

Operational Framework

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About PSHA

Private Sector Humanitarian Alliance (PSHA) serves as a trusted bridge between businesses and the humanitarian ecosystem allowing corporations to easily and effectively join in response efforts.

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) reported in 2024 that humanitarian needs reached record highs, with 300 million people globally requiring assistance and protection, due to conflicts, climate emergencies and other drivers, like infectious diseases. Despite this unprecedented demand, not only is there a shortfall in humanitarian capacity and resources, but [barely 35 percent of the necessary funding had been received against the Global Humanitarian Overview 2023 requirements](#), leaving a significant shortfall to meet critical needs.

Business resources, expertise, and capacity for innovation are essential to building resilience of vulnerable communities. With the ability to mobilize significant know-how, financial support and apply advanced technologies, businesses are uniquely positioned to enhance the effectiveness of humanitarian efforts, yet the integration of the private sector in humanitarian action remains underutilized.

Private Sector Humanitarian Alliance is a groundbreaking initiative designed to maximize corporate impact, effectiveness, and efficiency across disaster preparedness, response and recovery efforts. PSHA is introducing a first-of-its-kind humanitarian coordination platform tailored to meet business needs and strengthen private sector engagement. We integrate companies into the humanitarian ecosystem, empowering them to rebuild and strengthen both markets and communities in the face of future challenges.

WHO WE ARE

We are the private sector's coordinating body and infrastructure into the humanitarian aid architecture.

MISSION

We organize, catalyze, and scale the resources, tech, and expertise of committed corporate entities to support humanitarian crisis response.

VISION

We envision a modern humanitarian architecture that includes a private sector seat at the table.

The logo for the Private Sector Humanitarian Alliance (PSHA) is displayed as 'PS/HA'. The 'PS' is in a dark teal color, and the 'HA' is in a lighter teal color, separated by a white diagonal slash. The logo is positioned on the left side of the page, partially overlapping a large, curved graphic element that resembles a stylized 'C' or a thick, curved arrow pointing towards the right. This graphic is composed of several concentric, curved bands in shades of teal and dark green.

What We Offer

PSHA provides a centralized system for corporate contributions, standardizing processes to enable companies to respond to any crisis - from climate driven disasters, famines and epidemics, to conflict and displacement - in a faster and more efficient way. We achieve this by leveraging each company's unique capabilities to address specific on-the-ground needs in line with humanitarian principles.



**Facilitate
connection**



**Accelerate
& derisk**



**Scale
impact**



**Enhance
visibility**



Enabled by Technology

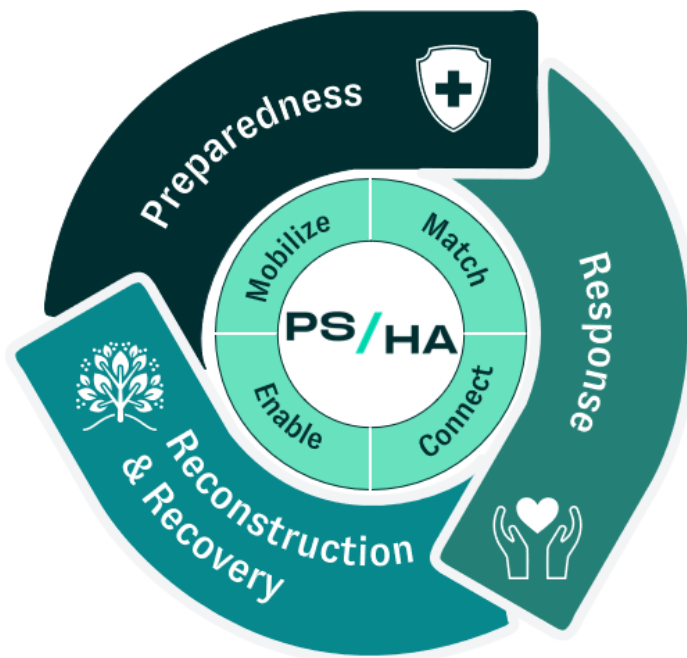
- 1. We Facilitate Connection** - PSHA offers companies a direct connection to the humanitarian sector by providing them a seat at the humanitarian response table and facilitating their involvement in the official response system coordinated by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). PSHA facilitates private sector collaboration with trusted implementing actors engaged in on-the-ground response efforts. Businesses that join us gain access to both private sector and influential public sector networks, enabling strategic alignment with like-minded organizations. Members benefit from access to events and speaking opportunities, and the ability to communicate best practices and experiences across multiple sectors.
- 2. We Accelerate Delivery** - PSHA prepares companies to respond to crises with strategic alignment and advisory services ensuring private sector actors meet high humanitarian, legal, and business standards. We align crisis preparedness, response and recovery efforts with a company's geographic footprint, interests and CSR priorities to maximize impact, and support meaningful volunteer opportunities, boosting employee morale and corporate responsibility. Our members benefit from access to both business-to-consumer and business-to-business markets and gain opportunities for product development and innovation, while supporting existing supply chains by helping communities build resilience.
- 3. We Scale Impact** - PSHA builds collaborations between private sector companies, donors and non-profits maximizing and scaling humanitarian impact through collective efforts toward community resilience. By working together with various stakeholders, we extend private sector reach and enhance the efficiency and sustainability of business efforts during all three phases of response. We support companies to play a transformational role within their industry and provide a collective voice for the private sector in humanitarian action.

4. **We Enhance Corporate Visibility** - PSHA amplifies the visibility and credibility of corporate contributions by showcasing impact measures that align with CSR, ESG, and SDG objectives. By sharing stories of impact, PSHA helps companies highlight individual corporate achievements, as well as their collective efforts towards resilience-building in communities, fostering responsible and impactful business practices. This creates a multiplier effect across the private sector and increases the impact for people in need.

5. **We are Technology Enabled** - PSHA's digital platform will provide businesses visibility into humanitarian needs and support private sector decision-making processes. Designed to match corporate capabilities with real on-the-ground needs identified by local communities it will facilitate scaling of operations across the humanitarian response cycle. Our platform will feature advanced analytics for disaster forecasting and early warning, with automated situation reports, country profiles, concise summary dashboards, infographics and dynamic search capabilities, creating a comprehensive technological solution for humanitarian coordination.

Operational Overview

We are building resilience at every stage of the response cycle, during **preparedness, response, and recovery.**



At every stage, members can expect PSHA to:

- **Mobilize** partners for data sharing on evolving needs
- **Match** business capabilities to anticipated needs and preference of the affected communities
- **Connect** members to trusted local partners
- **Enable** knowledge sharing, capacity building and impact reporting

1. Preparedness

Anticipatory action is at the heart of PSHA. In line with private sector business continuity, PSHA will work with members on an ongoing basis to leverage every window of opportunity between early warning forecasts and a full-blown emergency to preposition resources and plans that foster community resilience, sustain businesses and markets, and protect national development gains during sudden onset and in situations of protracted crises.

Utilizing its technology platform PSHA will provide forecasting and early warnings to its members in anticipation of crisis events, work jointly with its members on risk assessment and management plans, supply chain resilience and prepositioning of supplies, training support for local actors, as well as on mobilizing funding for mitigation efforts.

Through preparedness and prepositioning PSHA will enhance companies' ability to respond swiftly and effectively to emergencies by ensuring critical resources and infrastructure are in place before a crisis occurs. It will also allow businesses to minimize disruption and maintain continuity of their operations.

Members can expect PSHA to:

1. **Mobilize** Networks and Partners, including the United Nations Office for the Coordination of Humanitarian Affairs, USAID, the International Chamber of Commerce, the World Economic Forum, the US Chamber of Commerce Foundation and implementation partners to establish regular and frequent data sharing on early warning, ongoing humanitarian needs and humanitarian efforts, and to promote avenues for private sector engagement and provide companies with up to date information on evolving needs from leading humanitarian agencies. The PSHA digital platform will support risk assessments, deliver forecasts and early warning of potential hazards.
2. **Match** business capabilities utilizing data from previous crises and responses, member profiles and interests to establish what types of support might be available - Services in Kind, Gifts in Kind, Funding. This mapping will be used to match anticipated needs against identified company capabilities, as well as to assess vulnerability of supply chains to anticipated disruptions in the PSHA digital platform.
3. **Connect** businesses to local, trusted response partners such as local and international NGOs present in the country, as well as local and national chambers of commerce - who are working on preparedness and response and share these with its private sector members to facilitate development of partnership agreements before disaster strikes, and ensure localization of efforts at the preparedness phase.
4. **Enable** capacity building by providing emergency preparedness training to members to facilitate regular training on risk preparedness, with a specific focus on business-to-business knowledge sharing between multinational and local companies.

2. Response

PSHA will activate its emergency coordination efforts in situations of large-scale crises (defined by the United Nations as Level 3), disasters of lesser categories, and protracted crises based on the needs of the affected population and member demand, leading to the full mobilization of its stakeholders and networks to respond and protect long term resilience efforts.

Utilizing its technology platform, PSHA will provide its members with detailed situation reports, plan delivery mechanisms evaluating various logistical channels, transportation networks, and distribution points to optimize aid delivery and ensure that resources reach those in need as quickly as possible. It will issue a needs list, detailing the most urgent requirements identified in needs assessments and match these needs to members' capabilities, linking businesses with trusted local partners responding on the ground. It will communicate with the United Nations, sharing private sector support provided, and issue regular impact reports for its members, providing in-depth analysis and assessment of member contributions aligned to members' CSR requirements.

PSHA is committed to collaborating with its members to facilitate comprehensive, multi-partner 'end to end' solutions, leveraging their specialized skills and resources to address critical gaps in response efforts. For instance, our diverse business members can synergize their capabilities to restore life-saving hospital services. One company might contribute essential medical supplies, another can ensure reliable energy provision, a third can restore vital telecommunications, and yet another can provide the logistics support necessary to deliver all required products. Importantly, these efforts will be conducted in close partnership with local actors, prioritizing localization to strengthen national capacities and ensuring that recovery strategies are tailored to the unique needs of each community. By empowering frontline, local responders who have the best access and knowledge to meet community needs, PSHA and its members can create powerful, integrated solutions that not only save lives, but also enhance local resilience and self-sufficiency for the future.

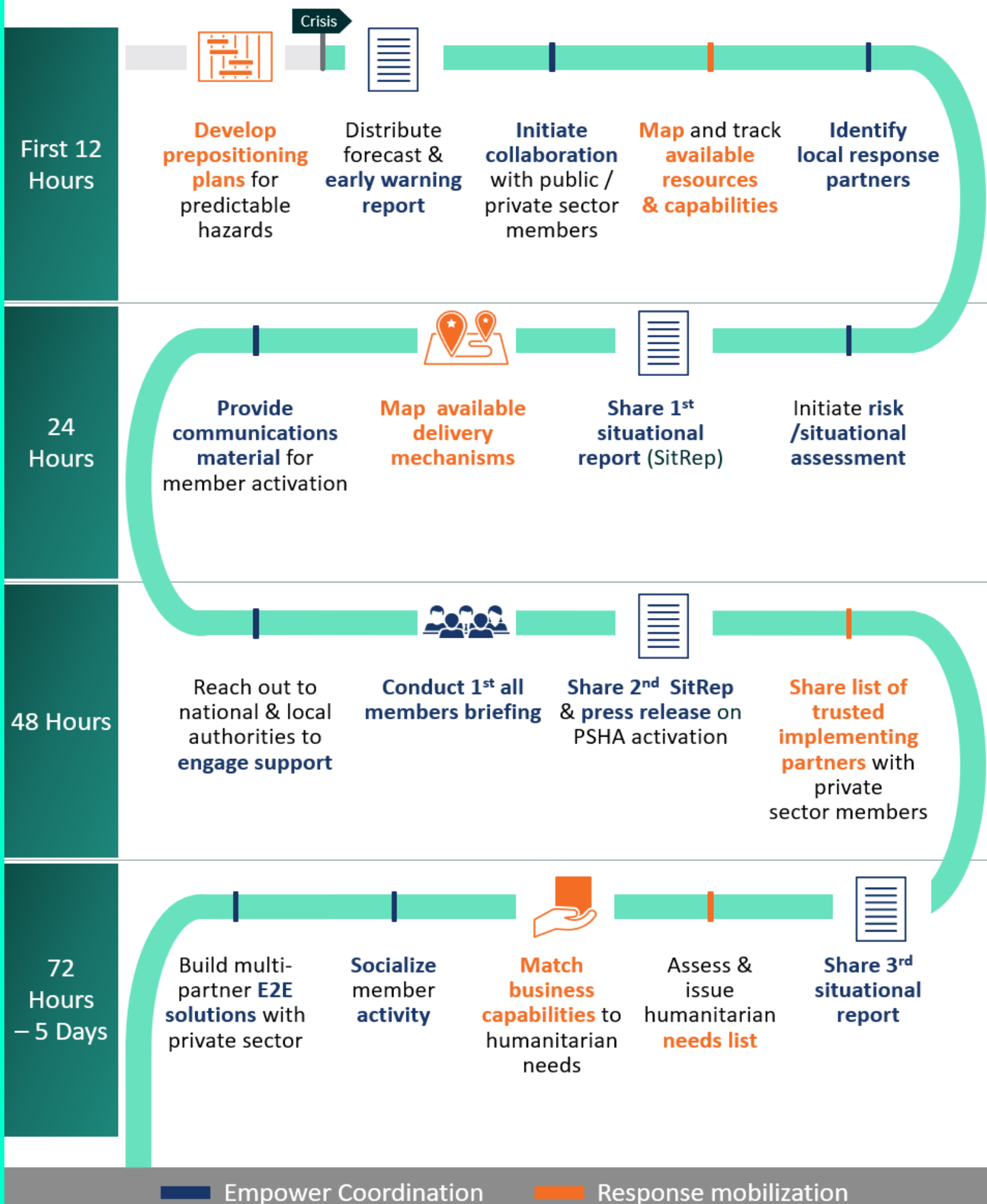
In line with the UN humanitarian system activation protocols, PSHA runs a response phase for three months. Following this, in consultation with its members, PSHA determines whether to initiate the phase of reconstruction and recovery.

During the Response Phase members can expect PSHA to:

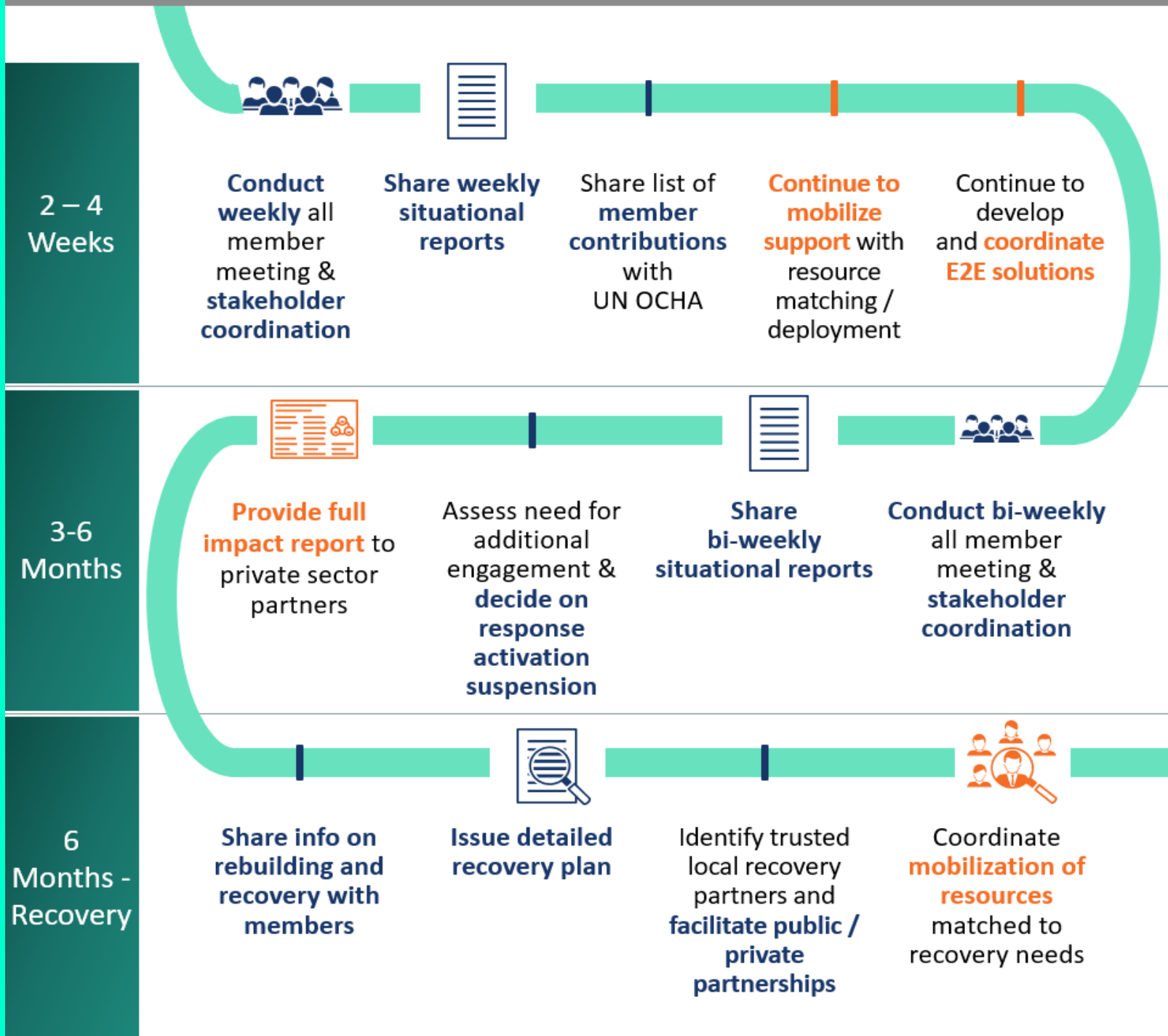
1. **Mobilize** its members and provide them with regular Situation Reports, with the first one being issued 24h post response activation, outlining available damage information, humanitarian needs, business risk and where businesses can best support national response efforts. PSHA will hold regular all-members coordination calls, bringing together diverse humanitarian experts from the United Nations, USAID, local responders and chambers of commerce, developing A Plan of Delivery Mechanisms based on a comprehensive evaluation of various logistical channels, transportation networks, and distribution points.

2. **Match** member capabilities to response needs by issuing a Detailed Needs Assessment based on triangulated data from the United Nations Rapid Assessment (MIRA), and additional official sources, issuing a Needs List on its digital coordination platform, detailing the most urgent requirements identified in the needs assessment, including essential items such as food, water, medical supplies, shelter materials, logistics, telecoms, cash, and other critical resources. Using its digital platform PSHA will initiate Needs-to-Capabilities Matching generating an Initial List of Private Sector Contributions that will be updated regularly and shared with the United Nations Office for the Coordination of Humanitarian Affairs to facilitate coordination with the rest of the humanitarian system.
3. **Connect** members with trusted, on the ground implementing partners by issuing a List of Vetted Implementing Partners deemed capable of effectively managing and executing humanitarian response projects. PSHA will work with members to develop comprehensive, multi-partner 'end to end' solutions, facilitating collaboration between members and implementing agencies. Each business will be able to contribute their specialized skills and resources to address different aspects of an identified need. For example, to support implementing partners to set up a hospital in a crisis-affected area, one company may contribute medical supplies, another energy, or telecoms, and another logistics support to deliver the required products.
4. **Enable** members to confidently capture and share their impact by delivering impact reports, providing in-depth analysis and assessment of member contributions, detailing pledged and delivered contributions, number of people reached with assistance, and feedback from beneficiaries and local partners on the effectiveness of the aid provided. PSHA reporting will be aligned to member's CSR requirements. Where appropriate, PSHA will work with members to publicly highlight their contributions, inspiring further engagement and support from the broader business community, and strengthening company brand engagement.

Detailed Response Activation Timeline (I/II)



Detailed Response Activation Timeline (II/II)



Empower Coordination

Response mobilization

3. Recovery and Reconstruction

At PSHA, we believe recovery efforts are crucial for fostering resilience in communities and ensuring sustainable development. Our approach is centered on leveraging private sector strengths and resources to support comprehensive recovery and reconstruction plans that not only restore, but also enhance local capacities of affected businesses and communities. Using our advanced technology platform, PSHA will support corporate members in developing and implementing recovery strategies that address immediate needs and lay the groundwork for long-term resilience. We will continue to support our members and facilitate public-private partnerships to rebuild critical infrastructure such as roads, telecommunications, and utilities, ensuring they are more resilient to future crises. We will provide businesses with data-driven insights to support their own resilience, invest in local economies, and support small and medium-sized enterprises (SMEs). Members can expect PSHA to:

1. **Mobilize** partners and networks like the United Nations, USAID, international and local partners, to ensure coordinated recovery efforts and facilitate sharing of critical information and resources, enabling a more efficient and effective response to recovery needs. The PSHA technology platform will help members conduct thorough risk assessments and develop robust recovery plans, integrating information from the UN-led Disaster and Loss Assessment (DALA).
2. **Match** business capabilities utilizing the digital platform and support members to mobilize their resources, such as services, goods, and funding, to support recovery efforts, and match these capabilities to specific needs identified by local partners in the affected areas.
3. **Connect** business to local trusted partners who are experienced in recovery and rebuilding and who can utilize business efforts to meet specific needs in the community. These partnerships will facilitate the development of locally appropriate and effective recovery strategies and ensure that efforts are grounded in local knowledge and expertise.
4. **Enable** training and support by working with members to offer local businesses and implementing partners training programs focused on recovery and resilience-building, fostering knowledge sharing between multinational corporations, local businesses and communities. This will build the skills and knowledge needed to support comprehensive recovery and long-term resiliency.

Through these approaches, PSHA aims to not only restore affected communities but also strengthen local capacities to respond and enhance resilience, ensuring that communities are better prepared for future challenges. By integrating private sector resources and expertise into recovery efforts, we can create more sustainable and robust solutions that benefit both businesses and the communities they serve. By emphasizing the importance of localization in these efforts PSHA will ensure that recovery strategies are tailored to the specific needs and characteristics of each community, leading to more effective and culturally appropriate solutions that foster long-term resilience.

Our Principles and Ways of Working

Private Sector Humanitarian Alliance is guided by and deeply rooted in the humanitarian principles of humanity, neutrality, impartiality and independence. These principles underpin our operational framework and act as a key requirement for stakeholder participation in all PSHA activities.

Principles



Humanity: PSHA is committed to the alleviation of human suffering, the protection of life, and the preservation of human dignity in times of crisis. We believe human suffering must be addressed whenever it is found and that the purpose of humanitarian action is to protect life and health and ensure respect for human beings.



Neutrality: PSHA is committed to maintaining strict neutrality in its operations, refraining from taking sides in conflicts, and avoiding engagement in political, religious, or ideological debates. We prioritize the well-being of affected populations above all else.



Impartiality: PSHA operates without discrimination, ensuring that assistance is based solely on need, irrespective of race, nationality, gender, religion, or political affiliation. We prioritize assistance to the most vulnerable, recognizing that the principle of impartiality is essential for effective humanitarian action.



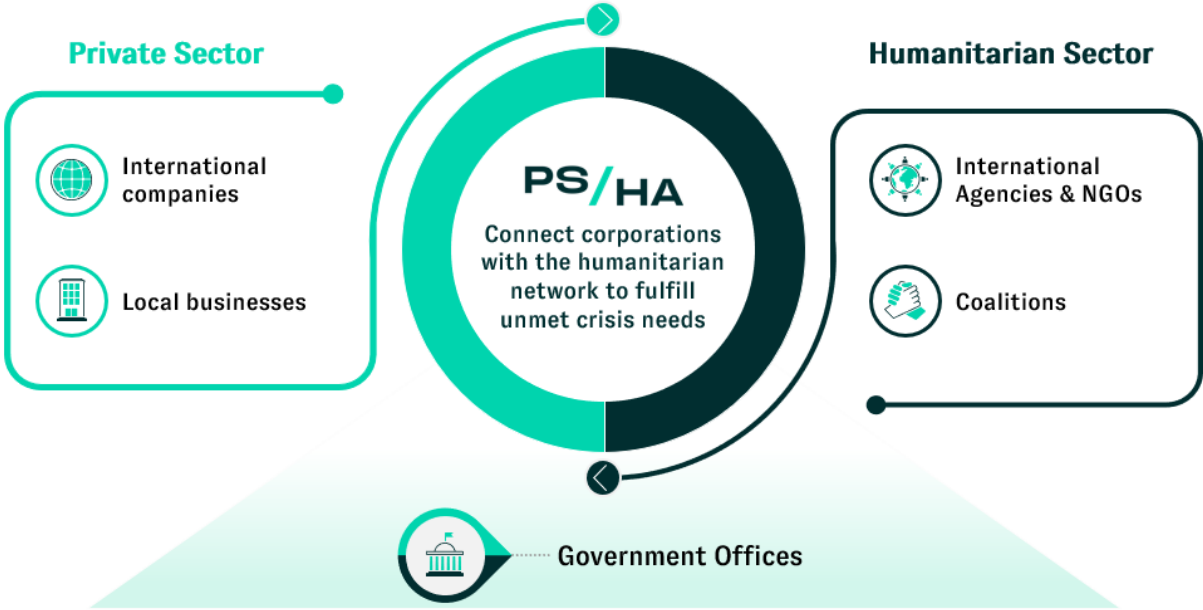
Independence: PSHA operates autonomously, ensuring its actions are guided solely by the goal of helping people in need, independent of political, economic, military, or other non-humanitarian objectives.

We focus on building collaborative partnerships, embracing adaptability and innovation as essential components of effective humanitarian action, being accountable to the affected people and being transparent about our activities. PSHA respects the sovereignty of nations and recognizes the importance of local ownership and leadership in humanitarian response.

Ways of Working

- **Collaborative Partnerships:** PSHA believes in the power of collaboration between the private and public sectors to improve the coordination, efficiency, and effectiveness of humanitarian assistance. We seek to foster partnerships that respect humanitarian principles and enhance the impact of collective efforts.
- **Local Ownership:** PSHA recognizes the importance of local ownership and leadership in humanitarian response. We aim to empower local actors and strengthen their capacity to lead, respond, and recover in times of crisis.
- **Adaptability and Innovation:** PSHA embraces adaptability and innovation as essential components of effective humanitarian action. We are dedicated to continuously improving our approaches and exploring new technologies to address evolving challenges.
- **Accountability and Transparency:** PSHA members are accountable to affected communities, donors, and each other. We are committed to transparency in our actions, decisions, and allocation of resources, ensuring that our operations are conducted with integrity and in the best interests of those we serve.
- **Respect for Sovereignty:** PSHA respects the sovereignty of nations and local authorities. We understand that effective humanitarian action requires collaboration and coordination with host governments and relevant local stakeholders to ensure that assistance is provided in a manner that aligns with the priorities of affected communities.
- **Risk Management:** PSHA will apply a risk management lens to all of its approaches. This includes ensuring that all members and implementing agencies are able to make clear and independent decisions on how to work in accordance with their organizational cultural fit and due diligence as part of the partnership.

Our Stakeholders



Members	Partners	Donors
Automation Anywhere Boston Consulting Group Flexport Henry Schein International Chamber of Commerce (ICC) Flexport Google Mastercard Miyamoto International monday.com UPS Foundation Vodafone Foundation	ACAPS Airlink, Inc. Humanity Insured MapAction Myriad Alliance Teach for Bangladesh United Nations Office for the Coordination of Humanitarian Affairs (OCHA) US Agency for International Development US Department of State	Schmidt Futures Google.org

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