



# Program summary

[www.theriseinitiative.org](http://www.theriseinitiative.org)

# What

The R!SE Initiative is an **ambitious global response** to a daunting global challenge. It is a new way of collaborating, on a global scale, to unlock the potential for public and private sector actors who are ready and willing to make a step forward and take **leadership on disaster risk reduction**.

**From response to prevention, from competing to collaborating, from suffering and losses to resiliency and shared value, the time to act is now, one step at a time, working together to reduce disaster risks and build more resilient communities and a more sustainable global economy**

The United Nations Office for Disaster Risk Reduction (UNISDR) and PricewaterhouseCoopers (PwC), join with The Economist Intelligence Unit (EIU), Florida International University (FIU), Principles for Responsible Investment (PRI), AECOM and Willis as well as other companies and institutions to support the R!SE Initiative. The developing alliance builds on pioneering work already undertaken by UNISDR, PwC and others in the context of the 2013 Global Assessment Report on Disaster Risk Reduction (GAR13).

The overall objective of the R!SE Initiative is to make all investments risk-sensitive. Focused on collaboration and tangible action to achieve risk-sensitive investments, R!SE will contribute to building the resilience of local communities and the global economy as a whole. Consultations held with the private sector in Europe, Asia and the Americas in the context of the launch and presentation of GAR13 have highlighted growing momentum, interest and engagement with disaster risk reduction.

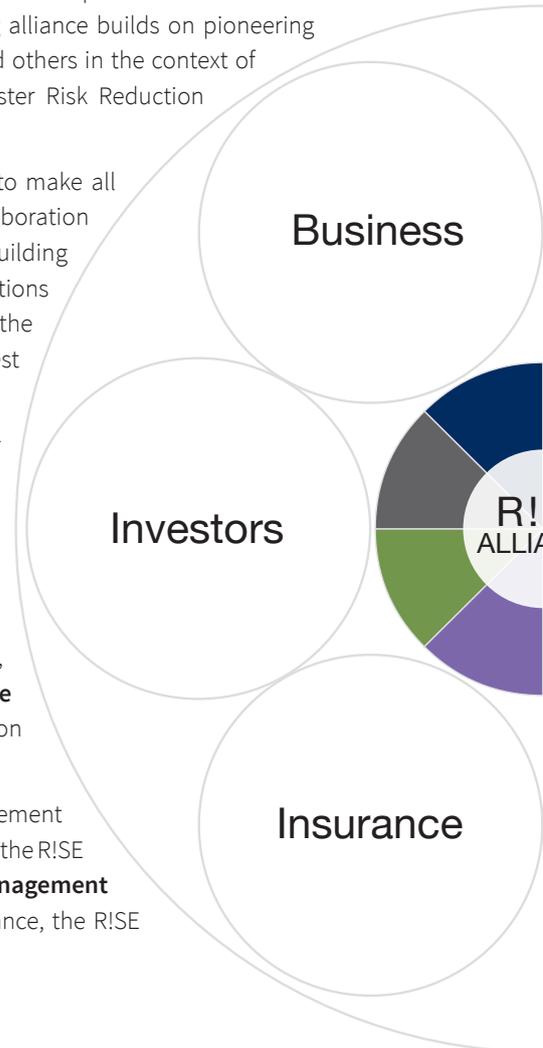
The evidence and recommendations published in GAR13 provide the roadmap for the Initiative which embodies the value proposition for **investing in prevention** through 8 Activity Streams of direct relevance to both the private and public sectors, including business strategies, factoring in risk metrics, development of disaster risk management (DRM) industry standards and disaster risk investment principles, business education, city-level resilience and the role of insurance. By bringing together 6 connected communities – business, investors, insurers, public sector, education professionals and civil society – R!SE aims to **convene stakeholders** who have the ability and resources to influence the future direction of DRM.

The Initiative will facilitate the **exchange of experience and knowledge** to implement tangible disaster risk reduction projects and will be underpinned by the creation of the R!SE Trust Fund, an independent trust fund managed through a **clear, effective management structure**. The Initiative will be comprised of 4 unique elements: the R!SE Alliance, the R!SE Activity Streams, the R!SE Portal and the R!SE Trust Fund.

By providing support to the R!SE Initiative, either financial, human or knowledge resources, your organization will be able to **visibly contribute** to a unique effort to develop **more effective disaster risk management strategies** for business and the public sector. In alliance with leading international organizations, businesses and academic institutions, your organization will be able to tap into the knowledge pool and global network of the Initiative to

allow you to **identify and apply practical tools** for the management of disaster risk and opportunities in your current and future management practices and investment.

With a 6-year horizon to 2020 for achievement of its ambitious goals and programs of work, the R!SE Initiative seeks to build a **strong alliance that spans the globe, connects countries** and allows for open exchange within and between industries and sectors.



# Why

## “Economic losses from disasters are out of control and can only be reduced in partnership with the private sector”

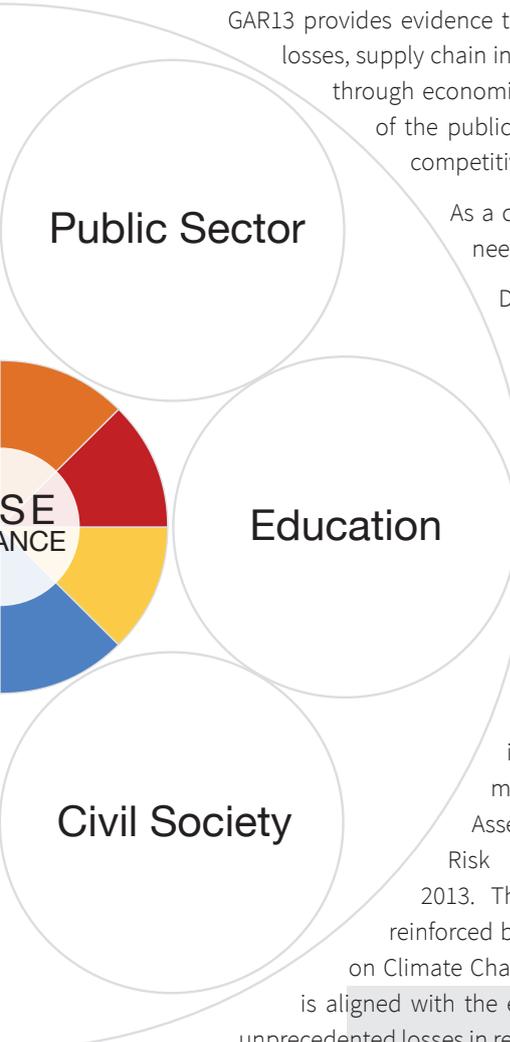
These words by Ban Ki-moon, Secretary-General of the United Nations, highlight the need for business and government leaders to act now. Since the creation of the major governance bodies in the middle of the last century, fundamental shifts in global politics and the economy mean that today’s challenges go beyond the mandate or ability of the public sector alone.

GAR13 provides evidence that shows the growing impact of disasters on business through escalating direct losses, supply chain interruptions and wider effects on performance and reputation. These impacts ripple through economies and societies as a whole. At the same time, business depends on the capacity of the public sector to provide the resilient infrastructure and urban systems which underpin competitive and sustainable economies.

As a consequence of these impacts, businesses are becoming increasingly aware of the need to address disaster risks across their whole value chain.

Despite increasing awareness of disaster risk and investments in risk management, losses continue to rise. Direct disaster losses alone are at least 50% higher than currently reported, affecting business performance and undermining longer-term competitiveness and sustainability. Whilst there is an emerging alignment of the international agendas on sustainable development, climate change and disaster risk reduction, much practical action is required to build long-term resilience. The private sector is critical; it must become one of the drivers of change.

The Initiative will be formally launched in New York in 2014 and will be aligned with the work leading up to the Climate Summit in September 2014.



Public Sector

Education

Civil Society

### DECREASE shared risks

Worse is yet to come. That is the clear and unequivocal message of the UN Global Assessment Report on Disaster Risk Reduction released in May 2013. The scientific case for action, reinforced by the Intergovernmental Panel on Climate Change (IPCC) in September 2013, is aligned with the economic case for action with unprecedented losses in recent years from super disasters in the United States, Japan, the Philippines, Thailand, Australia, New Zealand, the EU, Pakistan, India and beyond. Yet, “business as usual” investment continues in areas of known high hazard such as river basins and low-lying coastal regions.

This accumulation and concentration of risk is beyond any single nation to manage. Public-private sector collaboration has already proven its worth in the 2011 disasters in Japan and New Zealand. The opportunity before us is to unlock the broader potential to de-risk our future, your future.

### INCREASE shared value

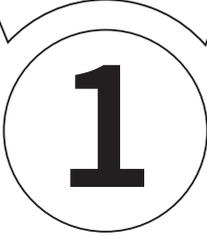
Instead of continuing to create shared risks, risk-sensitive investment can begin to create shared value. When devastating earthquakes hit New Zealand in 2010 and 2011, at least one company was prepared. Energy provider Orion invested \$6 million into making its utility network disaster resilient and as a result was able to continue operations through its upgraded facilities during and after the earthquakes.

The company is estimated to have saved \$30 to \$50 million in direct asset replacement costs alone. Moreover, Orion directly contributed to substantial savings to Christchurch’s economy and society due to its ability to continue to provide electricity during and after the disaster.

It is in this way that disaster risk-sensitive business investment and practice creates shared value for individuals, businesses and societies as a whole.



**VISION**  
CREATE RISK-RESILIENT  
SOCIETIES



**OBJECTIVE**  
MAKING INVESTMENTS  
RISK-SENSITIVE

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# Background

UNISDR's engagement with the private sector began in 2010 with the creation of the Private Sector Advisory Group (PSAG) and the Private Sector Partnership (PSP). In 2012, UNISDR and PwC began collaborating on a global initiative to develop risk-resilient societies. This has now evolved into the RISE Initiative for Disaster Risk-Sensitive Investments.

The economic value at risk from natural hazards continues to rise. The private and public sectors have been witness to an alarming number of occasions where a disaster that takes place in one region has resulted in considerable impacts in another. Our modern and interdependent economy might be more productive, but growing exposures, wealth and interconnectivity also make it much more vulnerable to natural hazards. Our ability to build resilience has not kept pace with our ability to grow.

By federating leading companies around the

idea of collaborative disaster risk reduction in 2012, UNISDR and PwC have made a first step in fostering joint public-private approaches for disaster risk reduction.

## What are the key achievements of UNISDR and PwC's collaborative work to date?

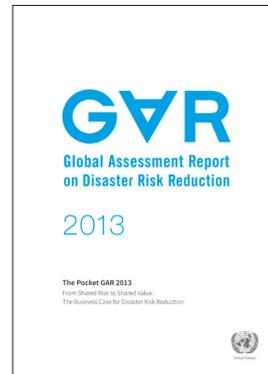
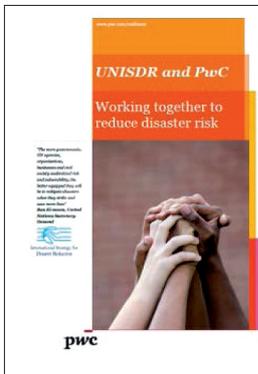
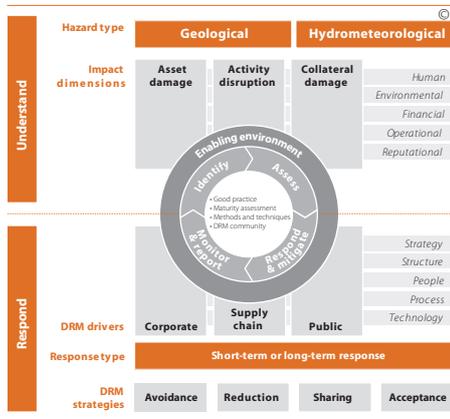
Cross-industry and cross-sector collaboration is a largely untapped opportunity, the benefits of which could be very significant at the global and local community level. This is the conclusion reached from workshops conducted with 14 leading private sector companies from various industries, all having a global footprint and being widely exposed to natural hazards.

Moreover these companies displayed the desire to share know-how and collaborate with peers to reduce disaster risk. During the 14 workshops we conducted with chief risk officers, chief supply chain officers and business continuity planning leaders with access to their company's board:

- ▷ **We observed that the private sector has unique disaster risk reduction capabilities gained from responding to recent disasters**
- ▷ **We identified the challenges which hinder collaborative action today**
- ▷ **We validated the Disaster Risk Management Framework (DRM-F) which provides a common understanding of DRM across industries and sectors and creates the basis for formalizing and capturing knowledge and experience**

Our results are published in the biennial Global Assessment Report (GAR) and in a publication titled 'UNISDR and PwC Working together to reduce disaster risk' which was favorably received by both the UN community and private sector companies.

Based on the interest expressed by private sector companies and public sector organizations alike, UNISDR and PwC have jointly recognized the need to create a public-private DRM alliance where exchange can be facilitated in a safe environment with consideration of private sector intellectual property and reputation.



The RISE Initiative emerged based on this preliminary work with the objective to create an open, global alliance within which to collaborate to accelerate progress towards achieving risk-sensitive investments

# The Alliance

**The Alliance illustrates that disaster risk management is everybody's business.** Beyond the achievements of the Activity Streams, the main value of the Initiative is to strengthen the links among the companies impacted by natural hazards and all the public and private stakeholders who contribute to disaster risk reduction. The goal is to tap into the desire for collaboration and create a safe, secure space for more effective public and private sector sharing of knowledge and experience to accelerate the implementation of good practice and encourage disaster risk-sensitive investment.

The RISE Initiative will develop projects with the objective to facilitate the dissemination of knowledge, good practice and experiences which will help investors to make risk-sensitive choices and build safer and more resilient societies. To achieve this objective, 6 main categories of stakeholder communities have been identified

as key actors to strengthen the consideration of disaster risk in investments. Broadly the business, investors and insurance communities represent the private sector institutional financing and risk transfer mechanism. The public sector, education and civil society communities represent the stakeholders with which there remains an untapped opportunity for collaboration and the need for a common language and framework approach to disaster risk management.

The short-term objective of the Initiative is to gather a wide range of actors from these 6 communities to facilitate exchange and to jointly execute the collaborative projects detailed in the 8 Activity Streams.

A dedicated web portal will be designed and launched in 2014 to facilitate collaboration and to enable information and knowledge sharing across the Alliance and beyond.

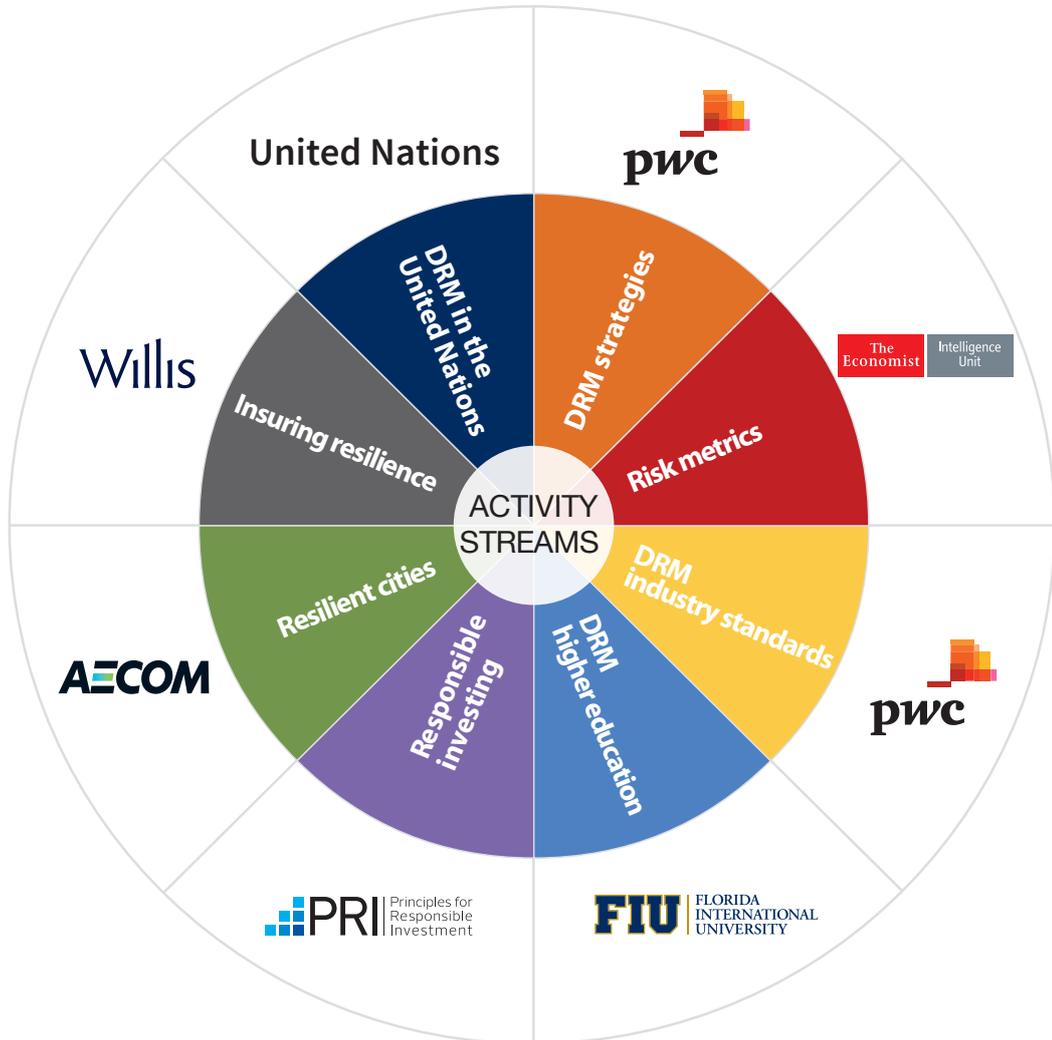


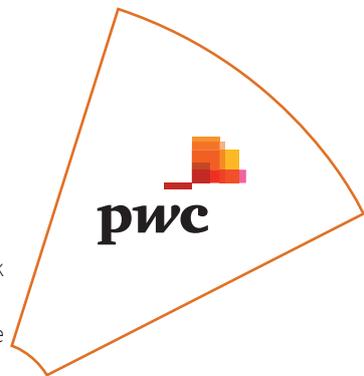
# The Activity Streams

The RISE Initiative is structured around 8 Activity Streams with the aim to deliver tools, recommendations and good practice to implement comprehensive disaster risk management for investments. The preliminary work described in the background has identified 8 streams of improvement which can be materialized through concrete projects and activities and transformed into outcomes to

create shared value.

The following visual illustrates the 8 Activity Streams and the leaders in charge of the coordination of the projects. Each Activity Stream has been developed to welcome a number of other contributors interested in bringing expertise, knowledge, experience as well as financial resources.





## DRM strategies

**Activity Stream 1** will support the private sector in developing improved disaster risk management capacities.

**By 2020**, 100 global businesses will be in the position to make disaster risk-sensitive investment decisions based on relevant risk metrics and risk management information.

This Activity Stream led by PwC is designed to improve the private sector’s disaster risk management capabilities. The Disaster Risk Management Framework (DRM-F) developed by PwC in collaboration with UNISDR and 14 large corporations in 2012, will be further enhanced and provides the foundation to identify common DRM areas of interest and challenges across the private sector. The R!SE Initiative will provide the safe environment, from an intellectual property (IP) and reputation perspective, which will allow the private sector to share knowledge openly and effectively with peers.

The community of companies in this Activity Stream will jointly prioritize commonly identified

DRM areas of interest and challenges. Based on these, the DRM-F will be used as a backbone to achieve three objectives:

- ▷ Identify global business good practices that address prioritized DRM areas of interest and challenges.
- ▷ Leverage these good practices to improve understanding of global business’ direct and indirect exposure across the value chain, and identify short and long term preventive actions to minimize them.
- ▷ Develop and apply business benchmarking tools across the Alliance to help global business improve the understanding of their overall exposure and mature their DRM actions.

### ACTIVITIES

- ▷ Develop a common DRM vocabulary.
- ▷ Develop a knowledge management inventory and its maturity model.
- ▷ Develop an approach on how to efficiently collect know-how and initiate collection (in collaboration with Activity Stream 6).
- ▷ Develop risk information, metrics and maturity assessment/benchmarking tools of direct relevance to the activities above (in collaboration with Activity Streams 2, 6 and 7).

### OUTCOMES

- ▷ Relevant benchmarking tools (e.g. a maturity assessment tool).
- ▷ Formalized process to gather and share private and public know-how.
- ▷ A cross-sectoral, global business network capable of exchanging knowledge and good practice in DRM strategy development and implementation.

### WHY THIS MATTERS FOR YOUR ORGANIZATION

**Beyond the positive reputational impact of playing an active role in this Initiative, your organization will gain essential insights on current and future DRM good practice within and outside your sector:**

- ▷ Levels of value chain exposures deemed acceptable by your peers.
- ▷ Cross-sector expert advice on DRM critical topics, challenges and solutions.
- ▷ Tools to help define your organization’s DRM maturity as well as methods and techniques to improve it.

### HOW YOUR ORGANIZATION CAN CONTRIBUTE

**Your organization has a unique opportunity to become an active member of Activity Stream 1 and be part of the R!SE Initiative by:**

- ▷ Funding the projects in Activity Stream 1.
- ▷ Contributing members of your organization to work directly on Activity Stream 1 projects.
- ▷ Sharing knowledge and expertise with other organisations participating in Activity Stream 1 and across R!SE via the R!SE Portal.

# Activity Stream 2

## Risk metrics

**Activity Stream 2** will support the development of improved risk metrics for business and economic forecasting.

**By 2020**, this Activity Stream will have developed revised metrics to quantify disaster risk for economic policy and corporate planning, tested in at least 20 country contexts.

This Activity Stream led by The Economist Intelligence Unit (EIU) will develop a disaster-specific risk model which leverages its experience in developing country-level operational risk ratings. The model will score countries based on the likelihood that, in the occurrence of a disaster, their business operating environment will suffer disruptions. This analysis will capture issues such as countries' level of preparedness, capacity to recover and exposure of GDP to disasters.

The aim of this Activity Stream is also to work towards developing a framework to systematically factor disaster risk into investment decisions and corporate planning. With an ambitious end-goal of developing disaster risk-specific discount rates at a country-level, the EIU will explore the development of a framework to allow disaster risk metrics such as Annual Average Loss (AAL) and Probable Maximum Loss (PML), available from the UNISDR Global Risk Model, to be factored into investment decisions.

### ACTIVITIES

- ▷ Develop new tools for including risk of disaster in country-level analysis.
- ▷ Assess measures of disaster risk within the context of broader country-level operational risk.
- ▷ Include risk metrics AAL and PML into investment decisions.
- ▷ Standardize risk metrics to move from response to prevention.
- ▷ Include industry-specific weightings for the disaster risk scores where possible.

### OUTCOMES

- ▷ Disaster-specific risk model for country forecasts and ratings (in collaboration with Activity Stream 7).
- ▷ Framework to factor disaster risk into business investment decisions and corporate planning (in collaboration with Activity Stream 1).
- ▷ Both of the above tested across a sample of at least 20 representative countries with varying risk levels for both models.

### WHY THIS MATTERS FOR YOUR ORGANIZATION

**Your organization will gain essential insights and knowledge about risk-sensitive investments and country level risk exposure and preparedness:**

- ▷ Improved country level assessments.
- ▷ New risk models with DRM inclusiveness.
- ▷ Improved corporate planning and decision making on risks and investments.

### HOW YOUR ORGANIZATION CAN CONTRIBUTE

**Your organization has a unique opportunity to become an active member of Activity Stream 2 and be part of the RISE Initiative by:**

- ▷ Funding the projects in Activity Stream 2.
- ▷ Contributing relevant data and industry-specific information.
- ▷ Sharing knowledge and expertise with other organisations participating in RISE.
- ▷ Participating in reviewing and testing discount rates and risk metrics.

# Activity Stream 3

## DRM industry standards

**Activity Stream 3** will support the development of voluntary industry standards for disaster risk management (DRM).

**By 2020**, 10 industry sectors adopt voluntary DRM standards and certification.

This Activity Stream led by PwC is designed to improve private and public sector disaster risk management capabilities through voluntary industry standards. This Activity Stream will be highly strategic in that it can influence and strengthen social demand for disaster risk-sensitive products, ranging from cities, tourist destinations, agricultural products and others, and thus establish disaster risk management as a strong value proposition for business by building trust in markets for new products and services that contribute to disaster risk reduction at a local level.

This Activity Stream will engage with interested corporations, industry sector bodies, public

sector regulatory bodies as well as organizations producing rankings, indexes and indicators to explore and develop innovative approaches to voluntary industry standards for disaster risk-sensitive investment.

Furthermore, this Activity Stream will select products and services that are risk-sensitive based on geographical location, industry and demand and identify DRM voluntary industry standards options for pilot projects (in collaboration with Activity Streams 1 and 6).



### ACTIVITIES

- ▷ Develop pilot projects for selected regions, industries and products or services (in collaboration with Activity Stream 7).
- ▷ Monitor pilot project progress and develop lessons learned.
- ▷ Develop standards by applying lessons learned from pilot projects.
- ▷ Develop certification process for the adopted DRM industry standards.

### OUTCOMES

- ▷ Monitoring system and systematic collection of lessons learned made available on the R!SE Portal.
- ▷ At least 10 industry sectors adopt voluntary DRM standards and certification.

### WHY THIS MATTERS FOR YOUR ORGANIZATION

**Your organization will have the opportunity to collaborate across sectors and take a lead role in developing voluntary industry standards and certification to address the social demand for risk-sensitive products:**

- ▷ Definition of cross-sector incentives for resilient investments which will ultimately become incentives for your organization.
- ▷ Be ahead of the curve by customizing the future products of your organization to comply with and exceed voluntary industry standards and certification.

### HOW YOUR ORGANIZATION CAN CONTRIBUTE

**Your organization has a unique opportunity to become an active member of Activity Stream 3 and be part of the R!SE Initiative by:**

- ▷ Funding the projects in Activity Stream 3.
- ▷ Contributing members of your organization with specific expertise at a product or service strategic development level to collaborate on projects.
- ▷ Sharing knowledge and expertise with other organisations participating in Activity Stream 1 and across R!SE via the R!SE Portal.



## DRM higher education

**Activity Stream 4** will support academic institutions, training centers and courses, and business associations in improving their curricula on business risk management.

**By 2020**, in three global regions, at least 10 leading business schools will offer new and/or enhanced disaster risk management (DRM) courses or modules in their MBA-type programs, and at least 10 training or business education providers will offer cutting-edge DRM content, methodologies, and ready to use tools and/or software to business leaders in large, medium, and small enterprises.

This Activity Stream led by FIU will integrate the following three components into a coherent and values-based DRM approach: business continuity (BC), corporate social responsibility (CSR), and disaster risk reduction (DRR). One sub-stream will focus on strengthening MBA-type curricula and instructional faculty in business schools by assisting in the creation of state-of-the-art DRM courses and modules aimed at the “next generation” of business leaders, particularly those heading toward the increasingly important position of Chief Risk Officer (CRO).

The other sub-stream will focus on more immediate private sector impacts by working with training institutions, professional associations, chambers of commerce, and/or university outreach programs to provide short duration, intensive, and practically oriented courses. The participation targets will not be restricted to executives in large companies, which normally have DRM multiplier effects through their respective supply chains, but also leaders and owners of medium and small enterprises concerned about post-disaster business survival, timely recovery, and long-term sustainability.

### ACTIVITIES

- ▷ Merge BC-CSR-DRR into a comprehensive DRM approach with practical methodologies.
- ▷ Identify institutions offering MBA programs willing and able to contribute to the R!SE Initiative for both education and outreach.
- ▷ Develop university-level DRM courses and modules, and design commensurate faculty development/re-tooling programs in current DRM approaches, practices, and tools.
- ▷ Identify training institutions, professional associations, chambers of commerce, and/or universities willing and able to contribute to the R!SE Initiative.
- ▷ Develop short, practical, training level DRM experiences for current business leaders and owners.

### OUTCOMES

- ▷ A combined BC+CSR+DRR values-based DRM approach.
- ▷ A suite of state-of-the-art university-level DRM courses and modules.
- ▷ At least 10 leading business schools in at least three global regions having incorporated state-of-the-art DRM into their MBA curricula.
- ▷ An integrated BC+CSR+DRR toolbox for DRM which is scalable to large, medium, and small businesses.
- ▷ At least 10 DRR outreach and/or extension initiatives targeting medium and small businesses.
- ▷ A ‘higher education and training’ network capable of multilateral DRM knowledge exchange.

### WHY THIS MATTERS FOR YOUR ORGANIZATION

**Supporting and actively participating in Activity Stream 4 means that you and your organization will:**

- ▷ Access cutting-edge DRM knowledge, techniques, and tools.
- ▷ Benefit from employees with relevant training and skill sets.
- ▷ Be part of a global community that shapes future leaders and improves risk based decision-making.

### HOW YOUR ORGANIZATION CAN CONTRIBUTE

**Your organization has a unique opportunity to become an active member of Activity Stream 4 and be part of the R!SE Initiative by:**

- ▷ Funding the projects in Activity Stream 4.
- ▷ Contributing to the identification of key gaps in current teaching and training.
- ▷ Sharing your DRM knowledge and experience.
- ▷ Advocating improved DRM to governments, the private sector, the media and civil society organizations.

## Responsible investing

**Activity Stream 5** will engage major institutional investors such as sovereign wealth and pension funds to consider disaster risk in their investment portfolios.

**By 2020**, 1000 asset owners and investment managers supported principles for disaster risk-sensitive investments as part of their ongoing commitment to responsible investment.

This Activity Stream led by PRI will commit to improving existing principles and regulations for responsible investment and sustainable management of investment funds and to explore the opportunity for incorporating metrics and principles that discourage investments which increase disaster risk. For example, the United Nations-supported Principles for Responsible Investment (PRI) have been developed to improve the understanding and practice of investors in relation to sustainability issues such as sound environmental management, social responsibility and development, and corporate governance.

More than 1000 asset owners and investment managers as signatories to the PRI already

agree that the consideration of these issues in investment decision-making can positively affect the performance of investment portfolios as well as contribute to their mid- to long-term sustainability. As such, the incorporation of relevant risk metrics into the existing principles will further contribute to these objectives. This Activity Stream will produce concrete guidance (either in the form of principles or standards) for the investment community on assessing and managing the risk of disaster impacts to their investment portfolio as well as the levels of disaster risk that these portfolios may generate over time and space.

### ACTIVITIES

- ▷ Explore potential for inclusion of disaster risk considerations into existing guidance, standards and principles for responsible investment.
- ▷ Reach out to 100 large institutional investors to explore the opportunity for integrating disaster risk considerations into current investment practice.
- ▷ Incorporate relevant disaster risk management issues into existing principles for responsible investment (in collaboration with Activity Stream 2).
- ▷ Develop a toolbox and guidance to support practical application of the principles incorporated in DRM and expand existing outreach to signatories to build awareness and understanding.

### OUTCOMES

- ▷ Set of recommendations on the potential inclusion of disaster risk metrics into existing investor standards and principles such as the PRI.
- ▷ Endorsement of 200 large asset owners and/or fund managers for principles/ standards that incorporate disaster risk and risk management.
- ▷ Current signatories to existing principles for responsible investment understand implications of inclusion of disaster risk considerations into existing principles.
- ▷ Toolbox and guidance for investment community to apply the principle(s) to investment decision-making, fund management and ownership practice.

### WHY THIS MATTERS FOR YOUR ORGANIZATION

**Engaging in this Activity Stream will allow you to make your financial investments sensitive to disaster risk. The benefits include:**

- ▷ Strengthening the performance and long-term sustainability of investment portfolios.
- ▷ Meeting the best interest of your clients and beneficiaries for which you have a fiduciary responsibility.
- ▷ Contributing to an investment landscape that is more closely aligned with the objectives of an inclusive society.

### HOW YOUR ORGANIZATION CAN CONTRIBUTE

**Your organization has a unique opportunity to become an active member of Activity Stream 5 and be part of the RISE Initiative by:**

- ▷ Reviewing your investment decision-making process and ownership practice through the lense of exposure and vulnerability to natural hazards.
- ▷ Joining other investors in the revision of how existing investment practice can be strengthened by incorporating disaster risk metrics.
- ▷ Supporting the development of concrete guidance through financial and in-kind contributions.
- ▷ Signing up to agreed principle(s) for responsible and risk-sensitive investment.



## Resilient cities

**Activity Stream 6** will support local business communities and government departments to increase disaster resilience in their municipalities and cities.

**By 2020**, this Activity Stream will apply a quantitative “Resiliency Scorecard” to measure city-level disaster preparedness and resilience as well as a toolkit to facilitate public-private sector engagement on disaster risk reduction, response planning and recovery. Pilot projects and dialogues in at least 50 municipalities will have brought together leaders from the public and private sectors to jointly reduce disaster risk, improve disaster response planning and take steps to accelerate recovery and build resiliency.

This Activity Stream led by AECOM will build on the results of previous collaboration in the form of a city Resiliency Scorecard that functions as a city-level benchmarking tool for preparedness. The Resiliency Scorecard was jointly developed by IBM and AECOM and is based upon the “Making My City Resilient” campaign’s “Ten Essentials”.

The Resiliency Scorecard will be initially tested and issued on the UNISDR website in 2014. While it is a tool that cities can use to benchmark their present level of preparedness and create roadmaps to improve, in this Activity Stream it is taken as a

starting point to improve municipal risk-sensitive planning and to facilitate public-private sector working groups that jointly address gaps in disaster risk management.

Previous experience of the Dutch government and private sector in connecting public and private entities responsible for critical infrastructure in risk-sensitive cities will feed into this Activity Stream and provide support in developing consistent and consensus-based methodologies and recommendations at the city level.

### ACTIVITIES

- ▷ Apply Resiliency Scorecard and facilitate periodic review and updating.
- ▷ Perform at least 50 applications of the Resiliency Scorecard in cities in emerging, developing and developed countries and revise to increase utility.
- ▷ Facilitate active dialogue between private and public actors in small and large cities.

### OUTCOMES

- ▷ Resiliency Scorecard applied in at least 50 cities.
- ▷ Apply/utilize and refine the Resiliency Scorecard toolkit for public-private sector workshops for action in resiliency planning, response and recovery.
- ▷ Dialogue between public-private sector on current and future disaster risk management in at least 50 cities.

### WHY THIS MATTERS FOR YOUR ORGANIZATION

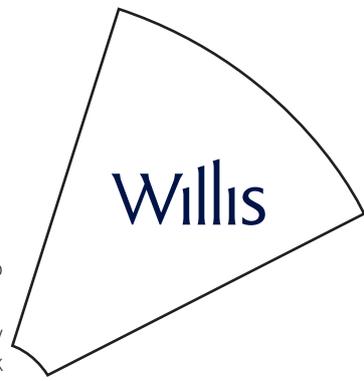
**Your organization will gain a better understanding of risk levels and management capacities of cities using a consistent, structured methodology for assessment:**

- ▷ Gain access to government decision-makers and relevant leaders in your municipality.
- ▷ Be able to participate in an open dialogue with city governments and other businesses operating in your municipality to jointly improve risk management practices and investment decision making.
- ▷ Use the Resiliency Scorecard tool to gauge progress year to year.

### HOW YOUR ORGANIZATION CAN CONTRIBUTE

**Your organization has a unique opportunity to become an active member of Activity Stream 6 and be part of the R!SE Initiative by:**

- ▷ Funding the projects in Activity Stream 6.
- ▷ Participating as a private or public representative in the testing and application of the Resiliency Scorecard.
- ▷ Sharing your experience in the development and refinement of a toolkit for public-private exchange.
- ▷ Participating in one of the 50+ public-private dialogues for joint risk-sensitive planning and decision-making.
- ▷ Providing good practice and know-how from your peers and public sector counterparts.



## Insuring resilience

**Activity Stream 7** will increase access to optimal and sustainable disaster insurance to the wider global community, particularly in emerging economies.

**By 2020**, 50 businesses will have benefited from access to improved insurance capacity and 200 (re-) insurers will have revised the pricing of risk based on state-of-the-art risk data.

This Activity Stream led by Willis will support the aspiration that everyone possible should have access to the benefits of sustainable and effective insurance.

It will further support the correct pricing of risk and the development of insurance incentives for disaster risk reduction.

Insurance enables populations to understand, manage and share risk at local and global scales, through public, private and mutual mechanisms: insurance is the ultimate community product.

Insurance translates science into sustainable

risk frameworks; informs safe public policy, guides widespread risk-sensitive rules, codes and behaviours and provides support and care at times of loss. When risk is priced correctly and incentives for risk reduction are built in, insurance saves lives and livelihoods.

However, levels of disaster insurance remain inadequate in both developing and developed countries, insurance recoveries are often a fraction of disaster losses. In response to growing disaster risks and need for resilience, this lack of vital coverage must change.

### ACTIVITIES

- ▷ Understanding Disaster Risk: Apply insurance science, data, models and mapping with externally available data/models to support populations, policy and insurance carriers (in collaboration with Activity Streams 2 and 3).
- ▷ Enhance disaster insurance capacity and coverage: Engage sustainable capital to develop insurance facilities for the widest possible global community (in collaboration with Activity Streams 1 and 3).
- ▷ Insurance Development Fund: Explore applying a \$1 levy on qualifying insurance transactions to support the R!SE Trust Fund.

### OUTCOMES

- ▷ Suite of materials to help quantify and manage risks.
- ▷ Access to sustainable insurance capacity, based on ‘resilience criteria’ and range of solutions aligned to benefit stakeholders in the R!SE Initiative, including incentives for disaster risk reduction.
- ▷ Insurance development fund utilized to provide resilience education programs to relevant communities and authorities.

### WHY THIS MATTERS FOR YOUR ORGANIZATION

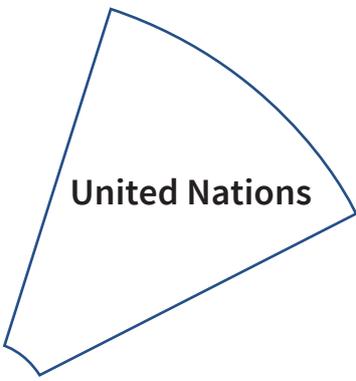
**Supporting and actively participating in Activity Stream 7 will allow your organization to:**

- ▷ Access to state-of-the-art insurance models and analytics enabling you to understand and mitigate risks.
- ▷ Access to new, sustainable insurance capacity that fundamentally understands and appropriately prices the value of your DRM strategy, activities and processes.
- ▷ Support of a global network of independent experts in DRR, risk modelling and re/insurance.

### HOW YOUR ORGANIZATION CAN CONTRIBUTE

**Your organization has a unique opportunity to become an active member of Activity Stream 7 and be part of the R!SE Initiative by:**

- ▷ Funding the projects in Activity Stream 7.
- ▷ Developing high quality disaster insurance capacity and services for exposed communities and stakeholders.
- ▷ Providing access to insurance analytics and science to support risk awareness and insurance solutions.
- ▷ Providing access to expertise, networks and relationships to support the objectives of the R!SE Alliance increasing access to insurance infrastructure.



## DRM in the United Nations

**Activity Stream 8** will be developed to facilitate joint learning in support of the United Nations system’s efforts in building resilience to disasters and climate risks. It will be an opportunity to exchange lessons from practical experience of the public and private sector and access relevant tools and instruments developed in RISE.

**By 2020**, new risk information, risk management tools and good practice from the private sector will have been shared, on demand, with organisations of the UN system.

This Activity Stream will be developed over the next years, in collaboration with interested organisations in the United Nations. It is proposed that through an exchange with the companies and expert institutions active in the other Activity Streams, lesson learned can be shared in support of the resilience of the UN system.

Good practices in disaster and climate risk management and risk information can be made available through this Activity Stream to strengthen the resilience and sustainability of its operations in times of crisis.

The aim is to allow for findings and tools from the other 7 Activity to be shared by private sector and academic partners of RISE on demand and closely aligned with existing UN-wide efforts and programmes in resilience building.

Relevant management bodies and agencies within the UN will be consulted in developing this Activity Stream to ensure that all proposed actions are connected with ongoing risk management processes across the UN system.

### ACTIVITIES

- ▷ Identify good practice and relevant risk information from other 7 Activity Streams relevant to the United Nations’ efforts in building its own resilience to disasters.
- ▷ Enable sharing of relevant practice and strategies from the private sector for the delivery of the UN Plan of Action on Disaster Risk Reduction (on demand).
- ▷ Facilitate dialogue with relevant private sector actors for interested parts of the UN system (on demand).

### OUTCOMES

- ▷ Section on RISE Portal with good practice that is potentially applicable to the UN system.
- ▷ Adapted tools for interested UN entities based on RISE findings and in alignment with ongoing efforts of the UN to build resilience (on demand) developed.
- ▷ Dialogue between UN entities and private sector companies and service providers facilitated (on demand).

**WHY THIS MATTERS FOR YOUR ORGANIZATION**

**Supporting and actively participating in Activity Stream 8 will allow your organization to:**

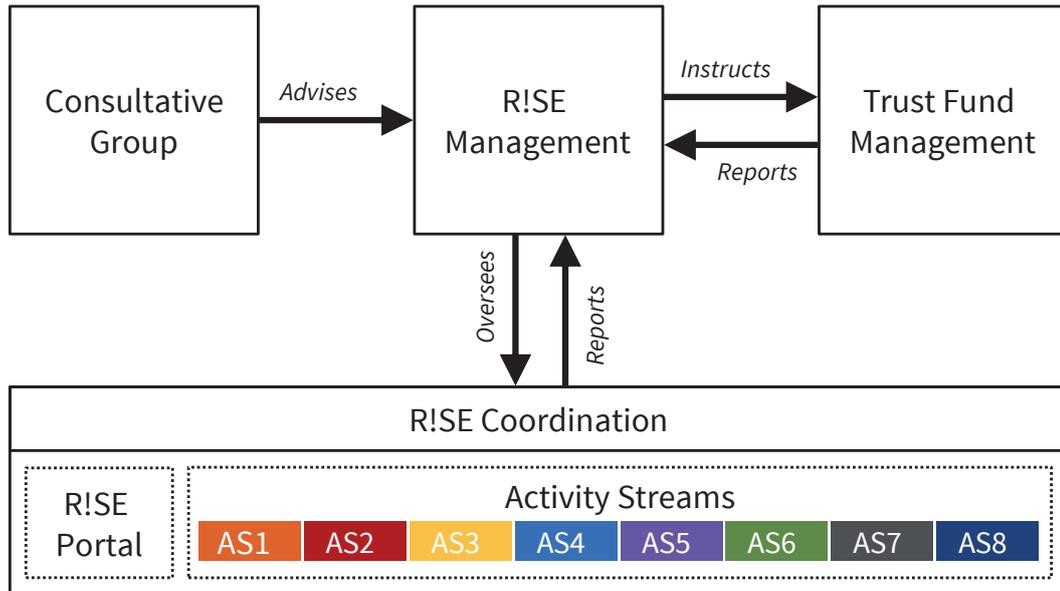
- ▷ Understand gaps and opportunities for disaster risk management in UN entities.
- ▷ Exchange with peers and UN entities on improved risk management strategies applicable to the public sector.
- ▷ Offer your relevant expertise and services to the UN system via UNISDR to promote and develop resiliency.

**HOW YOUR ORGANIZATION CAN CONTRIBUTE**

**Your organization has a unique opportunity to become an active member of Activity Stream 8 and be part of the RISE Initiative by:**

- ▷ Sharing relevant experience and good practice applicable to the public sector.
- ▷ Offering expertise and services to the UN system in support of building its resilience to disasters and climate risks.
- ▷ Funding selected exchanges and workshops that convene UN and business leaders to address existing performance gaps and identify opportunities for effective disaster risk management.

# The Management Structure



## R!SE Management

The R!SE Initiative is managed by the United Nations Office for Disaster Risk Reduction (UNISDR) under the oversight of the Special Representative of the Secretary-General on Disaster Risk Reduction (SRSG). UNISDR is responsible for the strategic direction and overall management of the Initiative, including the identification of Activity Stream Leaders and contributors and the agreement of workplans and activities. UNISDR instructs the R!SE Trust Fund Management (UNOPS) on the disbursement of funds from the R!SE Trust Fund.

## R!SE Trust Fund Management

The R!SE Trust Fund Management is set up to allow the efficient use of financial contributions to the R!SE Trust Fund from private and public sector bodies. The Trust Fund will be managed by UNOPS, including the responsibility for the financial and operational management, the receipt and disbursement of funds.

## R!SE Coordination

The R!SE Activity Stream Leaders jointly coordinate daily activities under the oversight of UNISDR, which supports the development of workplans, monitors progress of activities and ensures regular reporting to the R!SE management. In addition, UNISDR ensures synergy across the Initiative and internal and external communication, including the content of the R!SE Portal.

## Consultative Group

The Consultative Group is comprised of donors and investors, who take an active interest in the R!SE Initiative. Members of this group advise the SRSG and UNISDR on the strategic direction of the Activity Streams and provide counsel on future opportunities and relevant contributors.

## Trust Fund

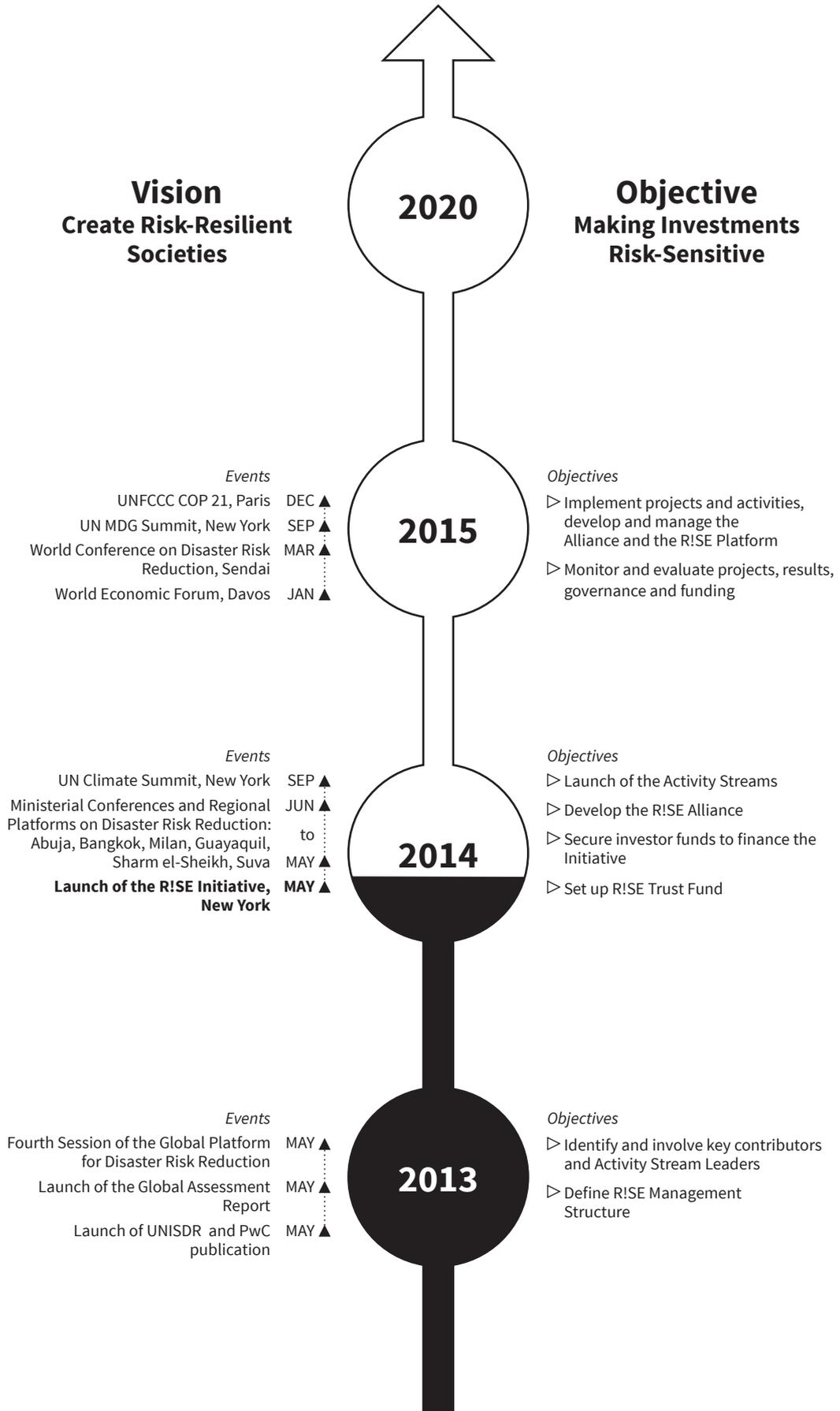
A disaster risk management (DRM) Trust Fund will be established to provide funding in accordance with the trust guidelines for:

- ▷ The collaborative DRM projects across the 8 Activity Streams.
- ▷ The development and the maintenance of the R!SE Portal.
- ▷ Events and forums for all organisations participating in the R!SE Initiative to enable sharing and collaboration.
- ▷ The R!SE Coordination.

# Timeline

## Vision Create Risk-Resilient Societies

## Objective Making Investments Risk-Sensitive





The RISE Initiative operates under the umbrella of the United Nations, coordinated by the United Nations Office for Disaster Risk Reduction (UNISDR) and supported by the United Nations Office for Project Services (UNOPS).

## The United Nations Office for Disaster Risk Reduction

The United Nations Office for Disaster Risk Reduction coordinates disaster risk reduction across the UN system. Established in 1999, it is mandated by the UN General Assembly to ensure the implementation of the **International Strategy for Disaster Reduction** and its international policy framework, the **Hyogo Framework for Action (HFA)**, adopted by the World Conference on Disaster Reduction in Japan in January 2005.

## The United Nations Office for Project Services

UNOPS has a key role as a central resource for the United Nations system in procurement and contracts management as well as in civil works and physical infrastructure development, including the related capacity development activities. UNOPS acts as a service provider to various actors in the development, humanitarian and peacekeeping arenas, including the United Nations, its agencies, funds and programs, donor and recipient governments, intergovernmental organizations, international and regional financial institutions, non-governmental organizations, foundations and the private sector.

The Activity Stream Leaders are in charge of the achievement of the outcomes in each of the 8 Activity Streams. The Leaders elaborate the projects as well as implement the activities with the other contributors, subject to oversight by the RISE Management.

# ream Leaders

## **PricewaterhouseCoopers**

PwC helps organizations and individuals create the value they're looking for. It is a network of firms in 158 countries with more than 180,000 people who are committed to delivering quality in assurance, tax and advisory services. PwC has extensive experience working with the private sector, investors and government policymakers. Its global network of firms draws on expertise in enterprise risk management, actuarial modelling, climate risk, business operations improvement and supply chain optimization. PwC helps organizations develop and implement tools and methods to mitigate and prevent disaster risk.



## **The Economist Intelligence Unit**

The Economist Intelligence Unit (EIU) is the business-to-business arm of The Economist Group, which publishes The Economist Newspaper. Like The Economist, EIU is known for having a global perspective, accurate analysis, objective thinking, business acumen and influential opinions and is the world's foremost provider of country, industry and management analysis. Today EIU has over 150 full-time country specialists and economists supported by an unparalleled global network of 650+ contributing analysts and editors. Operating in virtually every country and covering every developed and emerging market.



## **Florida International University**

Florida International University (FIU) has created an Extreme Events Institute (EEI) whose goal is research synergy across the social and behavioral sciences, physical sciences, computer science, public health, management, and engineering in the multi-hazard study of extreme events and responses to them. The EEI structure is intended to foster inter-disciplinary and trans-disciplinary research.



## **Principles for Responsible Investment**

The United Nations-supported Principles for Responsible Investment (PRI) initiative has quickly become the leading global network for investors to publicly demonstrate their commitment to responsible investment by collaborating and learning with their peers to put the six Principles for Responsible Investment into practice. Its goal is to understand the implications of sustainability for investors and support signatories to incorporate these issues into their investment decision making and ownership practices. In implementing the Principles, signatories contribute to the development of a more sustainable global financial system.



## **AECOM**

AECOM is a global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water and government. With approximately 45,000 employees around the world, AECOM is a leader in all of the key markets that it serves. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering solutions that create, enhance and sustain the world's built, natural and social environments. A Fortune 500 company, AECOM serves clients in approximately 125 countries.



## **Willis**

Willis is a leading global risk adviser, insurance and reinsurance broker. With roots dating to 1828, Willis has a long history of helping clients avoid, control, mitigate and transfer risks. Willis operates today on every continent with more than 17,500 employees in over 400 offices. Willis' experts rank among the world's leading authorities on analytics, modelling and mitigation strategies at the intersection of global commerce and extreme events. Across geographies, industries and specialisms, Willis provides its local and multinational clients with resilience for a risky world.



# Contact Information

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