

ARISE BOARD WORKPLAN 2023-2026

Consolidated Board Member Contributions

Updated: 16 May 2024



Introduction

The draft workplan was developed by building on the [ARISE Board ToRs](#), (see Annex 1), namely:

- 1) Global policy advice **and guidance to the SRSG** on global trends and opportunities to better engage the private sector;
- 2) Engagement in **global and regional advocacy** for risk-informed investment, including in key global and regional United Nations meetings;
- 3) **Promote membership** in ARISE amongst peers and constituencies, including through the UN Major Group on Business and Industry, World Economic Forum, UN Global Compact and other relevant initiatives;
- 4) Organize the **ARISE Annual General Meeting (AGM)** for information exchange and **monitoring of progress** with all ARISE members (global and national), as well as briefings to ARISE Network leads;
- 5) Meet with **ARISE Network leads** on an annual basis; mainly at the AGM but other meeting formats may be constructed on regional basis;
- 6) As appropriate, **facilitate the establishment and development of ARISE National Networks** and provide them with advice and guidance.
- 7) Represent ARISE in the **UNDRR Stakeholder Engagement Mechanism (SEM)** to ensure cross-fertilization with other UNDRR Advisory Groups and stakeholders.

The [ARISE Focus Areas and Key Performance Indicators \(KPIs\) 2022-2025](#), namely:

- 1) Enhancing the resilience of Small and Medium Enterprises (SMEs);
- 2) Integrating disaster and climate risk into investment decisions by the financial sector;
- 3) Incentivizing disaster risk reduction and enhanced data for risk-informed decision-making through engagement with the insurance industry as global risk manager;
- 4) Supporting resilient infrastructure development.

And, the [mission](#) of ARISE being:

- “To create risk-resilient societies by energising the private sector in collaboration with the public sector and other stakeholders to achieve the outcome and goal of the Sendai Framework in a transparent and inclusive way that delivers local and measurable impact.”

The Board workplan outlines key areas of focus and related actions as well as resources required for their implementation, timelines, roles and progress updates.

For Leads:

Please consider these guiding questions:

1. What does success look like?
2. How do you expect to implement this action?
3. What support would you like to have?
4. How will you monitor progress?

Where there are no co-lead/contributors identified, Leads are encouraged to reach out beyond the Board for supporters as they see appropriate and needed.

Workplan 2023-2026 – Roles and Responsibilities

| Areas | Actions | Status ¹ | Deadline ² | Lead(s) | Contributors | Financial or in-kind contributors | Progress update |
|---|---|--------------------------|-----------------------|--------------------|-------------------|-----------------------------------|-----------------|
| 1 Board leadership and oversight | | | | | | | |
| What success looks like? | | | | | | | |
| <ul style="list-style-type: none"> ▪ The Board is connecting meaningfully and working collaboratively for the successful implementation of the Board workplan and ARISE mission. ▪ The Board is also collaborating effectively and inclusively with ARISE Network Leaders and other stakeholders groups. ▪ The Board is proactively monitoring planned actions to ensure prompt corrective action and leverage of opportunities for overall success. | | | | | | | |
| 1.1 Strategy | 1.1.1 Bi-annual Board meetings (if possible one in person; one virtual); additional ad hoc meetings may be agreed upon by the Board | Repeats every year | 2026/12/31 | Co-chairs, UNDRR | Vice-chair | | |
| | 1.1.2 Contribute to the ARISE review process | New | 2025/05/31 | Co-chairs | Vice-chair | | |
| | 1.1.3 Liaise and establish regular communication with Network Leaders on ARISE strategy: at minimum via annual Network Leaders Meetings | In progress | 2026/12/31 | Co-chairs | Vice-chair, UNDRR | UNDRR Regional Offices | |
| 1.2 Stakeholder collaboration | 1.2.1 Act as focal point for the private sector within the UNDRR Stakeholder Engagement Mechanism (SEM) to ensure ARISE contributes to SEM Action Plan ³ (e.g.in UN and DRR policy processes: Financing for Development; High-level Political Forum for Sustainable Development; UNFCCC/COP; etc.) | In progress | 2026/12/31 | Vice-Chair, Camila | | UNDRR | |
| 1.3 Monitoring | 1.3.1 Monitor Board's actions through a dashboard | Repeats every six months | 2024/12/31 | Co-Chairs | | UNDRR | |

¹ Insert: New, In progress, Repeats every year, or Completed

² Insert year, month, and date in the following format: YYYY/MM/DD

³ <https://www.undrr.org/sites/default/files/2024-04/UNDRR-Stakeholder-Engagement-Mechanism-Action-Plan-2024-2025.pdf>

| Areas | Actions | Status ¹ | Deadline ² | Lead(s) | Contributors | Financial or in-kind contributors | Progress update |
|--|--|---------------------|-----------------------|------------------|---------------------------------------|---|-----------------|
| 2 Strategic review and engagement | | | | | | | |
| What success looks like? | | | | | | | |
| <ul style="list-style-type: none"> ARISE is fit for purpose: efficient, strategic, coherent with other efforts, impactful, and demonstrating how private sector implements DRR and resilience investment Making a positive impact in the business community, sector and communities served Sense of satisfaction/fulfillment from achieving targets and goals in support of Sendai implementation | | | | | | | |
| 2.1 Coherence | 2.1.1 Explore further collaboration in MCR 2030 by organizing at least one global or regional webinar or training together per year | New | 2026/12/31 | Vice-chair | Co-chairs, UNDRR | | |
| | 2.1.2 Engage ARISE with other UNDRR-supported initiatives relevant to the private sector (e.g. Investment Advisory Board (IAB); Corporate Chief resilience Officers (CCRO); Resilient Infrastructure; G20, EW4All, etc.) | New | 2026/12/31 | Co-chairs, UNDRR | Liam (IAB); David(CCRO); Others (TBC) | | |
| | 2.1.3 Represent and strengthen the ARISE partnership with the Coalition for Disaster Resilient Infrastructure (CDRI) | In progress | 2026/12/31 | Mahmoud | UNDRR | | |
| 2.2: DRR investment, technology and innovation | 2.2.1 Develop one incentive scheme for businesses that invest in resilience (e.g. recognition through awards, similar to WIN DRR Leadership Awards) or organize at least one competition/challenge that encourages the private sector to come up with innovative solutions to DRR problems, providing funding or support to the most promising ideas | New | 2026/12/31 | Mahmoud | | In-kind resources or fundraising required | |
| 3 Impact on the ground | | | | | | | |
| What success looks like? | | | | | | | |
| <ul style="list-style-type: none"> ARISE member disaster risk reduction efforts are understood, measurable and visible General awareness of ARISE efforts among the community is visible and impactful | | | | | | | |

| Areas | Actions | Status ¹ | Deadline ² | Lead(s) | Contributors | Financial or in-kind contributors | Progress update |
|---|---|---------------------|-----------------------|---------|--------------|-----------------------------------|-----------------|
| 3.1 ARISE good practices on the ground | 3.1.1 Curate a repository of good practices from ARISE via the Sendai Framework Voluntary Commitments platform with link to ARISE website | New | 2026/12/31 | Liam | Adriana | | |
| | 3.1.2 Promote the good practice repository and showcase three to five good practices through selected media channels | New | 2025/12/31 | Liam | Adriana | | |
| 3.2 Review & monitor progress based on KPIs | 3.2.1 Monitor Key Performance Indicators (KPIs) through a dashboard | In progress | 2024/08/31 | Liam | | UNDRR | |
| | 3.2.2 Review and update priorities & KPIs aligned with progress of implementation of the four ARISE focus areas (dashboard) | New | 2026/12/31 | Liam | | | |
| 3.3 Accountability and reporting | 3.3.1 Support the development of the ARISE Annual Report (mandatory), linked to impact stories (see also 4.2) | In progress | 2026/12/31 | Liam | UNDRR | | |
| 4 Advocacy, communications, and knowledge | | | | | | | |
| What success looks like? <ul style="list-style-type: none"> Offices from other UN areas aimed at the private sector are familiar with ARISE and its objectives. Local and national government representatives are aware of the ARISE Network in the countries where the ARISE Networks are established, and partnerships are established. The associations and companies of strategic sectors for the objectives of the ARISE Network know the strategy. The community at large recognizes ARISE as impactful and valuable, including as partners. | | | | | | | |
| 4.1 Targeted communication : government and strategic sectors | 4.1.1 Update the ARISE Communications Toolkit to target (i) local and national governments considering different contexts; (ii) strategic sectors (e.g. infrastructure, investments, SMEs, insurance, technology, telecommunications); themes (e.g. climate action and early warning); and links with | New | 2025/06/30 | Adriana | Alexander | | |

| Areas | Actions | Status ¹ | Deadline ² | Lead(s) | Contributors | Financial or in-kind contributors | Progress update |
|---|--|---------------------|-----------------------|--|-----------------------------------|-----------------------------------|-----------------|
| | other UN-supported private sector initiatives | | | | | | |
| | 4.1.2 Pilot at least one meeting between a national government and one ARISE network (if successful, produce a guide on how other networks can replicate the experience) | New | 2026/06/30 | Adriana | | | |
| 4.2 Communication with ARISE members and the whole-of society | 4.2.1 Maintain and update the ARISE website and social media to encourage the publication of news, events, tools, trainings, good practices, and others | In progress | 2026/06/30 | UNDRR, Adriana | | | |
| | 4.2.2 Work with Network Leaders to implement the ARISE Communications Toolkit aligned with the ARISE Board workplan | New | 2026/12/31 | Adriana | | | |
| 4.3 Monitoring | 4.3.1 Monitor communication activities through a dashboard | Continuous | 2026/12/31 | Adriana | | UNDRR | |
| 5 Membership engagement and partnerships | | | | | | | |
| What success looks like? | | | | | | | |
| <ul style="list-style-type: none"> ▪ There is increase in number of companies and organizations becoming member of UNDRR ARISE ▪ There is sense of achievement/proud feeling among ARISE members as contributions to disaster risks reduction are impactful and visible | | | | | | | |
| 5.1 Governance | 5.1.1 Organize the ARISE Annual General Meeting (AGM) | New | 2026/12/31 | Co-Chair, Vice-Chair, Network host (if any), UNDRR | Bhagat | | |
| 5.2 Roadmap of key events | 5.2.1 Organize ARISE meetings at UNDRR Regional Platforms and Global Platforms | New | 2026/12/31 | Bhagat | All board, UNDRR Regional Offices | | |
| 5.3 Private sector network partnerships | 5.3.1 Promote the integration of DRR, including aligned to the ARISE four priorities, in private sector initiatives (WEF, WBCSD, | Ongoing | 2026/12/31 | Co-Chair, Bhagat | Vice-Chair | | |

| Areas | Actions | Status ¹ | Deadline ² | Lead(s) | Contributors | Financial or in-kind contributors | Progress update |
|---|--|---------------------|-----------------------|--------------------|--------------|-----------------------------------|-----------------|
| for DRR coordination | UNGC, CBI, UNICEF BCR, IDF/InsuResilience, UNFCCC Race2Resilience, etc.) | | | | | | |
| 5.4 Membership | 5.4.1 Facilitate the affiliation of more members (at least 3% annual increase), maintain diversity of sectors (at least 60% of all sectors covered) and foster networks (at least maintain currently functioning networks) | New | 2026/12/31 | Bhagat, Adriana | All board | | |
| 5.4 Monitoring | 5.4.1 Monitor membership basic statistics through a dashboard | In progress | 2025/12/31 | Bhagat | All board | UNDRR | |
| 6 Resource mobilization | | | | | | | |
| What success looks like? <ul style="list-style-type: none"> ▪ Identification and development of an ARISE resource mobilization strategy and determination of key action items from Board Members ▪ Sourcing of required resources based on identified needs of the Global Board and selected national networks in line with the ARISE four priority areas | | | | | | | |
| 6.1 Sourcing of resources (financial and/or in-kind) | 6.1.1 Develop a resource mobilization strategy: determine resource needs and possible donors or resource partners | New | 2025/02/28 | Alexander Camila | All Board | | |
| 6.2 Financing resilience | 6.2.1 Organize meetings with companies, foundations, or other donors to explore financing of ARISE work | New | 2026/12/31 | Camila, Alexander | All Board | | |
| | 6.2.2 Organize one webinar or workshop to share lessons learned (financing resilience challenges, opportunities, and success stories) with ARISE leaders | New | 2026/12/31 | Camila Alexander | All Board | | |
| 6.3 Public Private Partnerships (PPPs) | 6.3.1 Lead/co-design one session on PPPs and resilient business practices at one regional or global platform or other fora, with focus on mobilizing finance | New | 2026/12/31 | Camilla, Alexander | | | |

Annex 1: Excerpt Board role in ARISE Global Terms of Reference (ToR)

The ARISE Board consists of 10 elected members representing a geographical and gender balance (see Annex 1). It is co-chaired by an ARISE member and the SRSB.

ARISE Board meets face to face once a year, with other meetings or conference calls organized on an 'as needed basis'. ARISE Board meeting notes and reports are shared with all ARISE members.

Board discussions and meetings are facilitated by the UNDRR Partnerships Unit in Geneva, Switzerland. An ARISE Annual General Meeting (AGM) will be organized by UNDRR and the ARISE Board in consultation with interested ARISE members. In years of the Global Platform for Disaster Risk Reduction (GP), the AGM will be held back-to-back with the GP. The ARISE Board will prepare and circulate an AGM report to all members following the meeting. The ARISE Board also prepares and disseminates an annual activity report to UNDRR and the ARISE members.

All Board members are expected to be present in person at ARISE Board meetings. In exceptional circumstances, a member may nominate a suitable senior person as an alternate from his/her organization by email to UNDRR prior to the event.

The ARISE Board will focus on the following activities:

- Global policy advice and guidance to the SRSB on global trends and opportunities to better engage the private sector;
- Engagement in global and regional advocacy for risk-informed investment, including in key global and regional United Nations meetings;
- Promote membership in ARISE amongst peers and constituencies, including through the UN Major Group on Business and Industry⁴, World Economic Forum, UN Global Compact and other relevant initiatives;
- Organize the ARISE Annual General Meeting (AGM) for information exchange and monitoring of progress with all ARISE members (global and national), as well as briefings to ARISE Network leads;
- Meet with ARISE Network leads on an annual basis; typically at the AGM but other meeting formats may be constructed on regional basis;
- as appropriate, facilitate the establishment and development of ARISE National Networks and provide them with advice and guidance.
- Represent ARISE in the UNDRR Stakeholder Engagement Mechanism to ensure cross-fertilization with other UNDRR Advisory Groups and stakeholders.

⁴ Major Groups (MGOS) were established through the Agenda 21 in 1992. It formalized nine sectors of society as the main channels through which broad participation would be facilitated in UN processes and activities related to sustainable development. They are accredited by ECOSOC and facilitated by UNDESA Division for Sustainable Development (DSD) include the following sectors: Women, Children and Youth, Indigenous Peoples, Non-Governmental Organizations, Local Authorities, Workers and Trade Unions, Business and Industry, Scientific and Technological Community, Farmers. MGOS were reaffirmed by the 2012 Rio+20 Conference, and since expanded to other stakeholders, including local communities, volunteer groups and foundations, migrants and families, older persons and persons with disabilities. MGOS are self-organized and appoint a focal point as a facilitator of the group. <https://sustainabledevelopment.un.org/majorgroups/about>

Annex 2: ARISE Focus Areas and Key Performance Indicators (KPIs) 2022-2025 as agreed by the Board



Key Performance Indicators 2022-2025¹ (1.1.2022)



| Key Focus Areas | Impact | Key Performance Indicator (KPI) | Target per year (2022-2025) ² | Outputs | Examples of Activities | Means of Verification |
|--|---|---|--|---|---|--|
| Small and Medium Enterprises (SMEs) | Enhanced uptake of DRR in policy and practice in ARISE network countries | ARISE networks/members engage in enhancing long-term resilience of Small and Medium Enterprises | 85% of ARISE networks | Twenty-Five (25) ARISE projects by ARISE networks/members on long-term SME resilience | <ul style="list-style-type: none"> • Webinars • Workshops/awareness raising/capacity building • Collaboration with Public Sector Industry leaders, SME associations, others • Projects on BCP • Projects on wider DRR/prevention • Development of industry sector-specific guidance | # Webinars, workshops, trainings # Pilots on BCP # Pilots of wider DRR engagement # Guidance documents |
| Investment and Investors | Investment increasingly includes disaster and climate risk considerations | ARISE networks/members encourage and facilitate the integration of disaster and climate risk into private and financial sector investment decisions | 50% of ARISE networks | Fifteen (15) ARISE networks/members build partnerships, and as appropriate, projects with their national financial regulators and develop guidance or supporting documents and projects to encourage greater integration of disaster and climate risk into national regulatory frameworks | <ul style="list-style-type: none"> • Collaboration with Public Sector on policy/law/regulatory frameworks for risk informed investment • Debates and forums to promote risk informed investment • Development of awareness and marketing materials, case studies | # Pilots on directing capital into resilience # Awareness raising events # PPP # Case studies, guidance projects, other written materials |

¹ Please note these were prepared by UNDRR a draft outline based on 2020-2021 KPIs. Adjustments have been made as per the Baseline Survey (2021)

² No. of networks as per Baseline Survey (29 as of 2021)

| | | | | | | |
|---------------------------------|---|--|---------------------------|--|--|---|
| | | | | | <ul style="list-style-type: none"> • Development of sector specific DRR and resilience guidance; e.g. travel and tourism • Pilots on investment including related to their work on climate disclosure, net-zero and ESG | |
| Insurance | Insurance engaging in prevention | ARISE networks/members actively promote and/or develop pilot projects with the insurance industry to incentivize the integration of disaster risk reduction considerations into the sectors' business models | 40% of ARISE networks | <p>Twelve (12) ARISE networks/members establish partnerships with the insurance sector and related public/private partners and/or implement projects to encourage the integration of risk reduction and resilience considerations into insurance models, products and asset management decisions.</p> <p>Two (2) ARISE network/member projects to work with insurance on improved availability, accessibility, interoperability of data and other tools/knowledge to incentivize integration of DRM at the national and local levels</p> | <ul style="list-style-type: none"> • Webinars • Collaboration with Public Sector • Pilot projects with the Insurance sector including alignment with the ICMIF seven (7) mechanisms³ • ARISE member advocacy engagement with insurance industry partners • Data and risk knowledge and analysis sharing by ARISE insurance members | <p># Case studies</p> <p># Pilots</p> <p># PPP/collaboration</p> <p># Webinars and other events</p> |
| Resilient Infrastructure | Fostering the development of resilient Infrastructure | ARISE networks/members promote and/or develop pilot projects of resilient infrastructure | 30% of all ARISE networks | <p>Ten (10) ARISE networks/members engage in CDRI</p> <p>ARISE networks/members organize at least 20 meetings on resilient infrastructure</p> | <ul style="list-style-type: none"> • Webinars • Resilient infrastructure project implementation including on regulation and standards • Best practices, | <p># of ARISE networks/members engaged in CDRI</p> <p># of pilots</p> <p># Webinars</p> <p># Promotion events</p> |

³ [From protection to prevention: The role of cooperative and mutual insurance in disaster risk reduction](#)

Annex 3: Summary of ARISE 4 Priorities and KPIs 2020-2021 agreed by ARISE Board in January 2020

| Key Focus Areas | Why | How to Engage | KPIs | Details and Status |
|-----------------------------------|---|---|---|--|
| SMEs | 40-60% of SME do not recover from a disaster; at the same time SMEs represent over 80% of any national economy and are closely linked into community structures. They are therefore critical for the resilience of countries and communities; lastly SMEs recognized drivers of innovation which is key to changing our approach to DRR | <p>UNDRR Global Survey 2019</p> <p>Support the development of guidance</p> <p>Implement SME resilience projects</p> | 80% of all ARISE Networks engage in enhancing long-term resilience of Small and Medium Enterprises | <p>ARISE Networks and members undertake and promote SME survey; # of responses: +100</p> <p>ARISE members engage in development of guidance and recommendations on enhancing the resilience of SMEs</p> <p>Five (5) ARISE projects on long-term SME resilience</p> |
| Investment & Investors | To realize risk-informed investment by the private sector at large, influencing the financial sector is a key leveraging point. Engagement in the ongoing global momentum under the SDGs and climate discussions offers the opportunity for the integration of disaster and climate risk into financial sector investment | <p>Unpack knowledge and expertise within ARISE</p> <p>Develop the business case for resilience and DRR for key sectors</p> <p>Explore and report on engagement with national regulators on how to incentivize risk-</p> | 10% of all ARISE networks and members are encouraging and facilitating the integration of disaster and climate risk into private and financial sector investment decisions | <p>ARISE leading/facilitating sector-specific DRR and resilience guidance; e.g. travel and tourism (ARISE Japan); Electricity/Energy (Enel/WEF) –</p> <p>Two (2) ARISE networks build a partnership and as appropriate project with their national financial regulators and develop guidance or supporting documents and projects to encourage greater integration of disaster and climate risk into national regulatory frameworks</p> <p>ARISE Global Board members support UNDRR engagement with global processes on risk disclosure and accountability –</p> |

| | decisions | informed investment | | |
|---------------------------------|---|---|--|---|
| Insurance | <p>The (re-)insurance industry has a critical role to play in DRR. With risk at the core of its business, the industry has a opportunity to lead both from an insurance/labability side as well as asset management to change the current single hazard, short-term business approach of the sector and encourage risk-informed business management strategies and practice</p> | <p>Work with national insurance companies, insurance regulators and policy makers to shift the current approach of insurance from response to prevention.</p> | <p>20% of ARISE networks actively promotes and implements pilot projects with the insurance industry to incentivize the integration of disaster risk reduction considerations into the sectors' business models, including focused on enhanced availability of data for DRR</p> | <p>Three (3) ARISE Networks have established public-private partnerships with insurance sector and related partners to encourage the integration of risk reduction and resilience considerations into insurance models, products and asset management decisions.</p> <p>Two (2) ARISE network project to work with insurance on improved availability, accessibility, interoperability of loss and damage data at the national and local levels</p> |
| Resilient Infrastructure | <p>With over USD9 trillion to be invested in infrastructure by 2030, it is critical that this investment is risk-informed.</p> <p>The new Coalition for Disaster Resilient Infrastructure (CDRI) is an opportunity for ARISE to pilot resilient</p> | <p>Explore engagement with CDRI</p> <p>Develop and apply assessment tools for resilient infrastructure (commercial scorecard) across ARISE Networks and members</p> | <p>30% of all ARISE networks are promoting and engaging in the implementation of resilient infrastructure</p> | <p>ARISE members engaged in resilient infrastructure projects, including the CDRI</p> <p>ARISE Commercial Scorecard applied across 30% of all ARISE networks</p> <p>ARISE members organize/engage in at least 10 meetings on resilient infrastructure</p> |

| | | | | |
|--|--|---|--|--|
| | infrastructure through the national networks | Promote and present the case for DRR at key infrastructure meetings and processes | | |
|--|--|---|--|--|