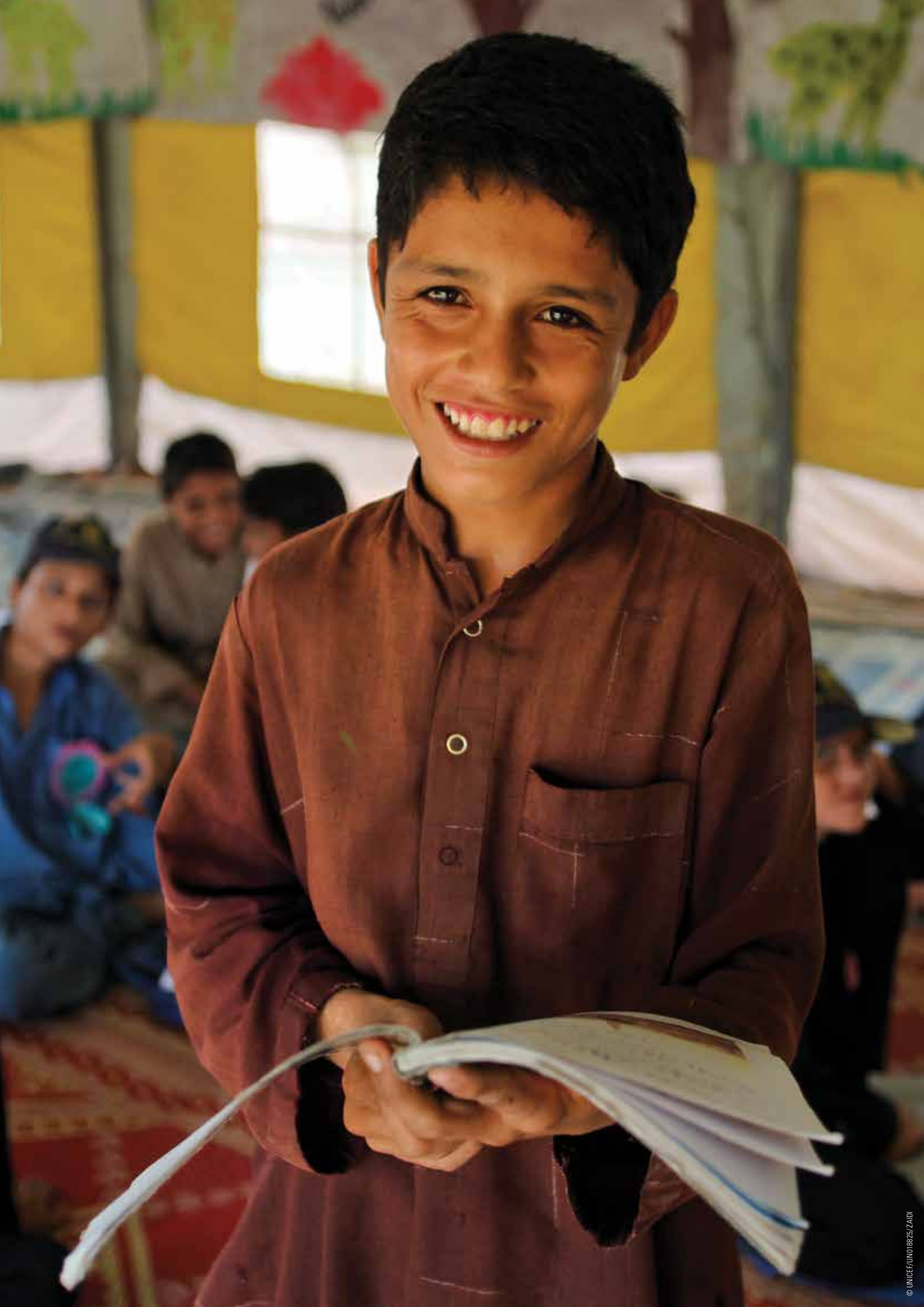
#### *Business-humanitarian coordination*

In recent years, business has become more proactive in discussing how the private sector can work with the public and non-government sectors in humanitarian action. Business, governments and humanitarian organizations have not yet come to a systematic agreement concerning how they work together in practice on emergency preparedness, response and recovery. The 'Connecting Business Initiative'<sup>38</sup> is being developed to help close this gap, and proposals for improved coordination were presented at the World Humanitarian Summit in 2016.

**United Nations-Business Action Hub** is a platform where the United Nations and business can engage in dialogue, share information and take action to advance United Nations objectives and the Sustainable Development Goals. Companies are encouraged to post projects on the website and use the platform to search for and interact with potential partners – United Nations and others – to scale the impact of their projects.

<sup>38</sup> The Connecting Business Initiative aims to assist local businesses and business associations to use and strengthen existing networks to undertake disaster risk reduction, emergency preparedness, response and recovery; conduct case study reviews and producing guidelines for the creation and operation of such business networks; and manage the creation of a global portal to connect business networks with each other and other humanitarian actors.





# CHAPTER 4. HOW BUSINESS CAN SUPPORT

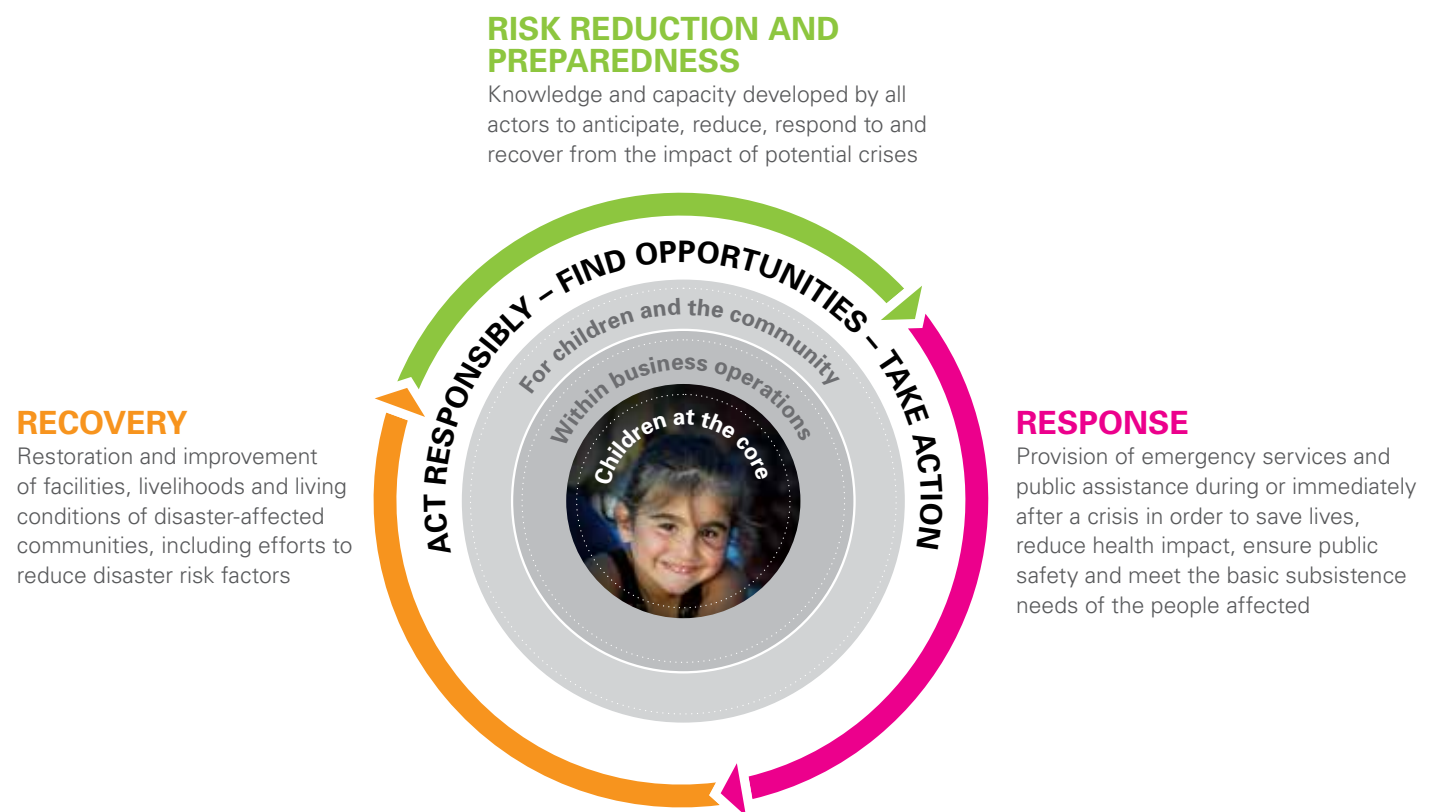
## 4.1 Humanitarian programme cycle

Although business leadership can extend far beyond financial and in-kind donations, financial support to mobilize and provide humanitarian assistance to the most affected communities at the onset of a humanitarian crisis is still essential for survival and protection.

Yet, more focus needs to be given to adopting a more systematic approach to risk reduction, mitigation and preparedness to build resilient communities and businesses in regions prone to crises, as well as to facilitate response, recovery and rebuilding and contribute to long-term peace and sustainable development.

Businesses can help to empower the next generation by implementing a 360-degree, holistic approach encompassing actions to respect and support children’s rights and well-being within business operations, for children and the community and throughout the humanitarian programme cycle (before, during and after a crisis).

**Figure 5. Steps for private sector engagement in humanitarian action**



**Risk reduction and preparedness**

Central to reducing risks and preparedness is **understanding what shocks or threats are likely** and how they will affect communities and businesses, and **identifying actions that reduce the impact and increase the resilience** of businesses and communities if and when crises occur. For any business operating in high-risk areas, risk reduction and **preparedness** make good business sense:

- Being prepared for an emergency or disaster can benefit a company directly by saving lives and preventing harm, by protecting equipment and premises and by ensuring business continuity through hardship.
- Companies that have analysed hazards and trained staff and their families to be prepared and to respond to humanitarian crises at work and in their homes will be better able to protect their employees and families and get back to work as the country recovers, which gives the company a competitive advantage.
- Supporting disaster risk reduction and preparedness and efforts in the community, especially in reaching the most vulnerable, will help build resilience.

Evidence suggests that preparedness measures taken prior to a crisis assist in making the response timelier, more appropriate to the context and, in some cases, more cost effective.<sup>39</sup>

In fact, a joint study<sup>40</sup> by the World Food Programme, UNICEF and the UK Department for International Development with the Boston Consulting Group went further to prove that increased investment in early preparedness (e.g. emergency supply prepositioning, infrastructure development, staff training and contingency arrangements for external contracting) could reduce the costs of humanitarian response by more than 50 per cent, and save more lives by facilitating swifter and more efficient humanitarian response to emergencies.

### Standby agreements to help restore water and waste management systems and prevent the outbreak of epidemics

**Veolia Environment Group**, France (water management, waste management and energy services), and **Veolia Foundation**

Veolia Environment Group, a global environmental services company, is working with UNICEF through the Veolia Foundation to bring assistance to people in need of clean water and sanitation during an emergency. The partnership between UNICEF and Veolia Foundation was formalized in 2008 as a 'Standby Agreement'. Since then, volunteers from the Foundation have been mobilized in humanitarian crises and have offered their expertise to UNICEF according to the needs. Veolia Foundation supplies human resources and equipment to affected communities in order to assess and take critical immediate action to safeguard the water supply and sanitation to prevent the outbreak of epidemics.

<sup>39</sup> IASC Reference module for the implementation of the humanitarian programme cycle, Inter-Agency Standing Committee, July 2015, <<https://interagencystandingcommittee.org/iasc-transformative-agenda/documents-public/iasc-reference-module-implementation-humanitarian>>.

<sup>40</sup> UNICEF/WFP Return on Investment for Emergency Preparedness Study, 2015, <[http://www.unicef.org/publications/index\\_81164.htm](http://www.unicef.org/publications/index_81164.htm)>.



## Response

In disaster or conflict situations, businesses which continue their operations can also have a positive humanitarian impact for the local community and especially children through:

- The delivery of essential services – such as education, health care and birth registration – and essential supplies to orphaned and other vulnerable children, and continued functioning of health care services, schools and water supply systems, utilities and transport;
- Continuity of employee livelihoods, benefiting families through business operations, fair pay and decent working conditions;
- Fulfilling corporate social responsibilities by supporting children in the crisis-affected communities where they operate through philanthropic and other efforts;
- Using their leadership and influence to call for their peers to act.

Business interest in giving help can sometimes be strongest at a time when government and humanitarian organizations are at their busiest mounting an emergency response and, therefore, least able to coordinate a response with new actors. It is critical to start engagement at the preparedness phase.

### Providing mobile services to support family tracing and reunification efforts

**Smart Communications** and **Globe Telecom**, the Philippines (mobile network operators)

In every emergency, whether a natural disaster or an armed conflict, the commotion of survival and flight leads to the separation of children from their caregivers, leaving children vulnerable to violence, economic and sexual exploitation, and trafficking. Current practices to document separated children are outdated, inefficient and paper-driven. As a result, precious hours and days are lost in efforts to reunite children with their caregivers.

In November 2013, the Philippines was hit by Typhoon Haiyan, one of the strongest storms in history. Two major mobile network operators in the Philippines – Smart Communications and Globe Telecom – provided mobile phones and unlimited calls, text messages and data connectivity for six months to support tracing and reunification efforts during both the emergency response and the recovery efforts. The provision of mobile services, combined with the use of the RapidFTR mobile phone application, enabled humanitarian workers to collect, sort and share information about unaccompanied and separated children so they could be registered for care services and quickly reunited with their families.

## Recovery

Though devastating, humanitarian crises provide opportunities to work with governments and other stakeholders to 'build back better' and strengthen systems, especially building resilience into rehabilitation and reconstruction to ensure durable solutions are in place and communities are better prepared for future disasters.

Business has a key role to play in delivering such tangible benefits to the wider population, including children, through investments that not only create jobs but also restore basic services and create new ones, introduce innovative approaches to development, and generate tax revenues for reconstruction efforts.<sup>41</sup>

For example, investing in primary education and learning opportunities can help overcome trauma and provide children with a sense of normalcy and hope for the future, and also provide children with the skills to build better, safer, healthier lives for themselves, their families and their communities, generation after generation.

### Enhancing early child development through play as a foundation for sustainable development

**The LEGO Group**, Denmark (Toys/Consumer Goods) and **The LEGO Foundation**

Millions of children are denied their right to play due to humanitarian crises and exploitation. At times of prolonged hardships, they may also experience stress which can seriously affect their healthy development.

Two partnerships were established in 2015 between the LEGO Group, the LEGO Foundation and UNICEF to support children's rights and to promote learning through play in early childhood around the world. One of the partnership commitments from the LEGO Foundation was to support children in emergencies by donating play materials to schools, community centres and child-friendly spaces. The Foundation also provides training focusing on the importance of play for practitioners, teachers and psychologists working with refugee and conflict-affected children in Ukraine, Iraq and Jordan.

To date, more than 150,000 children have benefited from the power of play, which helps to alleviate trauma, re-establish a sense of routine and normalcy, and shift to happier thoughts while building children's resilience as well as more peaceful societies.

<sup>41</sup> The role of the private sector in fragile and conflict-affected states, World Development Report 2011, background paper, Mary Porter Peschka, the World Bank, July 2010 (updated April 2011).

## 4.2 Types of engagements in support of children in humanitarian crises

Companies with operations or supply chains inside and outside countries that are facing humanitarian crises can take action individually or in partnership with others to support children and families who are at risk of, affected by or recovering from humanitarian crises. Such actions include – but are not limited to – social investment and philanthropy, core business, advocacy and public policy engagement, and partnership and collective action, noting that these categories are not mutually exclusive. These voluntary actions enable companies to pursue shared value creation through innovations and leadership.

### Social investment and philanthropy

Business can make financial or in-kind contributions, including relief items, volunteering efforts and strategic social investments to support governments, development and humanitarian organizations and the United Nations, or in some cases provide support directly to affected communities.

For companies operating in or with supply chains and customers in markets prone to conflict or disaster, providing strategic social investments and philanthropy targeting the most affected communities can directly benefit business as it will contribute to building the capacity for faster recovery.

It is advisable for business to give to and support programmes being developed and implemented by specialist/reputable organizations present in the community in coordination with government and other actors, instead of creating one-time initiatives and programmes. The business may choose to give to an organization it has already worked with, or to another established organization with a proven track record. Whatever the organization, undertaking due diligence before making a contribution to a development and humanitarian organization is essential.

Businesses can also apply their creativity and innovation to solving sustainable development challenges,<sup>42</sup> in particular through innovative financing mechanisms. For instance, businesses can contribute to the development and implementation of mechanisms such as development impact bonds, which are innovative financing instruments leveraging private sector capital and expertise with a focus on achieving development results.

Such mechanisms transform a development challenge into a smart investment opportunity for both governments and investors, as private investors are key partners in sustainable result-based financing, contributing to the achievement of the SDGs.<sup>43</sup>

### Financial contributions

Providing financial contributions to humanitarian appeals by global, national or community-based development, humanitarian and civil society organizations that are active in the crisis area is the most effective way in which business can assist before, during and after the onset of a crisis.

In fact, a large number of crises remain underfunded. In 2015, protracted crises in countries such as Afghanistan, Chad, the Democratic Republic of the Congo, Niger and Sudan struggled to attract resources and were less than 40 per cent funded. In total, UNICEF received US\$2.2 billion, or 68 per cent of its total 2015 humanitarian requirements of US\$3.3 billion.<sup>44</sup>

The need for flexible funding is critical, particularly given the highly dynamic nature of the complex emergencies that children are facing. Financial assistance enables the rapid provision of life-saving products and services for affected children and their families. For maximum effectiveness, it is essential to provide unrestricted financial donations, to give recipient organizations the flexibility to allocate the funds based on the unfolding situation and evolving needs, to provide humanitarian assistance to the most vulnerable and to help rebuild communities, thereby linking humanitarian and development action.

Financial donations have a number of advantages, especially for companies that have no direct presence or capacity in the affected area:

- Any business, large or small, located anywhere can make financial donations without special knowledge or expertise related to the crisis;
- Cash donations can be quickly collected and transferred;
- Staff and customers may find it highly motivating to support a cause and be engaged in fundraising activities.

Additionally, making multi-year funding commitments instead of one-time donations will ensure programme sustainability and long-term results.

42 Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda), July 2015, <[http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA\\_Outcome.pdf](http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA_Outcome.pdf)>

43 <<http://www.worldbank.org/en/news/feature/2015/12/21/results-focused-impact-bonds-can-improve-development-outcomes-by-involving-the-private-sector>>.

44 Humanitarian Action for Children 2016, UNICEF, January 2016, <[http://www.unicef.org/publications/index\\_89673.html](http://www.unicef.org/publications/index_89673.html)>.

Business can also support initiatives such as the newly formed Education Cannot Wait Fund,<sup>45</sup> which is explicitly seeking private sector collaboration and will help better coordinate, drive investment in and catalyse new approaches to funding and innovation to deliver education for children and youth affected by humanitarian emergencies and protracted crises.

#### How financial contributions can help

**\$2.43** – The price of a 10-litre collapsible water container, for transporting and storing water

**\$5** – The price of a large fleece blanket

**\$20\*** – The cost of one electronic voucher provided to Syrian refugee children to receive winter clothes in 2015

**\$104** – The cost of four 20 m<sup>2</sup> sheets of tarpaulin, providing simple shelter or ground sheeting for several families

**\$161** – The cost of an Immediate Response Water, Sanitation and Hygiene (WASH) and Dignity Kit, which contains the water, sanitation and hygiene and protection needs for five families, with enough consumables to last one month

**\$170** – The cost of an Early Childhood Development (ECD) Kit – a package containing early-learning and play items that address the developmental progress of children from birth to age 6; each kit contains 37 items and is designed for a group of approximately 50 children

**\$393** – The cost of an Emergency Health Kit containing essential medicines and medical devices (consumables and equipment) for a population of 1,000 persons for a period of three months

Source: UNICEF Supply catalogue; cost of transport and distribution not included.  
\* <<http://www.un.org/apps/news/story.asp?NewsID=49747#.V0ckjhHQCfA>>



45 <<http://www.educationcannotwait.org>>.



### ***In-kind contributions***

Development and humanitarian organizations, national or global, are organized to purchase the most appropriate supplies for children affected by humanitarian crises, and have in place cost-effective procurement and distribution systems at scale.

While some corporate product donations of equipment, medicines, software and telecommunications and media airtime have had a positive impact, product donations can also have limited value and high transaction costs related to, for instance, the processing of the donation outside the normal procurement process, the timing of arrival of goods and other special arrangements such as customs clearance, packing, in country distribution and transportation costs.

In-kind contributions, therefore, are most useful when:

- They are requested and fit an expressed need by the humanitarian organization;
- They are accompanied by a financial donation to cover the cost of transport and in-country distribution, training for proper use and monitoring;
- They can fill important gaps;
- They are pre-planned through a longer-term agreement with a development and humanitarian organization in advance of an emergency – trying to reach agreement on product suitability and specifications at the height of an emergency can lead to rushed decisions and to inappropriate supplies, with the goods going unused or having to be destroyed;
- They are legal in the country of destination, and carry a benefit that clearly exceeds the cost of handling.

### **Investing to improve learning opportunities for children affected by conflict**

**Pearson Plc**, United Kingdom (education)

Since the start of the conflict in Syria in 2011, it is estimated that 3.7 million Syrian children – 1 in 3 – have been growing up knowing only displacement, fear and violence. Additionally, about 2.1 million children in Syria and 700,000 in neighbouring countries are out of school, while countries hosting refugees face challenges of coping with increasing influxes.<sup>46</sup>

Pearson believes that providing education for children in conflict and emergency settings presents many unique challenges, and therefore decided to join forces with Save the Children in March 2015 to launch 'Every Child Learning'. The three-year partnership worth over £1.5 million aims to increase educational opportunities for Syrian refugees and host communities in Jordan, and to innovate new solutions to help improve the delivery of education in emergency and conflict-affected settings.

In 2015, Pearson invested £500,000 to ensure 1,400 children aged 5–13 would benefit from a learning environment that promotes quality education, protection, life skills and well-being. In addition, Pearson invested an additional £1 million to work with Save the Children to research and develop new solutions for delivering education in emergencies, drawing on the expertise and assets of both organizations. In parallel with the 'Every Child Learning' initiative, Pearson advocates so that their employees, political leaders and the general public become aware of the urgency of improving education for children affected by conflict.

<sup>46</sup> <[http://www.unicef.org/media/media\\_90453.html](http://www.unicef.org/media/media_90453.html)>; No Lost Generation Update, January-June 2016, <<http://childrenofsyria.info/2016/07/12/no-lost-generation-2016-update/>>.

**Core business**

Core business is at the heart of a company's overall business strategy and long-term relevance and profitability. Through its core business functions – including sourcing policies and procedures, hiring practices, creating decent jobs and economic opportunity through the entire value chain, training, sustainable supply chain management, and development and marketing of products and services – the private sector can help to reduce vulnerability and foster the resilience of societies. Furthermore, there is a long history of businesses being contracted to use their core business capabilities to supply and deliver the goods and services communities need at times of humanitarian crises. Without the private sector, the entire humanitarian sector would fail.

A recent report from the Overseas Development Institute<sup>47</sup> maintains that the greatest (non-financial) contribution from business in times of crisis has come in the form of new technologies and other innovations, and the sharing of technical capacities in areas such as logistics, telecommunications and cash transfer.

For these innovative tools to be scalable and sustainable, they should follow a set of principles, such as to be designed with the end user, built with local tools and people and built for sustainability, and to use open data, open standards and open source (Appendix 2. Innovation Principles).

Greater impact can also be achieved when companies pool their expertise.<sup>48</sup> For example, a group of leading global logistics companies are coordinating their crisis response efforts through the Logistics Emergency Team (LET), which supports the Logistics Cluster led by the United Nations World Food Programme. Each company has its own set of partnerships beyond the LET that can be activated to respond to needs.

**Leveraging core business assets to respond and help rebuild communities affected by disasters****UPS, USA (Logistics) and the UPS Foundation**

UPS, a global leader in logistics and transportation, commits to the lasting well-being and resilience of communities. Through the UPS Foundation, the company works with a number of humanitarian relief agencies to respond and help rebuild communities so they are better prepared to withstand future natural and human-caused disasters.

The company leverages its global reach and network in more than 220 countries and territories to provide aid when and where it is needed most. Since 2012, the UPS Foundation has partnered with United Nations agencies and NGOs in providing aid in response to the global refugee crisis in the Middle East, Europe, and Africa. In 2015, UPS provided over \$10 million in humanitarian relief funding, logistics expertise and in-kind support including 350 humanitarian shipments across 50 countries to enhance preparedness, response and recovery efforts in the aftermath of natural disasters in Nepal, Vanuatu and in support of the refugee crisis.

47 Humanitarian crises, emergency preparedness and response: The role of business and the private sector, by Steven A. Zyck and Randolph Kent, July 2014.

48 <<https://www.weforum.org/agenda/2016/05/more-businesses-are-making-it-their-business-to-address-humanitarian-crisis>>.

### Advocacy and public policy engagement

Children are less able to advocate for themselves and their needs than other groups in society. Knowing that they are among the most vulnerable in times of crisis makes it even more imperative for all key actors in society to advocate on their behalf. Business at both the national and global level can help amplify the voices of children within their spheres of influence (with customers, employees, civil society, media, business and government networks), by leveraging their influence in the local and global community and harnessing the power of communication to promote children's survival, development, protection and participation.

When organizing an advocacy campaign for instance, businesses should promote actions that will ensure that the needs of children – both girls and boys – affected by humanitarian crises are met, in the short and the long term.

Businesses that advocate for children's rights should also call on all parties to:

- Respond to the unique protection and education needs of children in humanitarian situations, which are critical needs that remain largely underfunded;
- Give children and young people a voice in the decisions that affect them, to realize their right to participate in the decisions that affect their lives and a chance to capitalize on their specific experiences and skills;
- Better prepare for the risks that children will face in the future, to better map and anticipate the risks children can face, and take preventive actions to mitigate them;
- Better match resources to children's needs, to make the most efficient use of funding for children and to fill the gap between available resources and children's needs;
- Consider the rights and needs of both boys and girls, where different.

In addition to advocacy, carrying out Communication for Development (C4D)<sup>49</sup> in the affected communities is essential, such as sharing relevant, accessible and action-oriented information so that when disaster strikes, people in affected communities know what actions to take. Timely, accurate information plays a critical role in ensuring the protection, health and well-being of all, in particular the most vulnerable.

Business can effectively contribute to advocacy and C4D in support of children by, for example, working in partnership, joining and promoting key global and national campaigns; participating in global and national conferences, events and forums; using business digital and traditional communication channels to deliver key messages to communities and raise awareness among customers, employees and other stakeholders; business leaders lobbying with government for policy changes; and contributing with data and analytics to facilitate evidence based advocacy.

#### Mobilizing the private sector to advocate for a global, collective response to the Ebola outbreak

The **Ebola Private Sector Mobilisation Group**, West Africa

Between 2013 and 2016, West Africa was affected by the largest ever Ebola epidemic. Recognizing the urgency of addressing Ebola and the need for a coordinated response, ArcelorMittal initiated the forming of the 'Ebola private sector mobilisation group' (EPSMG) in August 2014, as a platform for informal collaboration and dialogue among companies in many industries and operating in the affected countries. EPSMG started with 11 companies and expanded to include over 100 at the peak of the outbreak.

With the aim to strengthen the response while keeping business going, EPSMG facilitated the exchange of information and best practices and, through the Business Action Pledge, called on all actors to continue raising awareness and mobilizing resources to combat the virus. The Business Action Pledge also called on companies to take measures for their employees and communities to prevent infection and fight stigma, while continuing to operate in the region and contributing to recovery and to the sustainable economic development of West Africa.

<sup>49</sup> Communication for development stresses the need to support two-way communication systems that enable dialogue and that allow communities to speak out, express their aspirations and concerns and participate in the decisions that relate to their development. It is a social process based on dialogue using a broad range of tools and methods. It is also about seeking change at different levels, including listening, building trust, sharing knowledge and skills, building policies, debating and learning for sustained and meaningful change. It is not public relations or corporate communications (<<http://www.c4d.undg.org/node/22>>).



### Partnership and collective action

More than ever, development actors, humanitarian organizations and the business world recognize the importance of working in partnership and collaborating with others to achieve the Sustainable Development Goals.

In reaching communities affected by a crisis, it is best to work with others, especially the authorities that are responsible for protecting the people affected. Effective humanitarian assistance needs careful management and adherence to established humanitarian standards. Rather than working alone, businesses can maximize their impact by working with government and development and humanitarian organizations to make sure urgent needs are identified and addressed, and to reduce duplication, align efforts and harness each other's strengths.

Collective action takes place at various levels:

- Information sharing on humanitarian needs and the current situation;
- Sharing and discussion on plans or strategies;
- Pooling, sharing and allocating of assets and resources;
- Loose coordination of activity;
- Tight coordination of activity, with accountability for delivering agreed outputs.

Forming a partnership makes sense when two or more organizations decide they can combine their different strengths to achieve results they could not create on their own. Partnerships between business and development and humanitarian organizations might start with small initiatives and then develop over a period of years as trust and understanding are built progressively between organizations with different cultures and ways of working. Because they are time and resource intensive, partnerships are best when formed before or after a crisis, rather than during.

### Leveraging core business assets to support a national campaign against the spread of Zika

**Grupo Ramos, Banco BHD León, Banco Popular, ARS Palic, Grupo Universal, Conselho Nacional de Saúde (CONEP), Meliá Paradisus Resort, Meliá Caribe Tropical Hotel, Hotel Royalton, Memories Splash Hotel and Chic by Royalton Hotel, La Romana and Bayahibe Association of Hotels, Bávaro, Puntacana Association of Hotels, Federación Nacional de Comerciantes y Empresarios De la República Dominicana (FENACERD), Federación Nacional de Comerciantes Detallistas de Provisiones de la Republica Dominicana (FENACODE), and ASONAHORES, Dominican Republic.**

Millions of people are at risk of being affected by the Zika virus, which is currently present in at least 60 countries across Central and South America, Asia and the Pacific. Zika is suspected to cause microcephaly, a neurological disorder that results in babies born with abnormally small heads, as well as Guillain-Barré syndrome, a neurological disorder that can lead to paralysis and death. In the absence of specific treatment or an available vaccine, the best form of protection against Zika remains prevention.

In the Dominican Republic, a group of 16 companies representing different sectors of industry (travel and tourism, retail and banking) joined a collective action led by UNICEF Country Office, the Ministry of Health and civil society organizations to prevent the spreading of the Zika virus. Companies leveraged their core business assets, resources and communication channels to encourage their employees and customers to support a national campaign to raise awareness in the general population on Zika prevention and self-protection. Since its launch in April 2016, the campaign has reached more than 2.7 million people.





# CHAPTER 5. IN PRACTICE: SPECIFIC ACTIONS BUSINESS CAN TAKE

The way businesses prepare for, respond to and recover from humanitarian crises has a strong influence on both the short-term and long-term impact of crises on business operations and the communities where they operate.

Traditionally, support from business and other actors has been significant during responses to sudden onset emergencies such as natural disasters. However, more focus needs to be placed to adopt a more systematic approach to risk reduction, mitigation and preparedness in order to build resilient communities and businesses in regions prone to crises, as well as to facilitate response, recovery and rebuilding, and to contribute to long-term peace and sustainable development.

This new approach aims at overcoming the humanitarian and development divide and puts an emphasis on the importance of involving local actors, such as the private sector, and making better use of local capabilities. Coordination across sectors, in communities and districts and country-wide is essential for building resilience, and is more effective than independent or project-focused actions.

These considerations are equally important for businesses themselves, building their own risk management and business continuity approaches and plans to support communities in areas prone to disaster, disease outbreak, conflict or other shocks.

This section presents some concrete recommendations on actions that business can take during the preparedness, response and recovery phase to respect and support children's rights, within their business operations as well as for children and the community.



**5.1 Specific actions to take: Risk reduction and preparedness**

The tables below provide some examples of actions that businesses can take during the risk reduction and preparedness phase.

RISK REDUCTION AND PREPAREDNESS	WITHIN BUSINESS OPERATIONS	FOR CHILDREN AND THE COMMUNITY
	<p><b>Business risk management</b></p> <ul style="list-style-type: none"> <li>□ Take a decision at board or executive management level to make the business disaster resilient.</li> <li>□ Based on risk assessments, businesses can ensure that business operations are not aggravating existing hazards (e.g. contributing to desertification or erosion) and decide to avoid risk by limiting their exposure to hazards or not investing in disaster-prone areas. Cost-benefit analyses can assist firms in selecting the best mitigation options considering their relative exposure to risk, the company’s ‘risk appetite’ or degree of tolerable risk, and available resources.<sup>50</sup></li> <li>□ Conduct risk assessments at strategic points over time, such as beginning of the fiscal year, quarterly, and/or at the onset of a crisis. Actively maintain the company’s risk register over time, taking into account political, physical, economic, reputational and other relevant risks.</li> <li>□ Devise likely scenarios for a crisis that may occur in the country and assess major impact of the crisis. Amend the company risk register to include likely major hazards and their impact.</li> <li>□ Revise insurance levels/policies in line with likely scenarios.</li> <li>□ Consult with HQ or the parent company on what levels of assistance would be forthcoming in case of the likely crisis scenarios.</li> <li>□ Assess likely business losses in case of a realistic crisis scenario in the country where the company operates.</li> </ul> <p><b>Business continuity</b></p> <ul style="list-style-type: none"> <li>□ Develop a business continuity crisis response plan for the company.</li> <li>□ Create and maintain/update a business continuity plan in line with the likely scenarios to continue operations in case business is affected by different levels of disaster/crisis.</li> <li>□ Learn lessons from and/or share lessons with other companies about approaches to business continuity.</li> <li>□ Conduct a business impact analysis to identify time-sensitive or critical business functions and processes and the resources that support them.</li> <li>□ Identify critical business functions and processes and develop recovery strategies.</li> <li>□ Create a business continuity team and conduct training, testing and exercises to evaluate recovery strategies and the plan.</li> </ul>	<p><b>Risk assessment</b></p> <ul style="list-style-type: none"> <li>□ Provide expertise and access to resources to support national and local risk assessments and analysis, including by:               <ul style="list-style-type: none"> <li>– Conducting joint-risk analyses with development partners to identify and prioritize the most urgent hazards facing the country’s national public and private systems, communities and individuals;</li> <li>– Supporting national and local risk data gathering;</li> <li>– Making available data on hazards, vulnerability and capacity.</li> </ul> </li> </ul> <p><b>Disaster risk reduction</b></p> <ul style="list-style-type: none"> <li>□ Collaborate with other businesses, for instance through Global Compact Local Networks or other business networks/associations, to identify good practices in disaster risk reduction.</li> <li>□ Join a national platform or international initiative (such as the <a href="#">United Nations-Business Action Hub</a> or the <a href="#">Connecting Business initiative</a>) or other government or United Nations led national grouping on disaster risk reduction.</li> <li>□ Coordinate with local government in promoting basics of risk reduction, including prevention, mitigation or preparedness before humanitarian crises hit.</li> <li>□ Support formal and non-formal education campaigns in disaster and climate risk reduction through after-school clubs, parent-teacher associations, business forums, etc.</li> <li>□ Where national preparedness is inadequate, advocate with government to institute a preparedness process, and contribute business skills and assets to underpin the process.</li> </ul>

<sup>50</sup> Resilient Business for Resilient Nations and Communities, United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), Asian Disaster Preparedness Center (ADPC) and R3ADY Asia-Pacific (R3ADY), November 2015, <Resilient Business for Resilient Nations and Communities | United Nations ESCAP>.

RISK REDUCTION AND PREPAREDNESS	WITHIN BUSINESS OPERATIONS	FOR CHILDREN AND THE COMMUNITY
	<p><b>Safeguarding measures for employees</b></p> <ul style="list-style-type: none"> <li>□ Educate and train staff on risk awareness, key life-saving actions in the event of a humanitarian crisis (e.g. earthquake, tsunami, fire and flood drills), depending on the local hazards, considering both actions at work and at home.</li> <li>□ Train staff on how to best mitigate the potential risks linked to the crisis, for instance by promoting safe hand-washing practices during an epidemic or delivering first aid for office and home.</li> <li>□ Set up services to support early warning alerts to employees.</li> <li>□ Create a contingency fund for supporting staff affected by humanitarian crises.</li> <li>□ Adjust HR policies to include allowance for special leave and other measures for staff to have working time flexibility at a time of crisis to ensure their children are found and kept safe.</li> <li>□ Support diversity, social cohesion and conflict resolution in the workplace through representation of different ethnic and cultural groups.</li> </ul> <p><b>Child-sensitive risk management practices</b></p> <ul style="list-style-type: none"> <li>□ Adopt company policy that takes a cogent view and assessment of risk management, encompassing political and disaster risks and risks of child rights violations.</li> <li>□ Embed children’s rights in company policies and procedures to create a culture of respect for children’s rights and to recognize these rights as a core value of the business.</li> <li>□ Assess risks to children due to the business operations and elaborate action plan to address impact on children of any negative business practices.</li> <li>□ Where possible and with the support of experts to ensure safety and meaningful engagement, consult with children – both girls and boys – as part of the assessment, in close collaboration with experts.</li> <li>□ Examples of how to embed and integrate assessment findings include corporate action to:<sup>51</sup> <ul style="list-style-type: none"> <li>– Amend job descriptions to include responsibility for children’s rights;</li> <li>– Educate key managers and staff about key principles of humanitarian action, child rights and labour policies, and explain that child labour obstructs a child’s right to an education.</li> </ul> </li> </ul>	<p><b>Disaster risk reduction (continued)</b></p> <ul style="list-style-type: none"> <li>□ Business can bring business continuity and preparedness concepts and practices to other local businesses or to basic services in areas they are supporting:             <ul style="list-style-type: none"> <li>– Basic services such as schools, health services and water and sanitation facilities in communities where businesses operate;</li> <li>– For the pre-positioning of supplies, for instance to retrofit buildings;</li> <li>– For the pre-positioning of critical commodities, in particular those that need to be internationally sourced;</li> <li>– To the legislation for building codes and conducting risk assessments to inform infrastructure work.</li> </ul> </li> <li>□ Facilitate risk awareness.</li> <li>□ Join national preparedness and/or emergency simulation exercises (government or United Nations-led).</li> <li>□ Set up services to support early warning alerts in schools, health facilities and the broader community, including through two-way communication with most risk-prone communities (e.g. through mobile phone technology).</li> </ul> <p><b>Child-sensitive risk management practices</b></p> <ul style="list-style-type: none"> <li>□ Work with humanitarian organizations and human rights experts to source expert assistance with children’s rights due diligence, and on disaster risk reduction, preparedness, response and recovery.</li> </ul> <p><b>Child rights advocacy</b></p> <ul style="list-style-type: none"> <li>□ Leverage the company’s communication assets and influence vis-à-vis the government and other stakeholders to raise awareness on children’s rights and child rights issues. Discuss how children’s rights can be assessed and hazards on children mitigated.</li> <li>□ Advocate for the development of policies to protect the right to education.</li> </ul> <p><b>Multi-stakeholder initiatives</b></p> <ul style="list-style-type: none"> <li>□ Join a national platform or international initiative such as <a href="#">the Global Alliance for Humanitarian Innovation (GAHI)</a>, which was launched at the World Humanitarian Summit in May 2016. GAHI is a network comprised of governmental actors, knowledge institutes, businesses and humanitarian organizations, bringing together a unique combination of resources, expertise and capabilities. It aims at turning ideas into action by promoting innovative tools and practices in humanitarian preparedness and response.</li> </ul>

51 Children are Everyone’s Business, Workbook 2.0, A guide for integrating children’s rights into policies, A guide for integrating children’s rights into policies, impact assessments and sustainability reporting, UNICEF, December 2013, <[http://www.unicef.org/csr/css/Workbook\\_2.0\\_231213\\_Web.pdf](http://www.unicef.org/csr/css/Workbook_2.0_231213_Web.pdf)>.

**WITHIN BUSINESS OPERATIONS**

- Educate key managers on the Children’s Rights and Business Principles and children’s rights due diligence:
  - Train, empower and incentivize staff to deliver on child rights goals and in the context of disaster risk reduction, preparedness, response and recovery;
  - Assign a focal point to champion children’s rights within the company;
  - Ensure the sensitivity of grievance mechanisms for child rights issues;
  - Set up an ombudsperson for children who can be approached by both girls and boys;
  - With regard to suppliers, partners or others with whom the business is linked, ensure respect for children’s rights is built into contract modalities; additionally, providing training and capacity-building opportunities can help a business use its leverage to mitigate hazards to children.
- Take action to identify, prevent and minimize adverse impact of businesses’ operations, products and services on the community, environment and natural resources while safeguarding the health and safety of the public, and children in particular.

**Conflict-sensitive business practices**

- Implement conflict-sensitive business practices.

**Skills and workforce development**

- Support apprenticeship, mentoring programmes and education initiatives that will equip young people – women and men – with workplace skills such as decision-making and leadership.

**FOR CHILDREN AND THE COMMUNITY**

**Partnership**

- Determine most relevant humanitarian partner(s) with which to develop an informal or formal relationship, with the objective of providing support before, during and after a humanitarian crisis response.
- Reach agreements with one or more development or humanitarian response organizations on key services the business can provide to help humanitarian response to the community in the event of a crisis, for instance by:
  - Committing to make water services available;
  - Providing logistics support;
  - Agreeing to provide expanded services at fixed pricing (i.e. agreeing not to raise prices on private water supply services even as demand increases). This will require business continuity planning to ensure that the business is ready to operate.
- Strengthen community-private sector partnerships to identify, support and finance national efforts to improve school security measures, especially in high-risk areas.
- Promote a dialogue between youth and the community. Young people are often active and constructive participants in creating solutions, and companies should call on their skills.

**Philanthropy and social investment**

- Make financial donations to humanitarian organizations for the provision of commodities such as vaccines or insecticide-treated nets for malaria prevention.
- Invest in education programmes.
- Support early childhood development services for employees’ children in communities with limited education opportunities.

**Skills and workforce development**

- Invest in training, mentoring and capacity building activities and development of technologies that improve the ability of the education system to cope and respond to education needs.



RISK REDUCTION AND PREPAREDNESS	WITHIN BUSINESS OPERATIONS	FOR CHILDREN AND THE COMMUNITY
		<p><b>Business core assets</b></p> <ul style="list-style-type: none"> <li>□ In discussion with humanitarian organizations, consider what business assets can be made available as part of a national preparedness plan, for example:             <ul style="list-style-type: none"> <li>– By providing free use of warehousing space to store relief supplies;</li> <li>– Advance agreements on physical assets to be provided for a disaster response;</li> <li>– Technical assistance and expertise, for instance to improve supply chain of essential commodities (vaccines, safe injection materials, essential medicines, medical and diagnostic supplies, bed nets, micronutrients, therapeutic food, educational supplies, equipment and supplies to ensure safe drinking water).</li> </ul> </li> <li>□ Invest in research and development for the creation of new products or services and innovative solutions, for instance:             <ul style="list-style-type: none"> <li>– Solutions to create a safer environment in camps for girls and women (e.g. new types of shelters ensuring privacy) or floating schools – on boats – allowing children to go to school during monsoon season and giving them a chance to continue their education;</li> <li>– Solutions to support health and nutrition surveillance systems;</li> <li>– Low-cost learning materials, innovative teaching methods and tools that foster creative and entrepreneurial thinking;</li> <li>– Child-friendly training and materials for home preparedness and for community outreach.</li> </ul> </li> <li>□ Provide access to technology and innovations that benefit underserved markets and populations (e.g. with vaccines, the use of telecommunications for family tracing and reunification, cash transfers in emergencies, the development of ready-to-use therapeutic foods to treat malnutrition, and the development and supply of personal protective equipment for Ebola workers).</li> </ul>

5.2 Specific actions to take: Response

The tables below provide some examples of actions that businesses can take during the response phase.

RESPONSE	WITHIN BUSINESS OPERATIONS	FOR CHILDREN AND THE COMMUNITY
	<p><b>Business continuity</b></p> <ul style="list-style-type: none"> <li>□ Activate the business/crisis response plan.</li> <li>□ Assess whether the business can continue to operate safely, and at what level.</li> <li>□ If business is stopped, make plans for it to restart as soon as safely possible.</li> <li>□ Assess damage to property and assets, make them secure and initiate insurance claims and/or plan and cost immediate repairs needed to get the business restarted.</li> <li>□ Repair assets, get communication up and running.</li> <li>□ Keep markets and distribution lines open as far as possible.</li> <li>□ Restore supply lines, work with suppliers and find alternative suppliers as necessary.</li> <li>□ Consult with other businesses to see how through mutual support and sharing of assets businesses can be helped to resume operations. Business-to-business support within a same sector to help get businesses back on their feet can be critical.</li> <li>□ Update the risk register and business continuity plan in the light of actual crisis events.</li> </ul> <p><b>Safeguarding measures for employees</b></p> <ul style="list-style-type: none"> <li>□ Check that staff and their families are safe and move them to safety, if possible.</li> <li>□ Send relief assistance to employees and their families, prioritizing the children of the most affected employees.</li> <li>□ As far as possible, continue to pay salaries so that employees' children do not become vulnerable.</li> <li>□ Give special leave to parents or caregivers to ensure their children are safe and are located, if separated.</li> <li>□ Assess or reassess the impact of business on children in an emergency situation and what role the company plays, such as by collecting information on children in humanitarian crises as a key part of heightened attention to due diligence.</li> </ul>	<p><b>Philanthropy and social investment</b></p> <ul style="list-style-type: none"> <li>□ Make financial donations to humanitarian organizations (local, national or international, as most relevant). This financial contribution can help:             <ul style="list-style-type: none"> <li>– Provide and distribute emergency shelter supplies and non-food items to improve conditions of affected people;</li> <li>– Provide and distribute immediate food relief;</li> <li>– Provide medical care;</li> <li>– Provide and distribute essential education supplies;</li> </ul> </li> <li>□ Offer products as in-kind contributions (see recommendations on page 30). Please note that each humanitarian organization has its own criteria for acceptance of in-kind donations.</li> </ul> <p><b>Support to critical sectors</b></p> <ul style="list-style-type: none"> <li>□ Support critical sectors that help communities and first responders, such as the telecoms industry, trucking and transport businesses, medical suppliers, water and sanitation suppliers, and producers of therapeutic feeding supplies and shelter materials. In some cases, communities depend on these services or supplies directly; in other cases, they are critical to the functioning of basic life-saving services.</li> </ul> <p><b>Leveraging of core business assets</b></p> <ul style="list-style-type: none"> <li>□ With government and/or humanitarian organizations, and based on pre-agreed arrangements, offer physical assets – transport, logistics, distribution and warehousing – that will allow responders to deliver assistance to the most vulnerable populations.</li> <li>□ Offer provision of services. Telecommunications businesses, for example, can provide services to support reliable information sharing to affected communities, humanitarian responders and the mobile network. They can ensure connectivity to support:             <ul style="list-style-type: none"> <li>– Access to information and life-saving messages for people affected by humanitarian crisis;</li> <li>– Improved communication between critical service points such as health centres, schools and their supporting government and humanitarian actors to ensure continued effective response;</li> <li>– Hearing from and giving voice to affected people and communities and therefore contributing to wider humanitarian accountability.</li> </ul> </li> </ul>

RESPONSE	WITHIN BUSINESS OPERATIONS	FOR CHILDREN AND THE COMMUNITY
	<p><b>Safeguarding measures for employees (continued)</b></p> <ul style="list-style-type: none"> <li>□ Exercise special precautions to safeguard children’s rights in conflict zones by understanding, following and monitoring the application of key guidelines for business operations in conflict zones,<sup>52</sup> especially as they concern children’s rights.</li> <li>□ The guidelines urge for the protection of children from recruitment into irregular armed groups by private security providers or a country’s formal armed forces; safeguards for children separated from their families or relatives against trafficking or sexual exploitation; and respect for child labour standards, supply chain integrity and other principles.</li> <li>□ Strengthen monitoring systems to ensure that children’s rights and labour standards are being rigorously applied.</li> <li>□ Be particularly alert to trafficking for labour or sexual exploitation of children who have been separated from their families.</li> <li>□ Where a business identifies that it has caused or contributed to an adverse impact on human and children’s rights, it should provide for or cooperate in their remediation through legitimate processes, including effective operational level grievance mechanisms or judicial mechanisms, as appropriate.</li> </ul> <p><b>Responsible business practices</b></p> <ul style="list-style-type: none"> <li>□ Collect information on the crisis from local outlets on the situation in communities where the business operates and share this information with organizations coordinating the response (government, United Nations or other agencies, as appropriate).</li> <li>□ Ensure market availability and accessibility of essential goods.</li> <li>□ Maintain affordable prices of products and services despite the crisis or shortage of supply, so it does not reduce the disposable income and deprive families from accessing products that are essential for their well-being.</li> <li>□ When doing business with the United Nations, accept and comply with the United Nations Supplier Code of Conduct.<sup>53</sup></li> </ul>	<p><b>Leveraging of core business assets (continued)</b></p> <ul style="list-style-type: none"> <li>□ Connectivity can also provide a critical support to mobile money for cash grants and to data collection to inform humanitarian response.</li> <li>□ Support services which are essential for the delivery and continuity of social protection programmes.</li> <li>□ Provide technical expertise and support for the repairing of damaged facilities such as health care services, schools and water supply systems.</li> <li>□ Offer the help of pre-trained volunteers for deployments.</li> </ul> <p><b>Innovative solutions</b></p> <ul style="list-style-type: none"> <li>□ Invest in research and development to provide innovative solutions improving :             <ul style="list-style-type: none"> <li>– Access to safe water, sanitation support and hygiene services;</li> <li>– Health and nutrition surveillance and assessments;</li> <li>– Dissemination of life-saving messages or Internet-related services;</li> <li>– Data collection;</li> <li>– Family tracing and reunification;</li> <li>– Innovative and flexible education learning models to support teachers and learning activities and promote participation of children and youth.</li> </ul> </li> </ul> <p><b>Advocacy and public policy engagement</b></p> <ul style="list-style-type: none"> <li>□ Leverage existing networks (including industry groups or business associations, customers, points of sale/retailers and suppliers) and influence to raise awareness on key issues. For instance, develop campaigns through mass media and the private sector to raise awareness on the importance of hygiene and hand-washing and the consequences of not doing so or not doing it properly, in particular during an epidemic.</li> <li>□ Advocate for child protection and raise awareness on physical violence, gender-based violence and abuse and the importance of providing psychosocial care during emergencies.</li> <li>□ Disseminate life-saving messages on health, nutrition, hygiene and sanitation promotion and child protection.</li> </ul> <p><b>Partnership and collective action</b></p> <ul style="list-style-type: none"> <li>□ Consult with other businesses to see how, through mutual support and sharing of assets, businesses can support humanitarian and development partners with urgent actions, such as coordinating delivery of school, nutrition, hygiene, shelter and/or other supplies through provision of free or low-cost supplies’ transportation.</li> </ul>

52 Guidance on Responsible Business in Conflict-Affected & High-Risk Areas: A Resource for Companies and Investors, June 2010, WHO.

53 United Nations Supplier Code of Conduct, <<https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct>>.



**5.3 Specific actions to take: Recovery**

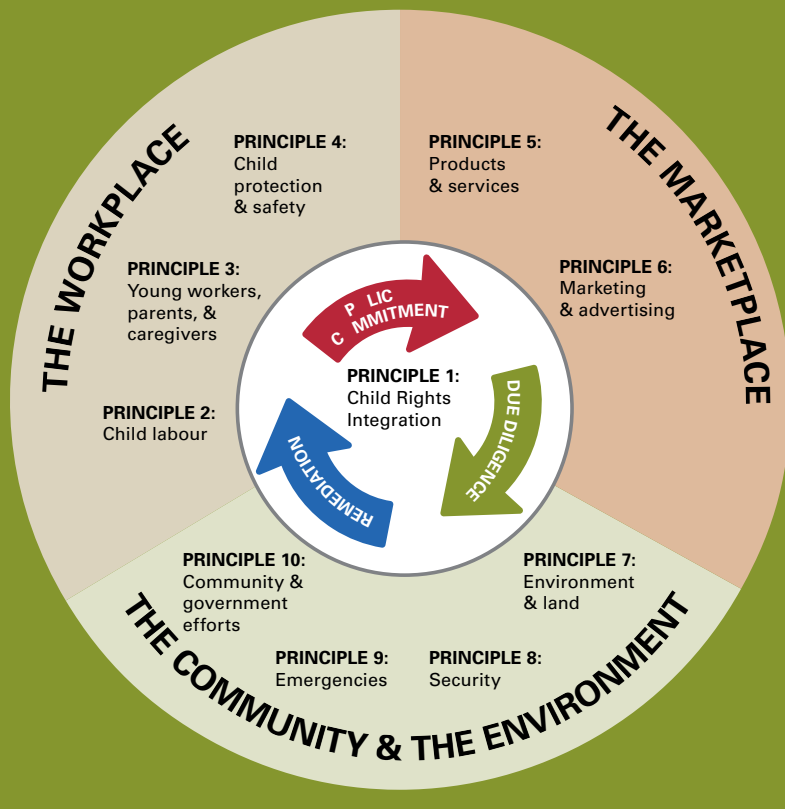
The table below provides some examples of actions that businesses can take during the recovery phase.

RECOVERY	WITHIN BUSINESS OPERATIONS	FOR CHILDREN AND THE COMMUNITY
	<p><b>Recovery plan</b></p> <ul style="list-style-type: none"> <li>□ Invest in repairs to the company infrastructure.</li> <li>□ Undertake an internal lessons learning exercise to see how the company could respond more effectively to future crises. Share with other businesses and partners, as relevant.</li> <li>□ Stabilize and rebuild the business and supply chain, with an added attention to risk reduction/mitigation in how and where structures or supply routes are rebuilt.</li> <li>□ Learn from and share the lessons of the company’s experiences in humanitarian assistance. A company that has contributed to relief efforts should consider identifying and publicizing lessons learned about its contribution to support children’s rights, protect employees, customers and communities, and the cooperation with other businesses, government and humanitarian organizations. Transparent lesson-sharing will help mutual learning and confidence building, and in overcoming misperceptions.</li> <li>□ Promote risk reduction messaging to staff members and clients as they recover (e.g. on home repair and reconstruction). This is ideally coordinated with national authorities.</li> </ul>	<p><b>Philanthropy and social investment</b></p> <ul style="list-style-type: none"> <li>□ Support recovery, for example by investing funds and/or staff time to restore and re-equip schools, health care, nutrition and epidemiological surveillance systems, and access to safe water and sanitation and hygiene facilities, and support the delivery of essential services.</li> </ul> <p><b>Business resilience</b></p> <ul style="list-style-type: none"> <li>□ Build local business capacity and expand and establish markets over the long term.</li> </ul> <p><b>Advocacy and public policy engagement</b></p> <ul style="list-style-type: none"> <li>□ Support peace-building and reconciliation initiatives, in coordination with local and national government and humanitarian actors.</li> <li>□ Support child soldier demobilization programmes and their reintegration into the family and community, in coordination with local and national government and humanitarian actors.</li> <li>□ Promote recovery efforts and risk reduction legislation and practice, such as land use planning, building codes and retrofitting to avoid ‘risk creation’, to avoid situating basic services in flood risk zones, constructing below code buildings and to reconstruct safe schools and water points able to withstand hazards.</li> <li>□ Leverage networks and influence to promote good practices, such as the adoption of disaster-resilient construction norms and standards or better food processing practices including fortification of complementary foods to help young children meet their daily nutritional requirements.</li> </ul> <p><b>Innovative solutions and business models</b></p> <ul style="list-style-type: none"> <li>□ Develop innovative business models. For instance, where affordable complementary foods for children are not available from local production, private sector or private-public business models can be explored to address this gap, capitalizing on the experience of the private sector and in accordance with normative guidance (e.g. the Code, relevant World Health Assembly resolutions, the ongoing work on the inappropriate marketing of complementary foods, and the Codex Alimentarius).</li> </ul> <p><b>Reconstruction efforts</b></p> <ul style="list-style-type: none"> <li>□ Provide technical expertise and support for the rehabilitation or construction of new facilities such as schools and health facilities to be built in compliance with disaster-resilient standards.</li> <li>□ Contribute to government-led or United Nations-led post disaster or post-conflict needs assessment and recovery planning.</li> <li>□ Contribute to the national reconstruction plan.</li> </ul>

# APPENDIX 1. CHILDREN'S RIGHTS AND BUSINESS PRINCIPLES

The remaining nine Principles encourage business to implement these core actions by considering the impact on children of all their activities and their relationships related to the workplace, marketplace, community and the environment.

The principles can be mapped for action in:



- 1** Meet their responsibility to **respect children's rights** and commit to supporting the human rights of children
- 2** Contribute to the **elimination of child labour**, including in all business activities and business relationships
- 3** Provide decent work for **young workers, parents and caregivers**
- 4** Ensure the **protection and safety of children** in all business activities and facilities
- 5** Ensure that **products and services are safe**, and seek to support children's rights through them
- 6** Use **marketing and advertising** that respect and support children's rights
- 7** Respect and support children's rights in relation to the **environment and to land** acquisition and use
- 8** Respect and support children's rights in **security arrangements**
- 9** Help protect children affected by **emergencies**
- 10** Reinforce **community and government** efforts to protect and fulfil children's rights

# APPENDIX 2. INNOVATION PRINCIPLES

The following set of principles represents a concerted effort by donors to capture the most important lessons learned by the development community in the implementation of technology-enabled programs. Having evolved from a previous set of implementer precepts endorsed by over 300 organizations, these principles seek to serve as a set of living guidelines that are meant to inform, but not dictate, the design of technology-enabled development programs.



## ONE: DESIGN WITH THE USER

- › Develop context-appropriate solutions informed by user needs.
- › Include all user groups in planning, development, implementation, and assessment.
- › Develop projects in an incremental and iterative manner.
- › Design solutions that learn from and enhance existing workflows, and plan for organizational adaptation.
- › Ensure solutions are sensitive to, and useful for, the most marginalized populations: women, children, those with disabilities, and those affected by conflict and disaster.



## TWO: UNDERSTAND THE ECOSYSTEM

- › Participate in networks and communities of like-minded practitioners.
- › Align to existing technological, legal, and regulatory policies.



## THREE: DESIGN FOR SCALE

- › Design for scale from the start, and assess and mitigate dependencies that might limit ability to scale.
- › Employ a “systems” approach to design, considering implications of design beyond an immediate project.
- › Be replicable and customizable in other countries and contexts.
- › Demonstrate impact before scaling a solution.
- › Analyze all technology choices through the lens of national and regional scale.
- › Factor in partnerships from the beginning, and start early negotiations.



## FOUR: BUILD FOR SUSTAINABILITY

- › Plan for sustainability from the start, including planning for long-term financial health, e.g., assessing total cost of ownership.
- › Utilize and invest in local communities and developers by default, and help catalyze their growth.
- › Engage with local governments to ensure integration into national strategy, and identify high-level government advocates.



## FIVE: BE DATA DRIVEN

- › Design projects so that impact can be measured at discrete milestones with a focus on outcomes rather than outputs.
- › Evaluate innovative solutions and areas where there are gaps in data and evidence.
- › Use real-time information to monitor and inform management decisions at all levels.
- › When possible, leverage data as a by-product of user actions and transactions for assessments.



## SIX: USE OPEN DATA, OPEN STANDARDS, OPEN SOURCE, OPEN INNOVATION

- › Adopt and expand existing open standards.
- › Open data and functionalities, and expose them in documented APIs (Application Programming Interfaces) where use by a larger community is possible.
- › Invest in software as a public good.
- › Develop software to be open source by default with the code made available in public repositories and supported through developer communities.



## SEVEN: REUSE AND IMPROVE

- › Use, modify, and extend existing tools, platforms, and frameworks when possible.
- › Develop in modular ways favoring approaches that are interoperable over those that are monolithic by design.



## EIGHT: ADDRESS PRIVACY & SECURITY

- › Assess and mitigate risks to the security of users and their data.
- › Consider the context and needs for privacy of personally identifiable information when designing solutions and mitigate accordingly.
- › Ensure equity and fairness in co-creation, and protect the best interests of the end-users.



## NINE: BE COLLABORATIVE

- › Engage diverse expertise across disciplines and industries at all stages.
- › Work across sector silos to create coordinated and more holistic approaches.
- › Document work, results, processes, and best practices, and share them widely.
- › Publish materials under a Creative Commons license by default, with strong rationale if another licensing approach is taken.

For more information, visit  
[DIGITALPRINCIPLES.ORG](http://DIGITALPRINCIPLES.ORG)



# APPENDIX 3. UN GLOBAL COMPACT'S TEN PRINCIPLES

The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment, and anti-corruption:

## HUMAN RIGHTS

- Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights; and  
Principle 2 make sure that they are not complicit in human rights abuses.

## LABOUR

- Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;  
Principle 4 the elimination of all forms of forced and compulsory labour;  
Principle 5 the effective abolition of child labour; and  
Principle 6 the elimination of discrimination in respect of employment and occupation.

## ENVIRONMENT

- Principle 7 Businesses should support a precautionary approach to environmental challenges;  
Principle 8 undertake initiatives to promote greater environmental responsibility; and  
Principle 9 encourage the development and diffusion of environmentally friendly technologies.

## ANTI-CORRUPTION

- Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.

# APPENDIX 4. RESOURCES

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# ABBREVIATIONS

<b>C4D</b>	Communication for development
<b>CRBP</b>	Children's Rights and Business Principles
<b>CRC</b>	United Nations Convention on the Rights of the Child
<b>GAHI</b>	Global Alliance for Humanitarian Innovation
<b>LET</b>	Logistics Emergency Team
<b>NGO/INGO</b>	Non-governmental organization/international NGO
<b>SDGs</b>	Sustainable Development Goals
<b>UN Global Compact</b>	United Nations Global Compact
<b>UNICEF</b>	United Nations Children's Fund
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization
<b>WHS</b>	World Humanitarian Summit



**United Nations**  
Global Compact

