

Collaboration networks involving humanitarian organisations,  
particular problems for a particular sector

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INSEAD  
The Business School  
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# Outline of this presentation

- 1 Why this focus on humanitarian organizations ?
  - Context
  - Research methodology
- 2 Presentation of existing collaborative networks
  - General comments
  - On a global level
  - On a local level
- 3 Our proposal
  - On the field
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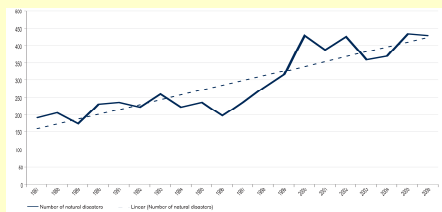
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# Natural disasters, facts and trends

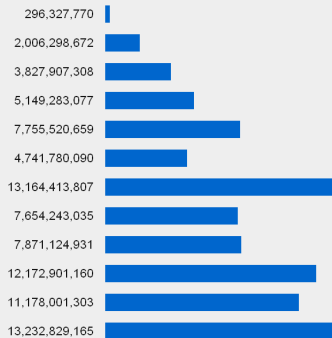
## Evolution of the number of natural disasters (1987 - 2007)



- 200 disasters reported in 1987
- 450 disasters reported in 2007

Source : Em-DAT, Annual Statistical Review 2006

## Evolution of funding in US\$ (1999 - 2010)



Source : ReliefWeb

# On the choice of this application for humanitarian aid

## Main specificity of humanitarian aid

- Vital importance of the success of operations

## Evolution of the context of humanitarian aid

- Increased number of disaster relief operations
- Economic context which imposes rationalisation

## So, what does it mean on the field ?

- Increased pressure from affected people for **effectiveness, responsiveness and flexibility**
- Increased pressure from donors for **efficiency, accountability, transparency**
- Increased **professionalism** of humanitarian assistance

## Methods used

### Case Study Research

#### Data collection :

- Documents
- Archival records
- Interviews of practitioners working
  - in various regions (Europe, the Middle-East or Africa)
  - at different organisational levels (headquarters, regional logistics centres or in the field)
  - in various organizations (IFRC, French Red Cross, MSF for formal interviews ; WFP, Oxfam, WVI, Care, UNDP (...) for informal discussions)



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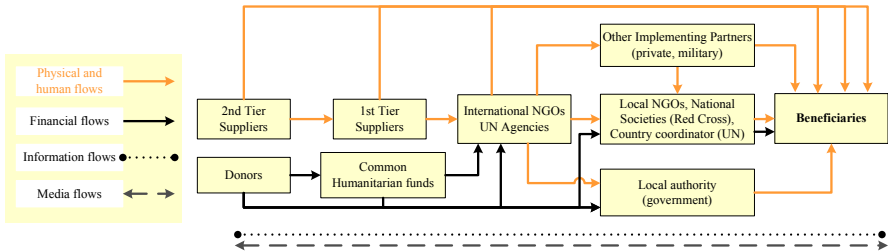
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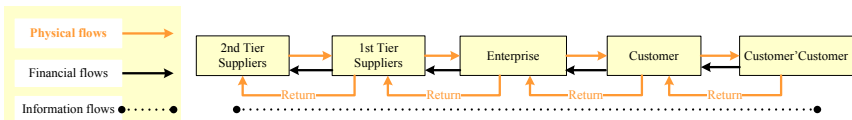
# Many stakeholders, many incentives

## Global model of supply chains

### Humanitarian Supply Chains



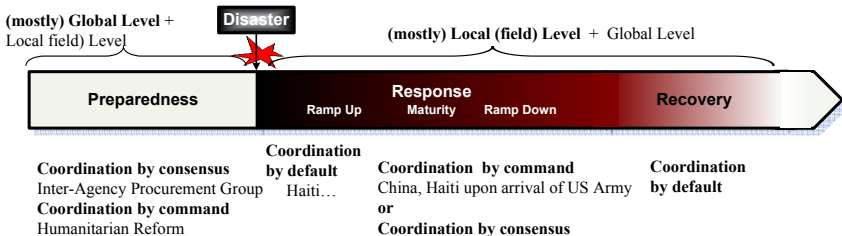
### Commercial Supply Chains



# Disaster phases and collaboration modes

## Coordination modes in the humanitarian sector (Donini)

- **Coordination by command** (central coordination ; agreement on responsibilities and objectives; common territorial areas of responsibility)
- **Coordination by consensus** (access to compatible or shared communications equipment, liaison and inter-agency meetings and pre-mission assessments)
- **Coordination by default** (routine contact between desk officers and civil military operations centres)



# The 2005 humanitarian response review

## Weaknesses

- Well-known, long-standing gaps in the response
- Limited linkages between UN and non-UN actors
- Erratic coordination, dependent on personalities
- Inconsistent donor policies
- Insufficient accountability (particularly for the response to IDPs)



## Threats : the changing environment

- Changing role of the UN, less direct implementation and more outsourcing
- Proliferation of humanitarian actors
- Competitive funding environment
- Increased public scrutiny of humanitarian action

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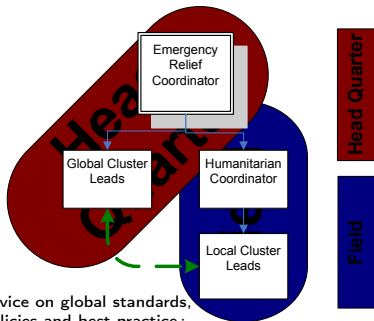
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# The cluster approach

## Strengthening of the response capacity : Cluster Approach

- To ensure sufficient global capacity is built up and maintained
- To identify predictable leadership, to be designed around 'partnerships'
- To strengthen accountability and improve field coordination and prioritisation



advice on global standards, policies and best practice ; operational support, general guidance and training programmes

Cluster	Lead Agency	
	Conflict generated IDPs	Natural Disasters
Protection	UNHCR	UNHCR, OHCHR or UNICEF
Emergency Shelter	UNHCR	IFRC
Camp Co-ordination and Management	UNHCR	IOM
Water, Sanitation and Hygiene	UNICEF	UNICEF
Health	WHO	WHO
Nutrition	UNICEF	UNICEF
Emergency Telecommunications	OCHA	OCHA
Logistics	WFP	WFP
Early Recovery	UNDP	UNDP



# Humanitarian Reform

## Strengthening of the response capacity : Cluster Approach

- Greater predictability and accountability
- Adequate response capacity
- Partnership ; strategic response ; better prioritization

## Better Humanitarian Financing

- Good Humanitarian Donorship
- Central Emergency Response Fund (CERF)
- Use of pooled funds and Emergency Response Funds (ERF) at country level

## Strengthening of the Humanitarian Coordination System

- Better training
- Enhanced support to Humanitarian Coordinator (HC) in emergencies
- Development of an Resident Coordinator (RC)/HC score card

# Fieldworkers' feedback

after implementation of Humanitarian Reform (UNOCHA 2005 ; International 2006 ; Tomasini, Hanson et Wassenhove 2008)

PROs	Neutral	CONs
<p>"At this stage we don't have a better way to do things" Nicholas Palanque, country director for CARE International in Chad</p>	<p>"Personally, I still don't really know what the practical difference is between the new cluster system and the former system" Jef Imans, head of the International Rescue Committee (IRC) in Chad</p>	<p>"The clusters are nothing more than a way for the UN to control us" one aid worker at Action Against Hunger (AAH) in Chad</p>
<p>"I don't think anyone can deny that cooperation between technical coordinators has improved" Nicholas Palanque, country director for CARE International in Chad</p>	<p>"It is certainly not a bottom-up driven process" Christophe Droeven, head of Catholic Relief Services (CRS) in Chad</p>	<p>"It's a lot of work and energy. In the end you have to make the decision, is it better to attend the meeting or actually do our jobs?" Thomas Merkelbach, head of the International Committee of the Red Cross (ICRC) in Chad</p>

# Barriers and enablers

Barriers	Enablers
Lack of mutual understanding due to the diversity of actors	Choice of the right ecosystem of actors
Lack of transparency and accountability	Incentives for shared information on mutual experiences and existing initiatives
Insufficient commitment at all levels	Involvement of key actors of the value chain
Lack of clarity on roles and responsibilities	Development of clear and jointly agreed roles and responsibilities for encouraging commitment of actors
Lack of change management	Participatory approaches
Lack of funding for activities that have no direct, visible and dedicated field application	Support of adequate Information Management tools and services

# Barriers and enablers of the implementation of collaboration networks in humanitarian organisations on a local level

inspired from Tomasini, Hanson et Wassenhove 2008 ; Tomasini et Wassenhove 2009 ; Workers 2010 ; International 2006 and Stephenson 2006

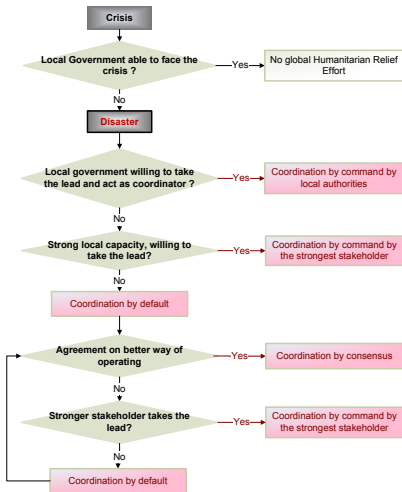
Barriers	Enablers
In-country NGOs vary widely in their ability and willingness to partner UN or international NGO bodies	Most organisations are connected to one another in principle through their desire to provide aid effectively
Most organisations are associated with each other only episodically	General awareness of the aims and competencies of principal actors
Accurate data for needs assessment, logistics management and many other critical parts of operations is vital but typically difficult to obtain	Specific shared IT tools are being developed to improve data capture and analysis
All humanitarian organisations are poor in lessons learnt and need structure to prepare know-how, knowledge rules/pools, and to clarify what they need in specific fields	Score cards are under development in most major international NGOs
The humanitarian community has many serious weaknesses in managing human resources, from recruitment to training to appraisal	

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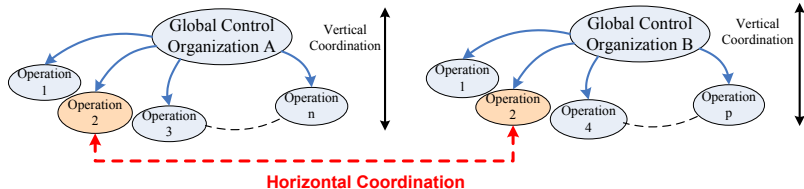
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# Decision tree

to facilitate the choice of the most adequate collaboration mode



# Three major components to design a collaborative protocol



- 1 Balancing : To mobilise and properly allocate the funds and skills to different crises at a given time.
- 2 Synchronisation : To guarantee the coherence and efficiency on a relief operation.
- 3 Training : To facilitate the empowerment between network members and the implementation of best practices.

# Summary

## We illustrated

- 1 the particularities of the humanitarian sector
- 2 the specific problems they create

## Our inputs

- 1 Make explicit and consolidate humanitarian experiences
- 2 Propose two frameworks for supporting collaboration at a local level and global level

## Some perspectives can follow :

- 1 More discussions with NGOs to validate results
- 2 More detailed literature review to compare with "usual" collaborative networks



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Thank You  
Any Questions?

Partnership Type	Activities	Time Horizon	Scope of Activities
Cooperation	Fewer suppliers Longer term contracts	Short term	Single functional area
Coordination	Information linkages WIP linkages EDI exchange	Long term	Multiple functional areas
Collaboration	Supply chain integration	Long term with no fixed end date	Firms see each other as extensions of their own firm

Harrison and van Hoek,  
Logistics Management and Strategy. Harlow : Pearson Education Ltd 2002, p. 226