Challenges in the Field of Humanitarian Work

July 2015
Questions

1. Challenges facing the international humanitarian community
2. Components of the international humanitarian system
3. Transformative Agenda and what it means for you
Emerging challenges

- Increased conflict and civil strife
- Protracted and chronic crisis (Syria, Iraq and South Sudan)
- Erosion of confidence in principled humanitarian action
- Frequency and scale of climate-related disasters
- Risks of pandemics (Ebola)
- Rapid population growth
- Commodity and financial volatility (high food prices)
- Media-driven decision-making and response
New ways to:

- **communicate** with beneficiaries
- gather **information**
- **analyze** and present info for decision making
Trends and Data

- Number of displaced all time high of 60 million
- Average length of displacement is 17.5 years
- “In and out” of an emergency is no longer valid
- Increase in climate-related events
- Increase in humanitarian appeals by 600% 2003-2014
• Growing chasm between demand and supply:

✓ In 2014, US$ 12 billion provided but not enough to meet requested US$ 19.4 billion → biggest funding shortfall US$ 7.5 billion: 38% of the funding ask.

✓ The Global appeal for 2015 is US$19.4 billion to help 57 million people. BUT TEN MONTHS INTO THE YEAR LESS than 1/5 HAS BEEN FUNDED

• Two thirds (66%) of assistance goes to long-term recipients such as Syria, Somalia and Pakistan
Humanitarian financing requirements and funding received within UN-coordinated appeals 2000-2010
“The humanitarian system is not broken, it is just broke”

António Guterres,
UN High Commissioner for Refugees
The Discussions

- OECD Report: ‘Financing in Crisis’
- SG’s High Level Panel on Financing
- Third International Conference on Financing for Development –
- UN Summit for the Adoption of the Post-2105 Development Agenda
- World Humanitarian Summit
Growth in existing and potential Sources of humanitarian financing between 2009 and 2013
The Solutions?

• Improving the predictability of funding
• Diversifying the donor base, including the Gulf countries
• Bridging humanitarian-development divide
• Tapping into diaspora, risk financing mechanisms
• Prioritizing the localization of aid and national responses
• Making the money go further: reducing the cost and improving efficiency
1. Challenges facing the international humanitarian community
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Proliferation of new actors

- Humanitarian landscape becoming confused
- Pragmatic vs. principled approach
- Impact on security and trust between humanitarian workers and beneficiaries
- New NGOs and growth of traditional NGOs
- Military forces and civil protection forces (Oslo guidelines)
- Private sector
- Media
Nationally-led responses

• Reasserting national sovereignty to address humanitarian crises
  - Reputation – responsibility to respond and protect
  - National capacity exists
  - Sceptical about effectiveness and intention of international humanitarian community

• Linking humanitarian assistance to national interests
  - Military, political and economic objectives
  - Donor and host states alike
  - Impact on security of humanitarian workers
Main actors

Four groups:

✓ Affected people

✓ Internal actors (national/local) on the ground

✓ External actors on the ground

✓ External actors not permanently present on the ground but who influence the humanitarian response
The Inter-Agency Standing Committee (IASC) is the primary mechanism for inter-agency coordination of humanitarian assistance.
**The Big 3**

**Mandate:** Protect and support persons of concern (refugees, asylum seekers, returnees, and stateless persons) and assists in their voluntary repatriation, local integration or resettlement to a third country

**Cluster lead:** Protection

Camp Coordination & Camp Management
Shelter, co-lead with IOM

**Mandate:** Provide humanitarian and developmental assistance to children and mothers in developing countries

**Cluster lead:** Nutrition

Water, Sanitation & Hygiene
Education, co-lead with Save the Children

**Mandate:** Provide and deliver food assistance in emergencies and working with communities to build resilience

**Cluster lead:** Food Security, co-lead with FAO

Logistics
Emergency Telecommunications
**UNDP**

**Mandate:** UN’s global development network, develop strategies to combat poverty

**Cluster lead:** early recovery, upon emergency an early recovery advisor is being deployed

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**FAO**

**Mandate:** Help countries to modernize and improve agriculture, forestry and fisheries practices, ensuring good nutrition and food security for all

**Cluster co-lead:** Food Security
**Mandate:** Mobilise and coordinate effective and principled humanitarian action in partnership with national and international actors

**Mandate:** The United Nations Disaster Assessment and Coordination System deploys teams at short notice, within 12-48 hours of a sudden-onset emergency.
**WHO**

**Mandate:** provide leadership on global health matters, setting norms and standards, and monitoring and assessing health trends

**Cluster lead:** Health

**IOM • OIM**

**Mandate:** Work to help ensure the orderly and humane management of migration, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need.

**Cluster lead:** Camp Coordination & Camp Management
Mandate: Protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance.

Mandate: Save lives and change minds by focusing their work in three key areas: 1) disaster response and recovery, 2) development and 3) promoting social inclusion and peace.

Cluster lead: Shelter
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A bit of background.....

- 2005 humanitarian reform: Cluster Approach
- Cluster evaluations I and II
- Lessons from mega emergencies: 2010 Haiti & Pakistan
Accountability to affected populations is the overarching goal of the TA
## Transformative Agenda

### Level 3 Emergencies

**Exceptional in:**

<table>
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<tr>
<th>Scale</th>
<th>Complexity</th>
<th>Urgency</th>
<th>Capacity</th>
<th>Reputational Risk</th>
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IASC Inter-Agency Standing Committee
Transformative Agenda – L3 Response

Inter-Agency Rapid Response Mechanism

Deployment of pre-identified humanitarian leaders with various expertise
TA protocols for enhanced programme planning

- Humanitarian Programme Cycle (HPC) Reference Module, including its Emergency Response Preparedness (ERP) Guidance
- Coordinated Assessments - Multi Agency Needs Assessment (MIRA) Guidance
- Cluster Coordination (CRM) Reference Module
- Performance monitoring
- AAP protocols

Reminder: You are ultimately collectively accountable to Affected People
L3 Timeline

TRIGGER: ONSET OF CRISIS/ESCALATION OF CRISIS

1. HCT meets to discuss the situation, response priorities and establish a calendar
2. Flash appeal
3. MIRA report
4. Joint needs analysis (humanitarian needs overview updated or developed, joint inter-cluster needs assessments)
5. Humanitarian response plan or revision of existing plan
6. Operational peer review (L3)
7. Periodic monitoring report (first)
8. Inter-agency humanitarian evaluation (L3)

Indicative timeline:
- 1-2 days
- 3-4 days
- 5-7 days
- 8-9 days
- 10-11 days
- 12-13 days
- 14 days
- 30 days
- 60 days
- 90 days
- 9-12 months

Process:
- Situation analysis
- Needs assessment and analysis
- Strategic response planning
- Monitoring
- Peer review & evaluation

Timeline:
- Implementation and delivery
- Implementation and delivery
- Implementation and delivery
What does the TA mean for YOU?

- Immediate deployment of staff and equipment, through IARRM
- ETC Cluster activation - Support national mechanisms for sectoral coordination – fill gaps
- Prepare your Flash Appeal submission
- Apply for CERF fund within 3 days
- Prepare HRP (to submitted RC/HC and HCT)
The inter-agency rapid response mechanism (IARRM) is a composite of agency-specific standby mechanisms to ensure that all the key functions required to coordinate the response to a Level 3 emergency are immediately filled, in particular:

- A group of experienced cluster coordinators to provide additional and immediate support for sectoral coordination
- Additional OCHA capacity to support the HC/HCT with overall coordination
- Technical experts to support joint needs assessment, information management, strategic planning, Flash Appeal development and information management
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Who do you find in HQ and the field?

**HQ**
- &check; Emergency Relief Coordinator (ERC)
- &check; IASC
- &check; OCHA HQ

**Field**
- &check; Government
- &check; Humanitarian Coordinator (HC)/Deputy HC. S/he proposes for Cluster activation and Cluster lead appointments to the ERC
- &check; The Humanitarian Country Team (HCT)
- &check; OCHA provides inter-cluster coordination, supports the HC/ HCT
Coordination is Key

Sector/CLAs:

✓ Inclusion of key humanitarian partners
✓ Establishment of appropriate coordination mechanisms, including at sub-national level
✓ Coordination with national/local authorities, local civil society
✓ Participatory and community-based approaches
✓ Attention to priority cross-cutting issues
✓ Needs assessment and analysis

Coordination Architecture in the Cluster Approach

- ERC
- IASC
- UN OCHA
- HC
- HCT
- Government
- CLA
- Chief of Mission
- Cluster Coordinator

ERC - Emergency Relief Coordinator
(G)CLA - (Global) Cluster Lead Agency
HC - Humanitarian Coordinator
HCT - Humanitarian Country Team
IASC - Inter-Agency Standing Committee
UN OCHA - Office for the Coordination of Humanitarian Affairs
Minimum Commitments

✓ A common commitment to humanitarian principles and the Principles of Partnership

✓ Actions that improve accountability to affected populations

✓ Engage in the cluster’s collective work

✓ Ensure optimal use of resources, and sharing information

✓ Willingness to take on leadership responsibilities as needed and as capacity and mandates allow

✓ Contribute to advocacy and messaging for relevant audiences
TOR for Sector/Cluster Leads at the Country Level 1

- Emergency preparedness
- Planning and strategy development
- Application of standards
- Monitoring and reporting
- Advocacy and resource mobilization
- Training and capacity building
- Provision Of assistance and services as a Last Resort (POLR)
Field-level coordination and inter-cluster coordination

- Coherence and complementarity among clusters and HCT
- Improved efficiency and cost-effectiveness of operations
- Minimize duplication
- Eliminate gaps
- National and sub-national levels
Major Partners In Coordination

- UNHCR
- UNICEF
- UNDP
- OCHA
- FAO
- WHO
- ICRC
- ICAO
- UNIADS
- Donors
- UNAIDS
- Global Fund
- NGOs
- UNESCO
- IFAD
- IOM
- IFRC
- UNV
- UNISDR
- WTO
- ILO
- OHCHR
- IOC
- UNEP


## Clusters and Designated Leads

### 11 Clusters (IASC)

#### Technical areas
- Food Security – FAO & WFP
- Emergency shelter – UNHCR & IFRC convener
- Health – WHO
- Nutrition – UNICEF
- Water, Hygiene and Sanitation (WASH) – UNICEF
- Education – UNICEF & Save the Children

#### Cross-cutting areas
- Protection – UNHCR/OHCHR/UNICEF
- Camp coordination and management – UNHCR/IOM
- Early recovery – UNDP

#### Common Service areas
- Logistics – WFP
- Emergency Telecommunications – WFP

### 1 Sector
- Refugees /multi-sector
- UNHCR

- Expectations at global level
- Expectations at country level

### 30 ETC clusters active
Immediate deployment of staff and equipment, through IARRM

ETC Cluster activation - Support national mechanisms for sectoral coordination – fill gaps

**Prepare your Flash Appeal submission**

Apply for CERF fund within 3 days

Prepare HRP (to submitted RC/HC and HCT)
Flash Appeal

✓ Flash Appeal which clearly articulates humanitarian needs, priority sectors for response, an outline of response plans, and roles and responsibilities

✓ Projects that address life-saving activities from the flash appeal can easily be submitted to the CERF mechanism

✓ When preparing flash appeal, important to prioritize projects within it for CERF funding
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What is CERF?

- Pool fund of US$450-500 million yearly
- Facilitates adequate, flexible and predictable financing
- Mechanism allowing for initial injection of funds
- Rapid Response window for life-saving, apply within 3 days
The HNO will look like this:

- Helps inform strategic response planning
- Coordinated approach to assessment and analysis, identifying priority humanitarian needs and gaps.
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Priorities being identified and addresses gaps
Vanuatu: ETC not activated but worked in coordination with the Government to restore network facilities

Nepal: ETC activated, first time, government and private sector participate in coordination meeting

Vision 2020 “empower local communities”, serving a wider range of responders, including governments and affected populations

Building resilience/capacity