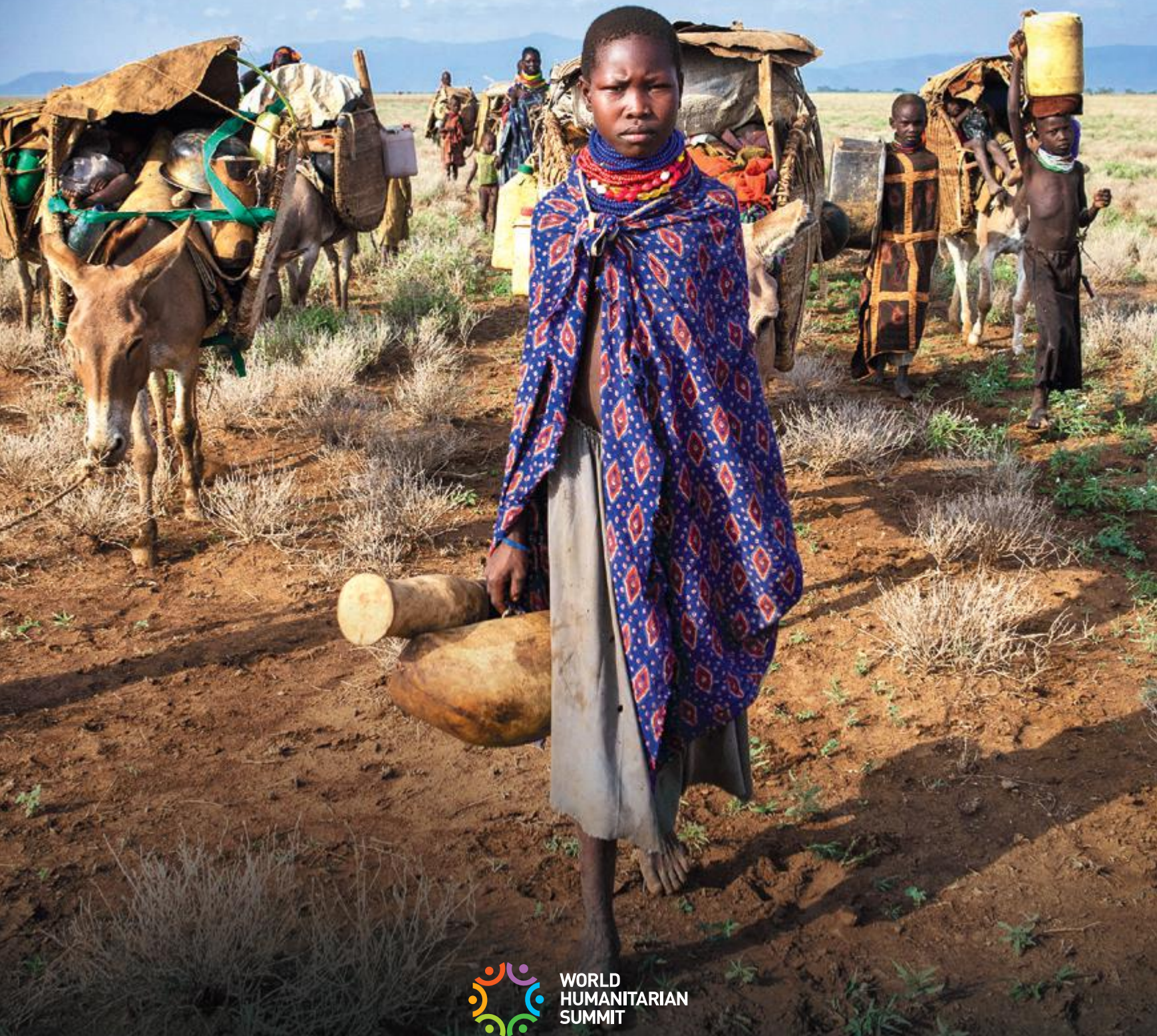


TOGETHER WE STAND



WORLD
HUMANITARIAN
SUMMIT

TOGETHER WE STAND



DISCLAIMER

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of Tudor Rose concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by Tudor Rose in preference to others of a similar nature that are not mentioned.

The views expressed in this information product are those of the authors and do not necessarily reflect the views or policies of the publisher.

ISBN 978-0-9568561-8-0
Original title: Together We Stand

Text © Tudor Rose. All rights reserved.
Photographs © as per credits

Published in 2016 by Tudor Rose www.tudor-rose.co.uk



Acknowledgements

Compiled by: Sean Nicklin, Ben Cornwell

Edited by: Dr Jacqui Griffiths

Designed by: Libby Sidebotham

Project Manager: Stuart Fairbrother

Cover photo: Women, children and donkeys on the arid plains at the feet of the Mogila mountains in Turkana, northern Kenya

© Gwenn Dubourthoumieu/IRIN

Printed in the UK by: Gomer Press Ltd.

The support and advice of Breanna Ridsdel and Myriam Kusayanagi, World Humanitarian Summit secretariat, United Nations Office for the Coordination of Humanitarian Affairs (OCHA) has been crucial in the publication of this volume.

With thanks to all the authors listed in the contents section for their support in making *Together We Stand* possible.

African Risk Capacity (ARC)

Al-Basar International Foundation

All India Disaster Mitigation Institute (AIDMI)

Alwaleed Philanthropies

Arab Renaissance for Democracy and Development – Legal Aid

Asian Development Bank

Association for Aid and Relief

Bay of Bengal Programme Inter-Governmental Organisation (BOBP-IGO)

Buddhist Tzu Chi Foundation

Catholic Relief Services (CRS)

Centre for Global Sustainability Studies, Universiti Sains Malaysia (USM)

Cooperation Council of the Turkic Speaking States (Turkic Council)

Department of Foreign Affairs, the Philippines

Direct Aid

EU-CORD Network

German Federal Foreign Office

German Red Cross

International Islamic Relief Organization (IIROSA)

Islamic Development Bank

Islamic Relief

Israel Global Initiative

King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID)

King's College, London

Kuwait Fund for Arab Economic Development

Linklaters

Mercy Corps

MERCY Malaysia

Mercy Relief

Ministry for Foreign Affairs, Finland

Ministry of Foreign Affairs, Grand Duchy of Luxembourg

Ministry of Foreign Affairs, Israel

Ministry of Foreign Affairs, Japan

Ministry of Foreign Affairs, Turkey

Ministry of International Cooperation and Development (MICAD), UAE

National Disaster Management Agencies Malaysia

Office of the National Coordination on Civil Protection in Mexico

Pacific Disaster Center

Philippine Disaster Resilience Foundation

Qatar Computing Research Institute (QCRI)

Reach Out to Asia (ROTA)

Tearfund

The Forum for Promoting Peace in Muslim Societies

Trócaire

Turkish Red Crescent Society (TRC)

West Asia-North Africa Institute (WANA)

World Vision

Foreword

DR JACQUI GRIFFITHS, EDITOR, TOGETHER WE STAND

Over the past decade, the number of people in need of humanitarian assistance has almost doubled. Every day brings fresh stories of lives, livelihoods and communities threatened by a wide range of events, from weather-related disasters to conflicts and pandemics. These crises are often protracted, and no single country or organization can deal with them alone. Collective action and partnership are the only ways to truly tackle these global, interconnected issues.

In his opening remarks at the launch of the report for the World Humanitarian Summit, United Nations Secretary-General Ban Ki-moon emphasized the need for international solidarity in the face of these crises. “Today’s complex challenges cross borders and surpass the capacity of any single country or institution to cope,” he said. “We need to restore trust in our global world order and in the capacities of our national and regional institutions to confront these challenges effectively. We need to show the millions of people living in conflict — with chronic needs and constant fear — the solidarity that they deserve and expect.”

As the World Humanitarian Summit brings global leaders together to galvanize collective action on humanitarian crises, Tudor Rose is proud to partner with the United Nations Office for Coordination of Humanitarian Affairs (OCHA) in the publication of *Together We Stand*.

This volume supports the commitment of the World Humanitarian Summit to ‘leave no one behind’, bringing together the knowledge, experience and expertise of organisations working around the world to build resilience to crisis. The articles included in this book detail a wide range of approaches and experiences, but they share a common message: by working together, our response to humanitarian crisis can be greater than the sum of its parts. It can be proactive, innovative and inclusive, empowering those affected to safeguard lives and livelihoods and well-being before, during and after a crisis hits.

In his opening remarks, the United Nations Secretary-General stated: “Let us make the World Humanitarian Summit a turning point in which we commit to placing humanity as a driver of our decision-making and make concrete steps towards ending the suffering experienced by billions of people today.”

We hope that this publication will help to build a foundation for making those steps, enhancing our shared commitment to finding better ways to meet the needs of people affected by conflicts or disasters, now and in the years to come.

Contents

Acknowledgements.....	3	Interreligious dialogue for humanitarian relief and sustainable development.....	45
Foreword.....	4	<i>Faisal Bin Abdulrahman Bin Muaammar, the King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue</i>	
<i>Dr Jacqui Griffiths, Editor, Together We Stand</i>			
Statement by Lenita Toivakka, Minister for International Trade and Development, Finland.....	7	The Innovation Lab: a new paradigm of partnering for impact ...	49
One Humanity, Shared Responsibility	8	<i>Dan Kelly, Vice-President Global Humanitarian and Emergency Affairs; and Jennifer MacCann, Response Director Nepal Earthquake Response, World Vision International</i>	
<i>Mr. Stephen O'Brien, United Nations Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator</i>		Building regional resilience in crises: how a think tank fits in the humanitarian puzzle	52
Inclusive approaches — humanitarian programming that leaves no one behind	13	<i>Adel Elsayed Sparr and Dr Erica Harper, West Asia-North Africa Institute</i>	
<i>Beth Milburn, EU-CORD; Judith Baart, Light for the World; David Gál, Hungarian Baptist Aid; Agnes Kroese, Red een Kind; Joohi Haleem, Mission East; and We'am Daibas, Medair</i>		The importance of humanitarian organizations in empowering marginalized groups	55
Where Turkey stands in the current humanitarian system	17	<i>Mr Ehssan Saleh Taieb, Secretary General of IIROSA; and Dr Ashraf Salem, Director of the Center of Research and Studies in IIROSA</i>	
<i>Dr Hasan Ulusoy, Ambassador, Director General for Multilateral Political Affairs, Ministry of Foreign Affairs of the Republic of Turkey</i>		Extending humanitarian impact.....	58
Fostering safer, more resilient communities through innovation and collaboration	20	<i>Seki Hirano, CRS Senior Technical Advisor Shelter & Settlements; and Amy Hilleboe, CRS Senior Technical Coordinator, Disaster Risk Reduction</i>	
<i>Christopher C. Chiesa, Ray Shirkhodai and Joseph Bean, Pacific Disaster Center</i>		We have faith in response.....	63
The United Arab Emirates: responding to emergencies and helping to build resilience	24	<i>Oenone Chadburn, Head of Humanitarian Support; and Katie Ballin, Humanitarian Support Officer, Tearfund</i>	
<i>HE Reem Al Hashimy, Minister of State for International Cooperation, Ministry of Foreign Affairs and International Cooperation, United Arab Emirates</i>		Action in community resilience to fight floods in Bangladesh	66
The private sector as a key actor in disaster management.....	27	<i>Saba Mahmood, Muhtari Aminu-Kano and Martin Cottingham, Islamic Relief</i>	
<i>Rene 'Butch' Meily, President, Philippine Disaster Resilience Foundation</i>		Direct Aid and Al Basar: a partnership from darkness to sight....	69
Resilience and opportunity in crisis: Israeli civil society approaches.....	30	<i>Dr Abdulrahman Al Muhailan, Chairman, Direct Aid; and Dr Adil Al Rashood, Chairman, Al-Basar International Foundation</i>	
<i>Rabbi Dr Yossi Ives, Tag International Development; Dr Mike Naftali, Brit Olam – International Volunteering and Development; and Natalie Aharon, Israel Global Initiative</i>		Making hospitals more resilient in Malaysia: a disaster risk reduction programme	72
To really be transformative, address conflict head-on.....	34	<i>Ab Samah Norazam, MERCY Malaysia</i>	
<i>Neal Keny-Guyer, Chief Executive Officer, Mercy Corps</i>		AAR Japan's partnership in megadisaster: the Great East Japan Earthquake.....	75
By youth, for youth: towards an inclusive humanitarian agenda.....	39	<i>Sayako Nogiwa, Programme Manager; Atsushi Naoe, Representative of the Tohoku office; and Miho Fukui, Research Unit, Association for Aid and Relief, Japan</i>	
<i>Nahla F. Abu-Eissa, Advocacy Specialist; and Esker Copeland, Youth and Education Specialist, Reach Out to Asia</i>		Resilient communities can better cope in times of crisis: Israel's rapid crisis response and resilience-building activities....	79
Disability is not inability: water means dignity for disabled refugees in Uganda	42	<i>Ambassador Gil Haskel, Head of MASHAV – Israel's Agency for International Development Cooperation, Ministry of Foreign Affairs</i>	
<i>Miikka Niskanen, Head of Humanitarian Aid, World Vision Finland; and Claus Jerker Lindroos, Director, Unit for Humanitarian Assistance and Policy</i>		Building resilience through community-driven development.....	83
		<i>Camilo Gudmalin, Undersecretary, Department of Social Welfare and Development; Joel Mangahas, Senior Social Sector Specialist, Human and Social Development Division, Southeast Asia Department, Asian Development Bank; Rowena Mantaring and Maria Priscilla del Rosario, Consultants, Asian Development Bank</i>	

Contents

Giving with two hands and a bow..... 86 <i>Hanford Lin, Chien-Cheng Yang, Steve Chiu, Stephen Fomba and Debra Boudreaux, Buddhist Tzu Chi Foundation</i>	Building partnerships to improve resilience and safety of fisher families in the Bay of Bengal..... 132 <i>Yugraj Singh Yadava, Director; and Rajdeep Mukherjee, Policy Analyst, Bay of Bengal Programme Inter-Governmental Organisation, Chennai, Tamil Nadu, India</i>
Together we stand: religion as a means towards peaceful coexistence 90 <i>Zeshan Zafar and Sumbella Khan, The Forum for Promoting Peace in Muslim Societies</i>	The Turkic Council’s approach to humanitarian diplomacy..... 136 <i>Ambassador Ramil Hasanov, Secretary General; Pelin Musabay Baki, Project Director; and Yedil Myrzakhanov, Project Director, Turkic Council</i>
Supporting decisions in crisis response: Artificial Intelligence for Digital Response and MicroMappers..... 93 <i>Qatar Computing Research Institute, Social Computing</i>	African Risk Capacity: an African-led strategy for managing natural disasters 139 <i>Dr Ngozi Okonjo-Iweala, Chair, African Risk Capacity Agency Governing Board; and Dr Lars Thunell, Chairman, African Risk Capacity Insurance Company Board of Directors</i>
Building capacities for sustainable partnerships 96 <i>Louise Julin, Funding Officer; and Kelly Kirk, Humanitarian Affairs Officer, Arab Renaissance for Democracy and Development–Legal Aid</i>	The Kizilaykart electronic smart card/e-voucher programme 143 <i>Turkish Red Crescent Migration and Refugee Services Department</i>
Forecast-based financing: climate science and timely funding of early actions in an anticipatory humanitarian system 99 <i>German Action Plan for Humanitarian Adaptation to Climate Change</i>	Recovery resilience: empowerment in the face of adversity..... 146 <i>Saleha Ali, Carol Liew and Masahiro Ishizeki, Mercy Relief</i>
Rising from the mud: recovery and reconstruction in Malaysia..... 102 <i>National Disaster Management Agencies Malaysia</i>	Investing in the future: provide people with hope for a life and build a resilient society 149 <i>Tsukasa Hirota, Director, Humanitarian Assistance and Emergency Relief Division, Ministry of Foreign Affairs of Japan</i>
The Philippines: partnerships for humanitarian action..... 105 <i>Jesus RS Domingo, Assistant Secretary for United Nations and International Organizations, Department of Foreign Affairs, the Philippines</i>	Fifty-four years of development cooperation 152 <i>Kuwait Fund for Arab Economic Development</i>
Alwaleed Philanthropies: forging strong partnerships for greater impact 109 <i>HRH Princess Lamia bint Majed AlSaud, Secretary General, Alwaleed Philanthropies</i>	Empowerment of communities towards disaster resilience through disaster risk management for sustainable development ... 155 <i>Omar Osman, Kamarulazizi Ibrahim, Kanayathu Chacko Koshy, Ahmad Firdaus Ahmad Shabudin, and Sharifah Nurlaili Farhana Syed Azhar, Centre for Global Sustainability Studies, Universiti Sains Malaysia, Penang, Malaysia</i>
Luxembourg’s SATMED programme brings e-health to remote areas 113 <i>Max Lamesch, Coordinator of Humanitarian Action, Directorate for Development Cooperation and Humanitarian Affairs, Ministry of Foreign and European Affairs, Grand Duchy of Luxembourg</i>	The humanitarian capacities challenge: dealing with the present and preparing for the future 159 <i>Dr Randolph Kent, King’s College, London, UK</i>
Mexico: a set of alliances to face adversity..... 117 <i>Luis Felipe Puente Espinosa, National Coordinator of Civil Protection, Mexico</i>	Embedding good governance in the World Humanitarian Summit Synthesis Report: a spotlight on the evidence 161 <i>Lance Croffoot-Suede, Head; Ulysses Smith, Attorney; and Menaka Nayar, Attorney, Linklaters, International Governance and Development Practices</i>
Risk transfer and insurance: investing in disaster risk reduction for urban resilience 121 <i>Mihir R. Bhatt, All India Disaster Mitigation Institute; and Ronak Patel, Stanford University</i>	Notes and References 163
Building resilience to economic shocks in Uganda’s dairy sector: the role of Farmers’ organizations 125 <i>Dr Umar I. Kamarah, Islamic Development Bank</i>	
Responding to the livelihoods needs of quarantined households during the Ebola outbreak in Sierra Leone 128 <i>Michael Solis, Sierra Leone Programme Manager; and Rebecca Grogan, Project Officer, Trócaire</i>	

LENITA TOIVAKKA, MINISTER FOR INTERNATIONAL TRADE AND DEVELOPMENT, FINLAND

Millions of people are in need of humanitarian assistance today. The sad fact is that most of this immense human suffering takes place because of man-made conflicts, in which innocent civilians are the main victims and international humanitarian law is blatantly violated. This is not acceptable in the 21st century.

At the same time humanitarian aid workers are reaching more people than ever before. Their unselfish work defending fundamental human values and dignity in often dangerous circumstances deserves our deep gratitude and respect.

The best way for the international community to honour and support humanitarian work is by allowing it to succeed through conflict prevention and resolution, through strengthening resilience and through increased aid resources and effectiveness.

My country Finland firmly believes that humanitarian aid will strongly benefit from taking better into account the knowledge and needs of women throughout the planning, implementation and follow-up of operations. Women and girls often suffer the most in situations of emergency, but women also have the knowledge and capacity to address needs and find solutions.

I am also convinced that it is time to better address the needs of people with disabilities in humanitarian crises. Leaving no one behind is one of the guiding principles in implementing Agenda 2030 and we have often witnessed how people with special needs are the last ones both to receive assistance and to be able to return to normal life in situations of emergency.

We all have an opportunity to help those most in need, no matter who we are and where we are. Let us seize this opportunity — it is our responsibility to do so and in the end we will all benefit from it.



Lenita Toivakka
Minister for International Trade and Development, Finland

One Humanity, Shared Responsibility

*Mr. Stephen O'Brien, United Nations Under-Secretary-General
for Humanitarian Affairs and Emergency Relief Coordinator*

The world is at a critical juncture. We are witnessing the highest level of humanitarian needs since the Second World War. Humanitarian action has never reached so many people in so many places; but despite delivering life-saving assistance to millions of men, women and children, the humanitarian system is under strain. This is why, for the first time in the 70-year history of the United Nations, Secretary-General Ban Ki-moon has convened the World Humanitarian Summit, scheduled to take place in Istanbul on 23-24 May 2016.

At the beginning of 2016, 125 million people require humanitarian assistance. If that were a country, it would be the 11th

largest in the world — comparable to the population of Japan. 60 million people have been forced to flee their homes because of conflict or violence. 30 million of them are children. The brutality of today's armed conflicts and the lack of respect for the fundamental rules of international humanitarian law threaten to unravel 150 years of achievements, and plunge us into an era of wars without limits. The scale and frequency of natural disasters is growing, and climate change is increasing humanitarian stress. In the last two decades, 218 million people each year were affected by disasters; at an annual cost to the global economy that now exceeds US\$300 billion. The cost of delivering humanitarian assistance and protection has increased by 600 per cent over the past decade.



Image: UN Photo/Eric Kanalsstein

Children play in the newly established Sosmaqala Internally Displaced Persons (IDP) Camp in northern Afghanistan. The camp is comprised of recently returned Afghans following many years as refugees in neighbouring Iran



Image: UNICEF/Marco Dominio

Haitians cross a flooded street in Léogâne, 30 km southeast of Port-au-Prince. Haiti has been hit by heavy rains and strong winds brought by Hurricane Tomas

The time to act is now. Each year the needs — and the costs — grow higher. This is not in anyone's interest, nor is it not sustainable. This is why United Nations Secretary-General Ban Ki-moon has convened the first-ever World Humanitarian Summit in Istanbul, Turkey, on 23-24 May 2016. The Summit will bring together leaders from Governments, businesses, international and regional organizations, humanitarian organizations, first responders, community networks, academia and civil society. At the Summit, leaders will gather to make commitments to reduce human suffering and reverse the trend of rising humanitarian need. Because these global challenges require global leadership and solutions, the Summit must represent a turning point, which helps create the political momentum for change.

A worldwide consultation

In calling for the World Humanitarian Summit, the Secretary-General asked that the search for solutions be based on and informed by the experience of all relevant stakeholders, including people affected by crisis and those serving their needs. Over the course of eighteen months, a worldwide consultation process took place to gather the views of affected people, governments, civil society, humanitarian organizations, the private sector and other partners.

The consultation reached more than 23,000 people in 153 countries — the most comprehensive consultation on humanitarian action ever to be undertaken. Consultations were undertaken in communities, in refugee camps, in field offices and in capital cities. The findings from each part of the world were brought together in eight regional consultations. In 2014, three consultations took place in: Abidjan generously co-chaired by Cote d'Ivoire and by the Democratic Republic of the Congo; in Tokyo, co-hosted by the Governments of Japan and Indonesia; in Pretoria, co-chaired by South Africa and Ethiopia. In 2015, five consultations took place: in Budapest, co-hosted by Hungary, Finland and the European Commission Directorate-General for Humanitarian Aid and Civil Protection; at the Dead Sea, hosted by the Government of Jordan and co-chaired by the League of Arab States and the Organization of Islamic Cooperation; in Guatemala City, hosted by the Government of Guatemala; in Auckland, co-hosted by New Zealand and Australia; and in Dushanbe, hosted by the Government of Tajikistan. Many other countries and organizations, too numerous to list here, hosted thematic and technical consultations. The Government of Germany generously hosted the thematic consultation; and the government of Switzerland hosted the Global Consultation, which brought together more than 1,000

participants from around the world to review the outcomes of the process.

OCHA and its partners also used innovative digital tools to broaden the reach of the consultations. Each consultation was accompanied by an online discussion, which gathered voices and views from a broad audience. In partnership with UNITE Ideas, the WHSs held a data visualization competition, “Visualize Change.” With support from UNICEF, the WHSs used ‘U-Report,’ an SMS based consultation tool, to reach out to over 550,000 young people in 5 countries and ask their opinions on humanitarian issues. As a result, over 170,000 text messages were received in a 24-hour period, representing a decisive insight of young people’s experiences, priorities, and responses to humanitarian crises.

A call to restore humanity

In September 2015 the WHS secretariat presented its report “*Restoring humanity: global voices calling for action*,” presenting the findings of the extensive and inclusive consultation process.

The consultations produced a resounding cry to put affected people at the heart of humanitarian action. They generated a demand for a world whose fundamental humanity is restored, a world where no one confronted by crisis dies who can be saved, goes hungry, or is victimized by conflict because there is not enough political will or resources to help them. The process highlighted that even as global leaders pledged, through the adoption of the 2030 Agenda for Sustainable Development, to “leave no one behind”, the needs and dignity of millions of people in crises are being neglected. Decisive, collective action is needed to uphold our shared responsibility to save lives and enable people to live lives of dignity.

The consultation process highlighted five critical areas in which collective action is needed, and set out an ambitious vision for each:

- **Dignity:** Empower people to cope and recover with dignity through humanitarian action that puts people at its heart, delivers equally for women and girls, reaches everyone, invests in youth and children, and protects and enables people as the primary agents of their own response.
- **Safety:** Keep people safe from harm by putting protection at the centre of humanitarian action, increasing political action to prevent and end conflict, preventing and putting an end to violations of international humanitarian law, and ensuring humanitarian action is not instrumentalized.
- **Resilience:** Build hope and solutions for people in new or prolonged crises through collective action by humanitarian, development and other partners to strengthen people’s resilience to crises, by investing in preparedness, managing and mitigating risk, reducing vulnerability, finding durable solutions for protracted displacement, and adapting to new threats.
- **Partnerships:** Build diverse and inclusive partnerships that reaffirm the core humanitarian principles, support effective and people-driven humanitarian action, enable first responders to take a leadership role, and leverage the power of innovation.

- **Finance:** Ensure sufficient and more efficient use of resources to preserve life, dignity and resilience in crises through new and diverse funding sources and expanded support to local organizations.

The vision and recommendations of the consultation process were widely supported and built upon during the Global Consultation, which took place in Geneva, Switzerland, in October 2015.

The Secretary General’s Agenda for Humanity

In February 2016, the United Nations Secretary-General launched his report for the World Humanitarian Summit titled “*One Humanity, Shared responsibility*.” The report builds on the messages from the World Humanitarian Summit consultation process, as well as those from other key processes such as the 2030 Agenda for Sustainable Development, the high-level panels on peace operations and humanitarian financing, the peace-building review, the review of resolution 1325 on women, peace and security, and the new Sendai framework for disaster risk reduction, and the Paris Agreement.

Through the report, the Secretary-General calls for the need to place humanity — people’s safety, dignity and their right to thrive — at the centre of global decision making. He emphasizes the urgency and timeliness of the Summit, given the level of challenges facing the international community and the human suffering witnessed today, and calls upon governments, the United Nations and humanitarian organizations and other stakeholders to accept and act upon five core responsibilities to deliver for humanity and puts forward his Agenda for Humanity that outlines the key actions and strategic shifts necessary to deliver on them.

Core responsibility 1: Political leadership to prevent and end conflicts
More than 80 per cent of humanitarian needs are generated by conflicts. The Secretary-General highlights that preventing conflicts and finding political solutions to resolve them is our first and foremost responsibility to humanity. He calls on global leaders to demonstrate timely, coherent and decisive political leadership, to stand up for values and respect the rules they have agreed on, and to do more to prevent conflicts by identifying early signs of deteriorating situations and acting on them. We must shift from a focus on crisis response to a culture of early action. Prevention also requires more sustained investment and engagement in promoting peaceful and inclusive societies and strengthening legitimate and inclusive institutions, including through the meaningful inclusion of women and women’s groups in political decision-making and peace processes, and much greater investment in building inclusive and peaceful institutions.

Core responsibility 2: Uphold the norms that safeguard humanity
Even wars have rules; yet we are witnessing today the erosion of more than 150 years of international humanitarian law. The Secretary-General has called on all states and parties to a conflict to recommit to upholding the rules that protect humanity, minimize human suffering, and protect civilians. This means stopping the bombing and shelling of civil-



Image: UNHCR/F.Noij

The people in this column in Benghazi, including migrant workers and possibly refugees, want to enter Egypt to escape the fighting in Libya

ian targets and areas. It means stepping up our cooperation to end the scourge of gender-based violence. It also means committing to national and international justice and ending impunity, and for leaders at all levels — the United Nations, humanitarian organizations and civil society — to speak out on violations and systematically condemn them.

Core responsibility 3: Leave no one behind

In 2015, the international community achieved a historic victory by committing to the 2030 Agenda for Sustainable Development, which pledged to leave no one behind. In “One Humanity, Shared responsibility,” the Secretary-General states that delivering on this promise requires reaching everyone in situations of conflict, disasters, vulnerability and risk. We cannot achieve our development goals without addressing humanitarian crises; and the better we address these crises, the more resources we will be able to collectively devote to long-term activities including mitigating the impacts of climate change. In particular, the Secretary-General calls for global and local action to reduce and address internal displacement; share responsibility for addressing large-scale movements of refugees; end statelessness; empower and protect women

and girls; eliminate gaps in education for children affected by crises; and empower young people to be agents of positive transformation.

Core responsibility 4: Change people’s lives — From delivering aid to ending need

With the 2030 Agenda as the world’s common framework for the next 15 years, the international community as a whole must shift its approach in protracted humanitarian crises from simply delivering aid, to also include working with partners to end need in the long run. This requires three fundamental shifts. First, both international and national actors must do more to reinforce local and national systems, and to put people’s resilience at the centre of our efforts. Second, we must invest more in data and risk analysis, including early warning systems, and put in place the mechanisms to enable us to act on them, instead of waiting for crises to erupt before triggering a response. Third, we must turn twenty years of talk into action and bridge the humanitarian-development divide. This means that in longer-term crises, humanitarian and development actors must work together to achieve collective outcomes, based on comparative advantage and over multi-year timeframes.



Image: WHO/F. Guerrero

Thanks to the swift disbursement of US\$1.7 million from the Central Emergency Response Fund (CERF), the World Health Organization (WHO) in the Philippines was able to provide urgent medical care for hundreds of thousands of people affected by the storm

Core responsibility 5: Invest in humanity

Accepting and acting upon our shared responsibilities for humanity requires political, institutional and financial investment. This means investing in local capacities and directing global investments to areas of highest risk and fragile situations. To underpin new ways of working, we also need new ways of investing, that promote and incentivize collective outcomes, rather than funding that promotes fragmentation. We must also reduce the funding gap for humanitarian needs. It is morally unacceptable that any one should die or live without dignity for the lack of money.

Istanbul — A call to action

Taken together, the five core responsibilities of the Agenda for Humanity have the potential to change lives, and to kick off a major shift in how the global community addresses human suffering by preparing for and responding to crises.

The World Humanitarian Summit is therefore not an endpoint, but a starting point to make a real difference in the lives of millions of women, men and children. It will be a launchpad for a set of actions that will enable the world to better prepare for and respond to crises, and become more resilient to shocks.

After the Summit, the work must continue to implement the commitments and monitor progress and promote change. The implementation of the commitments should begin right away. The Secretary-General has called for measurable progress within the next three years.

Istanbul is the moment to commit to the unity and cooperation needed to confront these challenges, to accept our core responsibilities to prevent and end suffering, and to take all steps necessary to accept humanity as the driver of our decision-making and collective action. But all of us have a role to play in delivering the Agenda for Humanity and in building a shared vision for action, change and mutual accountability.

It is my hope that for years and decades to come, we will look back at the Summit as a turning point in how we as an international community come together to resolve our differences, accept our individual and collective responsibilities, and confront the challenges of our time collectively and coherently. This is how we must respond to some of the greatest challenges of our generation. We must deliver the unity and political will to create a better future. Millions of women, men and children in crisis should expect nothing less from us.

Inclusive approaches — humanitarian programming that leaves no one behind

Beth Milburn, EU-CORD; Judith Baart, Light for the World; David Gál, Hungarian Baptist Aid; Agnes Kroese, Red een Kind; Joohi Haleem, Mission East; and We'am Daibas, Medair

Situations of protracted crisis impact the lives of all members of society. Humanitarian and resilience programming should therefore include all members of the affected societies, to ensure that no one gets left behind when disaster strikes.

Programming must take into account the needs of the most vulnerable, such as persons with disabilities, young people, women, ethnic minorities or pregnant mothers. EU-CORD member organizations have included these groups in their resilience programming. In situations of protracted crises such groups might otherwise have been marginalized and become increasingly vulnerable.

EU-CORD is an interdenominational network of European Christian relief and development non-governmental organizations comprising 22 member organizations that work alongside over 1,000 implementing partners worldwide. We are inspired by our Christian values to ensure that all individuals are treated with respect and dignity. In the following

examples, EU CORD members share their experiences of working to ensure that vulnerable and excluded groups gain access to humanitarian services. This can be done through two approaches: by ensuring that they are included in humanitarian programming, or by working specifically with them so that they can ensure access to the services they need.

One thematic area of emphasis for EU-CORD is the inclusion of persons with disabilities. In the aftermath of the open conflict in South Sudan in 2014, Light for the World carried out an informal random appraisal in the Mahad and Gunbo internally displaced persons (IDP) camps, documenting the accessibility of services provided by various humanitarian agencies. The appraisal confirmed that the knowledge, competencies, vulnerability and needs of persons with disabilities were being ignored. Since then, Light for the World has worked with camp management teams and humanitarian agencies to provide an inclusive humanitarian response.

This began by ensuring that persons with disabilities were included as a category in the United Nations High



Image: Isti Madaarasz, (c) 2015 Hungarian Baptist Aid

Participant Ja Seng Pu (right) with trainer Dr Béla Szilágyi, vice president of Hungarian Baptist Aid in Yangon, Myanmar



Image: Mission East Afghanistan Design, Monitoring, Evaluation and Lessons Learnt Unit

Majabin, a war widow, now has access to an income through participating in the training offered by Mission East, Afghanistan



Image: Jaco Klammer

Persons with disabilities can now access protection, water, sanitation and hygiene, education and food in Mahad and Gunbo camps, South Sudan

Commissioner for Refugees registration form, to collect data on the support required by new arrivals. The staff of five humanitarian agencies were trained on disability issues so they would understand how to minimize the risk of abuse and provide appropriate assistance. By gaining an understanding of the presence and vulnerability of persons with disabilities, humanitarian staff were able to work to ensure that aid and services were distributed in a way that did not exclude them. This included involving persons with disabilities in the design and maintenance of water and sanitation facilities to ensure accessibility; ensuring that health, hygiene and information messages were distributed using multiple communication methods such as Braille, sign language or drawings; and ensuring that sufficient (solar) lighting is provided in shelter areas to facilitate the safety and communications ability of people who are deaf and hard of hearing. Working closely with camp management, and training IDPs from the camps to provide rehabilitation services, produced an effective balance between making structural changes in the camp and attending to individual needs through promoting participation.

Despite current interventions, a large gap remains in the knowledge and capacity of humanitarian actors to adequately address the needs of IDPs with disabilities. The Government of the Republic of South Sudan has therefore asked Light for the World to develop a capacity-development programme for emergency actors in-country. The first batch of humanitarian actors and government staff is expected to be trained in disability inclusion by July 2016.

Conflict increases the prevalence of disability, but humanitarian camps and services are often not adapted to address the needs of persons with disabilities. Light for the World has demonstrated that with some knowledge on disability, and slight adaptations to make services accessible, all internally displaced persons can benefit from the aid provided.

Management of IDP camps was also part of the training given by Hungarian Baptist Aid in Myanmar that enabled ethnic, religious and language minority group leaders to work on building the resilience of their communities. The Kachin State, underfunded and lacking investment, has a long history of conflict with the Government. Ja Seng Pu was a young teenager living in Kachin State when cyclone Nargis struck in 2008, taking the lives of 200,000 people and making half a million homeless. Three years later the Kachin war resumed in her home state, making her life even more vulnerable.

The humanitarian principles of impartiality and neutrality were taken up by faith-based organizations which worked to promote the inclusion of all ethnic, religious and language minority groups in their humanitarian work. Hungarian Baptist Aid responded to cyclone Nargis within 24 hours and since then has worked with local counterparts to provide humanitarian assistance, funding and capacity development. In 2014 Hungarian Baptist Aid organized a high-level disaster management training series for community leaders of the most vulnerable groups.

Eighteen different ethnic, religious and language-minority groups (including Kachin Ja Seng Pu as well as Bamar, Chin



Image: Reed een Kind

Women of a self-help group in Rutovu Commune, Burundi

and Karen ethnic leaders) participated in the training series in disaster management and leadership. Representatives from each group attended the training and were able to share the knowledge they gained with their communities and take ownership for promoting resilience. Hungarian Baptist Aid and Myanmar Baptist Convention provided academic-level trainers, while the Hungarian Foreign Ministry offered co-sponsorship.

The training equipped the leaders to better protect their people and manage disasters. It comprised 35 theoretical and practical lectures, case studies and hands-on exercises, designed after consultations with local experts. It included topics such as early warning systems, human rights and humanitarian law, refugee and IDP camp management, and humanitarian standards and democratic transitions. Local trainers shared the knowledge they gathered responding to cyclone Nargis and other disasters. A leaders' network was formed to provide peer support in difficult times.

Today Ja Seng Pu is a leader instead of a victim. The knowledge she gained from the training empowers her to work with Kachin IDPs, and to respond effectively to natural disasters such as the Moekaung flood in July 2015. Ja Seng Pu now works to alleviate the suffering of victims and boost the resilience of her local community.

Training is also one way in which Mission East works to increase the resilience of women in rural communities in Afghanistan. The remoteness of north-eastern Afghanistan means that humanitarian and development programming does not suffi-

ciently reach the most vulnerable, especially the extremely poor rural communities that are farthest from roads, markets and basic services. In this region 47 per cent of children under five are moderately or severely stunted and improvements in food security and livelihoods are desperately needed.

Mission East Afghanistan is working to develop a context-specific resilience score or index. This will use various indicators to help measure the impact of interventions on increasing the resilience of a community or household, and determine when a community has become more self-reliant and less vulnerable to future crises and shocks.

Improvements in resilience will come through targeting the most vulnerable. Mission East's programme design involves selecting the most vulnerable communities and utilizing local knowledge to identify beneficiaries who are the most vulnerable people within these communities. This results in women being chosen as beneficiaries because few women own resources such as land and livestock, and they have fewer livelihood options than men. Very few activities are considered socioculturally appropriate for women, and few of these are sufficient to support a family.

Mission East has worked with women's self-help groups (SHGs) for many years in Afghanistan and is strengthening their role in the empowerment of women and the advancement of rights-based approaches. SHGs represent a non-threatening and culturally sensitive mechanism for mobilizing local resources, building self-reliance, facilitating social cohesion

and empowering rural women. Mission East's livelihoods and SHG programme has helped change traditional perceptions about women's social and productive roles in Afghan society. By giving them a shared platform to mobilize, congregate and share information, and improving their access to community-based finance, the programme has helped to empower women such as Majabin to improve their own and their households' lives and livelihoods.

In Burundi, Red een Kind (Help a Child) also uses a group approach to increase the socioeconomic potential, and therefore the resilience, of vulnerable people. Burundi has a long history of conflict and fragility caused by ethnic tensions, aggravated by poverty, scarcity of land and population growth. Lack of social cohesion and social contract is a root cause of this. In response, Red een Kind and local partners have implemented an integrated multi-year programme to strengthen social resilience through establishing community structures in Kirundu, Rutana and Bururi provinces. Red een Kind promoted the inclusion of young people in this programme because an estimated 60 per cent of the population in Burundi is below the age of 25, and job opportunities for youth are extremely limited.

To facilitate an inclusive design and promote ownership and sustainability, the programme began with a participatory integrated community-development assessment. This identified vulnerable groups, including persons with disabilities, so their positioning and participation in all phases of the programme cycle could be ensured. Based on the assessment, an integrated community action plan was developed with representatives of different groups in the community. A more refined version — based on the Burundian context — of the SHG approach was applied and community members (men, women and youth) were brought together in groups whose members shared specific self-defined characteristics with respect to their socioeconomic status, contributing to better internal bonding. Community leaders and parents helped to identify youth drop-outs, and youth groups were formed with a focus on vocational training and employment opportunities.

A community action plan was implemented with the SHGs, facilitated by integrated capacity-building interventions geared towards socioeconomic development. Working together in groups boosted participants' socioeconomic potential as they gained access to services and facilities that were formerly unavailable to them. Of particular significance was the way in which working together reinforced community cohesion and participation in an environment where lack of mutual trust is a major barrier to development and a root cause for instability.

The community groups functioned as a platform for discussion and dialogue, building trust and cooperation. Against the backdrop of the turmoil in 2015 evidence shows that this programme stimulated community cohesion and resilience. Comparison with other communities in the target area showed considerably less migration to Rwanda among those who were organized in SHGs than among those who were not.

Inclusive approaches towards humanitarian and resilience programming are transforming the lives of people around the world. The above examples show how participation, local community ownership and group approaches can ensure

Improving the resilience of families



Image: Medair - Weam Dalbas

Baby 'Sham', which means Syria, is the first born in Medair's cash-for-health project in Mafraq, Jordan

Medair works to improve the resilience of refugee families in Jordan through cash-based coverage of urgent health costs and care related to pregnancy.

When Heba, a Syrian refugee living in Jordan, was near the end of her first pregnancy, she needed emergency care and was rushed to a nearby hospital. Despite the risk to herself and the baby, the hospital refused to treat her because the delivery she needed didn't match its terms and conditions, and the couple couldn't pay the fees.

Heba's husband, Qasem, took her to a different hospital which agreed to provide the needed care for a price. Qasem was joyful when his new baby girl arrived. "I could have lost them both," he said. "But when I saw that they were healthy, I started jumping for joy."

Qasem collected money from neighbours and family members for the hospital fees, but he couldn't collect all the money needed and he gave the hospital his government identification papers to hold until he paid off his balance.

Through Medair's cash-for-health project Qasem was able to pay the fees and get his papers back. "I will also buy Heba good food and winter clothes, and get a heater for the baby," said Qasem.

Even though they continue to live as refugees, Heba and Qasem are now in a stronger position to meet their immediate needs as well as start building a better future for their children.

that programmes include and empower those who would otherwise be marginalized. Persons with disabilities, ethnic minorities, youth and women are not simply groups of people. They are individuals such as Majabin and Ja Seng Pu, who until now had been either knowingly or unknowingly excluded from humanitarian and resilience programming. Such exclusion takes place despite existing legal obligations and frameworks such as the Convention on the Rights of Persons with Disabilities and the Convention on the Rights of the Child, which emphasize that the inclusion of these individuals should not be an optional feature of humanitarian and resilience programming. International frameworks give rights-based approaches to inclusive participation because all persons have the right to benefit from humanitarian work. Therefore, the EU-CORD network hopes that the World Humanitarian Summit leads to a more inclusive humanitarian community.

Where Turkey stands in the current humanitarian system

*Dr Hasan Ulusoy, Ambassador, Director General for Multilateral Political Affairs,
Ministry of Foreign Affairs of the Republic of Turkey*

While declaring İstanbul as the host of the first-ever World Humanitarian Summit during the 68th Session of the General Assembly of the United Nations, the United Nations Secretary-General Ban Ki-moon emphasized Turkey's position as one of the world's leading humanitarian donors and underlined its experience in directly responding to humanitarian emergencies.

Today, as a donor country that provides humanitarian assistance to various countries around the globe, Turkey has also become the country 'hosting the largest number of refugees in the world'. This unique experience enables Turkey to better see all aspects of the present humanitarian system from a broader perspective.

Turkey shares the view that the current international humanitarian system, which was established around 25 years ago, can no longer adequately address the increasing complexity of today's humanitarian crises, despite considerable progress. In the last decade, the number of people in need of assistance has increased dramatically. The number of refugees and internally displaced persons around the world has reached its highest level since the Second World War. As recent United Nations humanitarian appeals also show, the needs are expanding and are far outpacing our ability to respond effectively, despite the diversification of the donor base.

Turkey therefore believes that the World Humanitarian Summit will play a crucial role in assisting the international community, together with all the relevant stakeholders, in the search for innovative and inclusive ways to revitalize the humanitarian system, equipping it with the necessary tools based on the lessons learned in the field. The Secretary-General's report for the World Humanitarian Summit, 'One humanity: shared responsibility', while presenting a full and realistic picture of the current system, also offers important guidance to us all for our future efforts to overcome the present challenges effectively for the sake of humanity.

The effective and efficient delivery of humanitarian assistance rests on two pillars: the working practice of the relevant United Nations bodies in the field, and securing financial support in dealing with humanitarian crises. Ideally, both issues should be reviewed in a synchronized manner, as healing only one leg would leave the humanitarian system limping.

Regarding working practices in the field, ensuring coordination through the United Nations is essential in providing humanitarian relief by donor countries. Ideally, affected countries should assume the role of coordination. However, when state actors are

not able to provide effective coordination on the ground, the international community should rapidly find ways and means to assume that role on behalf of the affected state and its people. In this regard, well-defined models and modalities to ensure better coordination — not only among the relevant United Nations bodies operating in the field, but also between them and the recipient and donor countries as well as other relevant international bodies including international and local non-governmental organizations (NGOs) — would be very welcome to intervene in such crises in a speedy and efficient way.

Securing financial support constitutes the second pillar of humanitarian operations. It is generally observed in practice that once a crisis breaks out, appeals are made to raise ad hoc financial funds in order to support humanitarian aid operations. As experience so far has unfortunately shown, this complicates efforts to help the affected populations in a speedy and durable manner. This brings us to the two important issues in the process: the predictability and sustainability of financial support provided by the donor countries at the disposal of United Nations bodies to be delivered in an organized way. In this respect, not only 'Core Responsibility Five: Invest in Humanity' as part of the Secretary General's report,



Image: Min of Foreign Affairs, Turkey

Turkey's humanitarian response includes special programmes directed at assisting women, girls and children



Image: Min of Foreign Affairs, Turkey

Turkey has built temporary protection centres close to the Syrian border, offering housing and protection to several hundred thousand Syrians



Image: Min of Foreign Affairs, Turkey

Each temporary protection centre is equipped with health services, as well as information, education, social and shelter services

but also the report and further studies by the High Level Panel on Humanitarian Financing, provide a solid basis to work on.

As regards humanitarian effectiveness, calls for the localization of humanitarian response are justified. Whenever possible, humanitarian action should be planned, initiated and conducted in close consultation with affected states and peoples. Localized response ensures that needs are defined more accurately, are more user-friendly and tailor-made, and that local economies and structures are also utilized and reinforced. In this context, community-based approaches should be implemented with the use of local resources. This would help to better take into account the cultural specificities of affected peoples as well. The role of local authorities and municipalities could be better explored in view of their comparative advantages in preparedness and response to emergencies in urban settings.

From delivering aid to ending need

A purely humanitarian approach to recurrent and protracted crises in fragile and conflict-affected areas has proven to offer only short-term relief to affected populations. The lessons learned so far have clearly shown the growing importance of the humanitarian-development nexus. More often than not, the same humanitarian needs are addressed repeatedly without consideration of the root causes of such crises. The joint and concerted implementation of humanitarian and development assistance programmes, in close consultation and cooperation with local authorities and affected populations, is the efficient way to address recurrent and protracted crises. A multi-year planning approach, instead of one-off operations, is crucial in this respect.

Such joint use of humanitarian and development assistance programmes, to ensure interoperability and complementarity while avoiding duplication and overlapping, has been key in Turkey's humanitarian policy, mainly in sub-Saharan Africa where countries are suffering from recurrent humanitarian crises such as famine and drought. Particular importance is attached to non-conditionality and to the ownership of

recipient countries in shaping their own development strategies through partner-oriented cooperation. In responding to humanitarian crises of such protracted/recurrent nature, assisting affected countries and populations simultaneously or in tandem with development assistance tools, such as basic infrastructure and human and institutional capacity-building projects, helps increase resilience. This in turn reduces vulnerability and increases the capacity of recipient local actors to respond to humanitarian crises themselves.

Serving the needs of people in conflict

Humanitarian crises caused or triggered by conflicts constitute 80 per cent of the crises occurring in the present era. Such situations, involving politico-military conflicts in their backgrounds leading to protracted humanitarian crises, need to be resolved within the shortest possible time through the efforts of the United Nations. Naturally, this is part of a broader debate on the need for the reform of the United Nations and the United Nations Security Council, which does not directly fall within the purview of the World Humanitarian Summit process.

Yet, what is clear is that humanitarian action cannot be a substitute for political solutions. Humanitarian action should go hand-in-hand with efforts to resolve conflicts at the political level. Even if fundamental differences of the international community, including the members of the United Nations Security Council, remain unresolved with regard to a particular conflict, the issue of humanitarian access should be decoupled from prevailing political considerations.

Concrete measures directed against those in leadership positions responsible for violations of international humanitarian law would serve as a deterrent. Turkey supports the view that more focus should be given to the particular vulnerability of women and girls, children and people with disabilities to all forms of violence and abuse. Measures should also be taken to increase women's voice in their communities and to reinforce the role they play in healing the wounds of their affected communities.



Image: Min of Foreign Affairs, Turkey

Turkey's policy to assist Somalia exemplifies its joint use of humanitarian and development assistance programmes

In the specific case of the Turkish humanitarian response to the conflict in Syria, in line with its humanitarian responsibilities and its humanitarian diplomacy, Turkey has developed a multi-fold strategy from the very beginning of the humanitarian crisis, to help the Syrians fleeing their country, in the absence of a concerted international effort to this end. Confronted with an ever-increasing influx of people in their millions fleeing from the conflict in Syria, Turkey has built temporary protection centres (TPCs) in areas close to the Syrian border. Currently, 26 TPCs offer housing and protection to several hundred thousand Syrians. The AFAD-developed Tent City and Container City Establishment and Management Standards ensure that these TPCs are held to the highest standards. Each TPC is equipped with health, information, education, social and shelter services.

The humanitarian response to the Syrians in Turkey covers, among other things, free health services and schooling as well as vocational training, including to those in need outside the TPCs. In this framework, special programmes directed at assisting women, girls and children have also been initiated with the direct support of both local and governmental structures, in coordination with the relevant United Nations agencies. Furthermore, necessary legal arrangements have been put in place for creating job opportunities for Syrians in Turkey.

In order to help the Syrian internally displaced persons in Syria, the 'zero-point assistance' operations were developed in conformity with Turkey's international obligations and in support of the United Nations campaign. The first zero-point delivery was conducted in August 2012. Through this innovative approach, with the coordination of AFAD, the Turkish Red Crescent facilitates the shipment of humanitarian assistance material provided by national authorities and international NGOs for affected people inside Syria. Moreover, with the adoption of United Nations Security Council resolutions 2139, 2165 and 2191, United Nations cross-border



Image: Min of Foreign Affairs, Turkey

Turkey provides humanitarian aid consisting of food and medicine alongside projects such as capacity-building, construction of essential infrastructure and vital services

operations have been put into force which complement and reinforce Turkey's zero-point deliveries as well.

In the face of the rapidly growing financial burden due to the overwhelming number of Syrians fleeing across the border into Turkey, the Turkish authorities made an appeal to the international community for fair burden-sharing, both financially and in terms of accepting more Syrians within the resettlement programmes, as early as 2012. However, to date the total contribution from international donors through the United Nations agencies and bilaterally or via international NGOs remains incremental compared to the total cost borne by Turkey.

To prevent such deficits of solidarity on the part of the international community on burden-sharing with respect to Syrian-like humanitarian crises, financing mechanisms available to the global humanitarian system should be redesigned with new resources, ensuring more flexibility and sustainability. These should give priority to front-line countries.

As regards humanitarian assistance policies directed to countries of origin stricken by humanitarian crises in conflict, Turkey's approach is to implement the joint use of humanitarian and development assistance programmes to the extent possible depending on the conditions in the field. Turkey's policy to assist Somalia is a vivid example in this regard. The country was struck by a serious famine in 2011. In a relatively short span of time, several projects were put into action which consisted of human and institutional capacity-building, construction of essential infrastructure, and providing services such as education, sanitation and health, while humanitarian assistance consisting of food and medicine continued.

During his speech at the 70th Session of the United Nations General Assembly Turkey's Prime Minister expressed our wish for the World Humanitarian Summit and beyond: "We may be a member of different groups such as G7, G20, G77 etc. But this time let us come together and act as G-all so that no kids like Aylan Kurdi face such tragedies again."

Fostering safer, more resilient communities through innovation and collaboration

Christopher C. Chiesa, Ray Shirkhodai and Joseph Bean, Pacific Disaster Center

People have always lived with disasters and hazards. Millennia before the introduction of remote sensing and space-based imagery, computer-enhanced communications, and GIS mapping technologies, people were trying to survive and reduce the impact of such natural hazards on their communities. Until recently, however, throughout most of human history, the best or only risk-reduction solution was to get out of the way, live in another place.

Today, with nearly 7.5 billion people sharing the earth, finding a less hazardous haven that is freely available is seldom an option. Besides, our world has become complex, with nearly 200 distinct states interacting with one another worldwide, while at the same time, some of the most hazardous places on Earth — say, the shores and islands of the Pacific — have emerged as major metropolises. Hazards are not going away and people cannot just run away from them, but evolving technologies and enduring partner-

ships offer real solutions for fostering safer, more resilient communities worldwide.

Technologies are merely tools, and tools must be both developed and used by people. So, it is in cooperation, collaboration and joint undertakings that disaster risk reduction (DRR) becomes possible and that we are able to save lives and livelihoods. What's more, to be effective, the spirit of willing collaboration must be broad, encompassing governments at all levels, civil and military entities, intergovernmental and non-governmental organizations, the private sector and community leaders; bridging the gaps between science, technology, academia and citizens of every sort.

From the viewpoints of both technology and partnership, the keys to success in promoting resilience and DRR are simple enough: easy access to pertinent, accurate information that is readily understandable and actionable for all stakeholders. However, this is challenging as each partner and stakeholder has a unique sets of requirements and capabilities. Yet, on this journey, we cannot afford to leave anyone behind, especially



Image: PDC

Staff of Indonesia's BNPB, in a refresher training course on InAWARE at their newly opened emergency operations centre in Jakarta

the vulnerable, the disabled, disenfranchised and forgotten, without risking leaving our communities, countries, even our world more vulnerable.

When the catastrophic Indian Ocean Tsunami struck in December 2004, the scale of the impact in nearly a dozen countries was actually hard to comprehend.¹ At the time, there was no effective tsunami monitoring or warning system in the Indian Ocean.

The tsunami was not the only example of massive impacts in the recent past. For instance, according to the Center for Research on the Epidemiology of Disasters, flood-related disasters between 1980 and 2009 caused over 15,000 deaths in Viet Nam, affected over 66 million persons, and caused over US\$7 billion in damage and economic losses nationwide. Glancing back an additional decade, we see the unforgettable Red River Delta-Hanoi Flood of 1971 that killed more than 100,000 in a single event.² In the twentieth century, Viet Nam's flood monitoring involved a patchwork of citizen physical-observers, phone calls, long walks and other pre-technological elements.

Such glimpses of countries at risk, with little or no hope of reducing their disaster risk level without the help of partners, could go on and on. It could include the Philippines, where the impacts of typhoons are very frequently catastrophic; the entire Association of South-East Asian Nations (ASEAN) region, where coordination of disaster management efforts among the member states would mean having neighbours ready to help when disasters strike; and Nepal, where earthquakes — from the very large (~8 M Earthquake, April 2015) to the common and small — are constant threats.

The places mentioned above are very different from each other, but when it comes to the hope for a safer and more resilient future, they are identical. They all need the same things: timely, reliable information about hazards; up-to-the-minute technology to help monitor events, assess impacts, and share information (including warnings); and lasting partnerships to contribute to the solutions' adaptation and implementation. If each of them — each of us, wherever we live — has that much, we are empowered to reduce risks and save lives in our own communities and to contribute to the safety of our neighbours, near and far.

Pacific Disaster Center

Pacific Disaster Center (PDC) was created following the destructive Hurricane Iniki, which passed through Hawaii, heavily impacting the island of Kauai on 11 September 1992. Seeing the destruction, Hawaii's US Senator Daniel K. Inouye realized that information resources with the potential to reduce hurricane damage were, in fact, available. He knew about space-based imagery libraries, for instance, and near-real-time satellite observation. He also understood that these Cold War technologies could be repurposed for the civil-military needs of disaster management. It was not easy. It took four years, working on everything from funding channels to writing new software, but 20 years ago, in February 1996, PDC opened.

Since then, PDC has actively applied information, science and technology to enable effective evidence-based decision-making and to promote DRR concepts and strategies. The



As the Government of Viet Nam modernized river level monitoring tools, PDC worked with national institutions to automate and bring near-real-time water measurements into VinAWARE

centre provides multi-hazard monitoring, warning and decision support tools to facilitate critical information sharing, supporting effective actions throughout the disaster management cycle. PDC also conducts advanced risk assessments that integrate hazard exposure with socio-economic factors to define vulnerability and resilience, so the disproportionate impact of events on various populations can be better understood, and then mitigated through improved preparedness and planning processes.

All this, however, can only be accomplished through working partnerships: working with stakeholders to understand gaps and needs, collaborating with a broad range of data providers to collect information, and partnering with scientists and technologists to develop solutions. PDC could not possibly hope for better partners in establishing disaster management best practices for any place than the people who call that place 'home'.

PDC's flagship technology

PDC's disaster monitoring and early warning decision support platform is DisasterAWARE (All-hazard Warning, Analysis and Risk Evaluation). This web-accessed resource provides situational awareness, decision support and information exchange capabilities to disaster managers around the world. DisasterAWARE is available through freely accessible public versions, a password-protected version for those with disaster management or humanitarian assistance responsibilities, and various custom versions.

DisasterAWARE is an ever-evolving solution to the everyday challenges of hazard monitoring and the related urgent needs. When the critical — possibly life-saving — disaster information exists, it is often scattered across national and subnational agencies and lacking any risk context. If the information can be found, it will be at the cost of time (and sometimes money) disaster managers can ill-afford, and

A visualization of recent tropical cyclone tracks and storm intensity zones on the PDC-hosted EMOPS version of DisasterAWARE



Source: PDC

often security restrictions to which they cannot conform. Specialized solutions are difficult, expensive and narrow. DisasterAWARE overcomes these and many other obstacles by incorporating international best-practice methodologies and technologies for data acquisition, hazard modelling, risk and vulnerability assessment, mapping, visualization and communications into one system. Additionally, the system's interoperable base platform is adaptable to support secure environments.

When PDC staff began gathering in Hawaii in 1995, they joined in partnership with State Civil Defense working on the Pacific Regional Emergency Management Information System, a ground-breaking system to use computers to collect, store and communicate disaster information. New technologies were subsequently developed, each building on the ones before. Then, in a 2003/04 disaster early warning collaboration with the Caribbean region's disaster management community, PDC delivered an initial working prototype of what was called the Integrated Decision Support System.

The following year, partnering with the National Disaster Warning Center — Thailand, the platform was both customized as a tsunami early-warning tool and re-imagined as an all-hazards disaster management technology. Since then, DisasterAWARE has been continuously enhanced as part of PDC's annual work plan under funding from the US Government and others. Important enhancements have included an 'internationalization' of the user interface to support non-English languages. At present, the interface is available in Thai, Vietnamese, Indonesian, Korean and

Spanish, helping to ensure its effective use in as many parts of the world as possible.

PDC hosts and operates two distinct web-accessible versions of DisasterAWARE at its headquarters: Global Hazards Atlas and EMOPS (Emergency Operations), both provided at no cost to users. EMOPS, incorporating some special holdings and features for disaster management professionals, requires a registered account and password. A free-to-download mobile app version, Disaster Alert, extends monitoring and alerting capabilities to iPhone, iPad and Android mobile devices.

Custom systems 'powered by DisasterAWARE' have been developed for PDC partners around the Pacific, and more are in development or under consideration. Deployed systems include DisasterAWARE for Thailand (2006); VinAWARE for Viet Nam (2011); Disaster Monitoring and Response System for ASEAN at the AHA Centre (2012); and InAWARE for Indonesia (2014). Installations in 2016 will include Nepal and the Philippines. Generally, these custom deployments include both hazard and baseline data from relevant national agencies, and localization of the user interface to support early warning, disaster relief and humanitarian assistance missions.

Deployments of custom systems are only possible through partnerships. That is not just PDC and a national disaster management agency, but includes numerous data providers, national and often subnational disaster management organizations, and other civil and military stakeholders. The value of partnering is very well exemplified by



Image: PDC

PDC partnered with epidemiologists and other health professionals to provide scenario-based training on BioServ during the development of the system

the deployment of InAWARE in Indonesia, as well as the expansion of DisasterAWARE to include biological/medical hazards as a result of PDC's BioSurveillance Information Service (BioServ).

Building capacity in Indonesia

The State of Hawaii is partnered with Indonesia as part of the National Guard's State Partnership Program, designed to create sister-city-like relationships. Hawaii's National Guard, leading the effort with Indonesia, approached PDC in 2010 about collaborating with the national disaster management office (BNPB) through a series of technical exchanges and sharing of best practices. Those events, initially focused on sharing hazard data between DisasterAWARE and a BNPB internally-developed early warning application, quickly evolved into a request for their own customized version of DisasterAWARE, InAWARE. Funding support from the United States Agency for International Development and the Office of US Foreign Disaster Assistance created an activity that — through partnerships among national and provincial disaster management offices, the national meteorological and geophysical office, private sector consultants, and others — allowed PDC to deploy InAWARE. In turn, that has allowed BNPB to manage numerous disastrous floods, volcanic eruptions and wildfires. Taking partnership to a new level, recently, PDC has teamed with the Humanitarian OpenStreetMap Team and PetaJakarta.org to leverage crowdsourcing processes to include lifeline data (road networks, emergency services, shelter locations etc.) and citizen-reported flood conditions in InAWARE.

BioServ

In 2012, PDC was approached by key stakeholders in the disease monitoring and public health alerting community and asked if DisasterAWARE could be adapted to provide monitoring and warning for public health and infectious disease. The theory was tested in a small pilot project. After initial success, and in partnerships with the US Navy Environmental Preventive Medicine Unit 6, Naval Medical Research Unit 2, and the Army Public Health Command, the BioServ program was developed under funding from the Advanced Medical Development programme.

Expanding the partnership network to include authoritative US and global health data sources, during subsequent years of the programme, BioServ has been expanded under three major themes: disease outbreak and human security alerts, disease background information, and country/regional background information. All of these health data appear alongside PDC's global risk and vulnerability indices, infrastructure, climatic, demographic, economic and geographic information layers.

In the end, every project, including every enhancement or deployment of DisasterAWARE, demands partnerships and these naturally lead to new friends and more partnerships. The only way forward is together.

These are only a few examples of innovative technologies and enduring partnerships focused on fostering disaster resilience. A broader point, however, remains: today's world offers more means of reducing disaster risks than simply getting out of the way or living in another place.

The United Arab Emirates: responding to emergencies and helping to build resilience

HE Reem Al Hashimy, Minister of State for International Cooperation, Ministry of Foreign Affairs and International Cooperation, United Arab Emirates

When working in countries with complex development and humanitarian needs, the United Arab Emirates (UAE) aims to take a multisectoral and holistic approach towards building resilience to future shocks.

The UAE is able to do this, in part, because of the diversity of its aid actors — foundations, non-governmental and semi-governmental organizations — that specialize in different sectors of activity. While all projects are carried out in close cooperation with recipient governments, the decentralized structure of UAE foreign aid allows a great deal of flexibility, as partnerships with local and international organizations are identified on a case-by-case basis. The UAE is also unencumbered by the perceived divide between ‘humanitarian’ and ‘development’ activities that many other donors are bound by, allowing aid actors to address needs as they see them, and help to build resilience through their development projects.

Finally, the UAE is able to leverage its unique position as an Arab/Muslim donor country, allowing its teams to access communities that many other international actors cannot.

In Pakistan, for example, several UAE aid actors operate under the aegis of the Pakistan Assistance Programme (PAP), a multi-year, multisectoral development programme that is coordinated by a team on the ground and run in close cooperation with the Government of Pakistan and the Pakistan Army. The UAE Ministry of Presidential Affairs leads the UAE PAP Committee that includes the Khalifa bin Zayed Al Nahyan Foundation, the Abu Dhabi Fund for Development and Emirates Red Crescent, as well as other arms of both federal and emirate-level governmental entities. Partners have previously included the Bill and Melinda Gates Foundation, UNICEF and the governments of the United Kingdom and the United States.

Following the catastrophic floods of 2010, the UAE greatly scaled up its activities in Pakistan; as well as providing imme-



Image: UAE Pakistan Assistance Programme

The UAE helps to get hospitals and medical centres up and running, and provides vital medical supplies



Image: UAE Pakistan Assistance Programme

Through the PAP, the UAE is spearheading vaccination campaigns in the remote tribal areas of Pakistan's FATA region

Supporting Syrian refugees and host communities



UAE mobile clinics, run in partnership with the IRC, provide health care to refugees in remote areas

Working inside Syria and the surrounding countries, the UAE has spent a total of US\$599.3 million, and recently committed a further US\$137 million, in response to the Syria crisis, implementing projects directly or working with local and international partners. Looking ahead to a post-conflict era, the UAE is also one of the original three contributors to the Syria Recovery Trust Fund, donating US\$15.6 million.

The main thrust of the UAE's response to the Syria crisis to date has been in Jordan. In addition to working directly with Syrian refugees, the UAE has endeavoured to improve the country's resilience to the crisis by committing US\$1.25 billion to the Government of Jordan to be disbursed over five years (2012-2017) in order to help to alleviate some of the pressure on Jordanian infrastructure and public services.

Some of the UAE's assistance programmes further support the country's resilience by targeting vulnerable Jordanians as well as Syrian refugees. For example, UAE mobile clinics run in partnership with the International Rescue Committee (IRC) provide health care to refugees living in informal tented settlements in remote areas, where they would not otherwise have access to treatment. These clinics, operating in the north of the country, have so far provided medical assistance to 18,000 Syrian refugees and Jordanians.

Taking a longer-term view of refugees' needs, the UAE has supported several educational and capacity-building projects. For example, while continuing to provide emergency shelter and relief at the Mrjееb Al Fhood refugee camp in Jordan, which is expanding to a capacity of 10,000, the UAE cooperated with the United Kingdom and Norway to provide education and vocational training. In the Duhok and Erbil governorates in Iraqi-Kurdistan, the UAE provided funding to the IRC of US\$2 million for a project under the 'No Lost Generation' initiative to empower children and young people by providing education and livelihoods opportunities.

diate humanitarian relief, UAE teams worked to address the formidable developmental challenges compounded by the floods. The initial emergency response has been followed by longer-term programming, which now runs at around US\$300 million per year. The PAP was officially launched in January 2011 and largely focuses its projects in the Pakistan Federally-Administered Tribal Area (FATA) and the adjoining districts of Buner, Dir and Swat in Malakand Division of the Khyber Pakhtunkhwa (KPK) province.

Early projects included the reconstruction of two bridges over the Swat River in the heart of the KPK province, to replace those destroyed in the floods. Both bridges were completed in early 2013 and are designed to resist the effects of earthquakes and floods through strengthened walls and water breakers. The Khalifa Bin Zayed Bridge now connects approximately 70,000 people on either side of the river in the Barikutn area, and the Sheikh Zayed Bridge is able to accommodate more than 4,000 vehicles per day, significantly improving the livelihoods of people in the north-western area of Pakistan. Economic development has been further supported through the construction of two highways in north and south Waziristan, one of which reduces the journey from Karachi to Kabul in Afghanistan by 400 kilometres.

The UAE benefits from close cultural and religious links to Pakistan, which helps its development teams to tackle themes and parts of the country that are largely inaccessi-

ble to other international aid actors. Through the PAP, for example, the UAE is spearheading vaccination campaigns in the remote tribal areas of the FATA region, where many international vaccination teams have been unable to work. The initiative was launched in 2012, when His Highness the Crown Prince of Abu Dhabi, Sheikh Mohamed Bin Zayed al Nahyan, announced a partnership with the Bill and Melinda Gates Foundation to enable the purchase and delivery of life-saving vaccines for millions of children.

The tremendous response to the vaccination campaign has meant that, from a relatively modest target of vaccinating 3.6 million in 2013, UAE vaccination teams were able to reach more than 8 million children in that year alone. Demand for vaccinations prompted an extension to the campaign, reaching a total of 13.2 million children in just four months of 2014, with distribution of a further 28.8 million vaccines in early 2015.

The UAE has similarly long-standing commitments in Yemen, where aid actors are in the midst of a large humanitarian effort. As well as meeting immediate, short-term needs such as through food distribution programmes, UAE organizations are laying the foundation for the longer-term reconstruction and development effort that will follow, by restoring vital infrastructure.

In response to intensified conflict, the UAE greatly scaled up its humanitarian activities in Yemen in 2015. In August of that year, the UAE Red Crescent launched a nation-



Image: UAE Pakistan Assistance Programme

Close links to Pakistan enable UAE development teams to reach areas that are largely inaccessible to other international aid actors

wide appeal to raise funds and reach 10 million people. By the end of the year the UAE had provided a total US\$447 million in assistance for over 2 million people across nine governorates, disbursed by seven UAE aid entities including the Mohammed Bin Rashid Foundation, and announced a further US\$20 million to be disbursed in partnership with United Nations organizations. Thousands of tons of relief supplies were shipped to Yemen from the International Humanitarian City in Dubai, which stores emergency food, medical and shelter supplies in its warehouses on behalf of international and local organizations. Coordination with the Government of Yemen is led by the UAE Red Crescent field team, which is comprised of full-time Emirati staff and approximately 1,000 Yemenis.

The impact of the UAE's multisectoral assistance was apparent almost immediately, and will have long-term implications for the country's resilience, rehabilitation and development. The rehabilitation of Aden airport and seaport, for example, provides critical support to the overall humanitarian response to Yemen by allowing cargo to arrive by land and sea, facilitating the transport of injured people and repatriation of Yemenis who had been stranded abroad, as well as creating jobs and helping to stimulate the local economy. The UAE also helped to restore electricity in Aden, providing emergency power stations in order to meet immediate energy needs, while also working to reinstate 52 MW of the original 60 MW capacity of the local power station and meet the fuel, management and running costs for the grid to supply energy to neighbouring governorates in future.

Short-term and longer-term educational and medical needs have been addressed, as UAE aid actors helped



Image: Initiative from Her Highness Sheikha Fatima bint Mubarak

UAE aid actors address short-term and longer-term educational and medical needs

schools in the Aden governorate to begin the school year by providing funds for the rehabilitation of the 154 schools, procurement of supplies and management costs. Similarly, the UAE has helped to get 11 hospitals and medical centres up and running, including the complete rehabilitation of the largest hospital in Aden and the provision of 1,000 tons of medical supplies. In addition to trucks for the transportation of aid goods, the UAE has provided fire brigade vehicles, trucks and other vehicles to enable the Government to respond to future emergencies, as well as training for the police and coast guards.

Looking forward, the UAE intends to build on its strengths as a major aid actor, retaining its holistic and flexible approach as it works towards developing a more cohesive aid strategy in major countries of interest. Through 'Country Partnerships for Development', the UAE will roll out multi-year country programmes that are aligned with the national development plans of partner countries, meeting immediate needs and helping to build resilience to future shocks.

Where countries face complex development and humanitarian needs, the UAE's immediate response will continue to lay the foundations for longer-term programming. In fragile and conflict-affected states, this may require development programming to be based, among other things, on fragility assessments, designed to strengthen institutions and alleviate conflict.

The UAE remains committed to working in close partnership with members of the local and international community in order to achieve these goals, as we strive to complement the efforts of other donors and create the greatest possible impact.

The private sector as a key actor in disaster management

Rene 'Butch' Meily, President, Philippine Disaster Resilience Foundation

On a Saturday morning in Manila in 2009, it rained. And rained. And rained. With no Doppler radars, there was no way to determine the intensity of the rain brought on by a typhoon. After many hours of thunderous water pouring from the sky, much of Metro Manila was flooded. Highways turned into rivers and many motorists were trapped in their cars and killed. Businesses, homes and lives were destroyed.

That tragedy gave birth to the Philippine Disaster Recovery Foundation (PDRF), a public-private sector partnership focused on disaster management and made up of some of the country's largest businesses. It serves as a neutral setting where even the fiercest commercial competitors can come together and channel their resources for a common cause.

Working closely with the Government, PDRF mobilized the Philippine private sector to rebuild classrooms and initiate the process that eventually led to a flood hazard map for Manila. Today, the Philippines has 12 Doppler radars.

One of PDRF's founding members, Philippine Long Distance Telephone, laid fibre-optic cable enabling two important government agencies — the Office of Civil Defense and

Pagasa, the government weather bureau — to communicate with one another for the first time via the Internet.

PDRF's most lasting project has been the reforestation of the Marikina watershed in the hills above Manila. A major cause of the flooding was the increasing loss of forest cover in the watershed area, covering thousands of hectares. The growing migration of rural folk to Manila was putting enormous pressure on the region. Inhabitants were chopping down trees to make charcoal in order to eke out a meagre existence.

PDRF led a coalition of non-governmental organizations and private firms headed by another of its member companies, Manila Water, to teach people the importance of protecting the environment and to establish alternative ways to make a living such as nurseries and making products like honey, lotion and herbal drinks. It hired upland residents to guard the watershed against intrusions. The battle between urban development and saving the protected area continues with PDRF embarking on new strategies to save Marikina watershed.

In 2013, the Philippines suffered its 'annus horribilis'. In September, the city of Zamboanga located on the southern island of Mindanao was racked by three weeks of fighting due to a raid by rebels. In October, a 7.2 magnitude



Ivisan National High School, Capiz: students in front of a new classroom built by PDRF



Entrepreneurs whose businesses were devastated by super-typhoon Haiyan were given new equipment by PDRF and training by the government



Images: PDRF

Telemedicine gives access to expert medical diagnosis to people who may have never before seen a doctor

earthquake devastated the islands of Cebu and Bohol, destroying homes, schools and centuries-old churches. In November, super-typhoon Haiyan crushed much of the city of Tacloban and the surrounding region. Estimates of the dead ran into the thousands. A visiting ambassador compared the city to Hiroshima.

The three successive catastrophes, each of a different calibre and nature, rocked the country and challenged the capabilities of its government. One constant was the active participation of the Philippine private sector in galvanizing resources and helping rebuild a stricken country. PDRF was at the centre of the action. It became a major partner of the newly-created Office of the Presidential Assistant for Rehabilitation and Recovery (OPARR).

OPARR divided the areas affected by Haiyan into 26 zones, with various companies and PDRF assuming responsibility for the rehabilitation effort in each zone. Earlier, PDRF had created five clusters to help restore the damaged areas to normalcy — Education, Livelihood, Shelter, Environment, and water, infrastructure, sanitation and health (WISH). A sixth cluster, Disaster Preparedness, was set up with an eye to the future, with everyone realizing that the Philippines is a disaster-prone country, number two or three on most lists. Each cluster was headed by a seasoned corporate executive with various companies joining one grouping or the other.

Because of its credibility as an action-oriented organization led by some of the top chief executive officers in the country, PDRF received a great deal of support from both domestic and overseas donors including the sizeable Filipino diaspora community. A 14-year-old American from New Jersey raised money from his classmates to rebuild the Philippines, brick by brick with each brick costing a quarter. A high school teacher from Colorado spoke out about the super-typhoon's destruction and asked for donations.

Help.Ph, a text-based donation mechanism, was launched by another PDRF member, Smart Communications, and raised millions of pesos. Concerts were staged with artists performing for free. Filipinos along with ordinary people from around the world rallied to aid the Philippines.

In the Education cluster, PDRF reconstructed dozens of classrooms and at the request of the Department of Education, fed 27,000 hungry schoolchildren in 607 schools for one month. In the Livelihood cluster, it worked with the Department of Trade and Industry (DTI) on a programme to restart businesses that had been lost during Haiyan. The DTI chose the recipients most likely to succeed and trained them while PDRF provided the equipment to get their businesses going again. Dressmakers were given sewing machines. Food stall owners were given stoves and cooking utensils to put up sidewalk eateries. PDRF gave motorized boats to fishermen who had lost theirs, to enable them to earn a living again. Small stores, called 'sari-saris', that had been swept away by the typhoon were connected to a wholesale grocery distribution group that provided them with goods to sell with no cash up front and generous repayment terms. Everywhere, PDRF spread hope and opportunity.

The Shelter cluster built transitional housing for typhoon victims, getting them out of shelters and bunkhouses. In a United States Agency for International Development-funded project, PDRF is constructing a village outside of Tacloban where typhoon victims can live. The plan features a community-owned transportation network to bring people to and from their places of work. The programme also has a livelihood and skills training component. In Zamboanga, PDRF partnered with Gawad Kalinga, a housing advocate, to build permanent houses for refugees from the fighting.

In the WISH cluster, the organization worked with UNDP to pay Tacloban residents to clear debris from city streets. It rebuilt health and birthing centres.



Image: PDRF

PDRF is constructing evacuation centres that double as classrooms or multipurpose halls, like this one in Tanauan, Leyte

PDRF is making use of telemedicine to enable patients in Leyte, many of whom have never seen doctors before, to be diagnosed by specialists thousands of miles away at the Makati Medical hospital through the magic of the Internet. Hewlett-Packard donated two e-health centres, the first in use outside of India, equipped with modern technology. Smart provided the Internet connectivity, Makati Med the doctors and the local governments of Tacloban and Biliran Island, Leyte the civic health workers manning the centres. This is a truly cooperative effort that is making people healthier.

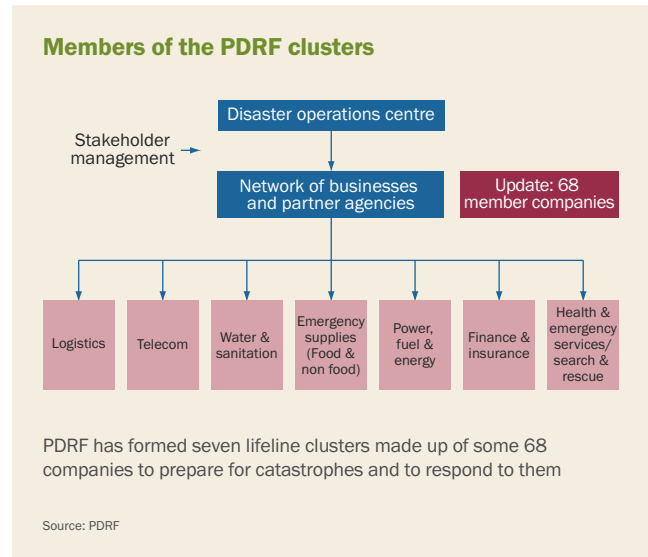
In the Environment cluster, PDRF cobbled together another coalition, much as it did with the Marikina watershed, to plant mangroves to replenish fish colonies and protect coastal communities from the destructive storm surges that claimed the lives of thousands in Tacloban.

As for Disaster Preparedness, PDRF is building top-of-the-line, two-story evacuation centres, self-contained and sturdy. Residents continue to be plagued by fear each time it rains and the centres serve as arks where nearby communities can flock to during future storms.

PDRF has partnered with the Canadian Emergency Risk Management firm to train first responders from both the private and public sectors, including those from Zamboanga and the Philippine National Police, in fire safety, earthquake retrieval and other crisis situations.

The most notable project of the Disaster Preparedness cluster is the construction of the world's first privately-run and funded disaster operations centre (DOC). The centre will be located near Clark Airport, outside of Manila, with an initial office at the Shell House in Makati, another PDRF member. The goal will be to coordinate the preparedness and recovery efforts of the private sector during future crises, strengthen the resilience of micro, small and medium-sized enterprises (MSMEs) and support the Philippine Government in its relief work.

As part of its mission, the DOC sponsors a PrepLab series that offers training to MSMEs in business continuity planning, particularly those acting as suppliers or vendors to 'lifeline' companies. Lifeline companies are those engaged in essential services that people need to survive including



water and sanitation, power, telecoms, logistics, emergency supplies, finance and search and rescue. These smaller firms are among the most vulnerable during calamities with many never recovering.

PDRF has formed additional clusters based on the lifeline industries. Sixty-eight companies have joined these groups which have brought together firms from diverse industries to pool their resources to prepare for future crises and to help disaster victims.

PDRF also offers training in the study of tropical weather patterns in partnership with Weather Philippines, a consortium established by another of its members, Aboitiz Foundation. It will soon give courses in emergency planning and organization along with drills and simulations.

Reflecting a new understanding of the realities of the Philippine milieu and the multifaceted nature of calamities, the board of PDRF recently voted to change its name from recovery to resilience. It is now the Philippine Disaster Resilience Foundation. The new name reflects its new sense of purpose and the determination to make the Philippines a safer place.

Among PDRF's advocacies is the push to establish economic free trade zones in disaster-stricken areas in order to trigger economic growth and speed recovery. The real strength of the private sector lies not in donations because corporate social responsibility budgets are limited. The true vigour and robustness of the private sector can be unleashed when tax and other incentives are put in place to encourage investment by private companies. This investment will create jobs, encouraging people to return. Workers will need restaurants to eat in and hotels and houses to live in, thus reviving the region's economy.

The Philippines has begun to develop a real expertise in managing disasters. PDRF was born from a catastrophe and yet from that horror came a new understanding that the private sector, not just in the Philippines but around the world, has a significant role to play in all phases of a calamity, from preparedness to relief to recovery and rehabilitation. The world of humanitarian action will never be the same again.

Resilience and opportunity in crisis: Israeli civil society approaches

Rabbi Dr Yossi Ives, Tag International Development; Dr Mike Naftali, Brit Olam – International Volunteering and Development; and Natalie Aharon, Israel Global Initiative

Ordinary citizens and civil society organizations can play a central role in the face of crisis and recovery from wide-scale disasters, providing they are mentally and physically prepared and possess the appropriate concepts and tools. Israel is a living laboratory for research and practice in coping with stress, crisis and trauma. Its society is more disaster-conscious and prepared than most, through lessons learned and approaches honed over decades of real-life challenges.

The Israel Global Initiative¹ was established to research and analyse the unique models and methodologies developed in Israel that can contribute most to international development. It has identified five distinctive features of the Israeli approach to disasters: the interaction between crisis and routine; creative and flexible thinking; harnessing the human factor; viewing crisis as an opportunity; and taking collaborative action.

Many societies approach preparedness by setting up specialist disaster response teams, drawing up complex disaster response protocols, and sometimes establishing fully-equipped disaster response centres. While valuable, this approach suffers from the unpredictability of disasters: they rarely come announced. Plans and structures may sit idly for years before, and when the crisis occurs people may have forgotten them. In Israel, the view has long been that the best way to prepare for disasters is to ensure that civil society and state organizations build readiness into their routine. The response is not delivered merely by designated disaster-related agencies, but multiple other actors can react swiftly and competently. Furthermore, the response involves the community, which has the most relevant local knowledge and is typically in the immediate vicinity when crisis erupts.

Imagine a chaotic scene with people dead, wounded and in panic. Determined operators, wearing fluorescent jackets and



Image: Brit Olam

Creative approaches can be adopted to treat emotional harm inflicted by disasters



Image: Tag International Development

Disasters affect individuals, families, communities, state, civil society and commerce – so disaster response needs to be comprehensive

clutching first aid kits, calmly and efficiently separate the dead from the injured, treat the most severely hurt, and bring shock victims to safety before the ambulances arrive. None of those people are employees of Magen David Adom (MDA)², Israel's ambulance service; they are its dedicated and professional volunteers — doctors, teachers, grocers by day and lifesavers when duty calls. Only 1,200 of MDA's 14,000-strong workforce are paid staff. Its volunteers are trained to the same cutting-edge standards as the employees and undertake the same tasks. An Israeli who needs an emergency ambulance will be met by a highly trained and experienced paramedic, but will have no way of discerning whether this is an MDA employee or a volunteer. In fact, Rescuers without Borders³ has trained journalists in first aid and emergency rescue procedures, as they are often among the first to come into contact with distressed populations.

A unique operational model is the Israeli network of local resilience centres coordinated by the Israel Trauma Coalition,⁴ which prepares municipalities for crises and helps them to cope with emergency situations in real time. It combines clinical response to individual psychotrauma, team training and support for care-giving volunteers and professionals, and coordination of emergency response plans in partnership with local municipalities.

Flexible thinking is key. Disasters rarely appear as expected, and being drilled to respond to an exact formula becomes a liability when the real crisis conflicts with the planned-for scenario. Israeli organizations have discovered that, rather than teaching rigid responses, it is best to enhance leadership and resilience so a suitable response can be formulated to the specific challenge once the situation emerges. When conventional wisdom and pre-packaged formulas are bracketed in favour of creative responses by resourceful responders, ingenuity can emerge from unlikely quarters. Israelis have become widely recognized for their improvisation, encouraging proactive and imaginative leadership in the face of a crisis.

Israeli emergency response organizations have revolutionized their thinking, advocating that chaos be managed instead of organized. Rather than organize stretchers into lines or ensure responders abide by strict hierarchy, the preferred approach is to jump into the situation and deal with it as one finds it. When a crisis breaks, MDA staff will head directly to the disaster scene and start acting.

Creative approaches are also adopted to treat emotional harm inflicted by disasters. For example, Inspiration — Arts for Humanity⁵ harnesses artistic expression, social activism, leadership development and community engagement



Image: Tag International Development

Israeli expertise is applied in post-conflict situations, such as helping the victims of war, tsunami and flooding in Sri Lanka

as a platform for social change. One of its programmes, the Muse International Arts Educational Center, identifies artistic potential in refugees, internally displaced persons and disadvantaged teenagers from across Uganda who would otherwise never have the opportunity to receive an education.

While professionalism is vital, the value of well-prepared and empowered citizens has often been underestimated. Statutory authorities, such as the various emergency services, bring capacities that only a well-established and experienced force is capable of, but this sometimes leads the rest of the population to become complacent. The bigger the disaster, the less the official organs of the state can cope alone; the ordinary citizen becomes the hero. For the regular person to deliver the greatest value in time of crisis, he or she needs the requisite skills and to be plugged into a system that allows for an effective response. Volunteers are trained and retrained, regularly using and rehearsing their skills and working within structures that prove themselves when trouble begins.

Resilience strategies are closely associated with the ability to create a continuum of care in the psychotrauma field, incorporating preparedness architecture and effective response procedures. Israeli universities — such as Ben Gurion, Tel Aviv⁶ and Tel Hai⁷ — specialize in applying the principles and practice of social work to the disciplines of trauma and crisis. Social workers and allied care professionals are equipped with the requisite skills for crisis situations from individual accidents to major incidents. Personnel are trained to provide immediate mental health intervention at the site of disaster or emergency situations, which reduces the risk of post-traumatic symptoms and aids victims' speedy return to their regular level of daily functioning.

Nearly 50 years after Israeli humanitarian Abie Nathan rented a DC8 plane to fly humanitarian aid to Biafra's starving children, Natan⁸ — the Israeli coalition for international humanitarian aid that bears his name — deploys professionals in the field to intervene in crisis situations in Israel and around the world, as this recent report⁹ attests:

“It’s midnight and the temperature is close to zero in Presevo, a small town on the border between Serbia and Macedonia. A thousand people are standing in the snow, waiting patiently and silently to go through a security check. Many of them are holding small children in their arms, trying desperately to keep them warm. Others are supporting older relatives who can hardly stay awake, as the line slowly moves forward. Some are pushing a family member in a wheelchair... The most interesting group for me to follow, however, was the Israelis: three doctors, a nurse, and two social workers, who flew to the transit camp for a three-week period, doing so on a completely voluntary basis. They took time off from their work places, left their families back in Israel, and came to a place literally ‘in the middle of nowhere’ to help and assist people who are citizens of a country with which Israel is still technically at war.

“So far, Natan has sent 34 doctors, nurses and social workers from Israel to help the Syrian refugees. Roughly half of these staff members were Israeli-Arabs. Most clinics have an entirely non-Arabic speaking staff, with a single translator to make up for the language difficulties. Since the vast majority of the refugees speak only Arabic, the presence of Arabic-speaking professional staff at the Israeli clinic makes a huge difference.”

When disasters occur, the world mobilizes to offer a compassionate response. Often, rushed aid is delivered and thoughtful planning is brushed aside. Thankfully, this



It is now broadly recognized that we must use disaster situations to build back better

is increasingly changing. It is now broadly recognized that we must use disaster situations to build back better. The window of opportunity created by a disaster must be used to leverage lasting positive impact, bridging the humanitarian-development divide. Israeli scholars and practitioners have been among the foremost advocates of viewing crisis as an opportunity, seeking to integrate longer-term development planning into a response to disasters and integrating disaster consciousness into development work.¹⁰

Civil society organizations, often with the support of MASHAV, the Israel Government's international development branch, have pursued this integrative approach. Tag International Development,¹¹ a non-governmental organization (NGO) that shares Israeli expertise with developing countries, has brought this approach to post-conflict situations such as when promoting agriculture innovation in eastern Sri Lanka to help the victims of war, tsunami and flooding, or working to develop beekeeping in Myanmar, which is beginning a recovery from decades of conflict and oppression. Likewise, Brit Olam¹² (Hebrew for global alliance), with the Arava Centre for Sustainable Development¹³ and the Missionary Community of Saint Paul the Apostle,¹⁴ is strengthening community resilience and disaster mitigation through an agriculture-based livelihood regeneration programme in Turkana, a semi-arid region in Kenya.

Disasters are most challenging when faced alone. While there are some fantastic examples of cooperation for disaster response, all too often the response is chaotic and uncoordinated. Wasteful duplication ensues, unhelpful competition between organizations results, and despite good intentions matters are made worse. Moreover, disasters are generally multifaceted, encompassing individuals, families and commu-

nities, affecting state, civil society and commerce — and the response also needs to be comprehensive. Israeli coalitions and partnerships have been formed — incorporating both relief and development organizations — that enable more effective responses than are possible when each acts alone. Emergency services and relevant agencies in Israel regularly conduct joint drills and exercises to ensure that in the moment of truth parties can act on instinct.

The Society for International Development of Israel¹⁵ works to galvanize Israeli society to broad involvement in international development and foreign aid through a platform for professional joint action and dialogue, including study, professional trainings, capacity-building and local and international networking. The Israel Trauma Coalition harnesses the collective expertise and experience of Israel's civil society and government organizations to leverage resources to initiate, prioritize and optimize services.

International partnerships with the Jewish diaspora have strengthened capacities. The American Jewish Joint Distribution Committee¹⁶ has a history of working with Israeli experts and organizations to respond to disasters around the world. Several Israeli NGOs have developed deep experience in recruiting, educating and employing volunteers for international service. For example, volunteering-based charity Tevel b'Tzedek¹⁷ (Hebrew for the Earth with Justice) has operated both pre- and post-disaster in Haiti and Nepal leveraging young professionals from Israel and other countries.¹⁸ Tevel focuses on education, building the capacity of volunteers and inculcating in them a strong sense of values.¹⁹

The rate and scale of disasters is increasing and we need to think smarter about disaster response. It must begin long before the warning bells start ringing, through integrating disaster resilience into the fabric of society and its organizations. As crises are inherently unpredictable, we need flexible thinking exercised by well-prepared but innovative responders who are ready to face the disaster that occurs rather than the one they have planned in their scenario sessions. Disasters can happen anywhere and preparedness needs to include the ordinary citizen who can do extraordinary things when required. The horrific scale of many disasters may be attributed to lack of development and in the aftermath of catastrophes a key focus needs to be on preventing or mitigating the next disaster. As tragic as disasters are, they do offer an opportunity to rethink town planning, infrastructure, housing, emergency services and multiple other aspects of the private and public sector.

Whether planning for a potential disaster or responding to its aftermath, collective action is crucial. At all levels, from community cohesion to international agreements, our ability to manage major incidents is transformed when we learn the art of cooperation. Well-established mechanisms that include experts, agencies and organizations enable an effective and harmonious response that exponentially increases the ability to save life, mitigate injury and reduce suffering. As a nation and as a society, Israel has paid significant attention to these matters and has a valuable contribution to make to an increasingly precarious and disaster-prone world. The Israel Global Initiative calls for this knowledge-sharing to be intensified for the sake of a safer and more compassionate world.

To really be transformative, address conflict head-on

Neal Keny-Guyer, Chief Executive Officer, Mercy Corps

The world needs effective humanitarian responses now more than ever before with rising numbers of refugees, increased conflict and state fragility, and unpredictable but intense effects of climate change. But as traditional models of humanitarian assistance fail in the face of a new normal of protracted, complex, and non-linear crises, our community must change the way we do business.

Specifically, we must address the drivers and manifestations of conflict and violence, head-on, earlier in our humanitarian responses. To that end, peacebuilding can no longer be seen as a separate 'sector', initiated only when 'lifesaving needs' are met.

From Syria and Yemen to Nigeria and South Sudan, complex emergencies are less and less likely to conform to patterns we

had come to recognize. They spread like fire — transcending sectors and geographic borders while creating cycles of recurrent suffering that challenge our conventional theories and management approaches.

Many aid organizations claim to be investing in programs to promote resilient communities in areas that are chronically violent and unstable. However, many of these programs remain focused on saving lives — which is critical — rather than addressing the root causes of extreme poverty and humanitarian suffering.

Around the world, violent conflict is the primary source of human displacement. It severely disrupts development and is costly to both individuals and countries. Yet, of the billions of dollars spent annually on foreign aid, very little is dedicated



Humanitarian aid has permeated the eastern Democratic Republic of Congo on a massive scale — yet needs are greater than ever



Image: Sean Sheridan

Mercy Corps' programme in the Central African Republic helped Muslim and Christian communities to work together to rebuild community cohesion

to preventing violent conflict. The 2015 OECD Fragile States report found that only nine per cent of official development assistance globally is dedicated to justice, security and political development, the cornerstones of conflict prevention.

Moreover, when we ignore violent tendencies during a humanitarian crisis, we can contribute to worsening cycles of violence and fragility that keep countries like South Sudan, Yemen and Afghanistan mired in poverty. The truth is, if we want to address the root causes of humanitarian emergencies, we must first address the role of violence.

The stakes are high: addressing conflict right can mean earlier transitions to recovery, new community-led compacts for reconciliation and inclusion, greater prospects for food security and, hopefully, lasting peace. Failing to address it can lead to more Democratic Republic of Congo and South Sudans — costly, multi-decade humanitarian responses that perpetuate aid dependency, leave communities less resilient, and reinforce systemic corruption.

Research from Mercy Corps' experience in the Central African Republic (CAR), Democratic Republic of Congo (DRC) and the greater Horn of Africa affirms that reducing conflict head-on can lay the foundation for more swiftly mitigating humanitarian needs and a better chance of sustainable development gains.

Case study: DRC

In the DRC, a qualitative research initiative led by Mercy Corps, Search for Common Ground, World Vision and La Fund Social found that after 20 years of a humanitarian response in North Kivu, communities were less capable of

adapting to the shocks and stresses of their current status than they were before the humanitarian response.

In eastern DRC, humanitarian aid has permeated the country on a massive scale since 1994 — yet needs are greater than ever. We wanted to know why years of persistent aid had not improved basic development indicators and quality of life. Our research revealed an unabated economic market of violence — a cycle of suffering perpetuated by a void of legitimate ways to make a living, particularly among young people.

Because the humanitarian strategies developed in the mid to late 1990s focused only on short-term, direct delivery approaches to address displaced persons' most urgent needs, activities focused on reducing conflict were never prioritized. As the crisis evolved and hit transitional benchmarks into becoming a 'protracted' emergency, neither the relief community nor the development community decisively adjusted their priorities to address the drivers, or consequences, of violence.

This strategic oversight contributed, in part, to the reality humanitarian and development actors face today: a context in which displaced and host communities resent one another, perception of the humanitarian response is poor, and youth are more compelled to engage in the illicit market of violence than the formal economy. Within this market of violence, burglary, robbery and extortion appear as better options to youth, perceived as more legitimate ways for people in the community to earn status, purpose, and income. Becoming a violent entrepreneur in eastern DRC is not extreme, but rational based on the incentive system. Twenty years after the beginning of the humanitarian response, youth are now caught in a vicious circle of violence that is extremely difficult to break.



Image: Mercy Corps (Regine Dupuy/Emily Bishop)

Local peer educators have helped communities in the Central African Republic to focus on peace in the face of crisis

Case study: CAR

Building on our DRC findings, Mercy Corps invested in a mixed quantitative and qualitative research effort to capture the impact of our conflict management intervention in the CAR. In January 2014, during the worst violence in CAR's most recent civil war, Mercy Corps took a unique approach of combining humanitarian and conflict management programs in the country's two most socioeconomically vital cities, Bangui and Bouar. The goal of the conflict management component was for Muslim and Christian communities to work together to peacefully manage tensions and rebuild community cohesion.

The conflict management program came at a time of immense humanitarian need within the country: roughly 2.5 million civilians needed humanitarian assistance, and 1 million had been displaced. Many in the country and international community feared the conflict could evolve into protracted civil war, or even genocide. The impact of the conflict program was stunning — even to us.

At the beginning of the program, just 13 per cent of people believed that conflicts were being resolved peacefully in their communities. By the end, that number had risen to 82 per cent. A full 96 per cent of those surveyed reported feeling hopeful about peace in their community, and two-thirds of those displaced by the violence (68 per cent) had either returned home or were willing to return. Overall, there was an 86 per cent increase in the number

of people who trusted the 'other' religious group within their community.

We watched as 220 fighters and 10 commanders voluntarily disarmed to join community leaders and peace committees to support non-violent social change. For the first time, religious leaders, community leaders and peace committees had created an environment that showed these fighters legitimate alternatives to violence.

This evidence affirmed to us that even amidst intense humanitarian needs, investing in conflict reduction can deliver important results. These actions not only improve the conditions within these emergencies, but also address the roots of violence while stopping the cycle of humanitarian suffering and aid dependency.

While violent conflict and crime continue to plague much of the CAR, we see more conflicts being resolved peacefully between previous adversaries. Within these communities, support for violence has decreased, and the CAR marked a peaceful election — important first steps that are laying the groundwork for displaced populations to return home.

Case study: Horn of Africa

Complementary to these findings, December 2015 research conducted by Mercy Corps in the Horn of Africa also affirmed many of our agency's prevailing theories on whether conflict reduction contributes to increased



Image: Jenny Bussey Vaughan

We can have greater impact by strengthening community relations and equipping leaders to promote non-violence when crises occur

sustainability of programs — in this case, food security. We also sought to examine the relationship between conflict reduction and resilience. More specifically, we wanted to answer two questions: do stronger relationships between traditionally conflicting groups better enable communities to prepare for and recover from shocks and stresses? And if influential leaders are better equipped to handle conflict, will people become more able to access the resources they need when these shocks occur?

The answer to both was yes. We found that by thinking of resilience through the lens of peace building, we better supported food security goals. Where conflict management and peacebuilding activities had taken hold, food security gains were more sustainable and communities were able to graduate more swiftly and sustainably off of emergency aid. We know that natural disasters and economic shocks seriously affect household food security; now we also have evidence that shows that when we can mitigate the impacts of these shocks by strengthening community relations, people are more secure and able to access the resources they need in a time of crisis.

What we have learned from these case studies is that when we focus on reducing conflict in all of our programming, we get closer to addressing the root causes of a crisis. And when we hold community and governmental leaders accountable for their roles in it, we get even closer to a solution.

It seems natural, especially in countries where lifesaving needs are so urgent and immense, to wait until the ‘emergency phase’ of a crisis ends before we consider community relations and histories of grievance. After all, communities always have their own approaches to resolving conflicts, at some level, in their own ways. But research and experience show us that these local conflict systems can erode quickly as crises drag on. People get exhausted. Tensions fester. Grievances pile up. If humanitarian actors wait until an emergency is classified as ‘under control’ to focus on the conflict beneath it, we risk compounding and extending the crisis. Humanitarian relief is an immediate and necessary step within an emergency, but we cannot wait until that phase is over to begin addressing the violent tension at its core.

This can feel counterintuitive, particularly because conflict reduction programs can take a long time. Building peace requires patience. We had to accept not seeing many results during the first 10 months of our programming in the CAR; these communities needed time to process fear and grief before they were willing to engage in peacebuilding. If we had pressured them to repair those relationships before they were ready, we could have made the conflict worse. Fortunately, flexible funding from the United States Agency for International Development’s Complex Crisis Fund supported this. Few institutional donor mechanisms, however, would have been as flexible or patient.

These situations also require us to think more broadly about the wide spectrum of problems violence can exacerbate. The



Image: Lindsay Murphy

Putting the appropriate structures in place to promote non-violence will clear a path for safer communities

links between conflict and displacement of populations are easy to see, but less obvious, for instance, is how climate changes triggers conflict-related crises. Household food security is gravely affected by economic and climate-related shocks. And as fragile states struggle to control violence, they make themselves more vulnerable to them.

We can't always predict when these shocks will occur, but we can prepare for them by strengthening conflict management systems and preparing communities to resolve conflict through non-violent means. If we are serious about making fragile communities more food secure and more resilient to climate change, we have to mitigate violent conflict. Otherwise, any gains we make in these areas could be quickly lost with one outbreak of violence. Syria is a clear reminder of that.

This burden does not fall solely on local governments: government representatives and traditional leaders must work together to eliminate violence. That's why Mercy Corps and its partners aren't limiting our focus to formal governance structures — we also want to know who has influence in the informal community structures, and how we can help the two cooperate. Then, we orient our programming around this cooperation.

A sudden resurgence of violence in CAR during September 2015 tested this approach, demonstrating how

humanitarian programming with conflict management at its heart can yield dividends. Triggered by the reported beheading of a young Muslim cab driver, violent clashes erupted in and around Bangui's 'PK5' neighborhood, sparking clashes throughout the city as well as looting, crime and shootings in Bambari and Kaga-Bandoro.

This violence was happening among a public already frustrated by the transition process. But as it threatened to spread, local peer educators who had been trained through the conflict management program started to act. Throughout Bangui, they monitored the situation to quickly dispel rumors and mitigate bubbling tensions. They organized their peers to discuss non-violent ways to address their mounting grievances. In Bouar, community leaders and religious associations publicly condemned violence and worked to swiftly restore order in order to keep the main road open to traffic, commerce and a sense of normalcy. As the crisis intensified, they focused first on peace.

Violent conflict will continue to test our approach in fragile communities. But the positive, real-time response of these leaders was inspiring. It demonstrated that when we are committed to non-violence, and when we do the work to put the appropriate structures in place to promote it, we clear a path for safer communities. We don't just say that a better world is possible — we begin to actually build it.

By youth, for youth: towards an inclusive humanitarian agenda

Nahla F. Abu-Eissa, Advocacy Specialist; and Esker Copeland, Youth and Education Specialist, Reach Out to Asia

Since its inception in 2005, by Her Excellency Sheikha Mayassa Bint Hamad bin Khalifa Al Thani under the auspices of the Qatar Foundation, Reach Out to Asia (ROTA) has strived to empower, engage and support young people in crisis-affected contexts to realize their full potential and contribute to the development of their communities. Sharing the view that youth must be recognized as critical actors in rethinking the global humanitarian architecture, ROTA partnered with the United Nations Office for the Coordination of Humanitarian Affairs and the Qatar Ministry of Foreign Affairs to support young people from across the world in having their voices heard on this important issue.

The World Humanitarian Summit Global Youth Consultation (WHSGYC), held in Doha, Qatar in September 2015, was an event arranged by and for youth to gather their input on humani-

tarian challenges and solutions. The historic event was conceived to allow the views of youth to be incorporated into the United Nations Secretary-General's report on humanitarian action and into the overall recommendations for the World Humanitarian Summit. The consultation provided a platform for youth to enhance their knowledge on current global and regional challenges to meet humanitarian needs, facilitated discussions on youth contribution to humanitarian actions, and created a space to foster increased collaboration between youth organizations.

Youth constitute a significant proportion of the populations impacted by crises. In Lebanon, Syrian youth constitute at least 16 per cent of refugees. During disasters and conflicts, youth are a particularly vulnerable group. Such fragile conditions can have long-term effects on their individual and social development. Young females and children are among the most vulnerable; however, all youth find themselves separated from social and community networks with the attendant loss in education, health



Image: ROTA – Mohamed Al Amri

WHSGYC participants made their voices heard on humanitarian themes



Image: ROTA - Mohamed Al Amri

WHSGYC brought together youth participants from 84 countries

and protection services. However, young people are also capable agents for change and possess unique, innovative and effective solutions that can contribute to improving humanitarian action. Youth, however, are also important actors in humanitarian response. Youth find themselves caring, protecting, coordinating, communicating and collaborating in times of crisis. Programmes which have acknowledged the important role of youth have drawn on their integrity, diversity, teamwork, conflict management, communication and commitment among other skills.

Given these complex realities, the World Humanitarian Summit Secretariat (WHSS) believes that youth must be significant and respected contributors in the run-up to Istanbul. The need for greater attention to youth and their engagement was consistently highlighted in the World Humanitarian Summit regional and online consultations. In the lead-up to Istanbul, the WHSS sought an opportunity to better bring in the youth voice to shape the future of humanitarian solutions with them as main participants at all levels. As a group that has at times been overlooked and neglected, through the WHSGYC young people were given a recognized role in the process; one which is bringing the global community together, including civil society, to commit to a new agenda for humanitarian action beyond 2016.

ROTA's hosting of the WHSGYC was in alignment with the organization's aims of establishing and replicating models of youth-friendly spaces that attract youth to learn about and take action on global development issues. Building on established approaches to youth empowerment, the youth consultation

provided linkages to new global platforms where youth can learn and discuss critical global issues. This high-level meeting consisted of representatives from prominent, youth-led and youth-focused organizations and federations, national representatives and youth selected by an open call in accordance with the principles of the United Nations Major Group for Children and Youth (MGCY). Each participant had equal access to participation in all parts of the forum and their contribution to the consultations had equal influence on the event's outcome. A key aim was to foster increased collaboration between youth organizations in reaching a resilient and sustainable society where their humanitarian needs are met.

The consultations brought together youth from 84 countries with participating nationalities from different contexts and complex humanitarian settings such as Syria, Sudan and Yemen. This was an empowering experience as it engaged many from different backgrounds and experiences and provided a platform for discussions about where youth stand in the humanitarian landscape, their expectations, what they can provide to the field, how the world can better maximize their potential, and how youth can have a stronger voice in humanitarian issues. For two days, through a peer-to-peer approach they shared experiences, lessons learned and good practices as humanitarian actors, volunteers, survivors, researchers or champions.

Discussions focused on how to respond to the specific needs of adolescents and youth in emergencies and humanitarian settings, including providing greater contextualization of programmes according to situations and age. This highlighted



Image: ROTA - Nasser Iqbal

Youth are able to continue learning at the ROTA school in Swat District, Pakistan

the need to establish stronger monitoring and evaluation frameworks yielding desegregated data to increase the effectiveness of humanitarian actions for preparedness, response, recovery and decision-making, and to track implementation and engagement of youth and adolescents.

The discourse of the consultations also touched upon the newly adopted Sustainable Development Goals (SDGs), drawing important linkages between them and the humanitarian agenda being discussed. Discussions revealed interest in viewing the continuum from humanitarian response to development assistance in a more holistic way and articulating the direct link between peace, security and development. Questions were asked as to how best to support and build on young people's capacities as humanitarian actors through this humanitarian-development continuum. Youth expressed their view of themselves as playing an integral role as connectors between the SDGs' related objectives and the humanitarian agenda.

The Doha Declaration on Reshaping the Humanitarian Agenda contains the priorities and recommendations of youth, who participated in the consultation process leading up to and including the WHSGYC. This document was the product of months of work, preparation, outreach, consultation, analysis and evaluation which culminated in the WHSGYC and is based on previous MGCY papers on the World Humanitarian Summit, particularly the July 2015 World Humanitarian Summit Position Paper and the thematic position papers developed for the same process. Some of the main challenges in meeting humanitarian needs as articulated by the declaration include: rights to information, localization and contextualization of responses, the need for longer-term planning, sustainable community preparedness and resilience, innovative tools for local capacity-building, and the establishment of global frameworks for addressing the needs of young people affected by conflicts.

Building on the recommendations that emerged under the Doha Declaration, a working group was established to anchor

the way forward for meaningful youth engagement in humanitarian action. The main focus is to increase youth's capacities for active and effective participation by establishing new platforms and alliances to support these aims. Moreover, there will be new initiatives launched to focus and catalyse the efforts of diverse stakeholders to support youth-led initiatives in humanitarian settings. These networks and alliances will also serve as mechanisms to reach interested and already engaged youth groups to increase their capacities, knowledge and active participation in humanitarian action. This can be an important means of contributing to implementation of the Doha Declaration, which calls for the empowerment and active participation of young people in humanitarian settings and was a manifestation of the recommendations of the youth who attended the consultation. This also links to the overall World Humanitarian Summit objective of empowering an inclusive and diverse set of actors supporting humanitarian action.

The experience garnered by engaging various stakeholders to host the WHSGYC shows that establishing partnerships across various sectors is a vital approach for achieving agendas on behalf of children and youth. The importance of this approach does not only lie in leveraged efforts, but also in the diversity and richness of the practices and experiences shared, the lessons it offers for aligning agendas of diverse sectors at global and regional levels, and the joint leadership it promotes. Realizing the tremendous dividends to be gained by adopting multi-stakeholder approaches, ROTA and its strategic partners in Qatar are laying the foundation for further collaborations in the implementation of humanitarian missions inclusive of youth as main partners.

Quotes from WHSGYC participants



Image: ROTA

WHSGYC provided a platform where youth can learn and discuss critical global issues

"Young people worldwide must be recognized as critical players in rethinking the global humanitarian architecture."

– **Essa Al Mannai, ROTA Executive Director**

"We, children and youth, are one of the most vulnerable groups to disasters, climate change, and displacement as a result of conflict. And yet, children and youth are viable agents of change."

– **Majid Shangab, UNMGCY Steering Group**

"Youth have shown lots of maturity and potential... they don't want to be seen only as beneficiaries or as problems. They don't think that they are a liability in humanitarian settings, but an opportunity."

– **Ahmed Al Hindawi, SG Envoy on Youth**

Disability is not inability: water means dignity for disabled refugees in Uganda

*Miikka Niskanen, Head of Humanitarian Aid, World Vision Finland; and
Claus Jerker Lindroos, Director, Unit for Humanitarian Assistance and Policy*

In the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), the state parties involved agree that community services and facilities for the general population shall be available on an equal basis to persons with disabilities and be responsive to their needs. Yet, in most humanitarian contexts this does not materialize.

The World Humanitarian Summit in Istanbul and beyond constitutes a unique opportunity to advance efforts to make sure that no one is left behind in humanitarian action, as stated in the report of the Secretary General for the summit. Achieving this requires both political commitments at global level and concrete steps at local level. Humanitarian action must be made inclusive of persons with disabilities.

There are some 1 billion persons with disabilities in the world. This group is among the worst affected in disaster and conflict situations due to discrimination and various obstacles. Awareness and understanding of the need to

include and provide particular support to people with disabilities is growing, but this group is still today rarely heard and taken into account in the planning and implementation of humanitarian operations.

An encouraging example of what concretely can be done to improve the situation is given by World Vision Uganda in partnership with World Vision Finland and with financial support from the Unit for Humanitarian Assistance and Policy of the Ministry for Foreign Affairs of Finland. World Vision Uganda has successfully taken action to address the situation and rights of disabled refugees and host community members of the Kyangwali and Adjumani refugee settlements in Uganda between 2014 and 2016. Needs assessments carried out in both settlements indicated that clean water points in the settlements were not accessible to persons with different kinds of disabilities, independent transportation of water was very challenging for them and latrines and hand-washing facilities in homes and institutions, like schools, were not inclusively



Image: World Vision Uganda

Accessible latrine blocks help to remove environmental, attitudinal and institutional barriers to WASH faced by people living with disabilities



Image: World Vision Uganda

Jerry-can tippers and wheeled water carriers help disabled inhabitants to improve their independent water transportation and use



Image: World Vision Uganda

Water boreholes equipped with ramps, railings and lightweight pumps ensure access for all



Image: World Vision Uganda

In Kyangwali and Adjumani, persons with disabilities are now empowered to participate actively in the development of the settlements

designed. Consequently, the disabled inhabitants in these areas were generally dependent on their family members for their access to water and faced notable hygiene risks while visiting latrines, often having to crawl in dirt. In addition, disabled children's studies were severely challenged due to inaccessible water and sanitation facilities in schools. Discrimination and bullying of disabled persons by other community members at community water points was also reported.

In order to improve the situation, projects for inclusive water, sanitation and hygiene (WASH) were designed and implemented in both settlements. The projects applied the social model of disability, which focuses on removing environmental, attitudinal and institutional barriers to WASH faced by people living with disabilities.

New water boreholes were drilled and equipped and old ones rehabilitated by ramps, railings and lightweight pumps to ensure access for all. Accessible latrine blocks for both boys and girls were constructed at settlement school compounds. These latrines were equipped with a special stance for the disabled students and fitted with flapper pans, raised seats and supportive hand rails, which were painted with bright colours to be identifiable for students who are visually impaired. Inclusive pit latrines were constructed for households with a disabled member. For individual persons, metallic and wooden latrine seats were produced and distributed, many of which were manufactured by local artisans in the settlements. Jerry-can tippers and wheeled water carriers were distributed for disabled inhabitants to improve their independent water transportation and use. Hygiene campaigns were carried out in the communities and schools. WASH committees and school health and

hygiene clubs were established for the maintenance of the new facilities and in order to ensure sustainability of the project achievements.

Particular attention was paid to ensure that persons with all different kinds of disabilities were recognized and included. Commonly, in development and humanitarian contexts, persons with physical or sensory disabilities are paid attention to, while for example persons with mental or intellectual disabilities are disregarded — if the disabled are taken into account at all.

The projects were started by mobilizing the disabled beneficiaries in the settlements for the planning and implementation of the activities. The 'Nothing about us without us!' slogan was used as a guiding principle. Close collaboration was established with the National Union of Disabled Persons in Uganda (NUDIPU), which provided regular consultation on how to operationalize inclusiveness and how to promote the empowerment of persons with disabilities. The disabled beneficiaries and NUDIPU also played a vital role in advocacy which aimed at reducing stigma and discrimination towards persons with disabilities in the settlements. In both Kyangwali and Adjumani, drama groups were established, consisting of disabled and non-disabled community members. These groups carry out hygiene promotion performances for other community members and advocate for the rights of the disabled. The Kyangwali drama group is now also functioning as the settlement's Disabled Persons' Association with a registered status and its own bank account.

The projects were carried out in close collaboration and partnership with the Office of the Prime Minister and the United Nations High Commission for Refugees, the minis-



Image: World Vision Uganda

Advocacy work has reduced discrimination against persons with disabilities



Image: World Vision Uganda

Wide participation in planning and implementation has been a key target

tries of Health, Gender, Labour and Social Development, Water and Environment, Education, Sports, Science and Technology, as well as various other agencies and entities operating in the settlements. World Vision Finland's disability advisor provided further advice on applying the social model of disability during the course of the operations.

The project in Kyangwali benefitted roughly 5,000 refugees and host community members, out of which nearly 600 were disabled. The project in Adjumani benefitted around 10,000 refugees and host community members, out of which 2,000 were disabled. All benefited from more and better clean water sources. In addition to the disabled, inclusive and accessible water and sanitation facilities are also helpful and safe for children and for the elderly.

These pilot projects on inclusive water and sanitation have functioned as a catalyst in several ways. In addition to the WASH sector, the presence and needs of the disabled in Kyangwali are now recognized for example in the settlements' shelter construction. The inclusive water and sanitation models are being adopted by other agencies operating in the settlements. World Vision Uganda is scaling up the inclusive WASH models in its development and humanitarian operations countrywide.

The projects have clearly shown that access to inclusive water and sanitation facilities gives disabled people a possibility to participate in and contribute to local development. This can have a much broader impact on disabled refugees than 'only' clean water, baths and latrine facilities. In Kyangwali and Adjumani, the disabled are no longer a hidden group, but participate actively in the development of the settlements, for example as members of local

refugee welfare councils. They are now more empowered than before.

"Independent access to water and sanitation has given me my dignity!" many beneficiaries say. Some go even further in their statements: "This project has transformed me into a human being!"

What can then be done to further advance the situation of people with disabilities in humanitarian emergencies?

There is first and foremost a need to recognize the crucial role of persons with disabilities in humanitarian action and their capacity to meaningfully participate in the planning and implementation of assistance. This requires further development of existing policies, services and strategies. System-wide change in the way issues relating to persons with disabilities are addressed in humanitarian assistance will require a comprehensive set of actions reflecting a rights-based approach to disability, guided by the principles outlined in the UNCRPD, in particular Article 11. Globally-endorsed standards and guidelines on the inclusion of persons with disabilities in humanitarian action are essential to making this change and ensuring accountability. The development of such globally-endorsed guidelines and standards would support states' obligations set under the UNCRPD and facilitate the implementation of other inclusive frameworks, such as the Sendai Framework for Disaster Risk Reduction and the 2030 Agenda for Sustainable Development. The adoption of guidelines would also support a range of humanitarian actors to "put people at the heart of humanitarian action" by recognizing diversity among individuals and communities affected by humanitarian emergencies.

Interreligious dialogue for humanitarian relief and sustainable development

Faisal Bin Abdulrahman Bin Muaammar, the King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue

Today there are many existing secular humanitarian relief and development efforts implemented by various groups. Prominently featured among these are secular efforts by international organizations such as the United Nations Development Programme, the United Nations Industrial Development Organization, the World Food Programme and the World Bank, and non-governmental organizations (NGOs), such as CARE, Swiss Solidarity, the International Red Cross and Oxfam International and their networks.

While they are valuable and much needed, these efforts often do not take into account the role of religion and religious institutions in the lives of the majority of the world's population. Religious teachings and practice offer a fundamental basis upon which to build and foster

humanitarian relief and development efforts. All religious traditions emphasize and stress the sacredness of human life. Saving lives and improving the human condition are primary values in all religious traditions. Calling for support of the poor and needy is a foundational religious value. Many religious traditions even demand their followers pay an annual share of their income to help people in need.

Recognizing the potential of interreligious dialogue as a methodology for peacebuilding, the King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID) was established under the auspices of Austria, Saudi Arabia, Spain and the Vatican to promote dialogue among religious leaders and institutions to encourage them to cooperate more effectively across religious differences, as well as to collaborate with a variety of secular and religious policymakers and civil society. KAICIID



Image: KAICIID

More than 40 religious leaders, representatives from Muslim women and youth communities and civil society meet at the International Dialogue Centre (KAICIID) headquarters in Vienna in February 2016 to explore how the Muslim community in the CAR can work together more effectively in the aftermath of devastating civil conflict



Image: WOSM

KAICIID experts train Scouts from several countries in interreligious dialogue during the 7th African Scout Youth Forum in Uganda, August 2015

recognizes and upholds the United Nations Charter of Human Rights. Advocacy in support of interreligious and intercultural dialogue by the centre seeks to foster respect, understanding and cooperation among people, while promoting justice, peace and reconciliation, and counteracting the abuse of religion to justify violence. In doing so, KAICIID strives to ensure inclusivity, reflected in the structure of its governing bodies with a board of directors comprising representatives of Buddhism, Christianity, Hinduism, Islam and Judaism and an advisory forum consisting of representatives of these and other faiths as well as interreligious and like-minded organizations.

The United Nations Charter of Human Rights codes the fundamental rights that often cannot be fully exercised or are abused in many societies today, when facing war, conflicts, environmental challenges and extreme poverty. Often religious leaders are well-positioned to address these existing challenges, in part because they and their communities are locally based. Therefore KAICIID, through its work in interreligious dialogue and interreligious peacebuilding, includes and supports religious leaders in working towards preserving the dignity of human life, the preservation of the environment, the sustainable use of natural resources, ethical and religious education and poverty alleviation. Together, religious leaders, representatives of cultural and interfaith institutions, political and international representatives and experts can cooperate to find and implement the most effective means to address these challenges. KAICIID's mandate creates a basis for it to bring together these groups, which otherwise might not convene, and to facilitate cooperation towards these ends.

There are many obstacles that generate conflicts and destruction. Some politicians and religious leaders have manipulated religious identity to fuel conflicts and wars.



Image: KAICIID

KAICIID Secretary General Faisal bin Muaammar meets Scouts in the Dialogue Tent at the 23rd World Scout Jamboree, Kirara-hama, Japan, August 2015

KAICIID's mission is to enhance the immunity of communities and societies against such manipulation. Through joint interreligious initiatives, leaders and institutions can illustrate to their communities the possibilities for genuine socioeconomic development. Thus development, relief and religion are interlinked and interrelated. Religious leaders see the facilitation of relief and development as part of their religious duties. Faith-based organizations (such as Catholic Relief Services, World Vision, Islamic Relief; SEWA International and Buddhist Global Relief) are very active in responding to humanitarian crises as a result of disasters and violence.

KAICIID's values of inclusivity and sustainability are an excellent basis for supporting the work of religious leaders in development, as well as relief. Innumerable people live in conflict regions or have fled them, often carrying with them traumas and grievances. In the area of peacebuilding, it is essential to link policymakers with religious institutions in conflict areas in order to facilitate a more constructive process of peacebuilding. KAICIID works on building programmes for these afflicted regions, currently with special focus on Iraq and Syria, the Central African Republic (CAR), Myanmar and Nigeria.

For example, in 2014 and again in 2015, KAICIID convened religious leaders from communities in Iraq, Syria and neighbouring countries that face the destruction of war and the threat of the Islamic State. Joining these religious leaders were civil society organizations and political representatives who are working on the ground to alleviate the challenges facing displaced populations and the regions that are hosting them. These partners are also working to prevent the radicalization of individuals by addressing societal problems that act as root causes for



Image: Davies Rwabu

Haji Katende Abdul-Fattah, a KAICIID Fellow, leads an interreligious dialogue workshop for religious studies scholars in Uganda, August 2015

individuals resorting to the use of violence in the name of religion. In areas afflicted by violent conflict, humanitarian relief efforts are not limited to the region itself. Relief efforts extend to aiding internally displaced peoples and refugees, many of whom have fled war and poverty leaving everything behind. Those who manage to survive now face the challenge of integrating into new societies. Within the Middle East region, Iraqi Christian and Muslim leaders such as Father Amir Jaji and Sheikh Sami Abil-Mona, as well as members of the Iraqi Interfaith Council, work to protect minorities, and work with refugees and displaced people in the region. Within Europe, several faith-based organizations are currently working with refugees to offer immediate humanitarian relief. KAICIID works with many of these NGOs to develop interreligious dialogue programmes to address tensions brought about from the scars of war.

Religious leaders, their communities and traditions, as well as interreligious dialogue play an important role in humanitarian relief and sustainable development work. In particular, inclusive interreligious dialogue platforms can be a welcome safe space and vehicle to facilitate relief and development in conflict areas, since the divisions in communities are often a source of obstruction for development and relief. This has been the case in both CAR and in Nigeria.

In the case of CAR, the end to the civil war is not the end of the challenges facing the people. Although the root causes lay in political and other reasons, the conflict erupted along religious lines and the distrust of the different groups will continue to act as a hindrance to sustainable peace if it remains. Working with representatives from the Catholic, Evangelical and Islamic communities in CAR, KAICIID has been able to

serve as a neutral facilitator in bringing these groups to the table to discuss paths towards a sustainable peace.

Another example is Nigeria. Known simply as the Pastor and the Imam, Pastor Wuye and Imam Ashafa were on opposing sides during the conflict. Both individuals suffered losses inflicted by the other: the Imam lost his uncle and the Pastor his own arm. Interreligious dialogue allowed the two to reconcile and undertake a long-lasting partnership to promote interreligious dialogue for conflict prevention and coexistence in Kaduna. The Interreligious Mediation Centre they established jointly brings together Christians and Muslims in Kaduna to work towards a long-term sustainable solution.

Religious leaders often have a greater reach into communities, especially those in developing countries, where international aid workers might be seen with suspicion. Religious leaders often command a great deal of respect and can more effectively implement developmental changes. For example, the Nigerian Inter-faith Action Association launched an interfaith effort in 2013 in which Christians and Muslims worked together toward eradicating malaria in Nigeria. As a local organization established by religious leaders, the effort was able to reach far within the country through the two religious communities and thus have a greater impact.

Another example, at a different scale, is the recently launched International Partnership on Religion and Sustainable Development (PaRD), under the leadership of the German Ministry for Development. This is an excellent example of multilateral collaboration, a joint endeavour by several donors and international organizations such as Germany, Sweden, the United Kingdom, the United States, the United Nations and the World Bank. The aim of PaRD is to increase cooperation between the international development community and religious actors, develop common ideas on how to improve cooperation with religious communities, promote interfaith dialogue, address stereotypes and prejudice through education and the media, strengthen religious freedom and religious diversity, and promote human rights.

Beyond promoting diversity, the voices of religious leaders and members of religious communities that foster interreligious dialogue can be raised to establish the foundation for implementing cooperative programmes, by calling for and advocating their own initiatives and efforts. There are innumerable examples of such efforts, but those that take place in areas of sectarian tensions and violence can serve humanitarian relief by reducing the chances that violent conflict resurfaces. Many of these programmes are in education or social media, where the multiplier effect can have a great impact. There are several such examples.

Abed Elfatah Elsammen is a Syrian Imam from Jordan who along with KAICIID is training religious leaders in the use of social media to develop and disseminate a message of diversity. As women and children are too often the principle victims of the violence, KAICIID Fellow, Sister Agatha Ogochukwu Chikelue, a Nigerian Catholic Nun, has also implemented social media training for women to counter violence. Another KAICIID Fellow, Dr Mohammed Issa Ibrahim AlSheraifin, conducted training to promote dialogue and diversity through Islamic texts



Image: KAICIID

Members of the KAICIID International Fellows Programme remove their shoes out of respect before entering a Hindu Temple at the Batu Caves in Malaysia. Religious site visits are a key part of the Fellows programme, as they serve as opportunities to facilitate interreligious and intercultural understanding

for 30 students from the faculty of Sharia at the King Zain Alsharaf Association in Almafraaq City in Jordan. The faculty members were enthusiastic about incorporating what they learned in their lectures. As for Muhammed Zia Ul Haq, also a KAICIID Fellow, he trained a geographically diverse group of young Pakistanis to understand the importance of interreligious dialogue for peacebuilding, as part of their formation towards becoming future Muslim religious leaders. Pakistan is a country in which sectarian tensions are deep, often leading to violence. By training these young religious leaders in interreligious dialogue, Ul Haq has given these individuals the tools to foster dialogue in their own communities around the country. Another KAICIID Fellow, Nageeba Hassan, has initiated a programme in which children and young people in schools in Uganda are trained in interreligious dialogue to strengthen their abilities to make ethical decisions based on values that promote respect for other cultures and religions. The programme also tackles the effects of child abuse by having students participate in open discussions about it. The programme is planned to continue in 54 partner schools in Uganda. These five aforementioned individuals are but a few examples of how many religious leaders now use interreligious dialogue as a methodology for peacebuilding, often designing and implementing new as well as strengthening existing programmes that include various kinds of humanitarian efforts and relief.

In conclusion, through interreligious dialogue, religious leaders can support existing efforts, as well as helping to create new humanitarian and development efforts that serve to alleviate sectarian tensions, build community bridges and strengthen social coexistence. Their efforts and initiatives can be even more effective if coordinated with policymakers and active collaborators from a variety of local, national and international religious and non-religious/secular initiatives and programmes. Such diverse collaborations are increasingly important in enhancing the effectiveness of on-the-ground humanitarian efforts and relief.

Without addressing the scars of conflict, it is difficult to rebuild strong and functional societies where violent outbursts are avoided. Dialogue can act as a key to unlock frozen relationships in conflict areas as well as in areas recovering from strife. Finally, we must not underestimate the importance of the role of religious leaders in bringing such efforts to fruition. They are individuals who are often trusted and held in high esteem in their communities and are able to reach deeper into rural areas where the local population might be less open to cooperating with international development and humanitarian teams.

For the expression 'together we stand' to be truly effective on the ground in so many areas around the world, the word 'together' must also include religious leaders and their communities. Indeed, their engagement is vital to the long-term success of humanitarian relief and sustainable development.

The Innovation Lab: a new paradigm of partnering for impact

Dan Kelly, Vice-President Global Humanitarian and Emergency Affairs; and Jennifer MacCann, Response Director Nepal Earthquake Response, World Vision International

Innovation is often born from necessity. The most vulnerable people in the world are frequently the most innovative as they seek creative ways to meet the needs of their families and communities.

When disasters strike, communities and local actors respond with local and cultural knowledge to meet the most urgent and pressing needs with a mix of universal and contextualized actions. Likewise, the private sector, at its best, is innovating, identifying and responding to global and local crises to create a new and better world.

The aid sector is recognizing that it is not currently able to do some of the things at which the private sector excels, such as early adoption of new technologies or rapid scale-up of innovative opportunities. Leading aid organizations such as World Vision are stepping into the innovation arena to bring best practices, including from the private sector, to affected populations. Together they are identifying, adapting and developing more effective, expedient and sustainable solutions that deliver impact and build community resilience. There are considerable opportunities to achieve rapid change in developing countries and bring equal opportunity and tech-

nological and socioeconomic achievements which have taken decades in the developed world. While many challenges in the humanitarian sphere have been addressed on a sector-by-sector basis, complex problems will require holistic solutions which transcend traditional technical sectors. As one of the world's largest non-governmental organizations (NGOs), reaching people in around 100 countries, with an international team of 45,000, World Vision has accepted the responsibility to move the social economy forward and adapt for the future. Our long-term vision is for communities to be sustainable and connected with local and international partners to find innovative solutions before, during and after disaster strikes.

Great leaps forward in disaster response will require increased engagement with entrepreneurs who have the right skills in the right areas. The right people in disaster-affected countries need to be connected with world-class leaders from business, NGOs, hospitals and schools, as well as local entrepreneurs. This will make use of skilled and passionate local people who want to help their community and country to recover from emergencies. The transition from disaster recovery to sustainability is driven by people who want to build back better. Partnerships make this happen. World Vision's Innovation Lab for the Nepal



Image: Sunjuli Kanwar Singh, World Vision International 2015

In April 2015, a devastating 7.8 magnitude earthquake struck Nepal leaving nearly 3 million people in need of humanitarian assistance

Meeting the challenges of innovative partnership

World Vision's Innovation Lab for the Nepal Earthquake Response faced three major challenges.

1. How to innovate with and for the benefit of the most vulnerable people in the world

The Innovation Lab aimed to increase the role of the private sector, leveraging the capacity of innovative people and building the capacity of communities and emerging markets.

2. How to integrate the innovation capacity of the private sector with the expertise of NGOs and communities in Nepal

The Innovation Lab offered a physical and virtual space to facilitate partnerships between a range of local and international actors, with individuals and organizations from an array of backgrounds and experiences working together to achieve success for recovering communities.

3. How to demonstrate to others that innovation can help communities build back better after catastrophe

The Innovation Lab aimed to produce practical, useful, replicable and scalable solutions leading to greater investment in developing countries.



Image: Field Ready, 2015

Field Ready uses 3D printing to manufacture a water fitting to stop leaking pipes at Bahrabise internally displaced persons camp

Earthquake Response has facilitated new kinds of partnerships to maximize creativity and innovation for the world's most vulnerable children and their communities.

When the 7.8 magnitude earthquake struck in April 2015, nearly 3 million people were in need of humanitarian assistance. World Vision responded immediately with emergency shelter, health and nutrition, water, sanitation and hygiene, support for livelihoods, education and child protection. As the response progressed and focus shifted to long-term concerns, World Vision saw an opportunity to bring together the best thinking and ideas from affected communities and private sector partners.

The Innovation Lab is a new model for responding to disasters; a platform for new processes, partnerships and products to emerge from within a response. It has a fully equipped multimedia centre in Kathmandu, which is connected to over 200 Wi-Fi-enabled remote villages in Nepal. The lab serves as a project headquarters, while supporting partners such as academic institutes, private companies, trade associations, local and international NGOs, and government agencies to work closely with communities to design and test their concepts directly in the field. The lab supports partners to access start-up resources, shape project direction, problem-solve at the strategic level, test, prototype, establish community networks, publish results and connect to the right ecosystem of donors, investors and stakeholders needed to scale up proven innovations.

The lab attracts and tests new ideas, products and processes that are not widely used within the humanitarian sector, but which can directly impact earthquake recovery and long-term development in Nepal.

One such innovation being explored is 3D printing. Silicon Valley based, technology focused NGO Field Ready has been engaging with a range of local partners in central Nepal. One of their projects took them to the Bahrabise internally displaced persons camp, where over 200 families are surviving in temporary shelter. They observed a water system that was failing to serve the community, with insufficient flow rate and pressure at the taps. A key reason for this was use of locally available but inappropriate fittings to connect the pipes, which leaked and easily disconnected. Field Ready designed and 3D-printed an appropriate compression fitting while inside the camp. By printing essential items like water fittings on location, the technology provides timely, quality fixes for common issues and greatly simplifies supply chains. In a country with so many logistical challenges, stemming from geography and infrastructure, these gains are particularly valuable.

Through collaboration and partnering with World Vision Innovation Lab, Field Ready is in a stronger position to develop and expedite wide-scale adoption of 3D printing technologies in emergency responses. Field Ready estimate savings of 40-50 per cent on logistics by designing and printing items in the



Image: Field Ready, 2015

3D printing enabled new, more powerful radio antennas to be built, increasing coverage across Nepal and helping families to reunite

field. This could result in approximately US\$5 billion being redirected into humanitarian programmes each year.

The effective engagement of local actors is a core aspect of the Innovation Lab. In partnership with a team from Harvard University's Graduate School of Design, the Innovation Lab established guidance on how to attract, interface with and promote local partners. The guidance was created after three weeks of consultations with individuals, businesses, trade organizations and government and non-government organizations within Nepal. The results of these consultations reinforced the understanding that local partners with strong community links and access are best positioned to identify, envisage, design and generate the types of breakthrough innovations that will contribute most significantly to improved disaster response and improved quality of life thereafter. Local partnerships are also key to testing, promoting and scaling up solutions within Nepal. Linking local and international partners to co-develop and refining concepts and then to pilot and field test concepts will ensure innovation is appropriate and welcome in the specific context.

Key learnings at this stage of the Lab's development have been in understanding the critical importance of identifying innovation efforts and the capacity of local organizations, institutions, communities and individuals in order to best connect them with external skills and capacity from outside collaborators. In developing methodology for mapping the local innovation landscape, the Innovation Lab will be able to shape projects, focus resources and deliver sustainable solutions that are developed in close partnership with local communities.

The Innovation Lab is at an exciting early stage in its development. It is now both a physical location, a dynamic shared

working space situated in-country, and a set of processes and methodologies that support a pipeline of partners and projects to enter, innovate and scale up.

New projects and partnerships are set to enter the lab, exploring how new technology and delivery modes can enhance learning platforms in remote areas. These include international and local construction industry partners developing a technology-enabled system for quality assurance on earthquake-resilient construction projects, and health partners developing new devices and systems to enable telemedicine and remote health care monitoring for difficult-to-access communities.

Discussions are ongoing with a range of international stakeholders, from leading tech and innovation companies to forward-thinking NGOs, as well as with academic teams and other key actors. Local partnerships are being forged across private, public and civil sectors.

The Innovation Lab represents a paradigm shift — an entirely new approach to the way in which humanitarian agencies respond to disasters. The complexities of a post-disaster context call for us to go beyond simply meeting immediate needs, and instead create platforms that can support new partnerships, processes and products to emerge. Currently, the Innovation Lab accounts for 1 per cent of World Vision's Nepal Earthquake Response with secured funding for three years. This is the first lab of its kind — focused on high-level innovation in a rapid onset emergency, based in the field. The Innovation Lab is designed to grow through partnerships with a shared commitment to invest in and raise the investment for growing what works. Ultimately these partnerships will produce practical, useful, replicable and scalable solutions leading real investment into developing countries. Perhaps just as importantly, the lab will demonstrate a new model of partnership between the private sector, NGOs and communities that goes well beyond the transfer of money and goods to achieve true collaboration and partnership. World Vision anticipates that in time, Innovation Labs will be incorporated into humanitarian responses as standard operating procedure.

In his Agenda for Humanity, the United Nations Secretary General Ban Ki-moon calls for us to draw on our comparative advantages and work together towards collective outcomes by promoting a stronger focus on innovation in the humanitarian sector based on complementarity among actors, whether local, national or international, public or private.

In response, World Vision was one of a few select NGOs to represent the humanitarian community in designing and shaping the structure and mission of the a new multi-stakeholder Global Alliance for Humanitarian Innovation (GAHI) in preparation for its launch and rollout at the World Humanitarian Summit in Istanbul. World Vision will continue with its engagement and participation in GAHI after the launch, in order to share our learning and speed up adaptation of innovative solutions to humanitarian challenges across the sector. The alliance aims to bring together a wide range of actors from academia, the private sector, and local and international civil society to champion innovation in humanitarian crisis response. GAHI is designed to deal with innovation challenges that separate actors in the humanitarian space cannot deal with on their own.

Building regional resilience in crises: how a think tank fits in the humanitarian puzzle

Adel Elsayed Sparr and Dr Erica Harper, West Asia-North Africa Institute

Acting on the phrase ‘one cannot do everything, but everyone can do something’ epitomizes what humanity has been dared by destiny to do; this is the time to live up to our promise to each other. The first ever World Humanitarian Summit is hence timely in the sense that the scale of humanitarian crises in 2016 is unprecedented.

This requires not only large-scale responses and sustained financing, but also evidence-enabled, proactive and tailored policies that expect the next humanitarian crisis. At the West Asia-North Africa (WANA) Institute, we work towards finding such humanitarian modalities based on knowledge from the region, and are resolute in our belief that regional resilience requires indigenous solutions. Indeed, the most pressing question is how we can grow resilient to crises in the midst of one.

The people of the WANA region face an unprecedented set of interconnected challenges. These include the consequences of climate change such as water scarcity, heat surges, energy

shortages and food insecurity, as well as protracted conflict, increasing levels of violent extremism and exceptional human displacement. Coupled with resource and institutional deficits, socioeconomic stagnation and fracturing polarization, this region lacks the ability to weather the storm and help itself to rise from it. Against this backdrop, any response needs to be comprehensive and holistic to allow the region to grow resilient together. Moreover, solutions for the region need to be from the region and thus inclusive.

Resilience is the capacity of individuals, peoples, organizations and states to endure and evolve in response to shocks, be they exogenous, internal, environmental, economic or social. It is the holistic and comprehensive framework and toolbox that WANA needs to confront these challenges, but this is contingent on policymakers shifting the way they think about crises, stresses and shocks. However, resilience cannot remain the latest catchword in development circles; it is up to us to fill it with content and translate it into meaningful policy action and interventions for the people that need it the most. From the WANA Institute’s perspective as a not-for-profit policy think tank, we present here a few recommendations and preconditions to achieve resilience in practice, and show how a progressive think tank can be a crucial and constructive actor in a chaotic environment.

First, standing together in the region cannot merely include governments and conventional humanitarian actors. It will necessitate that think tanks, civil society organizations, thought leaders, community representatives, researchers, journalists and private sector actors come together with governments and humanitarian actors to create synergies that build resilience. Inclusivity in drafting strategies for building resilience and sustainable development — recalling the uniquely inclusive process in drafting the Sustainable Development Goals (SDGs) — will be key for them to be legitimate and effective by being tailored to specific local circumstances. In recognizing this, at meetings, workshops, roundtables and conferences that the WANA Institute organizes, we strive to invite a wider array of different actors with a stake in the issue at hand. This is our strength: we provide a platform where diverse stakeholders, who otherwise would not meet, can engage candidly so that inclusive policy recommendations and action can be produced.

Second, complex and unprecedented humanitarian challenges require serious outside-the-box, innovative thinking and policy research. A think tank can do this by supporting evidence-based policy and programming and taking a middle



Knowledge-sharing is as important as knowledge-generating: an enthusiastic crowd at the Amman Baccalaureate School during a WANA Institute workshop

Image: WANA Institute



Image: WANA Institute

Children on their way to school in Za'atari refugee camp

ground between academic, policy and development stakeholders. A precondition for this is knowledge-sharing and cooperation across siloes. Funding in this regard is a formidable challenge. Against chronic and severe humanitarian needs, policy research is often deprioritized by donors. This is somewhat counter-intuitive; arguably more evidence-based decisions and development innovation is what is needed to set the region on a more positive trajectory. The result, however, is that funding is increasingly project-based and short-term, limiting the scope for think tanks to maintain an independent research agenda. The evidence is that think tanks are most effective at the early stages of policymaking and as outside-the-box thought innovators; both such functions are stifled by project-mandated work.

Third, along with outside-the box thinking, we need innovative partnerships to achieve resilience and inclusive peacebuilding. In January 2015, the WANA Institute initiated a research collaboration with Professors Paul Collier and Alexander Betts of Oxford University, presenting a case that Jordan's macroeconomic goals were compatible with an elaboration of refugee working rights. Our argument — controversial and without precedent at the time — was that Jordan could use the refugee presence to develop a manufacturing base, overcoming the bottlenecks that had trapped the economy in middle-income status. Only through such partnership — by marrying objective scholarship with regional insight — were we able to overcome the political hurdles

needed for this idea to find fruition, manifesting fruitfully and tangibly in the outcomes of the London donor conference in February 2016. The potential of such partnerships is further enshrined in their transformational potential; in this case the research provided an evidence base for an optimal, 'win-win' alternative to the status quo: a framework under which refugees could benefit from greater autonomy and opportunity, host states could uncover new opportunities to build their economies, and donors could direct funds more effectively and in ways to contribute to heightened resilience.

Fourth, the SDGs provide a constructive framework for building resilience, but they need to be coupled and combined with peacebuilding and evidence-based actual interventions on the ground. Global strategies have to be adapted to regional, national and local realities. This is also true for the SDGs; operationalizing them in the region necessitates intelligent and forward-looking thinking from the region. Furthermore, this region needs a new model for governance that provides legitimate and effective modalities for inclusive decision-making, which is imperative to take a post-2015 agenda forward. Overcoming the complex humanitarian challenges in WANA requires that every humanitarian actor's plan of action is founded in the SDGs — especially SDG 16 on justice for all.

Fifth, a blind pursuit of stability actually impairs resilience. Accepting some disorder and risk — as opposed to the present obsession to constantly minimize it — is, somewhat paradoxically, more durable, flexible and conducive to



Image: WANA Institute

A session during a women's legal empowerment training day organized by the WANA Institute



Image: Samer Kurdi and the WANA Institute

A picture from an innovative photo essay on security and social justice that the WANA Institute published with artist Samer Kurdi

long-term stability than stability itself. For instance, measures against violent extremism have revolved around repression, prevention, military countermeasures and increasing security at the expense of liberty. Instead of creating stability and security, this narrow set of responses has created even more instability and insecurity, which has given rise to a rising trend of extremism. A resilience approach to address violent extremism would have to consider a broader set of responses, including mitigating the consequences of climate change, and it would have to create attractive and honest alternative narratives to those of violent extremist groups.

Sixth, we need to mobilize all of our assets if we are to overcome the impediments that impinge on the region's potential. Chief among these is that deficiencies in higher education, lack of opportunity and an underperforming private sector have driven a net outflow of talent. Such outmigration constitutes a serious setback for advancing knowledge-based economies by exacerbating the disconnect between policymakers and intellectual elites and driving remittance-induced inflation and unemployment. And such brain drain appears to be worsening, from a loss of 10-15 per cent of young Arabs in 2012, to 20-25 per cent in 2014. Add to this that female and youth labour force participation rates are among the world's worst, and the enormous forfeiting of potential that the region is witnessing becomes clear. The challenge we must assign to ourselves is how to empower and incentivize our youth — and particularly our female stock of economic and social human capital — to seize a stake in the region's trajectory. We must examine which set of policy measures can be raised to convince our educated expatriates to return and use their skills to strengthen their home economies, and what social and economic conditions will facilitate women taking their literacy, skills and talents to benefit not only their families, but also their communities. This is not only the responsibility

of the Government, but also employers. The WANA Institute uses a staffing model that brings back the region's bright young population by employing young graduates with a Master's degree or PhD from accredited universities, and allowing them to learn and grow as future leaders in the region under the supervision of senior researchers.

Lastly, to facilitate positive change and resilience-building, it is imperative to address the political dissonance between states in WANA. This region needs a new architecture from which it can grow resilient. In this regard, recall the Helsinki Accords from 1975, which are widely considered as less important given their non-binding status. However, this was a first step to ease tensions during the Cold War, and resulted in the creation of the Organization for Security and Cooperation in Europe and Human Rights Watch. A similar process must be launched in the WANA region; a conference for security and cooperation could lay the groundwork for perceived regional adversaries to start agreeing to disagree, find mutual interests, and begin thematic cooperation on shared issues such as water scarcity and energy. This is not a quick fix and will not be an easy process without setbacks, but resilience is a long-term endeavour and will require lasting commitment; this region cannot wait. Since 2011, the Syrian conflict has cost US\$170 billion in foregone economic potential. We simply cannot afford to remain adversaries.

The WANA region was never tranquil, but it has arguably never been this chaotic. Now can be an opportunity to build this region from within for the first time in history; to build genuine partnerships, cooperation and resilience. The WANA Institute is an authentic voice from the region, and by generating knowledge about the region, for the region, we believe that together with our partners, we can also play an important role in building resilience in the region.

The importance of humanitarian organizations in empowering marginalized groups

Mr Ehssan Saleh Taieb, Secretary General of IIROSA; and Dr Ashraf Salem, Director of the Center of Research and Studies in IIROSA

Social researchers often face terminological challenges. Terms can be loose and vague and their concept and connotative meaning may be subject to the ideological and social context and the political position of users.

When talking about marginalized groups, the first thing to cross the mind is women, although women are not marginalized in the Scandinavian countries, for instance. Similarly, indigenous people are considered marginalized in countries such as Australia and the USA, but not in almost all Latin American countries. Indeed, the term ‘marginalization’ is in need of a clear connotative definition to clarify whether its meaning is confined to negligence or whether it exceeds that to indicate exclusion, deprivation of rights and services, and oppression.

However, we can comfortably say that marginalized groups boast a range of categories that may vary from one society to another and from one era to another. Marginalization is a big and movable map that includes a number of categories such as poor people; the unemployed; patients; religious, linguistic and ethnic minorities; people with special mental and physical needs; women; children; the elderly; indigenous people; residents of countryside, slum and remote areas; refugees; internationally displaced persons; migrants; victims of conflicts; orphans; children of unknown parentage and street children.

Such a detailed description may get us out of the maze of theory and help us to realize the size of the problem, its implications and the importance of joint international efforts to deal with them.

‘Empowerment’ is no less problematic than ‘marginalization’ as it also carries a wide range of connotations. The term ‘enabling’, for example, may be semantically acceptable in the context of development. However, ‘empowerment’ is the adopted term in the United Nations’ literature and documents which means “strengthening, giving power and authority”. And the question is: does empowerment hold such meanings in this context?

According to Minkler and Wallerstein (1997), the concept of empowerment appeared for the first time on 1950. During that period, social work started to be more organized and focused on addressing power imbalances. During 1960-1970, the concept of empowerment was deepened with more roots and influence in social work due to the emergence of civil rights movements, women’s movements, rights of disabled persons and other social-based movements. During the 1980s, the concept of empowerment appeared in psychology writings as a “participatory process through which individuals control their lives and environment.” Later, the concept appeared

more systematically in education, nursing and health literature. The term was defined in education literature as the process of transferring of power from one group to another which resulted in liberty and shared power and authority.

The denotative meaning of the term ‘empowerment’ is strengthening or authorization. Views regarding its definition have varied. Some believe that empowerment is “a strategy to strengthen poor people and enhance their right to self-determination by participating in decision-making at the local level which may result in conflict of interest between building strength and organizing poor people, joining them in common goals and interests and enhancing their participation in local and governmental organizations to transform them from service-recipients to service-demandants.”

Others define empowerment as “the approach through which individuals, groups and communities are enabled to take control over their circumstances and achieve their own goals and, thus, to be able to help themselves and others to maximize the quality of their lives by focusing on the strength points of controlling resources through increasing the participation in community actions.”

It is also defined as “engaging people (particularly those who traditionally do not have a lot of influence) in improving



Empowerment is a participatory path, and researchers recognize NGOs’ strengths in achieving it



IIROSA believes that the empowerment of marginalized groups is one of the important roles of humanitarian organizations

their life circumstances in a way that increases people's sense towards their own values and capacities to be able to take life-improving actions and live a more integrated life."

The idea of empowering marginalized people aims at involving such groups in the process of development and developmental planning; as such process will be incomplete if kept limited to the priorities of political elites and decision makers.

This concept is commensurate with the programmes of sustainable human development, partnership, empowerment, integrating marginalized groups and planning for development. Apparently, the concept seeks to enhance planners' belief that there is no development without the marginalized groups, as the golden rule of community organization says 'never do for others what they can do for themselves'. Thus, empowerment is a participatory path by definition.

Recently, non-governmental organizations (NGOs) have emerged as a main player in development, especially after the unprecedented growth in their number, size and fields. For example, the USA hosts 2 million NGOs, India hosts 1 million grass-roots organizations and Eastern Europe has 100,000 organizations established during 1988-1995. It is worth mentioning that although NGOs have existed since the beginning of the nineteenth century and addressed issues such as anti-slavery, the last few years have witnessed a pivotal leap in the quantity and quality of the NGOs' reality. This has led Professor Lester M. Salamon to call this phenomenon "the global associational revolution" which redefines the NGOs' role in development and considers them a genuine means to represent marginalized groups.

Moreover, some researchers believe that NGOs enjoy many comparative advantages that enable them to be more effective than both governments and markets in resource allocation and development process. Researchers list some advantages

of NGOs, including their ability to follow more effective methods to reach orphans; respond to developmental needs of local communities flexibly, contrary to bureaucracy which is governed by strict institutional rules; employ creative skills to tackle problems; provide services with low costs; attract financing and deal directly with people by adapting community-based participatory approaches.

Transformations are not only limited to the quantitative growth of NGOs, rather the quality of the activities delivered by such organizations has improved. Gradually, civil society has emerged and NGOs have emanated as part of the alternative development. The new challenge faced by NGOs now is to achieve political and social freedom, alleviate poverty and empower marginalized groups after being criticized that they only responded to peoples' needs and did not defend their rights.

A new generation of organizations has emerged to play an enlightening role in the fields of human, women's, children's and marginalized groups' rights. Additionally, interest has been paid to fighting poverty and a new approach has been adopted to address the issue based on the idea of empowerment rather than a mere provision of charitable aid. Some countries have paid great interest to fighting unemployment, thus NGOs in these countries focus on training and microfinancing. Furthermore, new forms of organizations have been established to fill the gap left by states in the fields of health, education and other social services. Other NGOs have focused on facing negative social phenomena including child labour, street children and addiction. The bottom line is that there are some positive signs represented by the quantitative growth of NGOs and the qualitative leap of their approaches in dealing with reality.

The experiences of different countries indicate the importance of relying on voluntary organizations as a strategic partner to



Image: Mr. Ehsan Saleh Taleb, Secretary General of IIROSA

A young girl collects clean water at a water point built by IIROSA, Saudi Arabia

support reform policy in the community. Future development requires activation of cooperative practices and volunteering activities in the context of government policies. The work of volunteer charities carries a wide range of skills, capacities and abilities that may help governments to perform more focused, efficient and transparent reform programmes and policies with a broader base of participation, especially if we believe in the following facts:

- The state alone cannot provide social services. Accordingly, it needs to employ volunteer efforts to increase the benefits derived from these services.
- The initiatives delivered by charity associations in the domains of social services provision should serve public policy at the state level.
- Volunteer charity work is a social commitment that needs community support in a way that dispels fears and contributes to the establishment of new relations to build trust, dialogue and collaboration with different community groups.
- Contemporary societal variables and events require volunteer charities to act untraditionally in a way commensurate with the actual renewable needs of the community. The employees of such charities should be trained to participate positively and create encouraging and attractive means to achieve institutional support and efficiency.
- Volunteer charities need professional and specialized competencies to support networking efforts between charities at different levels and all institutions of society, to be able to undertake their role in the reform process.

The service provided by humanitarian organizations has transcended the concept and mechanisms of charity and relief to embody the concept of empowerment and reinforcement. Then, after prominent social and humanitarian development, such organizations have started providing their services based on the concept of rights as the human being has become the centre of development and its strategies revolve around him or her.

The concept of human development that was adopted by the United Nations at the beginning of the 1990s is strongly linked

to rights. Accordingly, social service process is no longer of a charitable or humanitarian nature. Rather, providing services by governmental or non-governmental organizations has become a genuine right to community groups and not a mere charity service provided by one charity or another. Moreover, one of the social responsibility criteria of the private sector is to deliver social development programmes. This has been adopted in the local legislation of many countries by incorporating international human rights into the domestic laws and constitutions of these countries in order to achieve social welfare.

Subsequently, NGOs working in social service fields have started to develop laws and regulations to protect the interests of poor and alleviated people. NGOs have worked in different social services fields including social affairs, youth, women, the unemployed, agriculture and health, at a professional and specialized level either through involving specialists or acquiring and accumulating experience and field knowledge.

Accordingly, it is important to adapt the controversial link between programmes and activities delivered to marginalized and deprived people to help their social integration and developmental participation and the perspective of human development. This can be accomplished through overcoming the concept of relief and philanthropic work and embracing the comprehensive concept of development based on the twin pillars of rights and empowerment and the concept of equal citizenship for all regardless of religion, gender, race and social origin, to access resources and opportunities equally through regulations that empower such groups based on the International Bill of Human Rights.

Social service is defined as means, methods, activities and programmes delivered to marginalized social groups to assist them in keeping pace with life improvement by overcoming all obstacles limiting their ability to integrate in the context of economic, social, cultural and political growth.

The World Summit for Social Development in 2001 made recommendations to enhance the contribution of volunteer and charity work in social development, improve social solidarity, provide social welfare services, empower those deprived and prone to injury, and increase awareness of major and rapid changes in many areas of life to make charity work a major source of reform and reconstruction.

To conclude, the role of humanitarian institutions is highly important to empower marginalized groups. Thus, the International Islamic Relief Organizations of Saudi Arabia (IIROSA) is keen to transcend the idea of relief and philanthropy and to embrace the idea of charitable development in order to achieve sustainability and build capacities. Therefore, IIROSA adapts the slogan 'Relief – Development – Rehabilitation' with an aim to shift its beneficiaries from the cycle of poverty and deprivation to the horizons of self-sufficiency and development. IIROSA's vision is reflected by its projects, including its giant orphan sponsorship programme, scholarship programme for needy students, vocational training centres, literacy and adult education programmes, widows' community centres, micro-financing and productive families' sponsorship projects and supporting disabled rehabilitation centres. All the said projects are listed under the 'empowerment of marginalized groups' category as part of IIROSA's belief that this is one of the important roles of humanitarian organizations.

Extending humanitarian impact

*Seki Hirano, CRS Senior Technical Advisor Shelter & Settlements;
and Amy Hilleboe, CRS Senior Technical Coordinator, Disaster Risk Reduction*

It is a feeling that many of us have when we assist families after a crisis — yes, we might have made an impact, but what about those we were not able to assist?

In 2015, 60 million people were forced from their homes¹ by natural or man-made crises, but only a fraction of them were beneficiaries of shelter assistance. With climate change escalating the magnitude and frequency of disasters — increasing shelter needs — it is still rare that 100 per cent of the people affected receive shelter reconstruction assistance.

We know resources are finite, so humanitarian and development organizations use targeting methods to channel support to the most vulnerable. Still, we can transform how we deliver humanitarian assistance in a way that fosters resilience on a much greater scale than can be generated by any single project. We have identified critical insights to help us do this as a global humanitarian community.

Over the past decade, CRS has supported 165,000 families to reconstruct their homes after disaster using practices that can better withstand cyclones, earthquakes, floods and other hazards. Over time, our field staff observed that some people who were not program beneficiaries were adopting CRS construction practices, while others constructed their own structures that left them even more vulnerable. We wanted to understand what motivated community members to model best practices on their own so that we could extend our impact to those we didn't reach directly in our programmes.

To do so, CRS undertook a multi-country study² in the backdrop of post-emergency reconstruction efforts in Bangladesh, India, Pakistan, the Philippines and Madagascar. Our study found five key determinants of behaviour that significantly influenced how disaster-affected households who were not beneficiaries of our reconstruction programmes rebuilt after disasters.



In Bangladesh, Rahima Begum discusses her future 'dream home' with a CRS-supported community outreach worker



Image: Jennifer Hardy/CRS

Brothers Mashooq Khan and Deedal Ali, in Pakistan's Sindh province, hold a model they used to discuss construction techniques with other beneficiaries

These insights can help us transform how we provide humanitarian assistance to extend our impact far beyond those directly assisted in a specific project. Here's why.

Cues for action

In the Philippines, we tried briefing sessions; posters and leaflets with images of the construction practices; and training for local skilled and unskilled labourers in the hazard-resistant practices. Contrary to expectations, posters or leaflets illustrating hazard-resistant practices did not work nearly as well, perhaps due to issues of design, or the locations and timing of their distribution.

What we learned was that direct observation of CRS's construction techniques had the most influence, prompting many non-beneficiaries to adopt improved construction practices. Being reminded of hazard-resistant construction practices and how to use them significantly affected how non-beneficiaries reconstructed their homes.

"When I found out that we had not met the criteria to receive a house from CRS, I visited my relatives who were already having their house built by CRS and asked them about the practices," Roger Dacles of Mangayon village, Compostela Valley, Philippines told us. "I also asked the CRS carpenters working there to give me advice and measurements for the foundations, bracing and connections."

We recommend efforts to maximize the 'cue' value of demonstration homes and beneficiaries' homes by increasing direct contact with the homes and skilled labourers working

in them. Instead of seeing homes only as programme outputs, organizations should use them as multipliers/leverage points for extending impact beyond direct programme beneficiaries. We should construct more demonstration homes in prominent places, with a project representative present during construction, and leaflets and posters available to skilled labourers.

Access

The reason many people aren't building back safer is simple — they can't afford to. This is what we found in India, Madagascar and the Philippines, particularly for single-headed households and those dependent on subsistence livelihoods.

Non-beneficiaries who rebuilt their homes using CRS construction practices — known as 'adopters'³ — almost always had greater access to money than non-adopters. In Bangladesh, many adopters took out a loan from a credit union or other moneylender for their flood-resistant construction, or took part in cash for work programmes.

In India, adopters of flood- and cyclone-resistant construction practices tended to have two or more household income earners. Adopters also tended to include members working in waged labour, whereas non-adopters tended to rely solely on subsistence farming. Many adopters drew on previous savings to pay for reconstruction, while some saved gradually after the crisis to later buy construction materials. Assistance like cash transfers and materials from the national government also played a role in increasing ability to safely reconstruct.



Image: David Snyder for CRS

Dukhiram Dalai and his wife Sukanti decorate their new home, built using flood resistance techniques, in Raipur, Orissa, India

In Madagascar, adopters of cyclone-resistant construction practices were more likely to have taken on additional work after the disaster, such as making and selling charcoal or casual labour. Adopters were also more likely to have sold cash crops to buy materials and pay carpenters.

“I saw the CRS carpenter soaking the wooden posts in engine oil, setting them deep in the earth and pressing down the earth and stones around them, but I could not afford those extra materials,” said Zafy Perline of Manahoaka village, Brickville, Madagascar. “I had some savings from before the cyclone but that was not enough. It took me over a year to save up the rest from selling milk and corn.”

Our recommendations are as follows. It is important to ensure that the hazard-resistant practices we promote are easy to access, both financially (via savings, cash-for-work, livelihoods or other means) and physically (access to materials and skilled labour). This requires a substantial departure from the concept of providing a small proportion of disaster-affected families with new homes while others, who may be similarly poor and vulnerable, do not receive any support to help them build back safer.

We must use a lower-cost, easily replicated model for the newly-built homes, with locally appropriate — that is, needing minimal technical expertise — construction practices using locally available low-cost materials. Construction practices should be kept as simple as possible without jeopardizing the structural integrity. We recommend the dissemination of materials that use easy-to-understand images of construction

practices with different costs, so that households can make informed budget decisions.

We should help families to increase their capacity to buy materials and labour, both immediately after a disaster and through long-term livelihood interventions. Cash grants or vouchers for specific items, as well as cash-for-work programmes, can help, and these can be linked with awareness-raising on safe construction practices.

We can increase people’s capacity to access locally available materials and skilled labour. This includes exploring ways to support local manufacturers to produce construction components, increasing the number of locally skilled workers through trainings on hazard reconstruction, and informing families of the possibility of a phased approach to reconstruction, so they may recover over time if their finances do not allow for all activities at once.

Perceived risk

When people felt that their community would be affected by another disaster and recognized that the construction of their home made them more vulnerable, they took action to construct a safer home. Just recognizing that another hazard was likely to occur was not enough to prompt people to change their construction practices; understanding the impact of the construction of their homes made a difference.

We recommend action to increase understanding about the relationship between hazard events and construction prac-



Image: Sara A. Fajardo/CRS

In Madagascar, families described the displacement from their homes as a devastating consequence of recent disasters

tices. This can include using demonstration homes or the media to address why different hazards happen, why they can be so destructive, and how to use different construction practices to reduce vulnerability. Trainings can help communities to be better prepared.

Perceived positive consequences

People who understood that construction practices could protect their home during the next storm were more likely to adopt them than those who were unaware or unconvinced of such benefits. In Bangladesh, Pakistan and the Philippines, many more adopters associated improved practices with preventing damage, and recognized the increased stability of the structure.

A perception of additional advantages may be an enabling factor in perceived positive consequences. In India adopters said the hipped roof created more living space, while in Pakistan adopters said putting lime on walls prevented infestation by pests.

“Though I have limited resources and could not buy all of the housing material, I tried to copy the structure as much as possible. I focused on the important joints of the structure so that my house became firm and sustainable in case of flood and wind,” said Jan Muhammad, Saheed Ahmed Khoso village, Jacobabad, Pakistan

We recommend actions to ensure that people understand the advantages of building back safer, both in severe climatic condi-

tions and in the everyday use of their homes. This requires investing more time in understanding which aspects of their home are most important to them, and creating a communications strategy that relates the recommended practices.

We need to reinforce the advantages of hazard-resistant practices, and combine this with activities to increase the availability of appropriate cues for action. Scale models of homes and specific construction approaches can be used to show good and poor practices, such as a corner with and without bracing. Safer construction awareness should also be mainstreamed in long-term programmes.

Hazard-resistant practices should be linked with universal motivators, such as health and education, demonstrating that a safe and secure home provides the basis for a healthy family and a place where children are safe to grow and learn.

Perceived self-efficacy

Across the five countries, a high proportion of people — both non-adopters (in India and Madagascar) and adopters (in Bangladesh and the Philippines) — found some of the practices difficult to implement. Adopters who could access the funds, resources and technical support rebuilt better when they saw that the benefits would outweigh the difficulties they experienced.

Across all locations, the majority learned about the hazard-resistant construction practices from a CRS demonstration house, although some learned from a carpenter/skilled labourer, another local homeowner, or they already



Image: Jennifer Hardy/CRS

Rahima Begum works on building the raised plinth of her future home in southern Bangladesh

knew about the practices. None received any hands-on training on how to use the practices, which helps to explain the general perception of difficulty.

“The devastation of the cyclone and the reconstruction have taught us many things. We now know how important it is to have a strong house and to prepare for bad weather. We used what we learned to construct a stronger home. We raised and compacted our plinth, used reinforced concrete columns that were dug deep into the ground, and used strong beams that were attached securely to the columns,” said Afsar Howladar of Jelekhali village, Satkhira, Bangladesh.

We recommend that organizations should support communities to build their confidence in using disaster-resistant practices by providing knowledge, skills and practical experience — both in at-risk areas and during reconstruction following a disaster.

Training and technical advice should be made available for entire communities, rather than only for project beneficiaries. Support should be given to the creation of village help teams to consult on safer construction. Skilled labourers should be encouraged to serve as a community resource by providing them with a stipend to support households to replicate the practices.

Clear information should be provided on simple construction practices that families can use on their own, before a disaster occurs, as part of disaster risk reduction efforts. The relevant information should be made more accessible, user-

friendly and non-technical, including information that can be used by people who may be illiterate

The time is now

As the World Humanitarian Summit brings together the humanitarian community to discuss how to meet today’s global challenges, these insights to behaviour change help us to consider behaviour change of our own: how we do assistance. In an effort to extend our collective impact, CRS recommends that agencies:

- Invest in the local community to help them unleash their own assets: increase activities like demonstration models to trigger a multiplying effect; strengthen people’s access to funds, materials and skills; and enhance understanding and appreciation for safe construction practices
- Promote sustainable disaster risk reduction activities in the larger communities, beyond the target beneficiary population
- Support the call of the United Nations Secretary-General to dedicate at least 1 per cent of overseas development assistance to disaster risk reduction and preparedness activities by 2020.

Together, we can transform the way reconstruction programmes are conceived and implemented. By doing this, we can substantially reduce the impact of natural disasters on vulnerable people as we support their increased resilience.

We have faith in response

*Oenone Chadburn, Head of Humanitarian Support; and
Katie Ballin, Humanitarian Support Officer, Tearfund*

Tearfund is an international relief and development agency working across 47 of the world's poorest countries. It is fully accredited against the Core Humanitarian Standard, and is funded by both public donation and multilateral and bilateral donors, working in fragile and hard-to-access locations.

As a Christian organization Tearfund occupies a unique space between the church and other faith networks, the United Nations, governments and civil society. It operates through a powerful combination of faith leaders, local churches, national denominations, non-governmental organizations (NGOs) and global networks, reaching the most marginalized and vulnerable.

This web of relationships is well placed to mobilize a holistic integrated approach to disasters. This same set of relationships can also play a vital role in the World Humanitarian Summit's development of a 'humanitarian ecosystem', bringing to the forefront the need to 'localize aid' targeting those most in need. Centred on the ability of local churches to have extensive reach and modify behaviour, it can address the root causes of risk and

the impact of a disaster. Tearfund sees its role as an enabling agency, strengthening the opportunity for beneficiaries to see hope in their future. As one church pastor puts it: "We were here before the disaster, we were here during the disaster and we are here after the disaster. Agencies like yours will come and go, but the church will always be here."

Tearfund is constantly witnessing the power of the church in times of crisis. Churches have accepted local leadership, and assets including buildings, as well as a community which can be mobilized quickly to respond, not based on organizational requirement but motivated by compassion and a heart to serve everyone. Churches can not only coordinate preparedness to save lives, homes and livelihoods, they can also lessen the impact of the next disaster when it comes, reducing casualties and enabling a faster recovery, reaching into difficult and remote areas.

It seems strange therefore that the churches are often marginalized in decision making and co-ordination. Faith understanding within the humanitarian system, sometimes called faith literacy, does not always see the added value of the church as one of the

The coverage of church response



A local resident discussing church and community mobilization work with S'Lont Mun, Tearfund's Myanmar programme coordinator

In Myanmar, one of Tearfund's partners is the Myanmar Baptist Convention (MBC), a network of nearly 5,000 churches operating in some of the most disaster-prone regions. It responds to small and large-scale humanitarian crises that impact the country every year.

Being a widespread network, MBC is able to rapidly mobilize resources, trained staff and volunteers as emergencies occur. The strength of MBC's connections extends to other faith groups, local NGOs and the Government. At a village level, established committees involving churches and other civil society actors help to ensure effective coordination.

As a result of lessons learned from cyclone Nargis, Tearfund translated its resource 'Disasters and the Local Church' into Burmese, disseminating it across the network and using it to help better equip church leaders for all stages of disaster management. The guidelines proved especially applicable for MBC as it scaled up operations following the monsoon floods which hit 12 out of the 14 states, displacing 1.7 million people in June 2015.

The guidelines encouraged stronger coordination with other responders and helped ensure humanitarian good practice was followed. While Tearfund was able to help MBC reach 3,500 individuals, the wider network reached over 100 affected communities to increase fundraising opportunities and distribute emergency food and non-food items within the first few hours of the floods, once members had conducted needs assessments and beneficiary selection.

S'Lont Mun, Tearfund's Myanmar programme coordinator, said: "People took the resource and used it to train people responding on the front line. I was scolded by some church leaders for not sharing the resource with them beforehand as it was seen to be so vital and practical for the relief response."

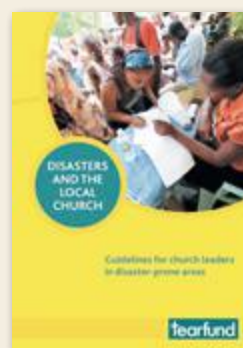
largest civil society networks in the world. The church has strong subgroups and connections which can be used to raise awareness of risks and coordinate with others to reduce their impact. It has the ability to address root causes — from being a vehicle to introduce climate-sensitive agricultural practices, through to changing behaviour by addressing trauma and speaking out against sexual and gender-based violence. In many contexts, the church also sees its role as broker and advocate, bringing reconciliation and peacemaking by helping people to address issues of resentment, forgiveness, exclusion and alienation.

Tearfund has many tools to support the development of the local church. One which has had significant impact is 'Disasters and the Local Church: Guidelines for Church Leaders in Disaster Prone Areas'. Its purpose is to increase understanding of disasters in an accessible and visual way, giving guidance on the practical actions a church and community can take in preparation and response for when a disaster strikes. It covers topics such as how to set up disaster committees and volunteer teams; how to conduct needs, risk and capacity assessments; and more specialized information on preparing for and responding to different types of hazards.

Working through the local church is not without its challenges or constraints, but Tearfund remains committed to operating through this global movement because of the unique opportunities it offers. The established relationships held by the church at national and international level, as well as its knowledge of the community context at a local level, means it occupies a rare position of influence and trust, and yet so often the very people who hold these opportunities are not utilized to full effect by policy and decision makers. Equally, Tearfund is aware that the local church, like many organizations, often must face its own prejudices and stigmas so it can become even more effective. By using theology and the language of faith, Tearfund is able to speak about issues of gender, and break down subconscious ethnic and social boundaries which may inadvertently have promoted increased vulnerability and social biases.

In the research report 'Missed Opportunities',¹ it is clear that appropriateness, effectiveness, connectedness and coverage could be increased if international organizations and governments worked more effectively with local partners in response (see text boxes). For Tearfund this includes the local church. Building the awareness and empowering the strength of faith leaders and church communities to 'own' their humanitarian response will continue to be a driving agenda for Tearfund, and part of its commitment to the Agenda for Humanity.

With thanks to all contributions from Tearfund staff and partners.



Disasters and the Local Church includes guidance on how church and community can prepare for and respond to disasters

Source: Tearfund

The appropriateness of church response

Image: Abel Kavenagly/MONUSCO



Baroness Anelay and David Gressly visit a PSVI project beneficiary in her home at Bweremana, North Kivu

Tearfund has worked with the Anglican Church in the Democratic Republic of Congo since 2014, to engage faith groups in tackling sexual violence within their communities.

Funded by the UK Government's Preventing Sexual Violence in Conflict Initiative, the project has mobilized and equipped 125 leaders from different denominations and faith groups across 25 conflict-affected communities to use their influence to break the silence against sexual violence. These leaders become key catalysts for transforming harmful gender and social norms which are the root causes of violence and are often condoned by faith teaching, so it is essential they are addressed from a faith perspective.

Pastor Lotsima Djo Djo, from Bunia, commented on the project's impact: "Talking about sexual violence used to be a taboo, but we are now talking about it in the church ... There has also been a lot of changes in our home. I used to neglect my wife but now we are working together to support other couples."

Community Action Groups (CAGs) are set up in each community to provide psychosocial support, income-generating activities for vulnerable women and help for survivors to access services, ensuring a sustainable referral pathway at the heart of the community.

A community-based approach is particularly vital when operating in fragile contexts with ongoing conflict. Trained champions provided immediate response when some remote communities were attacked by armed militia in October 2015, supporting several women and children who were raped, to access timely medical treatment.

A survivor from South Kivu Province, said: "The Community Action Group here is new, and has helped me with some training. The teaching on 'Healing of Memories' has helped to heal us survivors and deal with our emotions."

The effectiveness of church response

Image: Ali Wood/Tearfund



“I thought it was the end of the world” – a pastor and his family after typhoon Haiyan had struck their community

The Philippines is the third most disaster-prone country in the world.² A high awareness of disasters meant that the ‘Disasters and the Local Church’ training was well received as a timely intervention by pastors and communities.

Initially, 28 church leaders and 128 volunteer pastors recruited by Tearfund’s partner International Care Ministries (ICM) were trained. These facilitators trained other pastors from 2,592 local churches, who in turn delivered training in their communities, reaching 108,758 households. Much of the training’s success was due to the ability of trainers to understand the local language and culture, ensuring relationships and trust could be built quickly. Training materials were translated into local dialects (Cebuano and Hiligaynon), helping to maximize understanding of key concepts and allow for wider dissemination.

Activities currently being implemented by pastors in their local communities include developing contingency plans, forming disaster committees, preparing a quick-run bag and accessing the nearest evacuation centre. In addition, ICM has launched its Pastor Information Network – an early warning system with over 500 members providing accurate and timely information on disasters via SMS within 48 hours.

The programme was also designed to encourage interaction between churches and the Government. As a result, 200 pastors have connected with their regional Barangay Disaster Risk Reduction (DRR) and Management Council. For pastors, this means being plugged into national early warning systems, disaster preparedness and DRR programmes and resources. In general, government agencies strongly support the pastors’ training, recognizing it as contributing to their mandate to prepare communities for disasters.

Pastor Illuminado Paguican applied his training when typhoon Ruby hit Bohol province in 2014. He trained three churches in Jagna and Garcia Hernandez, established a local disaster committee and mobilized communities to prepare evacuation centres and food parcels as well as pruning trees to mitigate potential damage.

The connectedness of church response

Image: Mairo Retief/Tearfund



Distribution of food and other essentials to treatment centres outside Freetown, Sierra Leone

Tearfund partners first responded to the Ebola crisis in July 2014, before Sierra Leone and Liberia declared states of emergency. The first phase of the response focused on distributing food and non-food items to survivors, orphans and quarantined families as well as training faith leaders and community volunteers in awareness raising, sensitization and prevention methods to create community Ebola response teams. Radio broadcasts ensured a wider reach in helping people recognize Ebola symptoms and apply prevention methods. In addition, 90 faith leaders were trained as counsellors to deliver psychosocial support for survivors and the bereaved. The second phase added livelihood support (through farming and micro-enterprises); cash programming; water, sanitation, and hygiene promotion (including a school-based approach) and local advocacy initiatives.

The trust and respect held by faith leaders meant they played a vital role in spreading public health messaging and good practice, and challenging harmful attitudes and behaviours. A joint submission by the Catholic Agency for Overseas Development, Christian Aid, Islamic Relief and Tearfund noted: “Once evidence emerged that traditional and religious beliefs and practices were a significant contributory factor to the spread of the Ebola virus, attention by responding agencies rapidly turned towards understanding faith teaching and engaging with faith leaders as mobilisers.”³ Relationships between Christian and Muslim leaders were also strengthened as a result of them coming together to combat the disease.

Satah Johnson a survivor from Margibi lost her brother to Ebola and then was quarantined herself. She says the rejection from the community was one of the hardest things she faced, but she has now been trained by Tearfund partner AEL in soap production and her business is flourishing. “It was devastating, I’d lost my brother, and everyone rejected me. But AEL...have changed things for me. I would have been on the street if it wasn’t for [them].”

Action in community resilience to fight floods in Bangladesh

Saba Mahmood, Muhtari Aminu-Kano and Martin Cottingham, Islamic Relief

Bangladesh is at the top of a league table it would rather not be associated with. This low-lying nation has been rated the most vulnerable in the world due to the negative consequences of climate change, and is one of the most vulnerable to natural disasters.

The entire country is an extensive delta formed by the Ganges, Brahmaputra and Meghna rivers. Its history is a catalogue of widespread monsoon flooding, earthquakes and devastating tropical cyclones. To the south is the Bay of Bengal, where rising sea levels are blighting coastal areas with a combination of waterlogging and salt contamination that is crippling agriculture and making groundwater undrinkable. To the north are the Himalayas, where the melting of the mountain glaciers threatens more intense flooding in the shorter term and widespread drought as the century advances.

Islamic Relief operates in 12 of the 64 districts of Bangladesh. Its priority areas are determined by a 'vulnerability matrix' that weighs up poverty levels and measures the extent of vulnerability to floods, cyclones and tidal surges.

One such priority area is Gaibanda, 300 kilometres to the north west of Dhaka and home to over 2.1 million people. It is a district plagued by monsoon floods, river bank erosion and unseasonal cold snaps. The moods and movements of the local rivers can make or break the livelihoods of the most marginalized such as those who live in the char lands, outside the embankments that offer a measure of flood protection to only 40 per cent of the district. Chars are islands of silt and sand deposited by the river; they may be permanent enough to sustain whole communities for years in the fertile flood plain but can also be so transitory that they are inundated and rendered uninhabitable in a single rainy season. Many who live in the char lands have been displaced



Syed Shahnawaz Ali of IRB receiving the Sasakawa Award for disaster risk reduction on behalf of NARRI Bangladesh



Image: Martin Cottingham - Islamic Relief

Asma on the 'plinth' (earth embankment) that Islamic Relief provided families to rebuild their homes above the projected flood levels

several times by flooding or by bank erosion that causes the land beneath their houses to collapse into the river. "Bangladesh is dependent on agriculture, so in the harvest season people have work but out of season they have none," said Niger Dilnihar of Islamic Relief Bangladesh (IRB). "People want to stay outside the embankments because it means they can plant and cultivate for themselves. It's a huge risk but they stay there because they don't have any other option."

In this most disaster-prone of countries, the issue of food security hinges so much on the unpredictable climate that food production and disaster policy come under a single government department — the Ministry for Food and Disaster Management. The ministry, and aid agencies such as Islamic Relief, work closely together to develop local risk reduction action plans across the country.

Village disaster management committees

"Islamic Relief works with a local aid agency, the SKS Foundation, to improve the resilience of communities vulnerable to bank erosion and flooding," said Niger. "We've established village disaster management committees to bring together volunteers chosen by their own communities to formulate, implement and evaluate village disaster risk reduction and contingency plans. These committees work with us to raise awareness of disaster risk and take practical steps to protect vulnerable people. The work we've done has included road repairs, bridge building and the construction of earth plinths to raise people's houses and provide community shelters, toilets and tube-wells that are beyond the reach of seasonal floods. We also have an education programme in local schools to teach children about environmental hazards and how to respond to them."

Islamic Relief compiled a cost benefit analysis to assess the impact of one of its biggest successes in Gaibanda so far — the construction of a plinth in South Kabilpur that saved 21 families from the area's worst floods in a quarter of a century



Image: Martin Cottingham - Islamic Relief

Asma with contents of her family's flood survival kit

in June 2012. We found that the benefits and savings from the project over five years — what the community saves by protecting homes, trees and livestock from flooding and what Islamic Relief saves on emergency aid — will add up to over £30,000. This represents a benefit of £18 for every £5 spent, a benefit-to-cost ratio of 3.6 to 1.

Women play a crucial role in communities like South Kabilpur. They are actively involved in village disaster committees, and serve as what Niger calls 'first responders' — the first line of defence for their own families in the event of flooding. Each ensures that her home is equipped with its own flood survival kit — a large basket stored on a high shelf that contains everything needed to fight back when disaster strikes. But the participation of the whole community is important too. "One of the great things about the project is that the community themselves contribute so much," said Niger. "They contribute their labour and also some money. They don't just expect help from someone outside."

Safe from floods

Asma Begum, 25, has lost her home five times to riverbank erosion or flooding. But her house was left untouched when Gaibanda was hit by its worst floods for 24 years in 2012 — thanks to Islamic Relief's plinth raising programme. So far Islamic Relief has helped over 180 vulnerable families in Gaibanda to raise the level of their houses to protect them against flooding. Asma's family is one of 21 in South Kabilpur who dismantled their homes in the flood plain in early 2012 and rebuilt them 7 feet higher on top of a huge, newly constructed earth platform. In April they moved in — just two months before the floods came. "I have suffered a lot because of riverbank erosion and flooding," said Asma. "I've been through so much pain because you get established on one char, you build your house, you plant your seeds, and then you lose everything. In 2012 we had a big flood like

1988 but we suffered very little. I could easily look after my family, my daughter and our livestock.” The community built the plinth. Islamic Relief provided 250 million cubic feet of earth and installed two tube-wells for the community plus a latrine for every family.

The steep banks of the plinth are equipped with ramps so the elderly and disabled can get to and from the paddy fields and the river. They’re also planted with grass to feed livestock and prevent erosion. At the top of the banks are jika saplings — trees that are resilient in wet conditions and can provide both an effective windbreak and a supply of wood for house-building and repairs.

Each home has a vegetable garden, and some of the houses already have plants loaded with large pumpkins growing extensively over their roofs. Asma and her husband, Mohammed Abdu Rajak, lost all their livestock in previous floods. In 2012 the story was different. They started again with four goats and 30 chickens — all of which survived the June floods on top of the new plinth. Abdu scraped a living from fishing in the nearby Jamuna river until the floodwaters subsided enough for him to plant their fields again. When that time came the family was ready — thanks to the flood survival kit Asma kept in her home. It contained a variety of rice and vegetable seeds among more than a dozen useful items. There was a length of rope to tie belongings together and secure them to a raft; dried food, matches and a fuel-efficient portable stove; oral rehydration salts and water purification tablets; dysentery medicine and chewable vitamin C tablets; and a bar of carbolic soap to ward off snakes (which hate the smell).

South Kabilpur elected Asma as secretary of its village disaster committee. “They thought I would be able to communicate easily with people and get the message across about preparing for floods,” she said. “My life has changed so much because I have become a woman leader in this community and people listen to what I have to say.”

The plinth has proved its value to other families living nearby. The original 21 families invited 15 others to take refuge there when the floods came. “If Islamic Relief hadn’t raised our houses we would have lost some animals and many other assets,” said Asma. “We were very happy and proud to be able to help other people too.”

National and local policy development

As well as being involved in implementing disaster risk reduction projects, Islamic Relief is playing a prominent role in formulating local and national disaster risk reduction policy, supporting the strengthening of government institutions, and improving local disaster risk reduction financing. It is doing so as part of a number of alliances and partnerships. “At the local level, working with union disaster management committees (UDMCs) has been a very successful experience for us,” said Syed Shahnawaz Ali of Islamic Relief. “These committees are mandated by the Government of Bangladesh to deliver risk reduction and adaptation programmes at the local level. They are playing a fundamental role not only in project delivery but also in increasing community involvement and ownership to build resilience.”

Each UDMC has full responsibility for designing and implementing its own resilience plan. IRB is working particularly closely with three UDMCs in Gaibanda, and in only six months



Asma with her husband Mohammed Abu Rajak (a fisherman) and her daughter Ria

Image: Martin Cottingham - Islamic Relief

these committees secured almost Tk20 million (US\$250,000) in funding from local government and the local community. IRB has also forged close links with village development committees and subdistrict disaster management committees to ensure that the voice of disaster-affected communities is heard by local and national government bodies.

At the national level IRB is a member of the National Alliance for Risk Reduction and Response Initiatives (NARRI) of Bangladesh. This is a remarkable initiative of 10 international non-governmental organizations (Islamic Relief, ActionAid Bangladesh, CARE, Concern Worldwide, Concern Universal, Handicap International, Help Age International, Oxfam, Plan International and Solidarities International) that has demonstrated the scale of impact which can be achieved by working in collaboration. It has formalized several partnerships including with the Government’s Department of Disaster Management, the Comprehensive Disaster Management project, the Fire Service and Civil Defence, Directorate General of Health Services and local universities (Bangladesh University of Engineering and Technology and BRAC University). It has also developed mass media campaign materials, supported the national monitoring process, and created training curricula for government. NARRI engages communities from the very beginning in their disaster risk reduction initiatives. The community itself conducts the risk assessments. Existing indigenous knowledge and practices are promoted and scaled up before proposing any other pertinent preparedness measures. Another objective of the consortium was to establish links between communities and local emergency service providers. Drills are held regularly so that citizens are better prepared during an emergency to minimize casualties as well as economic loss.

In 2013, NARRI won the prestigious Sasakawa Award for Disaster Risk Reduction for setting up examples of noteworthy success in reducing disaster risk and thereby the negative impact of disasters on communities in its large working area through collective efforts.

Direct Aid and Al Basar: a partnership from darkness to sight

*Dr Abdulrahman Al Muhailan, Chairman, Direct Aid; and
Dr Adil Al Rashood, Chairman, Al-Basar International Foundation*

Direct Aid (DA) is a non-governmental organization (NGO) based in Kuwait, which offers services in education, health, vocational training, social welfare and relief. It operates in some 30 African countries in the sub-Saharan region, in addition to Yemen and Tunisia.

DA opened its first office in Malawi with very limited resources, but the outreach soon accelerated to most African countries thanks to the enthusiastic response of donors, both individuals and organizations. During the past three decades, strong collaboration has been built with host governments, similar organizations and United Nations agencies. Partnership was a key factor in the development of DA, and its partnership with the Al-Basar International Foundation (BIF) illustrates its success.

Established in 1989, BIF is a leading non-government, non-profit organization working for the prevention of blindness.

The foundation was launched with the vision of a world free from avoidable causes of blindness, and provides therapeutic, preventative and educational programmes to manage blindness and visual impairment in developing countries on a regional and international scale.

BIF has its own comprehensive blindness control programme and executes its work by three means. The Al-Basar Caravans are quality-assured mobile outreach programmes, or 'free eye camps' with the facilities to address eye problems in remote areas. They deliver eye care including pre-operative evaluation, optical dispensing, medical and surgical management and a complete schedule of post-operative follow-up visits. BIF's self-sustained charity eye hospitals deliver secondary and tertiary eye care. In addition, BIF's human resource development facilities, institutes and colleges provide training for eye-care personnel such as ophthalmologists, nurses, technicians and other eye paramedics.



Image: Majeed Sultan AL Za'abi

Eye examinations are carried out before giving spectacles to the patients

DA and BIF's eye camps in Africa

Country	Eye camps	Country	Eye camps
Niger	18	Ghana	5
Togo	11	Ethiopia	3
Burkina Faso	10	Sierra Leone	3
Benin	9	Uganda	3
Guinea	9	Nigeria	2
Tchad	9	Somalia	2
Gambia	8	Djibouti	1
Sudan	8	Eritrea	1
Tanzania	8	Kenya	1
Mali	6	Malawi	1
Senegal	6	Mauritania	1
CAR	5	Rwanda	1
Total camps	131		
Total cost	US\$6,550,000		

Source: BIF/DA

DA's partnership with BIF started in the early 1990s when the founder of DA, Dr Abdul Rahman Al Sumait, gave a lecture about charity work in Africa. He emphasized communities' poverty, ignorance and absence of basic medical care, pointing out that there was a severe shortage and a huge demand, and that more should be done in Africa. Among the audience was Dr Adel Al Rushood from BIF, and the two had a conversation asking, "Why don't we do something for eye care in Africa?"

Soon after that lecture, a field visit to some African countries was organized and a decision was taken to conduct two free eye camps: one in Tanzania and the other in Niger for the first time ever. Both camps were conducted in September 1991. Thanks to a strong publicity campaign, the number of patients exceeded expectations and heavy security measures and organization procedures were implemented. Thousands of patients were screened and given medicines or glasses. A total of 269 eye-restoring surgeries were performed in the first camp, and more than 311 surgeries the second time around. The results were exceptional, and the reaction of the public and government officials was very encouraging.

The opportunity of partnership started with these two camps, at a time when the concept of eye camps or outreach eye services was almost unknown in most of the sub-Saharan area of Africa. As time passed, DA developed more infrastructures and a widely spreading network that covered most of the African region through field offices and multipurpose centres.

A crucial step was taken then when DA and BIF decided to join forces and partner with a 'know-how' organization dedicated to the eradication of blindness in third world countries, making full use of BIF's skilful human resources in blindness control and DA's good administrative and field presence.

The agreement between the two organizations consisted of DA taking care of the entire local field logistics including official approvals, licences for the medical teams, proposing and rehabilitating the venue for the eye camp, dealing with



Image: Majed Sultan AL Zaabi

The DA team and BIF doctor visit a patient's home for his test, as he is unable to visit the camp

the media, security and all internal expenses. BIF conducted the technical and medical issues related to patient care from screening to post-operation follow-up.

Over the last two-and-a-half decades, through this partnership, we have managed to conduct 131 eye camps that covered 24 different African countries. More than 600,000 patients were examined and/or treated. More than 43,000 sight-restoring surgeries, mostly cataract removal with intra-ocular lens implantation, were performed by highly skilled surgeons, and 141,819 pairs of spectacles were dispensed. The cost of running these free eye camps exceeded US\$6.5 million. The programme, which started with two camps in 1991, reached 36 camps in 2015.

This teamwork has also borne fruit in the inauguration of a base eye hospital in Niamey, Niger in 2004. The hospital treats almost 5,000 people per year with complicated eye conditions that cannot be handled in the eye camps. Routine eye patients from every region in Niger are also received and managed in this set-up. The hospital runs on a self-sustained concept and provides services at very low charges given the dramatic economic situation of communities and scarce resources of the government to develop good health services for the population.

At present both organizations are working on two mega-projects of a 25-bed eye hospital in Maradi city in the south of Niger, and another one in N'djamena, Tchad. Both projects are estimated to cost around US\$5 million. They will hopefully serve not only these regions, but also the surrounding countries such as Nigeria, Cameroun and Benin.

This partnership has a tremendous impact on all aspects of life for the cured patients. In African societies, any blind person has a child as a guide, and this leads to thousands of children being prevented from going to school. As they are obliged to remain in the service of the handicapped member of the family for many years, these children are unable to attend class regularly and many do not enrol at all. The programme has helped to reduce this number considerably, of which a high percentage are girls.



Image: Majed Sultan AL-Zaabi

Eye patient Mustafa is able to read again after 10 years of blindness

Another aspect of the bright results accumulated during this partnership is the possibility offered to the local doctors, nurses and health personnel to be trained on a permanent basis and benefit from the strong experience of expert ophthalmologists taking part in the free eye camps or working in the hospitals. Modern surgery equipment, microscopes, medicine and trainers are made available for training throughout the year, with hundreds of specialized health staff trained by eye specialist from different countries volunteering under the partnership programme.

The partnership has not only offered eye camps, but also developed a new concept of post-operation economic assistance to the patients. Vocational training for selected former blind people (cataract patients) is provided, and microfinance and easy loans are made possible for farming and agriculture projects. This has led to enormous success in the reinsertion of cured people, both men and women, in normal life. Particular emphasis is being laid on assisting young children and girls cured from cataracts to join schools and catch up on wasted time.

A detailed programme is being worked out, which is specifically designed to assist blind handicapped persons to reintegrate into normal life by providing training for craftsmanship, Braille printing and reading facilities and introducing adapted technology.

The partnership is also building a new approach to reach remote areas in several countries in the Sahel region. The areas targeted are those with no access to basic life needs, often totally isolated in deserts and highlands. The approach consist of building a fully-equipped mobile surgeons' team with four-by-four vehicles, trucks and communication systems to organize free consultations and surgeries all year around. Two teams are

being set up to be operational in April 2016 to cover Mali, Niger, Burkina Faso, Mauritania and Tchad. The objective is to build 10 fully-equipped mobile teams to cover the whole area of west and central Africa. The necessary financial resources are made available to this project with an average cost of US\$200,000 per team, in addition to operational and administrative expenses. The two organizations are targeting the treatment of 1 million cases of cataracts in sub-Saharan Africa by the end of the year 2030. Practitioners and eye specialists from Egypt and other countries are also involved in this strategic programme, in addition to local medical staff from the host countries.

Thanks to the outreach communication campaigns, the partnership brought an overwhelming reaction from donors from the Middle East countries. These donors provide financing for free eye campaigns, donate towards equipment purchasing, or even bear the administrative costs of the medical team including air fares, food and accommodation.

Support from the local governments and authorities in all the host countries has exceeded expectations. All eye camps are officially launched by officials, with some even insisting on attending ongoing operations at the venues.

Coverage by local press and media is common; interviews with visiting teams and beneficiaries make the news during the event and help by drawing more interest in this action to benefit of needy populations.

The past 25 years of joint productive work between DA and BIF have proved to be very rewarding, not only for the fragile communities but also for the potential donors, both individuals and organizations. They have taken this unique opportunity to share the common human values of fraternity and caring, illustrating that 'together we stand stronger'.

Making hospitals more resilient in Malaysia: a disaster risk reduction programme

Ab Samah Norazam, MERCY Malaysia

Malaysia recorded its worst floods in 2014 with an impact simulating a tsunami. Almost all residences and belongings were swept away, leaving most victims homeless after their return from the flood evacuation centres.

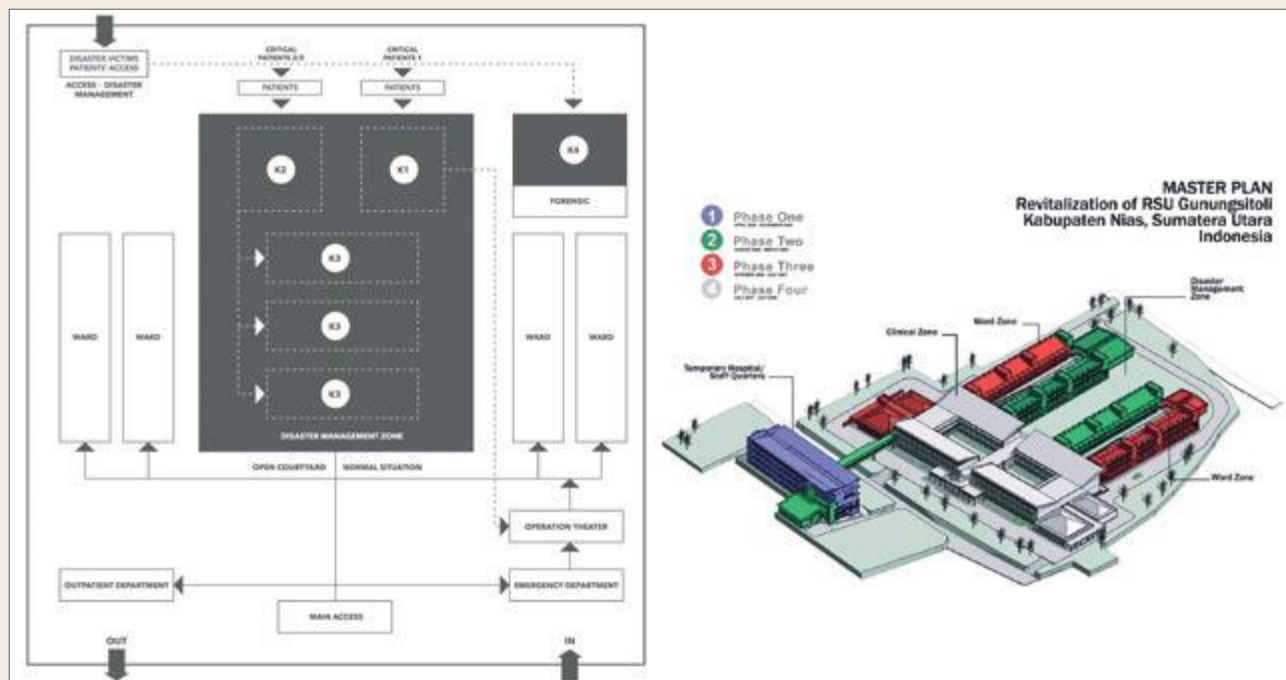
At the end of December 2014 the state of Kelantan, on the east coast of Malaysia, experienced extreme flooding, and health facilities across major towns in the state were heavily affected. The flooding submerged some hospitals and in some places turned hospitals into islands.

The extraordinary flood was unexpected and many hospitals were inadequately prepared, thus making relief efforts a demanding challenge. The flood situation affected utilities that are vital for health care and patient management, such as power and water supplies, thus affecting overall hospital

services. The first wave occurred on 17 December 2014. It impeded the route to Kota Bharu in Bukit Sireh, Keroh and Pulau Chondong for 13 hours but it did not affect the Kuala Krai Hospital. The second wave took place on 22 December 2014 and lasted for eight days. This time it affected the hospital and the rest of the Kuala Krai district. The unusual, complex and unique flooding required more than one response action plan and it affected health services.

In response to that, MERCY Malaysia conducted a workshop called 'Making hospitals more resilient: My hospital is getting ready!' at the Kuala Krai Hospital in Kelantan. MERCY Malaysia's involvement in the disaster risk reduction (DRR) programme began in 2008 for schoolchildren and communities in the flood-prone areas. The programme emphasized the importance of local governments and community involvement and their capacity development in disaster preparedness.

MERCY Malaysia's model for the resilient hospital – Gunungsitoli Hospital in Nias, Indonesia



Source: MERCY Malaysia



Image: MERCY Malaysia

Physical elements of hospitals such as open spaces, can be used to enable resistance and capacity for hospitals in times of crisis

The workshop for building a resilient hospital identified hospital capacities and vulnerabilities, provided simulation exercises, and helped formulate a disaster action plan for the hospital. The workshop began with an introduction session on DRR. In contrast to the common emphasis on predicting, controlling and mitigating hazards, DRR aims to reduce the causes of disasters linked to societies' vulnerabilities.

Throughout the workshop, participants were given an explanation on the definition of the term 'resilience', derived from the Latin word *resiliere* meaning 'to bounce back'. The resilient hospital concept familiarises the hospital and its staff with preparedness measures for the pre-disaster, during disaster and post-disaster periods, so they are capable of immediate action and can manage to bounce back faster.

MERCY Malaysia used a number of methods during the workshop, including capacity-development of the hospital staff through a series of introductory lectures on DRR for hospitals. Using a Venn diagram and a table on historical disasters, the staff shared their experiences too. In addition, on-site observations (also referred to as 'hospital watching') were conducted systematically to collect data on the vulnerability and capacities of the hospital environment. Hospital watching was adapted from a 'town watching' method which has been conducted since 1970 in Japan. Finally, a table-top simulation exercise was conducted to re-enact the disaster situation and see how the hospital would react based on its existing response plan.

MERCY Malaysia's model for the resilient hospital in the Nias Islands was discussed. The design plans for this hospital were formulated taking into account its transformation from normal operating days to a functional hospital to accommodate a disaster situation. The hospital is now capable of providing different points of access in receiving disaster victims who require medical action and treatment. Critically



Image: MERCY Malaysia

Courtyards can be transformed into disaster management zones with basic utilities such as water and electricity

ill patients (K1) who need urgent operations will be immediately sent to the operation theatre from K1 triage centre tents. K2 and K3 patients will be observed and treated in the K2 and K3 tents, while the deceased will be sent directly to tent K4.

The workshop participants were also given examples of the hospital's capability with regard to its architecture, structure and mechanical and electrical infrastructure, which could be turned to advantage, resistance and capacity for hospitals in times of crisis. Examples include open spaces such as courtyards, sidewalks, lawns and parking lots. Courtyards can be transformed into disaster management zones with basic utilities such as water and electricity. Structural resistance was also taken into account, such as the safety factors of vertical and horizontal load that could increase the hospital's resilience level to earthquakes and typhoons.

At the start of the session a Venn diagram was drawn with three overlapping circles. In this exercise, each circle represents a different phase, namely the pre-disaster, during disaster and post-disaster phases. Each circle should include list of entities (organizations, agencies, individuals) that have assisted the hospital during previous disaster events. The first circle is filled up with a list of entities that have assisted the hospital during pre-disaster preparation. If the entities also contributed during a disaster, the two circles will overlap. The same process also goes for entities that have assisted the hospital during and after a disaster. For example, the hospital preparedness for disasters programme by MERCY Malaysia can be considered as an assisting partner after the disaster. Therefore MERCY Malaysia can be put into the third circle.

Entities which are considered as partners are a vital support during any crisis situation. Having the right capacity at the right time and place would make them more valuable and therefore, the hospital should have a complete list of enti-



Image: MERCY Malaysia

During the workshop hospital workers identified hazard vulnerability in different areas around the hospital, and improvements where necessary

ties with details of the representative's name, contact number, email and the official address of the entities concerned.

The second session of the workshop was the 'hazard timeline' which was carried out with the participants. The session involved recalling any major disaster events that had happened in the past, which affected the hospital and the surrounding population. This exercise enables participants to understand and recognize the reality of disasters that they have experienced. These may include floods, landslides, storms and mass casualty incidents.

The hazard timeline table consists of the year (any time after the hospital opened); the disaster (any event that happened during any particular year); the impact of the disaster (its aftermath including the number of deaths and injuries); and any changes that have been made post-disaster, in terms of policies or infrastructure. This will ultimately reveal a pattern that may help the hospital to plan better.

The session involved participants in sharing their personal experiences and accounts during the 2014 floods in Kelantan. It was presented by four members of hospital staff including the deputy director and three doctors who took the lead in the last flood response. The presenters shared their action plans and what they had actually gone through with the rest of the participants, and the lessons learned were then discussed in order to identify other necessary measures that could enhance the hospital's capacity in the future. The hospital staff who had gone through the catastrophic event would be more likely to have an understanding of how to improve the hospital's disaster risk management.

The hospital watching session was conducted by the participants in groups. Each group was assigned a specific zone in the hospital, where they performed observations focusing on the hospital's capacity and the vulnerability of the physical environment. Participants aimed to identify each capacity and vulnerability and organize them in a presenta-

tion with pictures, to be presented to the facilitators and other participants. Hazard mapping, vulnerability and capacity assessments were carried out by workshop participants with a focus on analysing the relationship between the hazard and the hospital's vulnerability, capability and workforce.

Each group walked to its assigned zone in a systematic manner, observing and planning as they went. They were then required to identify and mark any hazardous areas and height of the water level in their zone on the plan provided to each team. For each zone, at least five capacities and five vulnerabilities needed to be identified, based on the recent disaster that had happened there. The areas identified were recorded and photographed based on their association with either capacity or vulnerability. Participants were given approximately two hours to conduct their hospital watching activities, including the time taken to convene and consolidate all their findings into a PowerPoint presentation. Each group then presented the findings on their zone, and the rest of the participants including facilitators provided feedback to ensure the presentation was clearly understood and could be incorporated into the subsequent activities.

The hospital watching activity followed the lecture series so the goal of identifying hazards, vulnerabilities and capacities could be achieved. It also increased awareness about disaster prevention, identified any problems in the field and proposed solutions for disaster risk mitigation.

The next session began with a briefing to all the participants on the objectives and what was expected of them from the simulation exercise. A situation was presented in the form of a weather forecast news report which warned that heavy rain would occur in the next few days which could result in major flooding. Accordingly, each group was asked to prepare a disaster preparation plan with reference to the hospital guidelines for disaster response. Next, each group was asked to discuss the necessary measures and action plan in response to the situation for 30-45 minutes, and finally to present them to rest of the workshop participants according to the respective topics assigned to them.

While all the groups were fully occupied with their presentation preparation, a sudden announcement of breaking news occurred and each group was asked to react to that situation based on the topics assigned earlier. The second situation reflected an extreme situation in which the hospital's staff and resources may be utilized above its known limits. The action plan was based on the current response plan in existence at the hospital, and the capacities and vulnerabilities identified at the hospital during the earlier session. Each group was asked to present a disaster action plan at the end of the workshop.

Observation conducted by the hospital workforce highlighted vulnerability to hazards in different areas around the hospital, and improvements where necessary. At the same time, the hospital workforce identified aspects of the hospital's physical and built environment that can be of use during a disaster.

The Resilient Hospital Workshop is an experiential learning tool that is key to enhancing knowledge about disasters. Textbooks may provide knowledge, but practical training, capacity-building and experiential learning are needed in order to transform that knowledge into practice. The programme will continue to enhance the visual and analytical skills of hospital staff to help generate innovative actions that can increase the resilience of the hospital.

AAR Japan's partnership in megadisaster: the Great East Japan Earthquake

*Sayako Nogiwa, Programme Manager; Atsushi Naoe, Representative of the Tohoku office;
and Miho Fukui, Research Unit, Association for Aid and Relief, Japan*

The Great East Japan Earthquake on 11 March 2011 caused a complex crisis comprising an earthquake of magnitude 9.0, followed by a tsunami causing flooding over 500 square kilometres of land, and a nuclear power plant accident. It left some 20,000 dead or missing, mainly caused by the tsunami, and created up to 470,000 evacuees.

The Government's decision was to respond to the disaster primarily by itself. This meant there were no familiar faces from the emergency relief community, United Nations funds and programmes, or non-Japanese based non-governmental organizations (NGOs), and no cluster system in the initial phase. As a result, emergency relief management was mainly left with local governments, private enterprises and NGOs, and their partnership was key to the successful operation.

Association for Aid and Relief, Japan (AAR Japan) entered the devastated area two days after the disaster hit and has been one of a few working in the three worst-hit prefectures, Fukushima, Miyagi and Iwate, where 99.6 per cent of the dead or missing had lived. There follow two examples of partnerships with local government, private enterprises and other organizations in response to the megadisaster.

Distributing non-food items to Fukushima evacuees

Among all the calamities suffered by victims of the disaster, the reality faced by survivors in Fukushima was uniquely tragic. The residents of Fukushima prefecture were forced to endure not only severe damages caused by the earthquake and tsunami, but also threats posed by the nuclear accident that occurred at Fukushima Dai-Ichi nuclear power station. Due to high radiation levels, every family residing in a 20-kilometre radius around the power plant was given an evacuation order by the government. Even beyond the 20-kilometre radius, the estimated risk of large amounts of accumulative radiation over the year following the accident led to the designation of several municipalities as part of the mandatory evacuation zone. A considerable number of those living outside the mandatory evacuation zone also decided to move out for fear of the effects of radiation leaked throughout the prefecture.

Every local municipal body in Fukushima was struggling to handle the emergency situation. The Disaster Management Office, which was established by the Fukushima prefectural government soon after the disaster took place, decided to seek assistance from NGOs to meet the immediate needs of the people. Most of those who fled their homes had to leave without taking



Traffic ban on the road at Minami-Soma city from entering the 20-kilometre zone around the nuclear power station



Staff members of the Haramachi Commerce and Industry Association packing relief goods in Minami-Soma city



AAR staff in conversation with a beneficiary in temporary housing in Yabuki town, Fukushima

their personal belongings. These evacuees first stayed in temporary shelters such as school gyms or hotels, before moving to temporarily constructed housing units or subsidized apartments.

Acknowledging the fact that Fukushima evacuees were in great need of daily necessities to rebuild their lives in temporary housing, AAR, in partnership with ADRA Japan, distributed emergency relief goods to evacuees in and outside of Fukushima. Between June 2011 and March 2012, AAR delivered these supplies to 22,599 households originally from 11 municipal districts, 3,304 of which were living away from the prefecture. The overall project budget was more than 840 million Japanese Yen (approximately US\$7 million).

Implementing the relief goods distribution, AAR collaborated with 11 local municipal offices to find the precise figures and addresses of beneficiaries. The organization also established a partnership with a chamber of commerce in each municipal district in Fukushima to procure the relief goods requested. Minami-Soma city is located at the northern end of the legal evacuation zone. The southern part of the city lies within the mandated evacuation zone at risk of heavy radiation contamination. Some evacuees moved to temporary housing units that were constructed in the northern part of the same city outside the 20-kilometre radius around the crippled nuclear power plant or in other municipal districts within Fukushima prefecture, while others fled to other prefectures including Yamagata, Niigata, Gunma, Saitama and Tokyo. Most municipal offices were requesting relief goods assistance for evacuees who had moved into temporary

housing units located in designated areas within Fukushima. The Minami-Soma city government, however, agreed to AAR's idea of providing relief goods not only for those who resettled within Fukushima but also for those who had started or were going to start their lives outside the prefecture.

The social welfare section of the Minami-Soma city office notified all evacuees in and outside of Fukushima who had registered their new address with an acceptance of receiving relief goods assistance from NGOs including AAR. The letter also asked those needing assistance to agree that the city could disclose their personal information, including mobile phone number and current address, to NGOs. Thanks to the cooperation of Minami-Soma city, AAR was legally able to access evacuees' personal information. AAR sent out reply-paid postcards to the evacuees to ask if they needed assistance with life necessities. Returned postcards were forwarded to a private data management firm under a logistics company to prepare paid invoices for promptly shipping the goods.

As for the relief goods, AAR carefully selected 19 distribution items through discussions with the Minami-Soma city office, which had collected needs from the evacuees who were about to start their lives in temporary housing units. All of the relief items were procured from the Haramachi Commerce and Industry Association, a local chamber of commerce in Minami-Soma city that had been functioning since a couple of months after the disaster. After AAR placed the orders, the Haramachi Commerce and Industry Association prepared packages of the relief goods. The logistics company delivered the packages to



Light oil and kerosene were delivered to persons with disabilities in facilities in Miyagi prefecture

the evacuees in and outside of Fukushima. Through this distribution system, AAR achieved at least 5,463 deliveries of daily necessities worth of 184 million Japanese Yen solely to Minami-Soma evacuees living in and outside Fukushima.

Assistance for persons with disabilities

The second example of partnership is about the support for persons with disabilities in megadisaster. The news crew for the Japan Broadcasting Corporation's Fukushi (Welfare) Network programme stated that the mortality rate due to the Great East Japan Earthquake for persons with disabilities (2.06 per cent) was twice that for the overall population (1.03 per cent). This shows how severe the environment surrounding persons with disabilities was before the disaster, and implies the continuous hardship they faced after surviving it.

In Miyagi, AAR focused on assistance to persons with disabilities and collaborated with the Disabilities and Welfare Section of the Miyagi Prefectural Government. Three days after the Great East Japan Earthquake, the section manager provided us with a list of facilities for persons with disabilities in the prefecture, saying: "We tried to check with the facilities in each area to see if people are alright but we cannot get through by phone. Please check on people's safety when you deliver the emergency items." Using the list of facilities, AAR distributed relief items to almost 180,000 people affected by the disaster, mainly consisting of persons with disabilities and the elderly.

During the same period, the Miyagi Disabilities and Welfare Section informed AAR that because of the power outage, 3,000 litres of diesel and kerosene for power generators had to be procured within three days, in order to keep artificial respira-

tors working. AAR quickly made the necessary arrangements and delivered the fuel to four facilities for children with severe disabilities in Miyagi. Some facilities received the relief items from AAR for the first time, two months after the earthquake hit. AAR delivered relief items to persons with disabilities and the elderly who did not have access to necessary support.

During the emergency phase, AAR strived from a humanitarian aspect to play a supportive role in ensuring the rights of persons with disabilities that the Government was expected to be responsible for. This role entailed making use of AAR Japan's experience in providing relief activities overseas and the distinctive characteristics of the partnership with civil organizations, such as the welfare sections of each prefecture, Japan Disability Forum (JDF), Takurorenraku-kai (a liaison group of voluntary welfare facilities for the elderly) and social welfare councils. By staying in contact with those organizations, AAR could deliver relief items in a quick and flexible manner.

Three months after the earthquake, after careful coordination with various local governments and civil organizations such as JDF, AAR started to work on reconstruction. These efforts included repairing about 80 facilities for persons with disabilities and the elderly, and installing equipment such as bread-makers at temporary workshops for persons with disabilities. AAR also provided more than 50 vehicles for welfare facilities.

One year after the earthquake, AAR provided support for creating jobs at and expanding the sales channels for welfare workshops, in order to promote the participation of persons with disabilities in social and economic activities. This was an issue even before the earthquake and the Government had developed a plan to double and improve wages starting



Image: AAR

The Yamamoto-cho collaborative work station for persons with disabilities has been reopened in a mobile building, assisted by AAR

in 2007, but this has still not had an impact and conditions became more serious after the earthquake.

Turning to the development of infrastructure for welfare services for persons with disabilities in Iwate and Miyagi prefectures, four staff members were temporarily transferred to related organizations, and support was provided for reconstruction and infrastructure development such as working to improve disaster control guidelines.

Lessons learned

In both of the cases described above, AAR worked closely with local governments and private enterprises in operational areas. Through these partnerships we have learned both positive and negative lessons.

Partnership with local governments and private enterprises was key to the successful distribution of non-food items in Fukushima and assistance to persons with disabilities in Miyagi, Iwate and Fukushima prefectures. As a result of our partnership with local governments, we achieved accountability on the beneficiaries list and impartiality in our assistance. In our partnership with local private enterprises in procurement, the affected population created a base for the financial and psychological resilience of the affected community.

On the other hand, the lack of a cluster system negatively affected protection of the most vulnerable populations. AAR spontaneously worked on assistance to persons with disabilities in Fukushima, Miyagi and Iwate but there was no cluster system, which promotes overall coordination in each sector. In the case of Miyagi, the first conference spearheaded by the prefecture was held at the end of May, two and a half months after the disaster.

Ultimately, three conferences were held in 2011, but participation was limited to about 10 organizations and there were no persons with disabilities. Even in Iwate, no person with disabilities served as a member of the Welfare for Persons with Disabilities Promotion Committee. In Fukushima, the prefecture never had a coordination meeting that all disability organizations participated in.

Many persons with disabilities from each prefecture attended the meeting held by JDF, and persons with disabilities also attended the Iwate Platform for Persons with Disabilities Conference. There were, however, no government officials, and the responsible person in each prefecture did not receive valuable real-time information.

New movements such as the Japan Voluntary Organizations Active in Disaster (JVOAD) aim to actively create a coordination mechanism in future crises. JVOAD follows the experiences of the National Voluntary Organizations Active in Disaster, which is a coalition of the major national voluntary organizations in the United States. JVOAD mainly focuses on regional collaboration, but we believe it is essential to consider vulnerability in terms of cross-cutting issues, with attention to special needs and accommodation.

On the frontline of disaster support overseas, coordination meetings for individual sectors, referred to as 'cluster meetings', are immediately held after a disaster hits. Anyone who wants to, including persons with disabilities, is able to attend, which shows that it is no exaggeration to say that Japan is far behind the times.

Learning from experience, the participation of public, private and non-profit sectors should be encouraged from the contingency planning phase. Each one of us must play a major role in the tight partnerships of the future.

Resilient communities can better cope in times of crisis: Israel's rapid crisis response and resilience-building activities

Ambassador Gil Haskel, Head of MASHAV – Israel's Agency for International Development Cooperation, Ministry of Foreign Affairs

It is unfortunately expected that the frequency and intensity of natural and man-made disasters will increase in years to come, exacerbated by, among other things, climate change, environmental degradation, population growth, and rapid and unplanned urbanization.

As a direct outcome of these growing global threats, community resilience — the sustained ability of a community to withstand and recover from adversity — has become a key policy issue and a goal both at the state and the local levels. Regardless of the nature of the event, a commu-

nity's ability to successfully return to a 'business as usual' life pattern is based on its resilience — its capacity to withstand, respond positively to, adapt, and recover expeditiously from a crisis or adversity.

The challenge is immense and the basic task we all face is in defining the components of the most effective process of community resilience-building. In this context, it is imperative to address the close links existing between resilience and development.

Strengthening resilience is one of the pillars of development, as it presents an approach of overcoming development



An eye camp in Nepal – MASHAV conducts blindness prevention and eye care missions in partner countries

Image: Courtesy of MASHAV



Image: Courtesy of MASHAV

Fully-equipped emergency mobile medical clinics were shipped from Israel to Liberia, Sierra Leone and Guinea to help combat the spread of Ebola

challenges far beyond disaster response. Resilience is closely connected to the ability to absorb capacity-building for community development, and an important aspect of achieving long-term, broad-based sustainable development.

As a member of the family of nations, the State of Israel through MASHAV — Israel's Agency for International Development Cooperation, shares the global responsibility of striving to achieve worldwide sustainable development and social equity, with a strong emphasis on leaving no one behind, while fortifying resilience.

David Ben-Gurion, the founder and first Prime Minister of Israel, once said: "The principles of mutual assistance and equality should also constitute the basis for international relations between people... [and] must be based on the solidarity of all human beings, derived from fraternity and mutual assistance in every sphere of life."

By placing people at the heart of development, MASHAV views it as its mission to lead efforts to empower those living in poverty to improve their own lives. We are strengthening our commitment to continue our efforts to develop innovative and affordable technologies and solutions, and to share our knowledge and experience to inspire and support fellow nations and communities in their struggle to achieve sustainable development and social equity. Based on the Jewish sociophilosophical principle of Tikun Olam (repairing the world), the guiding spirit behind MASHAV in its

development work is a profound belief in our ability and our duty to share our accumulated knowledge and experience for the improvement and betterment of others.

We in Israel are very familiar with the challenges of development, as we ourselves made the transition from a developing country into a modern success story. Established in 1958, only a decade after Israel's own independence, MASHAV is one of the oldest international development cooperation agencies in the world.

In our experience, solutions to development challenges lie in the human resource. This is one of the main reasons why we focus our many activities on human capacity-building. Since the establishment of MASHAV, more than 280,000 professionals from over 130 countries around the world have participated in our professional programmes.

Our main areas of expertise are closely interconnected, and include food security and agriculture; education; medicine and public health; community development; innovation and entrepreneurship for development; gender equality and women's empowerment; regional planning and rural and urban development; research and development; emergency planning and response; and humanitarian aid. Within this holistic framework, community resilience, in the context of the 'magical combination' of food security, water security and health security, presents a unique blend of preparedness and emergency management, public health



Image: Courtesy of MASHAV

Gaining hands-on experience during a disaster management course offered in Ghana by Israeli experts

and community development, with emphasis on empowerment through community capacity-building.

Establishing a trauma unit in Haiti

Emergency medical services are a key component in solidifying community resilience through health and medical security. This process involves rapid assessment, timely provision of appropriate interventions, and prompt transportation to the nearest health facility by the best possible means to enhance survival, control morbidity and prevent disability. The goal of an effective emergency medical system should be, therefore, to make emergency care available to all who need it. However, despite the existence of the new technologies required to address emergency medical situations, access to such facilities is not available in many parts of the developing world.

The effort to increase access to emergency care in developing countries has received global attention. Emergency medicine and disaster preparedness are disciplines which have been given priority on the agendas of the majority of both developed and developing countries. Joining the international community's efforts of implementing the 2030 Development Agenda and based on the Israeli experience gained in these fields, MASHAV designs and implements professional activities characterized by a long-

term approach focusing on community capacity-building, particularly in rural regions.

The devastating earthquake that hit Haiti in 2010 severely damaged the country's medical infrastructures, denying basic medical care to the population. From the moment the news of the tragedy broke, the State of Israel resolved to assist Haiti in whatever way it could.

The first response included the immediate dispatch of an emergency Israeli delegation comprised of medical and search-and-rescue personnel to set up a field hospital in Port-au-Prince. The field hospital, set up in a soccer field near the airport, included a medical staff of 40 doctors, 25 nurses, paramedics, a pharmacy, a children's ward, a radiology department, an intensive care unit, an emergency room, two operating rooms, a surgical department, an internal department and a maternity ward. For two weeks, the hospital treated approximately 500 patients each day.

When international efforts moved from the phase of rescue to recovery, MASHAV, in consultation with the Government of Haiti, began to develop projects specific to the needs of the people of Haiti. As part of this effort, and in accordance with the Haitian authorities' rehabilitation plan, a special project for the establishment of a new trauma unit in the city of Cap-Haïtiën commenced, jointly designed and organized by the Israeli Government,

the Office of the Haitian Prime Minister and the Haitian Ministry of Health.

Following a professional assessment, it was decided to implement the project within the grounds of St Justinian Hospital, the second largest in the country, which serves as a referral medical centre. The aim was to prepare the hospital to respond in cases of mass casualty disasters and to upgrade the emergency system infrastructure to improve treatment of ongoing cases. An Israeli team comprising 12 experts arrived in Haiti, bringing with them from Israel all the building equipment necessary to prepare the grounds (300 square metres) as well as the medical equipment needed to operate the trauma unit.

The new trauma unit includes an emergency room for routine treatment and a section for treatment of severe cases to be used during emergency situations, including state-of-the-art medical equipment (monitors, computers, artificial respiration instruments, defibrillators and more). Upon the completion of the structure, a team of four Israeli experts arrived in Cap-Haïtien to train over 40 local medical staff: doctors, nurses and technicians. The medical facility is fully operated by the local staff.

Hospitals of Hope

The Ebola outbreak, the largest and longest in history, has had a devastating impact. The countries affected in West Africa were Guinea, Liberia, Nigeria and Sierra Leone. Eight neighbouring countries were also at risk as the virus could quickly spread across borders, a fact that necessitated rapid control measures.

Due to the seriousness of the situation the United Nations, together with international organizations, governments and societies around the world, provided emergency aid to prevent the spread of the epidemic. At the request of Israel's Prime Minister, the Israeli Ministry of Foreign Affairs through MASHAV joined the global fight against Ebola.

The Israeli response included two phases. The first was immediate response to the international effort in containing and mitigating the outbreak of Ebola in West Africa and included the shipment of basic medical equipment and drugs to Sierra Leone and protective gear to the African Union headquarters. Later on, two Israeli doctors, experts in public health and infectious diseases, arrived in Cameroon and Côte d'Ivoire, with the aim of sharing with the local Ministry of Health's professional teams and medical staff methods to prevent the spread of infectious diseases. The Israeli doctors conducted a series of workshops for local medical personnel, who in turn trained medical teams in their regions to disseminate the measures to prevent and contain the epidemic.

The second phase involved long-term assistance and capacity-building. In November 2014 MASHAV launched Operation Hospitals of Hope. Three fully-equipped mobile clinics and a large medical cargo were shipped from Israel to Liberia, Sierra Leone and Guinea (Conakry) to help medical professionals combat the spread of the Ebola epidemic.

MASHAV teamed up with the non-profit Israeli organization SAREL Ltd to dispatch the much-needed equipment to the West African countries fighting the epidemic. The mobile clinics included 20 beds each, protective gear, treatment



Israel draws on its experience in crisis response and field medicine to rapidly organize supplies, medicines and urgent medical assistance

cars and all the medical equipment required, with emphasis on isolation units and protection gear to allow medical professionals to quarantine and care for their patients. Israeli experts trained the local health personnel and instructed them on how to operate the clinics. In addition, the State of Israel contributed funds to the United Nations Ebola Response Multi-Partner Trust Fund, and became the largest donor per capita in the international combat against Ebola.

Israeli humanitarian relief and assistance

The cases of Haiti and the Ebola outbreak are two examples among dozens of Israeli response operations in times of international crisis. This is, and has been for decades, an integral part of the vision of the State of Israel, through MASHAV, of offering a helping hand to all human beings and nations in need, and a manifestation of the very deep Jewish traditional ideological ideal of healing the world — without prejudice of race or religion.

Putting aside Israel's own immense internal and regional challenges, at a time of any humanitarian crisis in any corner of our globe, you will most probably find Israeli humanitarian relief teams among the first on site. Drawing on Israel's vast experience in crisis response and field medicine, we rapidly organize and dispatch much-needed supplies, medicines and urgent medical assistance. Through the years, Israel has sent humanitarian relief and assistance to more than 140 countries, saving numerous lives — from newborns to the helpless elderly.

In the face of growing global threats and challenges, it is our duty to strive for community resilience while strengthening our commitment of leaving no one behind. Let us not wait for disasters and humanitarian crises to happen; let us work tirelessly and on a daily basis, to build resilience and ensure proper and fast response.

Building resilience through community-driven development

Camilo Gudmalin, Undersecretary, Department of Social Welfare and Development; Joel Mangahas, Senior Social Sector Specialist, Human and Social Development Division, Southeast Asia Department, Asian Development Bank; Rowena Mantaring and Maria Priscilla del Rosario, Consultants, Asian Development Bank¹

An eerie silence muffled by cries of grief and desolation echoed in areas where typhoon Yolanda (international name: Haiyan) released her wrath.

The future seemed bleak for the poor and vulnerable who bore the brunt of Yolanda's rage. Given the extent of devastation, recovery and reconstruction — after the immediate relief operations — seemed daunting even for rich countries; what more for a developing one with limited resources? The Asian Development Bank (ADB) estimates that though the death toll from the 2004 Indian Ocean tsunami was tragically much higher, “Yolanda destroyed five times as many houses, 10 times as many schools, displaced nearly twice as many people, and caused far more devastation to local agriculture.” An estimated additional 1.5 million people may have fallen into poverty after Yolanda, increasing the number of poor by 24 per cent in central Philippines and 7.1 per cent nationwide.

Yet, within a year, the results of post-disaster operations were clearly visible. Yolanda-affected areas were transitioning from recovery to reconstruction. The Government spearheaded a series of strategic actions to set the stage for long-term successful recovery, with support from the global community. ADB describes the progress across affected regions as “reflective of the resilience of the Filipino people and the unprecedented humanitarian response from development partners.” It further confirms that the Philippines' road to recovery was even faster than that of Aceh.

While the global community seemed to marvel at the Filipinos' resilience, such ‘capacity’ would not have been possible if not for the timely assistance provided by differ-

ent development partners such as ADB in cooperation with the Government, private sector and non-government organizations. ADB's response to Yolanda in 2013 amounted to nearly US\$900 million, comprising a US\$3 million grant from the Asia Pacific Disaster Response Fund to help meet immediate expenses to restore life-saving services; a US\$500 million emergency assistance loan to support the post-disaster efforts of the Government; a US\$20 million grant from the Japan Fund for Poverty Reduction to provide affected people in Eastern Visayas, the hardest-hit region, with access to emergency support and early recovery systems; and a US\$372 million emergency assistance loan to support the KALAHI CIDSS-National Community-Driven Development Program (KC-NCDDP) in restoring basic social services and rebuilding communities using the community-driven development (CDD) approach. ADB's support to the Government's conditional cash transfer programme partially funded 200,000 families in the affected areas, with at least 69,000 households in the severely affected areas. Also, in collaboration with other development partners, ADB assisted the Government of the Philippines to prepare the Yolanda Recovery Rehabilitation Plan.

The country's road to recovery was facilitated at the community level in many areas by the CDD approach, which is a core element of KC-NCDDP, with the Department of Social Welfare and Development at the forefront of its implementation. KC-NCDDP empowers barangays (villages) of targeted municipalities to have improved access to services and to participate in more inclusive planning, budgeting and implementation at the local level, with the end goal of reducing poverty, attaining good governance and improving resilience of poor communities to natural hazards. In the aftermath of Yolanda, ADB was quick to redesign its support to KC-NCDDP by refocusing its assistance to typhoon-affected areas and building on international experiences showing the effectiveness of CDD in post-disaster rehabilitation.

Through CDD, the community, being the first line of defence, is the first to respond after a disaster. The existing social and institutional infrastructure makes immediate mobilization for relief possible, through CDD volunteer residents in the areas, who are available to be engaged for information and to fill in the gaps in general support, revealing the added value from service delivery using CDD

Typhoon Yolanda (Haiyan)

On 8 November 2013, Typhoon Yolanda, the most powerful typhoon to hit land in recorded history, devastated a huge area of Southeast Asia including some of the poorest communities of the Philippines. In response, the Asian Development Bank (ADB) immediately approved over \$900 million in assistance for relief, recovery and reconstruction of Yolanda-hit regions. In addition to loans and grants, ADB ongoing projects for transport, the conditional cash transfer programme and agrarian reform were reallocated to help affected communities².



Image: Department of Social Welfare and Development

Community members participate in the construction of drainage subproject under KC-NCDDP in Leyte Province

approach. The community, having been involved in prioritizing local needs, planning and implementing projects, and controlling resources, ensures that disaster responses are appropriate and sustainable. Such involvement gives the community a sense of ownership of projects, thus ensuring their full implementation. Finally, CDD can reach large numbers of poor people directly, allowing the Government to work at the scale required during post-disaster operations.

In 2013, ADB approved US\$372 million to restore basic social services and rebuild Yolanda-affected communities in 554 municipalities across 39 provinces in nine regions. ADB accounts for 33 per cent of KC-NCDDP's total financing, with the World Bank contributing 42 per cent (US\$479 million), the Australian Government, 1 per cent (US\$11 million), and the Philippine Government, 24 per cent (US\$270 million).

KC-NCDDP developed a disaster response mechanism that was implemented in the first cycle of community subprojects to address the rehabilitation needs of communities. It has four cycles of implementation, in which community grants for the first two cycles were frontloaded during the first cycle to immediately meet the needs of communities. Cycle 1 implementation is carried out through the accelerated community empowerment activity cycle (CEAC), which is a five-stage process: social preparation, community planning, community-managed implementation and formation of a community-based organization, community-based monitoring, and transition. This mechanism determined

the community investment grant allocation depending on the extent and severity of damage to communities, entitled all communities to receive investment grants, expanded the menu of eligible subprojects to respond to the rehabilitation needs of communities, and allowed emergency procurement of construction materials. It also ensures KC-NCDDP does not duplicate the assistance of non-governmental and/or civil society organizations, humanitarian groups and government to communities by mapping all municipal-level projects being done by programme staff during the social preparation stage in close coordination with local governments and communities. The entire process empowers communities by giving them access to assistance to plan and decide on where they will invest their resources in a participatory and transparent manner, and to articulate their needs to the local government. It also strengthens social cohesion and promotes volunteerism, key elements for achieving community resilience. In the aftermath of Yolanda, communities with CDD experience were found to be more resilient as it was easier for them to mobilize community members to help in emergency response and recovery. Also, KC-NCDDP provided a source of income for community members, including women, by allowing them the opportunity to work in subproject construction and receive wages.

Through the CEAC, KC-NCDDP helps communities achieve access to basic social services, particularly in a post-disaster environment. KC-NCDDP takes into account the



Image: Department of Social Welfare and Development

A 50 linear-metre flood control with footbridge subproject, built under KC-NCDDP, reduces the risk of flooding in a school in Biliran Province

classification of safe and unsafe zones in determining the location of subprojects identified by communities. In areas hit by Yolanda, there has been an increasing proportion of CDD subprojects focusing on basic access infrastructure and environmental protection and conservation (for example sea wall, drainage and flood control).

Most of the subprojects built by communities, using a CDD approach under a predecessor government programme to KC-NCDDP, survived the devastation of Yolanda. Most of them were still standing and some needed only minor repairs. Given the strength and scale of Yolanda, which could be considered the ‘new normal’, KC-NCDDP adopts more resilient designs and standards of subprojects. As of 31 December 2015, KC-NCDDP subprojects reached 14,331, of which 91 per cent are in areas affected by typhoon Yolanda. ADB has supported 68 per cent of these subprojects or a total of 9,709, comprising 3,221 completed subprojects (33 per cent); 2,332 ongoing (24 per cent); and 4,156 that are approved but have not started construction (43 per cent). Most of these subprojects are access infrastructure (access roads, footpaths, small bridges or footbridges); basic social services (classrooms, health centres, day-care centres, water system); and community production, economic support and common service facilities (post-harvest facilities, irrigation).

Under KC-NCDDP, with support from multiple stakeholders, communities can access the resources and help they need. They can plan and efficiently use the community grants for their priority needs, with adequate support from national and

local governments, community-based volunteers and other stakeholders. Communities are able to maintain the standards for transparency and handling of funds.

While the Philippines recovers from the aftermath of Yolanda, the country remains one of the world’s most natural-hazard-prone countries: nearly 60 per cent of the total land area is exposed to multiple hazards such as floods, earthquakes, tsunamis, landslides and volcanic eruptions; the country experiences about 20 typhoons yearly; and about 74 per cent of the population is vulnerable to disasters. Thus, the country’s future is certainly replete with risks and, hopefully not, disasters. Yet we are also certain that with the seeds sown by KC-NCDDP through CDD in training and empowering communities, and in building their confidence and strengthening their spirit of volunteerism, they are better prepared in the face of natural disasters.

And while we believe in the human spirit and its capacity to rise above adversity, people are made stronger and better with the thought that they are not alone; they are an entire community working towards a single purpose — the betterment of their quality of life — for their families, partnered with a government that supports, guides and empowers them through CDD.

In the words of a beneficiary, CDD can be summed up in these simple words: “The community was protected. Those who worked in physical labour were able to earn. The people became united. The volunteers learned management. We got knowledge.”

This is building resilience.

Giving with two hands and a bow

*Hanford Lin, Chien-Cheng Yang, Steve Chiu, Stephen Fomba
and Debra Boudreaux, Buddhist Tzu Chi Foundation*

The Buddhist Tzu Chi Foundation, or Tzu Chi for short, places great emphasis on preserving dignity during its relief aid efforts and distribution events. It ensures that volunteers uphold the tradition of respect by bowing a full 90 degrees to the aid recipient and handing off relief supplies with both hands, preserving the dignity of every man, woman and child, taking to heart the value of the bow. This simple universal gesture of respect preserves the sense of self-worth for the aid recipients and empowers them to rise up to adversity.

All over the world, recipients that have been helped by Tzu Chi eventually become volunteers themselves, and are taught to continue the tradition of giving with respect. Being founded on the faith-based principles and philosophies of Buddhism, Tzu Chi volunteers hold true the teachings of the organization's founder, Dharma Master Cheng Yen, among which is the importance of humility and compassion when providing

aid, and of preserving dignity and what it means to be human in times of adversity and struggle. Every humanitarian work done by Tzu Chi is accompanied by certified volunteers who are mindful and aware of the negative effects of receiving humanitarian aid on the psyche. Those who require support from charitable organizations often lose their sense of worth and are often looked down upon in society. Tzu Chi volunteers distribute donations and supplies to recipients with two hands and a bow, thanking them for the opportunity to give.

Innovations from the organization reflect well on these teachings. One of the items sent to the vulnerable populations is the Jing-Si multipurpose folding bed — a well-ventilated bed made from food-grade polypropylene that can be folded together to be easily carried and can also function as a lounge chair, a table and a storage space for personal items. The beds are donated to those without homes, either due to poverty or as a result of a devastating natural disaster. Those affected by these circumstances find themselves sleeping on the ground,



Tzu Chi volunteers distribute blankets with two hands and a bow to those affected by the 2015 Gorkha earthquake in Nepal



Image: Buddhist Tzu Chi Foundation

On Christmas day in Jordan, Tzu Chi volunteers bring school stationery and supplies to children at a new Syrian refugee camp

and their humanity taken away by situations beyond their control. By sleeping on the beds rather than on the ground, recipients no longer feel dehumanized, and their dignity becomes strengthened. In Sierra Leone, during the Ebola outbreak of 2014, Tzu Chi delivered these beds to government hospitals, among other supplies. Again, the donations were handed out with two hands and a bow. “Other charity organizations were fearful of the Ebola patients and took every precaution to avoid contamination, wearing hazmat suits, gloves, and using hand sanitizers while interacting with the people — even those who were not infected by the virus,” recounts Stephen Fomba, Tzu Chi’s West Africa project manager, who is himself Sierra Leonean. “It made the people uncomfortable, especially the Ebola orphans who, despite enduring a month in quarantine, had no human contact since losing their parents to the deadly disease. We came in without wearing all this protective gear. We gave them hugs, and we gave them that comfort they so desperately needed.”

Aid projects are designed around the belief of preserving dignity, of having that compassionate humanistic touch, where humanism and egalitarianism are practiced with a special consideration to vulnerable populations, and where the dignity of disaster survivors is upheld at the forefront of all the projects implemented. It is a holistic approach to providing humanitarian aid. This type of all-encompassing approach begins with the provision of the most basic human needs — water, food and shelter. During relief efforts, aside from the organization’s own philosophical and spiritually based methods for aid, Tzu Chi also uses and follows the standards and guidelines of the Sphere Project, which, “puts the right of disaster-affected populations to life with dignity, and to protection and assistance at the centre of humanitarian action,” and “promotes the active participation of

affected populations.” These approaches are parallel with Tzu Chi’s methods and ideals, which emphasize the empowerment of local communities while building their capacity to achieve sustainability, autonomy and self-reliance. It is ultimately in these virtues where the organization conceptualizes what dignity is.

This emphasis on the autonomy of communities served is reflected in Tzu Chi’s Cash for Relief programme which is implemented in all of the organization’s relief missions. It enables local community members to participate in relief activities, helping in various aid activities from general distribution to the construction of shelters and classrooms, empowering them to become givers rather than just receivers. In return, the participants are given a stipend, with a cash amount determined by an assessment team that takes into consideration their wages before the disaster, in addition to the amount they require to return to normalcy in their evaluations. In Nepal following the Gorkha Earthquake in 2015, for example, Tzu Chi volunteers worked with the local Nepalese in a ‘train the trainer’ programmatic model, providing the local Nepalese population with water, sanitation and hygiene (WASH) education and teaching them how to build prefab classrooms and shelters, utilizing their skills so that they can become autonomous and in turn go back to their local communities and teach them. Following the earthquake, Tzu Chi volunteers have worked with the local population to build various schools in Kathmandu and surrounding regions. With the help of recruited local volunteers working and learning under Tzu Chi’s construction team, the organization has undergone up to 50 construction and rebuilding projects at schools, hospitals, small businesses and religious institutions since June 2015. Since that time, the organization’s construction team has implemented



Image: Zhou Bai/Buddhist Tzu Chi Foundation

Community workers under Tzu Chi's Cash for Relief programme clean up the streets following the devastating Haiti earthquake in 2010

development projects with building reconstruction and the construction of more than 55 prefab buildings at various schools, temples and hospitals, with more reconstruction and development projects currently on the way.

This concept of empowerment, dignity and autonomy, all rooted in education, extends to populations outside of disaster survivors, such as socioeconomically disadvantaged populations and refugees. Refugees, particularly those residing in non-signatory states to the 1951 Refugee Convention, are subject to the host country's immigration policies. Despite the high level of education of many refugees, finding employment becomes a major struggle due to language barriers. Without government support, even the most basic medical services become a luxury that many refugees cannot afford. "Life as a refugee living in Bangkok was difficult," says Ghafoor Shahzad, a Pakistani Christian who fled to Bangkok to escape religious persecution. "Many of us overstayed our visas, and we were in constant fear of getting caught by immigration officers and being detained. Most refugees had already spent a majority of their savings on airfare and travel documents to escape. As a result, refugees generally lived in poverty, relying on charitable organizations for food." In October 2014 the Bangkok Refugee Center, the implementing arm of the United Nations High Commissioner for Refugees (UNHCR), closed its doors, leaving over 8,000 registered refugees living in Bangkok, Thailand, without access to basic health care. With the support of the US Bureau of Populations, Refugees and Migrations, Tzu Chi in Thailand provided the much needed services for the refugee and asylum-seeking population in Bangkok through free monthly medical outreaches. In the outreaches, refugees were not only given primary medical care

services, they were also treated to important health education, particularly WASH education, disease prevention practices, paediatric and child health education, and reproductive health education for women. Each patient is treated with the utmost respect from Tzu Chi volunteer doctors and nurses, with services on par with, if not superior to, what a paying patient would receive in Bangkok. In each session, around 40 interpreters speaking seven different languages have been hired through the Bangkok Asylum Seeker and Refugee Assistance Network to ensure that each patient's symptoms and concerns are well understood, and that each patient understands the recommendations and instructions of the doctors.

Refugees fleeing from the conflicts in the Middle East and North Africa are served by Tzu Chi as well, providing the refugees, mainly from Syria, aid through cash cards, food and non-food items. The distributions are ways to help provide for Syrian refugees' basic human needs, but there are still needs in the educational and psychosocial context that must be met. Refugee students often face discrimination and bullying. Further, the many students who are not attending schools are often the primary or even sole provider for their family. Moreover, refugees, whether due to language barriers or host governmental laws, are unable to be employed, further taking away their autonomy, perceived self-worth and dignity. To address this issue, in Germany, Tzu Chi provides bi-weekly, two-hour long German language classes for refugees at the camps in Niederbergheim and Suttron Warstein. Three teachers have been hired to teach the courses; salary, teaching materials and the formal accreditation exam were all covered by Tzu Chi Germany, while the notebooks, pens and used laptops were provided by a partnering organization.



Image: Tzu Chi Volunteer, 2016

Tzu Chi Foundation distributes their Jing-Si multipurpose folding beds to provide comfort to disaster survivors and vulnerable populations worldwide



Image: Tzu Chi Volunteer, 2012

Schoolchildren in South Africa benefit from Tzu Chi's donation of basic school supplies and books to promote education

The struggles faced by refugees, especially the school-aged children, may have deep, long-lasting and damaging implications on their psychosocial and emotional well-being. To alleviate some of the refugees' struggles, school-aged Syrian refugees at the two campuses of the Menahal primary and secondary school are provided with financial aid to attend school, their families given financial subsidies so that the children can have the opportunity to go to school and not have to work, and are given stationery supplies and toys, which are considered luxuries by refugees. Although considered luxuries, they serve to show children and their families that they are more than just refugees, that they still have their dignity and are not forgotten. Moreover, investment in education, often neglected in humanitarian assistance funding, is vital for integration. Economic, social and cultural integration, all of which is arguably rooted in education, is, as directed by UNHCR during its annual non-governmental organization consultations, the strongest and most durable long-term solution to the refugee crisis.

For a society and its people to sustain and progress, education must be placed at the forefront of investment. With this understanding, as with the provision of tuition funding and educational programmes for refugee populations, Tzu Chi has implemented long-term projects which benefit various communities in Haiti. Following the earthquake in 2010 the organization, recognizing that women and children are more often in positions of vulnerability yet are key to long-term communal and societal success, began the reconstruction of multiple schools including the College of Marie-Anne and Christ the King Secretarial School for Girls, an interfaith humanitarian collaboration with Congregation of the Sisters

of Saint Anne who now operate the school. Often it is women who shoulder the extra burden when their families or their societies are facing tremendous difficulties like suffering poverty or surviving a disaster, and in order to help a community and society recover more efficiently, more attention must be placed upon assisting mothers, daughters and sisters.

Education is an endeavour that continues well into adulthood, and the way in which adults can receive education that helps generate income and improve quality of life is through vocational schools and training. In South Africa and Honduras, where another Tzu Chi school for children has been built, vocational schools and trainings are also built and implemented for adults. In South Africa, women from Zulu villages, most from vulnerable and often dysfunctional backgrounds, attended Tzu Chi's vocational schools — mainly sewing and making handicrafts. They are now volunteers themselves who not only help run the organization's vocational schools, but also lead in humanitarian projects to help those even less fortunate in South Africa and neighbouring countries, further continuing the cycle of growth and progress.

In each of Tzu Chi's programmes, whether it be a distribution in Sierra Leone, a school and medical outreach in Haiti, Thailand or Nepal, or a vocational school in South Africa and Honduras, each distribution, each donation is given with two hands and a bow. This is done not merely as a sign of humility, but as an acknowledgement of humanity, an expression of sincerity and connectedness, of dignity — that no matter who it may be, whether giver or receiver, all are the same, each just living a different life in a different body. It is with this definition and view of dignity that Tzu Chi carries forth and holds true in its humanitarian projects.

Together we stand: religion as a means towards peaceful coexistence

Zeshan Zafar and Sumbella Khan, *The Forum for Promoting Peace in Muslim Societies*

In a world of hyperconnected mass communication, viral misunderstandings and tense global political climates, it has sadly become a default to begin by mentioning the negative energies pervading our world today. Excessive levels of media-exacerbated negativity and problems fuelled by extreme reactions to political-religious dialogue have become the norm. As a much-needed antidote to the escalating levels of humanitarian crises in our world, the goal of this publication is to broadcast and highlight the positive initiatives that are serving to relieve and rid the world of its most critical problems. Such a noble cause resonates strongly with the mission and work of the Forum for Promoting Peace in Muslim Societies.

Founded in 2014 by Sheikh Abdallah bin Bayyah, under the patronage of His Highness Sheikh Abdallah bin Zayed al Nahyan, Foreign Minister for the United Arab Emirates (UAE), the Forum for Peace¹ is built upon the fundamental idea that religion must be a means toward peaceful co-existence. As a world-renowned scholar of Islam, Sheikh Abdallah's place as a respected peacemaker stems from his honourable and unique position as one of the world's most trusted living authorities on and points of reference for Islam, for Muslims and non-Muslims alike.

As the forum's mission is to promote the positive, peaceful message of Islam on both a global and local level, it is uniquely placed to connect, unite and build partnerships to positively impact all members of the societies with which it works. The very premise of the Forum for Peace and the core belief of Sheikh Abdallah, articulated here by Sheikh Hamza Yusuf Hanson, vice-president of the Forum for Peace and president of Zaytuna College, Berkeley, USA,² is simple, yet carries a profoundly important message: "peace is not simply a starting point — it is the only point."

Set up particularly as a peace-seeking response to the critically violent situation in many parts of the Muslim world, the Forum for Peace has been pioneering the use of sound Islamic guidance to restore the primary narrative through clarity, calm and peaceful methods of resolution to conflict-ridden communities. It has drawn together political, religious, royal and community forces to promote peace at both a global and grass-roots level.

In the spirit of standing together in solidarity with all who are making an effort to end humanitarian crises around the world, some of the recent work of the Forum for Peace in pioneering and implementing the use of religion to establishing peaceful communities around the world is highlighted below. Strategically based in Abu Dhabi, the work of the forum continues to extend far beyond the borders of the UAE: from uniting the religious leadership of the war-torn Central African



The Central African Republic Intra-Muslim Dialogue and Capacity-Building Conference provided a tailored platform for progress and a safe space to foster healthy dialogue



Images: The Forum for Promoting Peace in Muslim Societies



Image: The Forum for Promoting Peace in Muslim Societies

Sheikh Abdallah drew together religious leaders, clergy and interfaith activists in Marrakech to create a unified call to action against religious persecution

Republic (CAR), to passing a declaration protecting the rights of religious groups in Marrakesh, the global outreach work of the forum is truly diverse in nature, level and impact.

Providing a safe place to promote partnerships, dignity and safety in the Central African Republic

The CAR has seen some of the most horrifying civil war atrocities, with violence persisting in the republic to the current day — despite a peace agreement having been passed in 2007. The targeting and killing of civilians and the widespread looting and burning of houses and public property are just some of the human rights violations that occur on a daily basis in the war-torn republic.

In an effort to diffuse tensions and address this persistent violence, the Forum for Peace partnered with the King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue, the Network for Religious and Traditional Peacemakers, and the Organisation of Islamic Cooperation to provide members of the CAR with a tailored platform for progress: the Central African Republic Intra-Muslim Dialogue and Capacity-Building Conference.

Convened in February 2016, the conference provided religious, political and community leadership from the CAR with a ‘safe space’ to foster healthy dialogue. Delegates were encouraged to develop and nurture actionable ideas to promote conditions for maintaining sustainable peace and reducing the violent conflict and instability to which the country has unwittingly become accustomed.

Of the themes woven through the fabric of this book, building and leveraging partnerships to promote and restore peace in the world is one that resonates strongly with the work and mission of the Forum for Peace. As a mediator and facilitator of these tailored workshops that drew together religious and political leadership, as well as community members and teachers, the spirit of the conference was very much rooted in the notion that ‘unity is equal to peace’. Both Christian and Muslim religious communities were encouraged and guided through

an analysis of their decisions, creating action plans and finding solutions together to help support the people of the CAR.

It is understood that in order to accomplish any goal, one must first begin with the end in mind. In the case of the CAR, this conference created a necessary space to articulate a much needed vision of peace. One delegate commented that “the conference and the support of the Forum for Peace helps greatly in educating the religious leadership of the CAR.”

In addition to unanimously agreeing to end the intra-Muslim conflict that is destroying the republic, delegates initially worked in smaller groups, finally convening as a whole and sharing their ideas for sustainable peace on the final day. They developed action points to aid peace efforts by agreeing to provide sustained, consistent training to religious leadership with the support of the Forum for Peace. To help support and raise the levels of comfort and coexistence in the CAR, special action points were focused on women and youth, including committing to providing both of these groups with specific, vocational training in leadership and citizenship.

As a result of the conference, an office is being opened in the CAR to serve as a point of support for humanitarian relief and issues, in addition to increasing financial and logistical aid for the CAR communities. The journey to peace in the CAR is ongoing, and the steps taken by convening this platform for dialogue have provided the community with the first opportunity to meet partners who can support them and to consider alternative ways to restore peace.

Given the ongoing, persistent violence around them, most of the local delegates from the CAR had never experienced an opportunity to convene in such a dignified way to discuss and develop a plan of action for peace; indeed, due to the violence, they had perhaps never been able to create a space safe enough for facilitating such dialogue in the CAR itself. The conference built up the capacity of the CAR’s religious leadership to confront and diffuse violence by motivating and empowering them to take concerted, tangible steps to rebuilding and restoring safety to their communities.

Providing legalistic safety and restoring dignity to persecuted religious groups: the Marrakech Declaration

In an age where radical and extremist misinterpretations of sacred texts have dominated the media’s portrayal of Islam in the world, the rise of persecution against communities for their religious beliefs has become a horrifying trend in recent years, particularly in the Middle East.

The world is certainly not new to religious persecution: more than 1,400 years ago, such discrimination was rife in the Middle East, particularly in Medina, Saudi Arabia. At that time, the peaceful response to this came in the form of the historic, unprecedented Charter of Medina, established by the Prophet Muhammed, may peace and blessings be upon Him, in the year 621. As the first treaty of its kind to successfully establish peace among the diverse religious communities of Medina, it granted the citizens of the multicultural, multireligious city their due rights and enabled them to coexist safely and peacefully.

More than 1,400 years have passed since then, and religious persecution has resurfaced to horrific effect in vulnerable, conflict-stricken countries. In a bold move to create a unified call to action against such darkness, religious leaders, clergy



Images: The Forum for Promoting Peace in Muslim Societies

The Marrakesh Declaration is the result of building partnerships and nurturing debate, understanding and cooperation between religious leaders

and prominent interfaith activists were drawn together by Sheikh Abdallah, under the auspices of the Forum for Peace. Co-sponsored and hosted in Marrakech by King Mohammed VI of Morocco, the forum drew together more than 250 scholars and ministers of religion from over 120 countries.

Building partnerships and nurturing debate, understanding and cooperation between religious leadership of all faiths is at the heart of the work of the Forum for Peace, and the Marrakesh Declaration is the direct result of building such partnerships: the workshop sessions that preceded the final formation and written version of the Marrakesh Declaration guided participants through developing a framework for action in the coming months. The document reflects the first time a Muslim scholar and leader has drawn together and called upon politicians, religious leaders of all faiths, royalty and decision-makers to take the necessary political and legal steps to help fortify relations and establish citizen rights for religiously persecuted minorities and communities around the world.³

We are in an age where the world's communities as a whole, and Muslim communities in particular, are thirsty to be connected to and be certain of the clear message of peace from the Quran and example of the prophets, may peace and blessings be upon them all. Such a need has never been more critical. In an age of trusting the number of social media followers over learned scholars of the richly peaceful Islamic tradition, disconnect between scholarly wisdom and the day-to-day lives of individuals globally, and of all age groups, seems unstoppable. The peace-seeking efforts described above are the most recent examples of steps the Forum for Peace is taking to bridge this disconnect and inspire communities with the peaceful message of religion that they need to move forward.

The Forum for Peace is certainly on its way to applying the peaceful teachings and guidance of Islam to societies struck by chaos, under the respected leadership of Sheikh Abdallah and

Sheikh Hamza. However, beyond these most esteemed scholars, it is imperative that judiciary systems and the media are involved and conscious in this effort to restore peace to conflict-ridden parts of the world. More than anything, a grass-roots effort to impact the most vulnerable of communities afflicted by violence and chaos — through no fault of their own — is essential. Such individuals and communities are the ones humanity will have on its conscience if sincere efforts are not made to promote peace and denounce violence, and these must be led by the strongest voices in faith-based communities.

It is a strange thing to be at once both poignant and hopeful: yet such are the feelings stirred when one realises that moments of harrowing world crisis are also moments of unprecedented world opportunity: opportunity to make sustainable, meaningful changes built upon peace. As things are destroyed, so comes the opportunity to rebuild more carefully, with peace at the core rather than as an afterthought.

One might complain that endless conferences and platforms for dialogue bring nothing but wasted time and empty promises: to this, a spiritually-inclined response would argue that where the intention is lacking, such criticism is apt. We should ensure we use the dark violence of the past and present as a candle to illuminate humanity's pathway to peace. Belief in the divine will of God propels every effort made by the Forum for Peace, and it has long been understood that forums are one of the foremost ways to nurture healthy dialogue. Conferences and workshops, when convened thoughtfully, provide men and women with the power to draw out and nurture existing and desired ideas and visions for peace. On this note, it seems fitting to consider the work of the Forum for Peace in light of the preamble for the United Nations Educational, Scientific and Cultural Organization (UNESCO) constitution:

“Since wars begin in the minds of men, it is in the minds of men that the defences of peace must be constructed.”

Supporting decisions in crisis response: Artificial Intelligence for Digital Response and MicroMappers

Qatar Computing Research Institute, Social Computing

Minutes after the Nepal earthquake in 2015, people flocked to the Internet — particularly social networking services — to gather and share information. Digital content included expressions of concern, updates on recent actions and logistical details of earthquake effects, including photos of damage and locations.

In the humanitarian space, one common mantra is ‘communication is aid’. However, given the massive amounts of information generated during a crisis, how can humanitarians and responders find strategic insights, or actionable data, in the massive flood of digital content? Can stakeholders improve citizen engagement and local humanitarian response with digital tools? From discovery to delivery, Qatar Computing Research Institute (QCRI) connects the science of machine learning and human computing with digital partnerships.

QCRI, part of Hamad Bin Khalifa University, conducts world-class, multidisciplinary computing research that is relevant to the needs of Qatar, the wider Arab region and the world. QCRI is a member of the Qatar Foundation for Education, Science and Community Development. The QCRI Social Computing group is a multidisciplinary team of social scientists, computer scientists, program managers and software engineers.¹ We are interested in understanding various phenomena of societal interest through the analysis of social media, and in using social media data to fuel time-critical applications. Our goal is to support decisions made by policymakers, emergency responders, journalists and everyday citizens, who can benefit from knowledge and information generated in online media.

QCRI partners with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and a digital volunteer community, the Standby Task Force (SBTF) to help curate large digital datasets into various usable information products. We collaborate with OCHA to define problems of mutual interest, explore various computer science research questions, and prototype tools to potentially address the opportunities. OCHA and agencies use common operational datasets (CODs) for strategic decisions. Generally CODs are the baseline files/data (admin boundaries, population numbers, etc) thus for our research these act as a denominator to help provide context or to enable the creation of a map. There is one COD which deals with the Humanitarian Case Load type numbers – number dead, number affected, etc. QCRI engaged SBTF, who provide humanitarian organizations with real-time crisis mapping and situational

awareness support. They are a global volunteer-based network of trained digital humanitarians who represent the first wave in online community emergency response teams. SBTF is part of the larger Digital Humanitarian Network (DHN). The aim of the DHN as a ‘network of networks’ is to form a consortium of volunteer and technical communities and to provide an interface between formal, professional humanitarian organizations and informal yet skilled and agile volunteer and technical networks. With OCHA serving as a field partner and SBTF serving as a digital partner, QCRI explored how research and technology could help solve several signal-to-noise equations. The proposed solution, Artificial Intelligence for Digital Response (AIDR) and MicroMappers, combines machine learning and human computing. Each partner provides ongoing feedback both during and in between emergencies to improve the tools.

Over the course of three years, the partnership has been activated for a number of large-scale emergencies: typhoons Haiyan (2013) and Hagupit (2014) in the Philippines, cyclone Pam (2015) in Vanuatu, and the Nepal earthquake (2015). The experience of the Nepal earthquake demonstrates how our partnership functions. Once the earthquake struck, OCHA requested SBTF’s help to provide social information insights and situational awareness in response to the earthquake. SBTF used AIDR and MicroMappers as the primary tools to deliver the request. With over 2,300 unique contributors for the Nepal earthquake response, the SBTF and QCRI teams collectively aggregated, curated and identified tweets and images about damage assessments and needs in Nepal. The result was a highly curated geolocated dataset of 410 images and 219 text items to provide overall insight into the damage assessments. QCRI created map products with image data described as severe or mild, and with text data tagging infrastructure damage, urgent needs and response efforts. SBTF incorporated these insights into information products given to over 250 aid organizations in their remit, which also included a 200-page document of all responding agencies, what they were doing and where.

We recently conducted research on the efforts of contributors for the Nepal earthquake response², and found that the majority were from northern regions of the world, that there were some ‘super-users’ who contributed extensively, and that there may be a correlation between news items about MicroMappers and the peak contributions to the activation. For the Nepal earthquake, a BBC interview about AIDR and MicroMappers led to a subsequent peak of contributions. We see this opportunity

The global reach of contributors to the Nepal earthquake response



Source: MicroMappers © OpenStreetMap contributors © CartoDB

of small task digital engagement in post-disaster situations as a phenomenon that can be harnessed for great social good.

AIDR is an award-winning open source software that uses machine learning and natural language processing to analyse big data sets.³ AIDR filters and classifies various types of data including social media messages, SMS (text messages), imagery, text and images related to natural disasters and humanitarian crises. It allows administrators, emergency managers and humanitarians to collect crisis-relevant information such as Twitter or SMS, define categories and train models to automatically classify the messages into them, run the created classifiers, and download selected messages relevant to various information needs. We converted OCHA-defined CODs into ‘classes’ that AIDR uses to categorize incoming messages.

Rapid understanding of high-velocity streams of messages that people post on Twitter requires real-time processing capabilities. Often the volume of messages generated during the onset of a major crisis goes beyond human processing capabilities. Moreover, messages on Twitter are brief, informal and contain misspellings and grammatical mistakes. This is one of the reasons that simply doing keyword searches on Twitter data does not produce fully encompassing results. Furthermore, tweets captured via keyword searches may not be relevant since words can have multiple meanings depending on context. Semantic understanding of messages is necessary to develop an effective categorization approach.⁴

To overcome these issues, AIDR is designed to ingest and process data in real time, and for that we adopt the crowd-sourced stream processing paradigm.⁵ AIDR uses supervised machine learning techniques to train user-defined classifiers. For machine training purposes, we use human-tagged messages by employing SBTF volunteers. Given a set of

human-tagged messages, we use Random Forest, which is a well-known learning algorithm, to generate new models. Once a model is trained, all subsequent messages arriving in the stream are classified by the machine. In this case, a message will be assigned a category and a machine confidence score.

There are two core components of AIDR: the Collector and Tagger. The Collector simply allows a collection to be set up using a set of keywords or geographical regions. Given the keywords or geographical region based queries, AIDR connects to a Twitter streaming application program interface to get access to a live stream of messages posted by the public. The AIDR user defines classifiers in the Tagger module. Classifiers, for example, could include those that refer to ‘needs’, ‘infrastructure damage’ and ‘rumours’. Next, we use supervised machine learning techniques as explained above and employ SBTF volunteers to help tag a handful of tweets to these classifiers. AIDR keeps training new models on receiving human-tagged tweets. After this training, the Tagger component of AIDR automatically applies the topics of interest (the classifiers) to tweets collected in real time using the Collector. Human intelligence is used to learn how to classify the messages, either by manually classifying messages into the platform itself or by exporting them seamlessly to a crowdsourcing platform for humanitarian purposes (MicroMappers).

For all these events, the platform and community network, MicroMappers was activated in order to tag short text messages as well as to evaluate ground and aerial images. Thus, MicroMappers can also be viewed as a valuable data repository, containing historical data from past events in which it was activated. The platform provides an interface to ‘microtask’ or ‘tag’ data items by giving volunteers the ability to make quick decisions about the relevance of content. There is always a balance between data collection and sharing and security and privacy. As

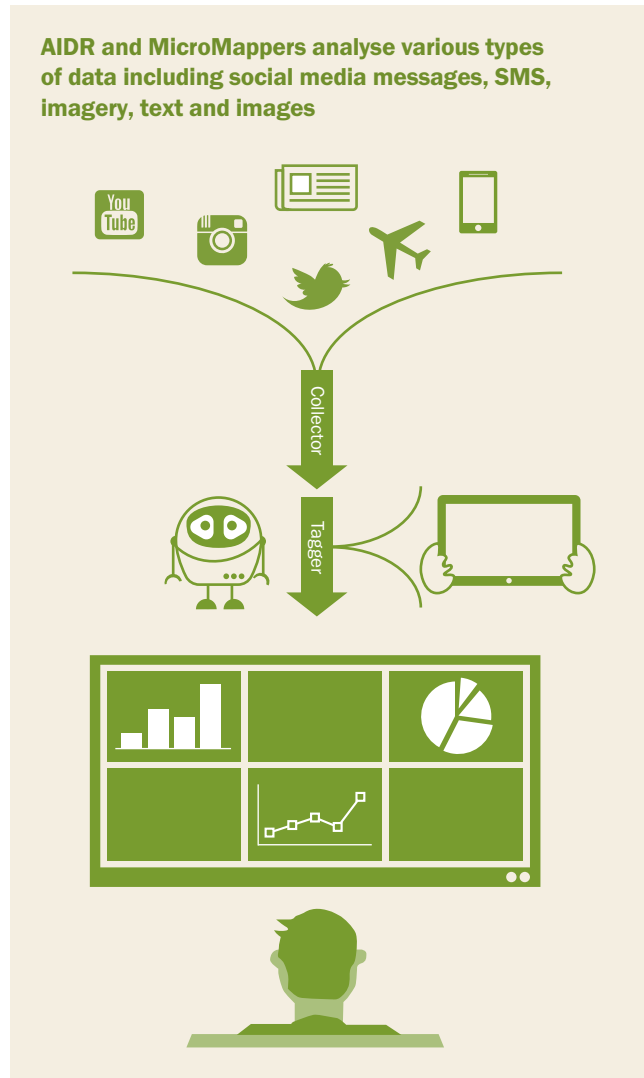
such QCRI removes personal identifiable data on our outputs. Machine intelligence is used to learn how to automatically categorize different classes of messages. All of these decisions are analysed and curated for 'insights'. The microtask decisions are then used to train AIDR to learn from the human computing. This training improves the software's machine learning capabilities. MicroMappers functions with a number of 'clickers' based on the type of data. There are text, image, geolocation, video, aerial and air video clickers. MicroMapper Clickers and AIDR have multiple data sources. Each of these data sources are collated to create information products. Image and text data was also incorporated from GDELT and Hemant Purohit.⁶

To inform our work, we have also conducted tests with the World Bank (aerial imagery), the Global Database of Events, Language, and Tone (media information), Translators without Borders (real-time translation), Unicef (SMS data), EPFL and Drone Adventure (aerial imagery for environmental conservation)⁷ and UNESCO (social data). We continue to research ways to add layers of data from various social and imagery sources. Each of these projects provides us with insights to improve and extend algorithms that could one day help with overall insights or even actionable data. Our current research focuses on curated datasets and computer vision algorithms using aerial imagery.

The use of unmanned aerial vehicles (UAVs) plays a pivotal role in humanitarian efforts. UAVs provide humanitarians with a bird's eye view of the disaster-prone areas which need immediate help. These unique images can be used to determine the overall destruction that has occurred in the distressed areas as well as the most effective allocation of limited relief resources by humanitarian organizations. Both the United States Federal Emergency Management Agency and the European Commission's Joint Research Centre have noted that aerial imagery will play an important role in disaster response and present a big data challenge. The World Bank, for example, took the initiative to cooperate with the humanitarian UAV network, UAViators, in the wake of cyclone Pam, a category 5 cyclone that razed the islands of Vanuatu in March 2015, and deployed MicroMappers.

To get ahead of this big data challenge, we use the hybrid crowdsourcing and machine learning solution to rapidly process large volumes of aerial data for disaster response in a time-sensitive manner.⁸ Humanitarian organizations make a call for digital volunteers to annotate features of interest in aerial images. For instance, in the case of typhoon Haiyan, volunteers traced healthy and damaged coconut trees whereas, in the case of cyclone Pam, volunteers assessed the level of damage for each individual building in images. These human-annotated features are then used to train supervised machine learning models to recognize such features in new, unseen aerial images automatically, reducing the need for further human annotation for massive amounts of aerial image data. Such a hybrid solution for aerial image analysis has applications beyond disaster response, such as wildlife protection, human rights and archaeological exploration.

This research partnership with AIDR and MicroMappers garnered a few important findings. On the technology front, we have created algorithms for hybrid intelligence/computation (synergistic human+machine collaboration) based analysis of text/images/imagery/video. In addition, we have created self-learning models for damage assessment of insured structures (roofs, buildings and so on) from historical data. The tools and



the practices around the data can be applied to non-crisis situations. For example, we are considering how these can apply to disaster risk mitigation in urban informatics or even environmental sensing. Social data can be citizen engagement when applied with context. As the World Humanitarian Summit and Sustainable Development Goals indicate, there is an increased need for more local engagement and new communication processes. By having strong domain expertise and volunteer surge support, we were able to stress-test the tools and refine analysis to have more impact. Partners innovate best when they coordinate information product sharing and continuously improve on the original design.

Exploring how social data can be used in partnership with official and volunteer organizations requires building a common language. Over the past three years, we have refined the type of information the tools collect. Data is not useful without analysis. It is important to incorporate domain knowledge and a holistic view of the situation using digital forensics to achieve better results. One big opportunity is that the greater digital community (local and global) will join in efforts to iterate on new science to support outcomes to benefit the humanitarians and, in time, the affected populations.

Building capacities for sustainable partnerships

*Louise Julin, Funding Officer; and Kelly Kirk, Humanitarian Affairs Officer,
Arab Renaissance for Democracy and Development–Legal Aid*

Partnerships with international non-governmental organizations (INGOs) are beneficial for local actors, which include national non-governmental organizations (NNGOs) and community-based organizations (CBOs). Through partnerships, local organizations have access to expert capacity-building and high-level stakeholders which are otherwise inaccessible; this also gives them the opportunity to amplify outreach and advocacy on a regional and international level.

On the other hand, these partnerships are valuable for INGOs. Collaboration gives larger organizations closer proximity to the situation on the ground and learning opportunities from local partners regarding the realities of affected populations and communities receiving aid and assistance. However, many international actors assume local actors do not have the skills and experience to play a greater role in international development.

The Arab Renaissance for Democracy and Development (ARDD)-Legal Aid, a Jordanian NNGO, has a long history of successful partnerships with international actors, including Oxfam GB and the United Nations High Commission

for Refugees (UNHCR). These partnerships have assisted ARDD-Legal Aid in its expansion, specifically through capacity-building and direct funding. ARDD-Legal Aid was born in response to the Iraqi refugee crisis in Jordan. We started by providing free legal assistance based on our deep understanding of the legal challenges refugees were facing. Through our advocacy on these issues, our work was acknowledged as essential to the crisis response by UNHCR. Since this time our partnerships with UNHCR and other INGOs have enabled us to grow and provide comprehensive development programming for vulnerable groups in Jordan alongside our original provision of legal assistance. We have been able to sustain this funding and programming throughout both the Iraqi and Syrian refugee crises because of the demonstrated needs of the communities we serve, our strong working relationship with our partners, and mutual trust and confidence. For example, we communicate to our partners the importance of linking our relief, rehabilitation and development work. This is essential in order to address the protracted nature of both crises and the sustainability of programmes.

The Principles of Partnership (PoP), endorsed in 2007, attempted to address the underlying issues of partnerships between INGOs and local actors following the Global Humanitarian Platform. It is based on the five principles of equality, transparency, results-oriented approach, responsibility and complementarity. PoP aims to facilitate a more equal, constructive and transparent partnership model. While PoP does face obstacles, it provides a comprehensive framework for the most effective partnerships.

The 2016 World Humanitarian Summit calls for increasing local actors' involvement, a shift to localizing aid, and more equal partnerships between local and international actors. This recommendation comes from the widely recognized fact that local actors hold expertise in the realities on the ground. Yet, only 1.6 per cent of funding goes directly to local actors, allowing those with less understanding of the situation to set outcomes that may not be feasible. International organizations have a responsibility to trust the knowledge of local NGOs and consider this when designing programming and funding. This increases accountability between partners and the effectiveness of programme implementation.

There are changes occurring within the development and humanitarian assistance fields due to the fluctuating nature of the environments in which we work. Therefore, it is necessary to generate new types of partnerships in an effort to work dynamically and responsively in these envi-



Image: Mustafa Assi, ARDD-Legal Aid

Community leaders in Zarqa, Jordan discuss the issues facing women in their community with ARDD-Legal Aid



Image: Shaima Anabtawi, ARDD-Legal Aid

An ARDD-Legal Aid director speaking with the Al Amal Women's Association in Baqaa Palestinian Refugee Camp in Baqaa, Jordan

ronments. There are examples of new partnership strategies, such as 'project brokering,' which involves a third party in establishing working relationships between different partners. However this creates an inorganic and commercial element which is contrary to the ethical standards of the development and humanitarian assistance fields. It also raises several questions regarding whether these partnerships are sustainable if a third party is required to establish cooperation. Partnerships require close working relationships to best determine the need, success and sustainability of programming on the ground.

Naturally, the scope and capacities of INGOs and local actors differ, but it is necessary to acknowledge the opportunity for complementary partnerships so as to approach development and humanitarian assistance in a holistic manner. However local actors' partnerships with INGOs are not necessarily based on mutual trust and integrity. International development efforts will benefit from the understanding that all partnerships are unique and based on the context and environment. The first step is to adapt programming based on the input of local actors, requiring more community accountability in the implementation of programmes. INGOs should capitalize on and acknowledge the experiences and capacities of the local actors as development is more successful when the dialogue includes local voices. Further, by empowering local actors to play a greater role in project design and allowing more flexibility and decision-making in project implementation, INGOs are sharing responsibility and accountability.

This capacity-building and empowerment also plays a part in the relationships among local actors. NNGOs and CBOs

have a duty to work with one another, and engage in information sharing with smaller local organizations and CBOs so a more cohesive and holistic plan can be developed. Strong partnerships between NNGOs and CBOs can also smooth emergency response processes through the conduction of needs assessments, comprehensive pre-mapping and situational awareness. Despite the benefit of including these local actors, their contributions are often overlooked or simply excluded due to practical oversights such as lack of translation of INGO materials into the national language and working groups being conducted in a foreign language, such as English. Addressing these issues would improve the coordination and impact of interventions.

Larger NNGOs can help build the capacities of smaller NNGOs and CBOs through developing CBO networks. This serves to strengthen local civil society. Network-building has been a long-standing goal throughout our own work at ARDD-Legal Aid. CBO involvement is central to the projects we implement, to maximize reach and impact. Through these projects we can work to train civil society members about international human rights and development standards, and through their experiences we are able to gain a deeper understanding of how these concepts are understood in a local context. It is mutually beneficial as ARDD-Legal Aid provides an opportunity for capacity-building and skills development for CBOs, and CBOs provide a learning experience for ARDD-Legal Aid. Ultimately such collaborations and partnerships lead to a strengthened civil society that can create meaningful and sustainable change for the future, which is especially



Image: Mustafa Assi, ARDD-Legal Aid

ARRD-Legal Aid project participants work together in initiatives aimed at increasing women's participation in their communities in Amman, Jordan

important in crisis-affected areas. With the Syrian crisis entering its fifth year and ongoing presence of refugees within Jordan, a strong civil society that can collaborate, respond and act in a coordinated and cooperative manner should not be underestimated.

INGOs and donors also have an important role in encouraging these local relationships and partnerships. This could be achieved by INGOs and donors directing funding to these collaborations so that all actors working on the ground can work together to strengthen the response. As it stands, with such a small percentage of funds going towards local actors, competitiveness between them hinders their potential reach and effectiveness.

Donors also play a key role in the development of partnerships between local and international actors. Donor strategies help define the manner in which funding is disbursed and are integral in defining the roles of the various donor recipients in international development. Therefore, donor strategies should reflect the realities on the ground, which include recognizing capacities and experiences of local actors and how these actors are fundamental to development and humanitarian work. If donors recognize the importance of the role of local actors it will enhance current frameworks and partnerships of cooperation between INGOs and local actors. Supporting local actors will enhance the sustainability of projects and ensure long-term impact, as well as the longevity of local actors, and will strengthen civil society at large.

An obstacle which a number of organizations face is the rigid nature of funding despite the fluidity of the environments in which development and humanitarian work occurs. Donors and INGOS must view local actors as complementary to their own strengths and weaknesses



Image: Rebecca Arnold, ARDD-Legal Aid

In Zaatari Refugee Camp, Jordan, ARDD-Legal Aid discusses implementation logistics with its partner UN Women

rather than inferior. Due to their direct contact with beneficiaries, local actors are the first to see and identify changes that must be made in programming to reach the target objectives, or to see whether the objectives continue to be feasible. However, without the proper support or resources to make the necessary adjustments, such as flexible funding and unrestricted funding, local actors are unable to carry out an effective programme. The irony of this situation is that the resulting inadequate programming by local actors is highlighted by donors and INGOs as an example of why they are not confident in the capacity of local actors.

In summary, our recommendations for strengthened relationships between NNGOs and INGOS are as follows:

1. INGOs should recognize the capacities of local actors and should develop their partnership frameworks accordingly on an individual basis.
2. Donors should put local actors at the centre of development strategies. Funding should not only be given to larger international organizations, but should also target local organizations, either through partnerships or direct funding.
3. Partnerships between local organizations need to be encouraged in order to improve the effectiveness of local civil society and reduce competitiveness among local organizations which compete for limited funds.
4. Unrestricted and flexible funding to local organizations should be increased, enabling donors to support organizations beyond just projects. Unrestricted funds would allow for more flexible, innovative and responsive approaches to development. Moreover, this gives local organizations greater stability and will help ensure their existence beyond current projects.

Forecast-based financing: climate science and timely funding of early actions in an anticipatory humanitarian system

German Action Plan for Humanitarian Adaptation to Climate Change¹

The international humanitarian system is facing enormous challenges in meeting the needs of vulnerable people worldwide. Besides the increasing number of affected people due to conflicts, the natural disasters occurring on an annual basis have increased from around 200 to 400 over the last 20 years. Wherever people depend on protection and support in disasters, humanitarian assistance can guarantee their survival in dignity and security, and alleviate the suffering of those unable to overcome their hardship by themselves.

Nonetheless funding gaps are evident. Although 2015 saw the highest level of funding contributed to United Nations appeals in many years, it also witnessed the biggest shortfall between needs and resources. United Nations figures show that in the last decade humanitarian appeals have increased six-fold. Climate change and climate risks can be major causes of humanitarian emergencies and can severely impact people

already suffering from conflicts and socioeconomic circumstances. To address the new challenges linked to climate change, in 2011 the German Federal Foreign Office launched the Preparedness Initiative, aiming at shifting the paradigm of humanitarian assistance from reactive crisis management to more active risk management.

Current and future risks of climate change in combination with often unplanned urbanization, limited food supplies, poorly managed natural resources, population growth and extreme poverty represent major challenges, particularly for people in developing countries. The already visible negative impacts of climate change on people's living conditions will increase, and most likely result in more humanitarian disasters of catastrophic proportions and more small- to medium-sized disasters caused by climate conditions in regions currently considered to be safe. Thus, despite increasing humanitarian funds, the gap between needs and available resources will likely continue to grow.

At the same time weather-dependent risks can be predicted with increasing accuracy. Climate researchers and weather experts are able to determine the probability of extreme weather events for specific regions based on forecasts up to six months in advance. Thus, many climate-related hazards can be predicted; but humanitarians do not always have real-time information about when and where extreme-weather events like storms, floods and droughts are expected, or they do not get the funds to act upon this information. At present, humanitarian finance is mostly available for either long-term preparedness measures or once a disaster strikes. Waiting for disaster to happen, however, means accepting avoidable human suffering and spending enormous amounts of resources after the event, when a fraction of these invested beforehand would have a much stronger impact. Yet there is a window of opportunity between a forecast and a disaster when preparedness actions can be taken, for instance storing drinking water for the elderly before a heatwave.

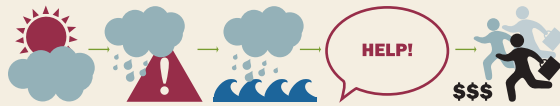
Since 2014, the German Government and Red Cross Red Crescent have been working on a new concept — Forecast-based financing (Fbf), a system to fill the gaps in the humanitarian system by using improved forecasts to anticipate possible impacts in risk-prone areas and make resources for certain humanitarian actions automatically available before an event.



Image: Red Cross Red Crescent, Climate Centre, 2015

Early actions in Uganda were implemented based on weather forecasts

The availability of most humanitarian funding occurs after disasters, with the consequence of low efficiency and high disaster impacts



Source: Red Cross Red Crescent Climate Centre, 2015

Actions implemented before a disaster strikes can help to reduce the impacts of disasters and the costs of relief afterwards



Source: Red Cross Red Crescent Climate Centre, 2015

To put it into practice and further develop this concept, in 2014 the German Federal Foreign Office launched its Action Plan for Humanitarian Adaptation to Climate Change. This action plan, coordinated by the German Red Cross, embraces different levels of actors: the humanitarian community, scientists, local actors and the policy level. The main partners are the National Red Cross and Red Crescent Societies in the respective pilot countries, the International Federation of Red Cross and Red Crescent Societies (IFRC), the Red Cross/Red Crescent Climate Centre, the World Food Programme (WFP), the United Nations Office for the Coordination of Humanitarian Affairs, Welthungerhilfe and the Nansen Initiative. In a multi-stakeholder event taking place twice a year in Geneva, the Dialogue Platform, additional partners such as Oxford University and the University of Reading, as well as other scientists and humanitarian actors, meet to exchange results and lessons learned and to work on the Fbf methodology. The main pillar of the action plan is the development and testing of Fbf in high-risk pilot countries, under the guidance of the German Red Cross and WFP.

Fbf is stimulating a proactive change in traditional humanitarian response. To enable Fbf, a humanitarian agency and stakeholders like meteorological services and communities at risk agree on selected actions that are worth carrying out once a forecast reaches a certain threshold; each action is allocated a budget to be activated when such a forecast is received. The actions are written into standard operating procedures (SOPs) that establish who will do what when a particular forecast arrives. Part of the SOPs is the scientific threshold based on one or more forecast models and deciding on when the different actors want to act. But because SOPs are just that — standard — disaster managers will not face any blame if the disaster does not materialize. The final result will be an institutional mechanism that improves the effectiveness of humanitarian response.

No forecast is 100 per cent secure. Sometimes early actions will be taken but the expected extreme weather event will not occur — so the action will be ‘in vain’. The system will be designed so that more resource-intensive, elaborate or disruptive actions — ‘high regret’ actions like evacuations — will only be taken when the probability of the extreme event is high. In case of lower probability, only less elaborate or intensive ‘low regret’ actions, such as refresher trainings, are taken. Some actions, like hand-washing campaigns before a flood, will have lasting effects that are beneficial to the community even if the extreme event does not materialize. Humanitarian assistance after disaster strikes is far more costly than investing in

medium- to short-term anticipatory actions reducing impact and losses caused by disasters. Different data and studies of insurance companies prove that US\$1 invested in preparedness actions before disaster strikes saves US\$4-7 for relief actions after the disaster. Hence over time, the negative consequences of not taking early action would be significantly greater than occasionally acting although the extreme event does not occur. A key element of Fbf is that the allocation of resources is agreed in advance, so actors can weigh the risk of occasionally acting ‘in vain’ against consistently failing to take early action.

Gathering evidence about the viability of Fbf is at the core of the ongoing pilot projects funded by the German Foreign Federal Office and implemented by the Red Cross Red Crescent and WFP. Countries and regions have different approaches to prepare for disasters, and all can learn from each other. As more experiences from the pilot countries are gathered and scientists make progress in the identification and development of forecast thresholds, Fbf is becoming a reality.

In a ground-breaking exercise in November 2015, the Uganda Red Cross, with the support of the German Red Cross and the Red Cross Red Crescent Climate Centre, activated a humanitarian action triggered by a scientific forecast of flood risk. Nearly 400 families were given 5,000 non-food items, including jerry cans and water-purification tablets. The project region in Uganda did indeed face flooding; rescue operations and emergency appeals were launched after the event. There was no need, however, to include the communities reached by Red Cross Fbf actions in the national emergency appeal that sought aid for the rest of the region, because the communities were able to prepare for the flooding. Jerry cans, soap and a month’s supply of water purification tablets had already been distributed before the disaster and helped prevent the spread of possible waterborne diseases. Results of the impact measurement will be published soon. As often happens, the needs established in the national post-emergency appeal were quite high and the appeal was not fully funded.

The Uganda forecast was based on the data of the European Commission’s Global Flood Awareness System and verified by the Uganda National Meteorological Agency, the Uganda Hydrological Department and the European Centre for Medium Range Weather Forecasts. “By using forecasts in this innovative project, we are now intervening even earlier, before receiving reports of disasters,” said Secretary General of the Uganda Red Cross Robert Kwesiga. “With such timely disbursement, we hope to avoid catastrophe before it even happens, supporting people to continue working and going to school.”



Image: Peruvian Red Cross, 2016

Reinforcement of houses as an early action of the medium-probability threshold for extreme rainfall due to El-Niño in Peru

In another example, the Red Cross in Peru has implemented Fbf actions in the context of the El Niño phenomenon of 2015/16 that has seriously threatened the lives and well-being of many people around the world. The project in Peru was a good scenario to demonstrate the potential of Fbf to avoid the same suffering that thousands of Peruvians faced during the El Niño event of 1997/98.

The Red Cross, community members, government agencies and other humanitarian actors jointly identified actions that would help reduce the negative effects of El Niño based on the regions' experience with flooding and heavy rain during past El Niño events. The Peruvian Red Cross then mapped out a comprehensive programme of Fbf interventions that included early warnings, first aid, health, water and sanitation, and shelter in flood-prone communities. As seasonal and short-term forecasts reached the identified thresholds in early 2016, this triggered the disbursement of funds for different humanitarian preparedness actions. For example, given that many houses were damaged or destroyed by strong rains or flash floods in past El Niño events, 200 houses were stabilized; to reduce the likelihood of an increase in vector-borne and other diseases that had been witnessed in the past, fumigation against mosquitos was carried out and hygiene kits were distributed; measures were also taken to ensure drinking water supply during flooding. Less cost-intensive measures like training of volunteers and community organizations and household awareness-raising measures had already been triggered by relatively low-probability seasonal forecasts in November 2015. In February 2016, when heavy rain and flash floods, some attributed to El Niño, swept across many regions, the Fbf communities were prepared. Local press

reports said that in some areas the rains were comparable to the 1997/98 peak.

In Mozambique, Fbf has been developed through an extensive dialogue process among the communities at risk, the Mozambique Red Cross, government and non-governmental organizations. The consultative process has enabled a good understanding of the danger levels and the actions that could be triggered based on a cyclone forecast. Determining the level of risk is the first major challenge of the Fbf mechanism, as it requires participatory approaches at all levels. In Mozambique, forecast triggers are scientifically elaborated with the Climate Centre, the National Institute for Meteorology and the National Water Directory. Then selected thresholds are agreed upon with the implementing actors.

In Bangladesh, in-depth risk assessments and dialogue with stakeholders have suggested cash transfer programmes based on a forecast would be ideal for Fbf. Cash is more typically used in social protection programmes and in disaster response, recovery and rehabilitation. More is needed to understand the implications of cash transfers arriving just before a disaster. The window of opportunity offered by linking pre-existing social protection and safety nets with Fbf actions to protect development gains could ensure that resilience is achieved even in the face of extreme weather events.

WFP, meanwhile, in its own version of Fbf, has also released funds in Guatemala and Zimbabwe through the Food Security Climate Resilience Facility in areas where drought risk was forecast to be great due to El Niño in 2015/16.

Biannual dialogue platforms on Fbf have been held at the Geneva offices of the IFRC to promote understanding and expansion of the concept. Fbf has also been on the agenda in high-level discussions on humanitarian affairs at the (European) Council Working Party on Humanitarian Aid and Food Aid in Brussels. There is also the potential to integrate Fbf with existing humanitarian mechanisms and intensify cooperation with scientists.

Fbf allows humanitarian agencies, governments and communities to scale up preparedness when science indicates the risk is elevated, and implement early actions months, weeks and days before a potential disaster. The crucial difference and the advantage of Fbf, compared to conventional disaster preparedness, is that its funding is ensured, based on advance agreement between donors and humanitarian actors that if a certain threshold is reached, funding for predefined actions is released. Fbf also builds on existing disaster risk reduction strategies. Analysis of governmental, institutional and local contingency plans is the first step. Actions are decided by local practitioners based on existing risk management knowledge and experience combined with information provided by climate scientists.

By building on current humanitarian financial mechanisms, Fbf can allow more efficient use of aid and timely action to reduce suffering. The German government, in partnership with the Red Cross and Red Crescent Societies and WFP, now hopes for the greatest humanitarian impact by consolidating the best knowledge on climate science, disaster risk reduction and preparedness.

Rising from the mud: recovery and reconstruction in Malaysia

National Disaster Management Agencies Malaysia

Malaysia is located just outside of what is known as the 'Pacific Ring of Fire' — an arc around the Pacific Ocean where a large number of volcanic eruptions and earthquakes occur. In spite of its location, the long-held perception that Malaysia is immune from severe natural disasters, particularly earthquake-related ones, is not accurate.

In recent times, Malaysia has been compelled to review its vulnerability to earthquake disasters following the 5.9 magnitude tremor in the district of Ranau, Sabah on 5 June 2015. The tremor took the lives of 18 mountain climbers on Mount Kinabalu, one of the most popular destinations for climbers in the region. The country's exposure to climate-related disasters has also intensified and this provides evidence, as indicated by the scientific community, that the impacts of climate change could be more severe in years to come. The annual monsoon flood has also shown an increasing trend in its severity and impact, as was seen in December 2014

when the 'yellow water flood' showed that Malaysia could again face worsening monsoon floods in the coming years.

The yellow water flood was the most challenging for the Government, given the sheer number of people who became victims and the magnitude of the flooding which hampered rescue and relief efforts. The four-day flood caused extensive damage and devastation to infrastructures in many low-lying areas of the country. According to data from the Department of Welfare, at its height, 541,896 people were affected nationwide and due to this, the Government had to bear a total of RM2.58 billion in losses in public infrastructure alone.

The north-east monsoon season annually starts in early November and continues through the first quarter until the end of March. In 2014 the Malaysian Meteorological Department announced that the north-east monsoon season officially began on 7 November. Normally, there would be four to five heavy rainfall episodes during the monsoon season, and this had been observed in recent years. However, during this particular season in 2014, there



Image: NADMA Malaysia

Rapid shelter and care was provided for the large number of victims left homeless by the flood



Image: NADMA Malaysia

Some of the flood victims were placed temporarily in government quarters and hostels



Images: NADMA Malaysia

The Integrated Resettlement Programme was introduced to build back safer and reduce disaster risk

was an inclination that the weather could be ‘more active’, with a total of eight heavy rain episodes to be expected.

The third episode of heavy rain, from 21-24 December 2014, resulted in the worst flooding the country had experienced. Flood waters came with volume and speed, especially on the east coast of peninsular Malaysia, namely in the states of Kelantan, Terengganu and Pahang. The states of Perak, Johor, Selangor, Perlis, Sabah and Sarawak were not spared.

Areas such as Kuala Krai in Kelantan, Kuantan in Pahang and Gong Badak in Terengganu received more than 1,000 millimetres of rainfall for the period of 11-25 December 2014. In a normal month for the season, average rainfall is 500-600 millimetres for the east coast of peninsular Malaysia. In 2014, maximum impact due to the heavy rainfall occurred on 23-24 December and subsided by 26 December. Of all the states hit by the recent flooding, Kelantan was the worst affected particularly in the districts of Gua Musang and Kuala Krai. Due to the state’s relative isolation and largely rural area, thousands were left homeless as the turbulent floodwater demolished their houses.

Following a large-scale disaster, four things are considered as essential: water, food, access to medical care, and shelter. Having a proper shelter is important in order to rebuild the victims’ lives and protect their dignity. With this in mind, immediately after the water subsided, the Government embarked on planning, coordinating and implementing post-flood programmes and projects in a fast-track mode which included repairing houses that were still liveable enough to be upgraded, and rebuilding houses that were totally destroyed by the flood.

Due to the large number of victims that were left homeless and the daunting task of providing rapid shelter and

care, the Government opened up to international support which was very generous. Family tents contributed by the Association of Southeast Asian Nations Coordinating Centre for Humanitarian Assistance on Disaster Management, ShelterBox, the United Nations Development Programme, and from countries such as China and Qatar, provided much-needed shelters which were set up as integrated camps. The Government, with strong support from local non-governmental organizations (NGOs), provided other essentials such as food, sanitation, medical assistance, security, transportation for school children and other basic amenities. For those who refused to leave homes that were either damaged or destroyed, tents were set up at the site of their former houses instead. In addition, a number of the flood victims were also placed temporarily in various government quarters and hostels as well as transit houses built by NGOs.

The Government recorded that a total of 1,827 houses were completely destroyed in the flood, affecting over 86,000 families. In its pursuit to return to normalcy, a special task force was formed by the Government to oversee the building of new houses on a fast-track basis. Through this task force, the Integrated Resettlement Programme was introduced to build back safer and reduce disaster risk, as well as solving problems on the ground arising from land title issues and squatters along the river bank.

The Public Works Department (PWD), being the agency in charge of the construction of new houses, had come up with two house designs. Houses in low-lying areas were built on stilts with a built-up area of 660 square feet, while landed houses have a built-up area of 816 square feet. Rebuilding was done on existing individual lots or land with clear ownership. For former squatters, or families



Image: NADMA Malaysia

Tents were set up on-site for those who refused to leave damaged or destroyed homes



Image: NADMA Malaysia

Transit houses built by NGOs provided temporary accommodation for many who had lost their homes

whose houses were built on government land, 16 new open lands were allocated by the State Government for resettlement in locations away from flood-prone areas. A sum of RM60.12 million was allocated by the Federal Government for the building of infrastructure as well as houses in this programme in Kelantan alone.

To expedite the project, the PWD also adopted the Industrialised Building System (IBS) in constructing the houses. With this system, houses were built in less time because precast elements of the buildings were cast in factories concurrently with foundation works being carried out at the building sites. This meant that the work on site consisted only of the erection of the IBS components. Moreover, IBS components have higher quality and better finishes due to careful selection of materials, use of advanced technology and strict quality assurance control, since their factory production was done in a sheltered environment. Upon completion, houses were equipped with furniture, fixtures and fittings provided by the Government in collaboration with government-linked companies, the corporate sector, NGOs, individual donors and even foreign governments.

For houses that were damaged but still habitable, the Ministry of Rural and Regional Development of Malaysia provided a special allocation to repair houses. To date, a total of 1,469 houses have been repaired under this project.

The inception of a special task force called the Post Flood Management Unit under the Prime Minister's Department is testament to the Government's seriousness and commitment to ensuring that flood victims are given a new lease

of life in the aftermath of the disaster. The unit is the sole point of reference in providing assistance to flood victims while at the same time undertaking the task of coordinating and monitoring work in progress on the ground.

The Government's role does not stop at rebuilding houses, but also involves assisting in community-building. The victims will be nurtured through programmes that enable them to be more resilient and well-prepared in the face of future disasters. Community-based disaster management (CBDM) strategies have become increasingly important in the face of global climate change, increased populations in vulnerable areas and the need for greater preparedness at the community level for responses to disaster. The Government, through CBDM programmes, empowers communities to be proactive in disaster management and creates a space for them to develop strategies on their own terms rather than waiting for already overstretched governments.

It has been more than a year since the yellow water flood chapter became another lesson learned in disaster management for the country. The formation of the National Disaster Management Agency (NADMA Malaysia) under the ambit of the Prime Minister's Department is a strong testimony that the Government is very serious in tackling oncoming disasters, not only floods but other natural disasters that may occur from time to time. Rather than only responding to victims of disasters, NADMA Malaysia will ensure that people will be well prepared to face any oncoming calamities that may occur in years to come.

The Philippines: partnerships for humanitarian action

Jesus RS Domingo, Assistant Secretary for United Nations and International Organizations, Department of Foreign Affairs, the Philippines

The Philippines has faced a wide array of humanitarian crises, ranging from typhoons at home to civil strife overseas. In the midst of these challenges, Filipinos have been noted for their strong sense of resilience and adaptability, ability to learn from crisis, and development of coping mechanisms. A key lesson is the need for strengthened and innovative partnerships. Such partnerships developed by the Philippines span from the global to the local, synergizing a diverse spectrum of dynamic humanitarian stakeholders.

Multisectoral partnership is firmly embedded as a principle in Philippine governance. Moving away from traditional top-down and north-south dynamics, the Philippines and its external supporters emphasize partnership rather than donorship in their relations. The Philippine Government also benefits from partnership with other national stakeholders, the country having one of the world's most vibrant, empowered and diverse civil societies, a large and caring diaspora, and an engaged private sector.

The Philippines and the multilateral humanitarian system enjoy a robust partnership. The United Nations is well represented through its country team in Manila, and has helped to develop the country's disaster risk reduction and management (DRRM) and peace process efforts. Other international agencies, including the World Bank, Asian Development Bank, International Federation

of the Red Cross and Red Crescent Societies (IFRC), International Committee of the Red Cross (ICRC), the International Organization on Migration (IOM) and leading international non-governmental organizations have strong partnerships with the Philippine Government and civil society.

The Philippines is steadily developing its own DRRM capabilities for both natural and man-made crises. However, with the sheer number and scale of natural disasters visiting the country, the Philippines has partnered on a number of occasions with the international community in managing response to such disasters.

When the Philippine Government requests external assistance after a major disaster strikes, international partners join the Humanitarian Country Team (HCT) led by the local United Nations Resident Coordinator, supported by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). The HCT coordinates external intergovernmental, governmental and non-governmental organization assistance.

The Government's Peace Process in the Southern Philippines takes the approach of collaborative partnership, addressing the wide range of political, social and economic concerns of its interlocutors. The process has enlisted a wide range of international institutional partners, particularly the Organisation of Islamic Cooperation.

International assistance for Super typhoon Haiyan (Yolanda) which hit the Philippines in November 2013 was one of the largest humanitarian response operations for a natural disaster in recent history. International assistance came from the entire spectrum of the humanitarian community — multilateral, regional and bilateral; civil and military; governmental and non-governmental. Within the Philippines itself assistance came to the affected areas from provinces and towns across the country.

An important DRRM partnership concept successfully adapted by the Philippines, particularly for disaster response, is the Inter-Agency Standing Committee's humanitarian cluster approach (HCA). The core idea of the HCA is partnership — the various humanitarian response 'spokes of the wheel' functions are government-led partnerships between the concerned national and international agencies. For example, the health cluster is led by the Philippine Department of Health, and is supported by the World Health Organization Country Office.

The Philippine Red Cross (PRC) is a strong national society, working closely with the IFRC and ICRC. It is in fact the PRC which has regularly contributed medical teams to assist in disasters overseas, such as the Nepal earthquake in 2015. ICRC and IFRC have partnered with the Philippine Government for



Pre-disaster risk assessment leaders and partners confer at the NDRRMC, led by Executive Director Alexander Pama

Image: Department of Foreign Affairs, Philippines



Image: Department of Foreign Affairs, Philippines

Social Welfare and Development Secretary Dinky Soliman (centre) at the second global Disaster Response Dialogue, Manila in 2014

the regional and national promotion of international humanitarian law and international disaster law, respectively.

Partnership with foreign armed forces through the concept of humanitarian assistance and disaster response (HADR) was a prominent feature of Haiyan response operations. The Armed Forces of the Philippines (AFP) established the Multi-National Coordinating Center (MNCC) for Haiyan, building on its regular mechanisms for its annual military exercises with the United States and other allies. MNCC seamlessly coordinated the HADR contributions of the numerous national military contingents deployed during Haiyan.

Good governance, transparency and accountability, fundamental policy planks of the Philippine Government, were emphasized for Haiyan through the Foreign Aid Transparency Hub (FAITH). FAITH, a government website platform, indicated the amount and types of assistance given by international partners.

In the arena of international humanitarian policy development the Philippines has played a leading role in promoting the theme of partnership. Manila played host to the second Disaster Response Dialogue (DRD) global conference in 2014. The DRD, initiated by the Swiss Government, OCHA, IFRC and the International Council of Volunteer Agencies in 2011, brought together the various humanitarian sectors in earnest dialogue. At the 2011 DRD conference the Philippines emphasized the need to address the tendency of the 'big' international humanitarian stakeholders to neglect engagement with the governments of states affected by crisis and the Global South. DRD 2014's main finding was the fundamental importance of establishing trust among humanitarian partners. These findings were catalytic in the development of the World Humanitarian Summit themes, (particularly on partnership). The DRD process itself was integrated into the summit.

Other significant regional conferences for global initiatives hosted by the Philippines stressing humanitarian partner-

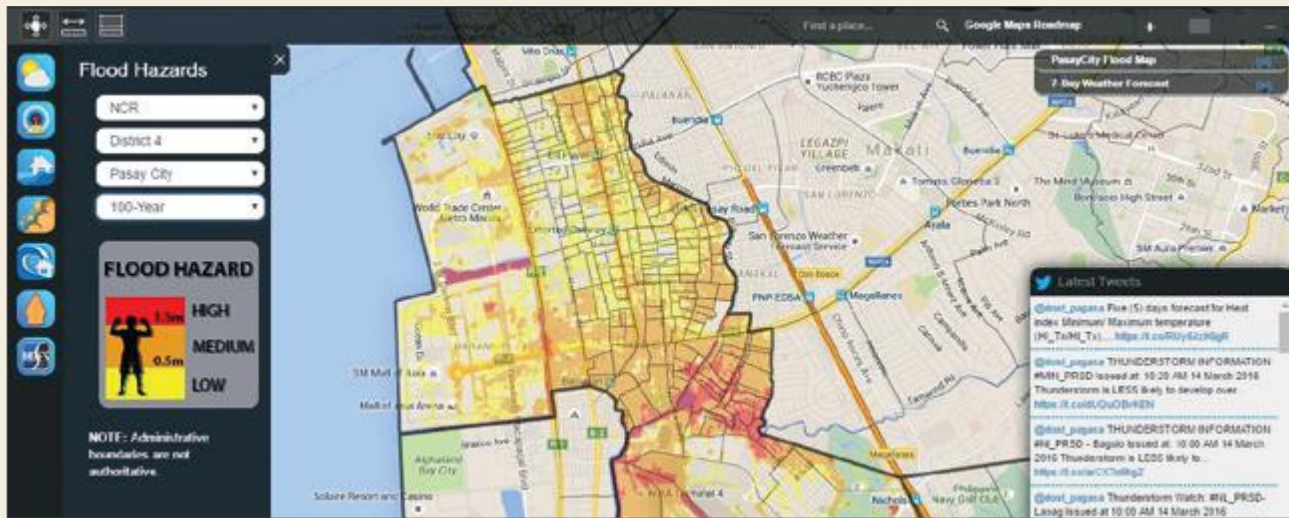
ship included the Geneva Declaration on Armed Violence and Development and the Nansen Initiative (on climate change and natural disaster-induced cross-border displacement) in 2014, and the Global Action Against Mass Atrocity Crimes (GAAMAC) in 2016. GAAMAC emphasizes the development of national architectures to detect and prevent mass atrocity crimes.

The Philippines' advocacy in the landmark international conferences, in 2015 on Disaster Risk Reduction in Sendai and Climate Change in Paris, was to highlight the need to fully partner with vulnerable sectors, particularly women, migrants and indigenous peoples. In Paris, the Philippines led the Climate Vulnerable Forum, a partnership of the states most vulnerable to climate change. Championing the vulnerable is also the Philippines' advocacy in the World Humanitarian Summit.

The Philippines is looking to transition from humanitarian aid recipient to humanitarian 'new donor' status. While it is limited in its ability to provide immediate relief support for other countries, the Philippines can share its good practices in longer-term recovery and reconstruction, and in the building of resilience. The Philippines will leverage south-south and triangular partnerships to assist countries in need, as well as tap its experts already in place globally among its Foreign Service and diaspora. The 'Cascos Blancos' or 'White Helmets' approach pioneered by Argentina is being adopted.

The Association of Southeast Asian Nations (ASEAN) is the Philippines' core regional organization — a vibrant partnership of 10 Asian nations. In 2009, the organization launched the first legally-binding DRRM regional framework, the ASEAN Agreement on Disaster Management and Emergency Response (AADMER). Its operational mechanism, based in the ASEAN Secretariat in Jakarta, Indonesia, is the ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre). Both the AHA Centre and ASEAN members come to each other's assis-

The Project NOAH (top) and FAITH websites



Source: Department of Foreign Affairs, the Philippines

tance in times of need as per the AADMER, as in the case of Haiyan. ASEAN is further enhancing its partnership system under the slogan ‘One ASEAN, One Response’ for joint humanitarian action within and outside the region.

AADMER drew from earlier partnership experiences. In 2004, ASEAN members came to the assistance of Indonesia, Thailand and other countries devastated by the Indian Ocean tsunami. In 2008 ASEAN partners established a framework to facilitate the entry of humanitarian assistance to Myanmar in the wake of cyclone Nargis. The framework was a partnership between the Government of Myanmar, ASEAN and the United Nations.

The Philippines has highlighted humanitarian partnership in the various regional summits and conferences it hosted in recent years, most prominently the Asia-Europe Meeting on DRRM held in Manila in 2014, and during its 2015 chairmanship of the Asia-Pacific Economic Cooperation in 2015. The Philippines also enjoys close humanitarian partnership with the European Union on a bilateral and organizational basis.

The Philippines had enacted important legislation promoting humanitarian partnership and whole-of-society approaches to DRRM and crisis management. The cornerstone humanitarian law of the Philippines is the National Disaster Risk Reduction and Management (NDRRM) Law of 2010. The NDRRM law recast the national disaster management system to have a more holistic DRRM approach as opposed to focusing on response.

The centrepiece of the NDRRM system is the NDRRM Council (NDRRMC). The council has broad representation from government ministries and is led by the Department of National Defense. The NDRRMC is divided into mitigation, preparedness, response and reconstruction thematic areas, each shepherded by a department designated as an NDRRMC Vice-Chair. The NDRRMC also provides for sectoral representation from civil society and the private sector. The NDRRMC system in turn is replicated on the local, regional, provincial and city/municipal levels. Multisectoral partnership is also



Image: Department of Foreign Affairs, Philippines

United Nations Secretary General Ban Ki-moon confers with Philippine Foreign Secretary Albert Del Rosario after visiting Haiyan-affected areas, December 2013



Image: Department of Foreign Affairs, Philippines

Philippine Foreign Secretary Albert Del Rosario meets with the Korean Disaster Response Team deployed to Tacloban for Haiyan relief operations

stressed at the local levels, in the implementation of community-based disaster risk management.

After the intense experience of Haiyan, the NDRRMC Vice-Chair for response, the Department of Social Welfare and Development, called for the designation of subgroups to focus on particular aspects of response coordination. Agencies tasked to head particular response activities include the Department of Foreign Affairs (DFA) for international humanitarian relations, AFP for search, rescue and retrieval, and the Philippine National Police for law and order. These subgroups thus served to better manage partnerships with the concerned government agencies.

As the Philippines places increasing emphasis on risk reduction and preparedness, the NDRRMC requires its local government partners to conduct pre-disaster risk assessments (PDRA) in order to design better response protocols. The Department of Science and Technology, the NDRRMC Vice-Chair for mitigation, has initiated the award-winning Project NOAH (Nationwide Operational Assessment of Hazards), which taps scientific and technical partners for detection and warning of geo-hazards.

While the bulk of the NDRRMC's work is concerned with natural disasters, the council is also mandated to manage crises arising from conflict, including provision of assistance to persons displaced by disruptions in law and order.

Partnership with the 10 million-strong Filipino diaspora and people-to-people relations are an important thrust of Philippine humanitarian diplomacy. Philippine embassies and consulates around the world consult with migrants' organizations in the preparation and execution of contingency evacuation plans. For such overseas operations the Philippine Government also partners with IOM and other organizations as part of its contingency strategy. Partnerships with the diaspora played a critical role in recent months for the safety and security of Filipino workers in North Africa and the Middle East. The Filipino community in the United States

partnered with the Philippine Embassy to form the Philippine Humanitarian Coalition (PHC) to support Haiyan reconstruction. Public contributions for Haiyan from countries such as the United Kingdom reached record levels.

The Philippine private sector also values business and public-private partnership for humanitarian and philanthropic endeavours, informed by its promotion of corporate social responsibility and business continuity planning. Furthermore, the private sector is becoming more engaged in the core business of humanitarian action, as insurance and risk transference strategies and the need to disaster-proof infrastructures are gaining importance. The Philippine Disaster Resilience Foundation, the partnership of businesses for DRRM, represents the private sector in the NDRRMC.

Humanitarian partnership is not without its challenges. One such challenge is the future of the overall relationship between international humanitarian stakeholders — the United Nations system, other multinational intergovernmental and non-governmental organizations and the traditional donor countries — with regard to emerging regional organizations such as ASEAN and strengthened and more capable national governments and stakeholders. The trend has been to support growing regional and national capacities, thus requiring international stakeholders to be more strategic rather than operational in outlook.

There is in turn the need for national humanitarian leaders to empower their local partners, given that it is the mayor or village chief rather than the president or prime minister who is at the frontline of humanitarian crises. The 'bottom-up' needs to complement the 'top-down', while the traditional distinction between humanitarian donor and recipient is blurring.

There is also the need to effectively and creatively harness the capabilities of partners at all levels. Communities and stakeholders not traditionally thought of as humanitarian partners can make meaningful contributions to the new global humanitarian architecture.

Alwaleed Philanthropies: forging strong partnerships for greater impact

HRH Princess Lamia bint Majed AlSaud, Secretary General, Alwaleed Philanthropies

His Royal Highness Prince Alwaleed Bin Talal is a business magnate, investor and philanthropist. Over four decades, he has built up his business interests from his home country of Saudi Arabia into a global network, partnering with many of the world's leading companies.

From his earliest days in business, the prince has recognized an obligation to use his success for the good of others — a view shaped by his Islamic faith, his country's culture and family background. In order to achieve this, he founded Alwaleed Philanthropies in 1980 with the aim of helping to heal divisions and shape a more compassionate and tolerant world in which all can contribute, whatever their religion, gender or background.

Prince Alwaleed believes that in both business and philanthropy, efforts can have far greater impact through partnership.

To achieve its ambitions, Alwaleed Philanthropies works with a wide range of partners, from world-leading organizations such as the Bill and Melinda Gates Foundation to many small community-based groups.

Alwaleed Philanthropies looks beyond national boundaries, race, gender and creed. The prince has travelled to over 150 countries and has a deep respect for all religious beliefs. He has also been a strong supporter of women's rights. Challenged recently as to why his philanthropy was not restricted to his own region or those of his own faith, he replied: "Humanity has no religion, no race no sex — that's why the radius of our contributions will cover the whole world and not just one region."

Over the years, Alwaleed Philanthropies has initiated and supported thousands of projects in over 120 countries. We look at where we can have the most impact for good through our intervention. Our work falls under the four general themes



Image: Alwaleed Philanthropies

Alwaleed Philanthropies supports efforts to fight disease globally, including tackling lesser-known diseases which can have a major impact locally



Image: Alwaleed Philanthropies

Working closely with its partner in Afghanistan, Turquoise Mountain, Alwaleed Philanthropies provide youth with vocational training

of combating poverty and developing communities, providing disaster relief, empowering women and young people, and promoting cultural understanding through education.

Alwaleed Philanthropies has already grown into a key player in the philanthropic arena with a global reach and stature. But following the prince's announcement last year that he intends to pledge all his wealth for philanthropic purposes, our work continues to expand and develop.

Looking around the world, it is clear that there has never been a greater need to tackle poverty, create opportunity and foster dialogue. We are, for example, already heavily involved in working with refugees to help raise awareness of their plight, including with United Nations agencies.

It is hard, within one article, to give more than a snapshot of the work we support. But below we present examples of some of the most prominent work Alwaleed Philanthropies has carried out with its partners within its four overarching pillars.

Tackling poverty and supporting communities

Working across a broad spectrum of areas including health, education, infrastructure and social entrepreneurship, Alwaleed Philanthropies supports sustainable development projects to help disenfranchised communities across the globe.

Alwaleed Philanthropies donated US\$30 million to the Bill and Melinda Gates Foundation to support its campaign to eradicate polio worldwide. Announcing the partnership at the first Global Polio Eradication Initiative in Abu Dhabi, Prince Alwaleed said efforts would be focused on those countries where polio vaccines are subject to disputes or misunderstanding.

As well as supporting efforts to fight disease globally, support is also given to tackle lesser-known diseases which can have a huge and disastrous impact locally. The Carter Centre was granted US\$374,000 to work in Ethiopia to help eliminate Onchocerciasis, or river blindness — a parasitic disease transmitted through the black fly which affects millions of people in Africa and Latin America. The support of Alwaleed Philanthropies has helped provide treatment for over a million people, towards the goal of combatting the disease in all areas in Ethiopia where it is endemic by 2020.

Within Saudi Arabia, Alwaleed Philanthropies launched a programme to provide 10,000 housing units for its beneficiaries. In Egypt, in a unique partnership with the Misr Al Kheir Foundation, government departments and organizations, Alwaleed Philanthropies announced a groundbreaking project in 2015 to provide 10,000 housing units to families over 10 years.

In 2014, the foundation partnered with the Palestinian Ministry of Agriculture, local councils and farmers to support agricultural projects that generate income for Palestinian communities.

Disaster relief

Alwaleed Philanthropies recognizes that it is the poorest who suffer the most when disaster strikes. In the wake of natural and man-made catastrophes, we connect with international organizations, and with local embassies and partners working on the ground, to bring vital relief to those in desperate need.

When a powerful earthquake rocked Nepal in 2015, claiming more than 4,000 lives and causing widespread



Image: Aljoharah Alrashed, Alwaleed Philanthropies

After the Nepal earthquake, Alwaleed Philanthropies supported those in need through partnerships with the Medical Corps and Habitat for Humanity

damage, Alwaleed Philanthropies provided US\$1 million of support through its partnership with the Medical Corps and Habitat for Humanity. Nearly a generation before, similar humanitarian support had been given to the victims of the earthquake in Egypt in 1992.

Since the beginning of the Syrian refugee crisis, Alwaleed Philanthropies has given over US\$1 million of support through strategic partnerships with some of the world's most trusted global aid organizations. Earlier this year we launched, in partnership with the United Nations High Commissioner for Refugees, an imaginative campaign to raise awareness of the conditions in which refugees were living. The Tweet for Heat campaign saw the bitter winter temperatures endured by refugee families automatically tweeted out across the world by special heat-monitoring devices — successfully putting a human face on this tragedy.

Alwaleed Philanthropies came to the aid of thousands of people left homeless by floods in the city of Jeddah. Joining hands with the Saudi Government, help was provided to flood victims in the form of recovery assistance, along with donations of vehicles and necessary goods and appliances.

Empowering women and youth

Alwaleed Philanthropies is committed to working to promote gender equality. With its partners, initiatives are supported to ensure women have access to education,

employment and intellectual freedom. It also aims to equip young people with the skills, training and experience they need to make their full contribution to society.

In Saudi Arabia, Alwaleed Philanthropies supports, in partnership with a local law firm, the Wa'iyah Initiative to raise awareness of women's legal rights and to prevent them being victims of violence. The programme provides workshops and courses for female university students, private and public sector employees as well as business women. It also goes into Saudi prisons to provide female inmates with legal rights workshops and consultations.

Education for Employment (EFE) is a network of locally-run organizations across the Middle East and North Africa which helps young people into employment. These non-profit groups provide young people with high-quality vocational and professional skills which are in demand in the local economy as well as connecting graduates to job vacancies. Alwaleed Philanthropies is a key partner of EFE and funds workshops, courses and training sessions across the region.

In Afghanistan, Alwaleed Philanthropies supported the Turquoise Mountain Institute with a US\$1 million grant to provide new opportunities for women and young people and rebuild communities. The institute has spearheaded the revival of the Afghan craft industry at its home in the old city of Kabul. Training has been provided for hundreds of young artisans in traditional Islamic arts and crafts, while global



Image: Aljoharah Alrasheed, Alwaleed Philanthropies

Alwaleed Philanthropies works with partners to promote gender equality and support access to education and employment

demand for their work has been built up by large-scale international exhibitions.

In Murad Khane, the institute has restored and built over 100 historic and traditional-style buildings, set up a model community health centre, and established a primary school.

Through its partnership with the Arab Initiative for Urban Development, young people in Yemen and Sudan who have dropped out of school and college have been helped back into education and employment.

Bridging cultures

Alwaleed Philanthropies works to encourage tolerance and intercultural and interfaith dialogue. Through a network of academic centres and other initiatives, we support conversations, exchanges of ideas and innovation and creativity with the aim of healing divides and increasing understanding.

Prince Alwaleed Academic Centres have been established at leading universities across the globe, with the aim of fostering understanding across cultures. Centres and programmes have been established and supported at Georgetown and Harvard universities in the United States, at Cambridge and Edinburgh universities in the UK, and at the American universities in Beirut and Cairo.

Alwaleed Philanthropies supports innovative solutions harnessing the digital revolution to promote intercultural dialogue. The Soliya's Connect Program is a virtual platform that connects students from accredited universities all around

the world through videoconferencing technology, enabling them to engage in discussions on cross-cultural issues and share their perspectives on pressing global challenges.

Weill Cornell Medical College in New York is one of the world's leading medical research centres, attracting doctors and scientists from every background to work together to improve global health. The Prince Alwaleed Institute for Computational Biomedicine, created with a US\$10 million donation, enables them to harness the full potential of mathematics and computer-based technologies to find solutions to complex medical challenges.

The Louvre's world-leading Islamic Arts Hall was built with a US\$23 million donation from Alwaleed Philanthropies. Displaying the world's richest and most diverse collection of Islamic art, the gallery was opened in 2012 and underlines the strong link between cultures and the humanity of Islam. It is the single biggest donation made so far by Alwaleed Philanthropies.

While we are proud of what we have already achieved, we believe we have only just begun our important task. There is, sadly, no shortage of challenges to overcome or individuals and communities denied the opportunities to improve lives for themselves and their families through disease, poverty, prejudice or disaster.

Building on our track record and guided by the values, experience and insight of Prince Alwaleed himself, we are determined to continue partnering with all who share our goals to find intelligent solutions to the most pressing problems with compassion, empathy and dedication.

Luxembourg's SATMED programme brings e-health to remote areas

Max Lamesch, Coordinator of Humanitarian Action, Directorate for Development Cooperation and Humanitarian Affairs, Ministry of Foreign and European Affairs, Grand Duchy of Luxembourg

SATMED is a telemedicine project designed to build on existing expertise in the health and innovation sectors with the aim of generating e-health applications in remote areas. It was initially designed for development contexts, where its services have added value for the health sector in remote areas that often lack communication facilities. SATMED can, however, also be deployed in humanitarian crises, as it was during the Ebola epidemic.

The system is funded by the Luxembourg Government and has been conceived by SES, the world-leading satellite fleet owner and operator based in Betzdorf, Luxembourg, together with e-Medical Communication, based in Berlin, which specializes in telemedicine. It is operated locally by partners such as German Doctors, Friendship International, Fondation Follereau Luxembourg (FFL), Archemed and Cure.

SATMED is about improving access to health care and simplifying the use of medical software and applications

anywhere in the world. The software platform includes a comprehensive range of medical applications including health records for hospitals, e-learning applications to help train the trainers, consultancy, cloud computing and hosting services.

SATMED is an extension of and has built on the expertise gained from emergency.lu technology. Emergency.lu is a multilayer platform consisting of satellite infrastructure, communication services and satellite ground terminals for long-term as well as rapid deployment. Since 2012, emergency.lu has been addressing the challenge of worldwide rapid response capacity and preparedness for humanitarian emergencies by providing a solution to fill the communication gap in the first hours and days after a large-scale disaster. SATMED uses emergency.lu satellite connectivity to link hospitals and remote medical posts to a unique network.

Health and innovation have long been among the priorities of the Government of Luxembourg in its development and humanitarian aid policies. In 2013, the Government decided to invest in a state-of-the-art telemedicine solution by pooling



Image: SES

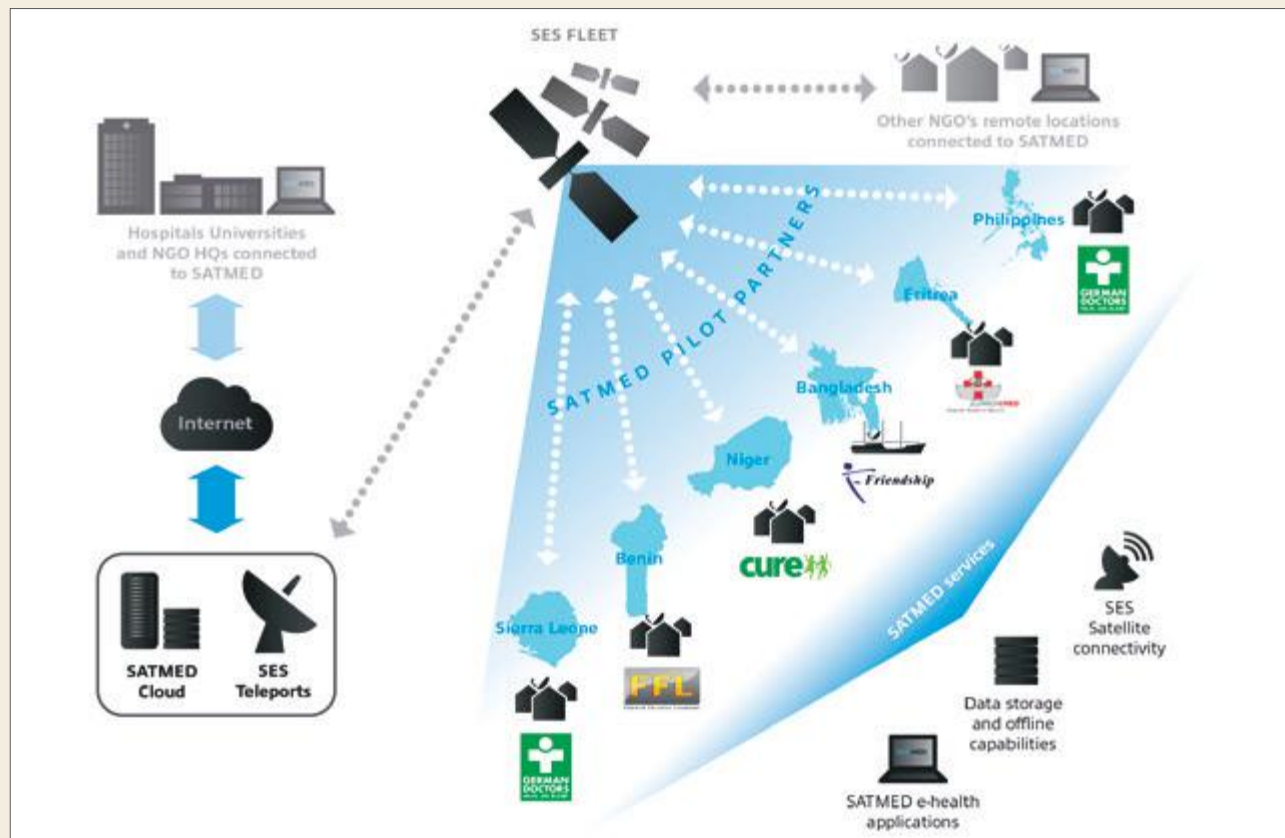
SATMED is about improving access to health care and simplifying the use of medical software and applications anywhere in the world



Image: SES

SATMED enables remote consultations and connects medical workers in remote locations with expertise across the world

The SATMED worldwide e-health platform roll-out



Source: SES

existing expertise from different sectors to enable synergies and an environment conducive to innovation.

The system is a response to the current debate in the framework of the Sustainable Development Goals (SDGs) — particularly SDG number three to ensure healthy lives and promote well-being for all at all ages — and the debates on the efficiency and effectiveness of the humanitarian system. Currently, the system is in its pilot phase and has been deployed to Sierra Leone, Benin and Bangladesh where it is operated by a network of local and international partners and is bringing its first promising results.

There is broad consensus that over the next decade the use of e-health and telemedicine applications will increase considerably. With this in mind, SATMED aims to improve public health services in developing and emerging countries by providing context-specific technology and further developing local capacities. More specifically, it provides the basis for three major elements of global health: human resources, infrastructure and interoperability.

In terms of human resources, SATMED provides modern communication tools adapted to medical education and training. It helps connect medical doctors and personnel from developing countries to their colleagues in developed countries and facilitates the dissemination of qualified medical knowledge. Access

to medical care for improving prevention, early diagnosis and the follow-up of treatable acute and chronic diseases can be improved.

SATMED also facilitates access to IT infrastructure worldwide, including remote areas. Infrastructure components include electronic patient records and picture archives, as well as communications systems. The cloud computing principle permits a fully scalable use of the infrastructure, from small isolated health-care facilities to larger hospitals, hospital chains or national medical networks.

Finally, SATMED is a multilayer platform that enables the integration and interoperability of different e-health tools.

The platform is a success thanks to the partnership between the Luxembourg Government and SES, but also because of the involvement and medical expertise of international and local health-care providers such as governmental organizations, non-governmental organizations (NGOs) and medical institutes. They all work together and create synergies through the advantages provided by the platform.

At the end of the roll-out phase, SATMED's future role will be fine-tuned and defined. The Luxembourg Government is pursuing a two-pronged strategy: firstly, the system should be scalable so that more beneficiaries can use its services, and secondly, it should become financially sustainable over time, through the participation of a wide range of private and public partners.



Image: SES

Friendship Bangladesh is deploying SATMED on three hospital ships to make health-care services accessible to those living in hard-to-reach areas

Sierra Leone

In late 2014, when the Ebola epidemic had reached its peak, the Luxembourg Government and German Doctors, a German NGO, agreed to deploy a SATMED communication terminal to the Serabu hospital in Sierra Leone, 52 kilometres from the town of Bo. The Ebola epidemic had severe repercussions on the services provided by the hospital, which were further exacerbated by major communication problems. The hospital in Serabu provides quality health care for a population of up to 70,000 and became a major sanctuary during the epidemic.

The deployment aimed to set up a permanent communication terminal at the hospital and to provide its personnel with stable and reliable means of communication with the outside world by using satellite capacities made available by SES. This meant that German Doctors could build up a direct connection with partner hospitals whose specialists for infectious diseases could provide live diagnoses and therapeutic options for patients.

Thanks to SATMED, German Doctors was able to create a stable Internet connection with the management of the hospital as well as with the medical staff and the trainers of the maternal care unit. Through regular Skype calls, the NGO was involved in the daily business of the hospital and bottlenecks in the communication lines could be minimized.

The implementation of the immediate relief programmes in the framework of the Ebola response in the area would not have been possible without this equipment. Decisions regarding coordination and procurement had to be taken without delay. Also, the SATMED kit helped create access to national websites providing the most accurate information regarding the occurrence of new

Ebola cases in the vicinity of the hospital, thus ensuring timely and effective responses. This also allowed the hospital management to improve the security of its patients and staff.

SATMED will remain operational in the Serabu hospital after the Ebola crisis.

Bangladesh

Bangladesh has one of the highest population densities in the world and has always been exposed to natural hazards such as cyclones and floods. Due to the complex geography in remote areas, basic medical infrastructure and primary health-care provision are lacking. For this reason Friendship Bangladesh decided in 2015 to further develop its activities in making health-care services accessible to those living in remote and hard-to-reach areas.

With the deployment of the SATMED platform on Friendship's three hospital ships in Bangladesh, the different applications available will open up new possibilities to the NGO's medical and paramedical teams which work in areas otherwise devoid of Internet connectivity. SATMED will enable the transmission of medical imagery, remote consultation support, the interconnection of the presently fragmented management information systems of the different hospitals, and the centralization of patient files as well as virtual training classrooms.

According to Friendship, SATMED should not be understood as a new technological tool which, in itself, will secure access to health-care services for the least privileged. What SATMED makes possible is the improvement and optimization of health services which are delivered in a difficult

environment through the effective and dependable health delivery system that has already been established.

Currently, Friendship is setting up a SATMED communication terminal on each of its hospital ships on Jamuna River and in the Bay of Bengal. Making stable and permanent satellite connectivity available on moving ships is a particular challenge, as the antennas need to be continually readjusted.

For Runa Khan, the executive director of Friendship International, the objective will be to bring in specialized services through e-learning and specialized doctors, to enable quick analysis and diagnosis. Runa said: “The potential which this project carries, illustrates again that the poor cannot afford poor solutions. When implementing it we shall have to ensure that we continue to work with same ethics and fundamental values, because a technology jump alone is never a panacea.”

Benin

Since its foundation in 1966, FFL has developed a close relationship with its partners in Benin. Today, priority is given to projects focusing on vocational education and skills training, support for children suffering from Buruli ulcer and particularly public health improvement with an emphasis on women and newborns. Efficiency, local ownership and accountability towards beneficiaries are among FFL’s guiding principles.

FFL joined the SATMED project in 2014 to find a solution to the isolation and lack of connection between health centres in the region of Allada-Toffo-Zè in the southern part of Benin. Due to the long distances and difficult access between health-care centres in rural regions, patients are either unable to access the centres on time or cannot get the right treatment. Additionally, most rural areas experience a lack of qualified medical staff. With the e-health platform this link can be established and the staff on site can ask for help or cross-diagnose patients using a guaranteed working satellite connection. People can get the help they need in whatever medical centre they are able to go to, even during rainy season. FFL is currently working with SES to expand the project to the hospital in Allada. This will enable the hospital to have permanent access to data about neglected tropical diseases which can then be used in clinical trials, academic studies or to exchange data on a specific disease without having to make unnecessarily long trips.

The SATMED project has created an effective link connecting the different FFL health projects in Benin. Currently, the NGO and its local partner organization, RFFL, are supporting and managing two health programmes in different regions of Benin: a hospital specialized in neglected tropical diseases and a centre for children with disabilities in Allada, and a community health programme in Allada-Toffo-Zè aiming to improve maternal and child health. The maternity of Ahozonoué had been selected as pilot project in the SATMED programme.

The telemedical access provided by this approach is of great use in often very difficult-to-reach areas in rural Benin. SATMED creates opportunities, not only in handling sensitive patient data but also by rendering help more effective through new stable communication channels. Doctors do not absolutely need to be physically present to diagnose a patient, they may advise medical staff on site with treatment and follow-up through video-conference or voice-over-Internet calls. Implementing this technology in one of the world’s poorest regions will spare a lot of lives otherwise lost.



A stable satellite connection helps people get the help they need in at any medical centre they are able to go to

Connecting communities with health care

An interview with Runa Khan, founder and executive director of Friendship, on the implications of SATMED.

How will the SATMED system impact your daily work?

The health-care system of Friendship is a three-tier system linking primary care with secondary care between the communities, the Friendship hospitals and the national and international doctors. Due to the remoteness of Friendship’s working areas, data storage, transmission and management, training, consultation and follow-ups are just some of the challenges we encounter daily.

Connectivity is therefore an important part of ensuring quality services. SATMED ensures such connectivity in areas otherwise bare of Internet or with minimum service. But it means more than just connectivity, due to the various applications made available on the platform for providing support to high-level care in some of the poorest and remotest areas of the world.

How important are new technologies in the work of Friendship?

The poor cannot afford poor solutions. Technology in and by itself will rarely provide sustainable solutions for the poor but when it is combined with strongly rooted work for strengthening communities, it is capable of making the work much more effective and scalable. We experience the same leverage effect with our innovative, smartphone-based m-health tool for Friendship’s community health workers, just as we experience it in our education programme where solar and IT technology enable us to introduce secondary education in remote areas.

What are the next steps of the SATMED-Friendship partnership?

We foresee the biggest and most immediate potential in remote patient consultation and training – not just remote training modules, but also ‘live’ training. But now is only the beginning and it is likely that we do not yet fully anticipate all the implications which SATMED will have for our work. We shall start by consulting with our national and international doctors in order to gradually make the best possible use of this new tool.

Mexico: a set of alliances to face adversity

Luis Felipe Puente Espinosa, National Coordinator of Civil Protection, Mexico

The Mexican territory is exposed to a variety of high-level hazards caused by natural phenomena and human activity. We face increasingly devastating events such as earthquakes, hurricanes, storms and disasters caused by the forces of nature, climate change or human action. Given Mexico's geographic location, there is no certainty that these phenomena will decrease in future years. On the contrary, events occur more frequently and are greater in magnitude.

The terrible earthquakes of 1985 gave way to the creation of a self-care and self-protection culture but more importantly, to solidarity. Mexico is a clear example that a catastrophe of such magnitude must be confronted with the support of all citizens.

In 1986, after suffering the consequences of the earthquake on 19 September 1985, the National Civil Protection System (SINAPROC) was created in order to improve civil protection capacities in Mexico. SINAPROC was designed as an effective instrument for preserving the physical integrity, possessions and rights of Mexicans. It considers the participation of the public, social and private sectors a

priority in order to prevent, control and reduce the impact that can be caused by disasters. It also established that the actions of the federal Government would be carried out in coordination with local governments.

These basic precepts, which gave life to the national system, have been enhanced over time. Nowadays, these precepts are the basis of the General Law of Civil Protection, putting disaster risk management at the core of public policies and emphasizing its preventive principles. Over the years, Mexico has developed actions to improve responsiveness in civil protection, and international cooperation has formed an essential part of the development of policies and instruments focused on disaster risk management.

Mexico continues to consider liaison with the social sector as a priority, since it has proved to be a great ally in spreading a civil protection culture, both in the case of the 1985 earthquakes and in the present. The social and private sectors, together with the public sector, have generated synergies that benefit the Mexican people before, during and after events that have affected the national territory.

Mexico highlights the importance of private sector participation to contribute improvements to the Government's



One of the main goals of the National Council for Civil Protection is to create resilience across society



The National Council for Civil Protection gathers federal government entities to enhance a culture of prevention and respond effectively to disasters



Image: National Coordination for Civil Protection of Mexico

The Mexican army is a key element of SINAPROC, in the rehabilitation phase of disaster management

capacity in disaster risk management. The sector's contributions include spreading the civil protection culture and emergency care, promoting the development of actions such as safe-hospitals and safe-schools programmes, and fostering a community resilience culture with gender equity.

But how do we provide humanitarian assistance in Mexico? While it is true that humanitarian action aims to alleviate disaster victims' needs, ensure livelihoods, protect fundamental rights and defend dignity, the Mexican Government believes that effective assistance should include actions that minimize damages and risks and that prepare society to face disasters.

Despite the efforts made by each nation to boost prevention and disaster risk reduction policies, a reactive trend persists. Therefore, Mexico is directing special attention to increasing the allocation of human resources and capital targets to preventive processes. Progress has been made in the effective implementation of the human rights approach on disaster risk reduction and management, ensuring that the population has equitable access to training, information, prevention, participation and humanitarian aid, and taking into account gender, childhood, adolescence, ethnic groups, the elderly, disabled and migrants.

Another important aspect is the encouragement of social participation to create resilient communities, developing capacities to withstand the adverse effects of disasters and recover productive, economic and social activities in the shortest possible time. That is the reason for the persistent development of public policies that strengthen disaster risk management and the continuity of operations, with the aim of promoting its incorporation in local and regional development.

In recent years, tropical cyclones have significantly affected Mexico. For instance, hurricane Ingrid and tropical storm Manuel in 2013 simultaneously damaged more than half of the national territory. To counter these effects in September 2013, 32 emergency declarations for 17 states were issued, and supplies and services were provided to an affected population of 886,393 people. The cost of support amounted to Mex\$1.500 billion.

Mexico emphasizes its commitment to adopt and promote measures that positively impact climate change and support global trends on reducing greenhouse gases. One of the country's main objectives is to reduce emissions by 30 per cent by 2020, compared to the current baseline, and to achieve a 50 per cent reduction of emissions by 2050, compared to the emissions in 2000.



Image: National Coordination for Civil Protection of Mexico

Hurricanes are one of the main threats facing Mexico

Another major achievement is the constantly updated National Risk Atlas, which currently has 2,913 layers that enable effective decision-making. In addition, constant monitoring of different natural phenomena is maintained through agencies and organizations specializing in areas such as weather, water management, ecology and environmental protection, climate change and various natural hazards.

Derived from this monitoring, effective public warnings are issued in order to provide preventive assistance and support, resulting in decreased damages to property and, primarily, lives.

The National Emergency Committee was installed for the very first time to address hurricane Ingrid and tropical storm Manuel, and subsequently to attend hurricane Odile (Baja California, 2014) and hurricane Patricia (Jalisco, 2015), listed as the strongest recorded hurricane worldwide, but notable in that it did not leave any casualties.

Beyond the attention to these phenomena, it has been confirmed once again that preventive and alerting actions are an essential piece in the objective to safeguard thousands of Mexican lives. The continuing challenge is to move from actions focused on emergencies and disasters, to a system that achieves the balance between risk prevention and the ability to rebuild.

To strengthen all these actions, it is important to have economic resources. For that reason, year after year the

Mexican Government includes in its budget an allocation for a Natural Disaster Fund, which considers two aspects of emergency attention. The fund is a risk management financial instrument that allows the purchase of relief supplies and assistance, which serve the urgent needs of affected populations in a timely manner in the event of emergencies and disasters. On the other hand, the fund serves as a federal government financial instrument for reconstruction, as it can support states and federal public administration agencies when responsiveness has been exceeded. This allows them to take actions, and to authorize and apply resources to mitigate the effects produced by natural disasters, so the affected areas can be rebuilt in similar or higher operating conditions.

To strengthen our institutions, organs that integrate SINAPROC and allow interaction with all stakeholders have been fortified. The National Council for Civil Protection, headed by the President of the Republic, is integrated by governors of all states and the federal cabinet, as well as representatives of the legislature. Within this council, public policies are proposed and established with the goal of addressing civil protection objectives and purposes.

In 2013, the National Emergency Committee began operation. This body functions as a coordinating mechanism for actions in emergency and disaster situations caused by the



Image: National Coordination for Civil Protection of Mexico

SINAPROC enhances solidarity among all sectors against major disasters

presence of phenomena that might endanger the population. It has enabled preventive actions to be carried out in favour of citizens that might be affected by a particular phenomenon. The National Emergency Committee is comprised of representatives of all federal public administration agencies, each ranking no lower than managing director, who can advise on the national system according to their expertise.

It is worth highlighting the great work of the armed forces in Mexico. This includes the army, air force, navy and federal police, which are a fundamental link for SINAPROC through their coordination and assistance to the population in disasters. The Secretary of National Defense, through the Plan of Aid to Civilians in Disaster, and the navy, through the Marina Plan of Aid to Civilians in Emergency Cases and Zones, are essential elements in providing humanitarian assistance.

To make the response even more efficient, the Government of the Republic, in face of emergencies and disasters, has created the MX Plan. This will coordinate and articulate, for the first time in history, all the civil protection plans belonging to departments and agencies in government.

An intense campaign has been built with the purpose of spreading a preventive and civil protection culture, with

special emphasis on vulnerable areas. The civil protection culture must be inculcated from childhood so the population will be prepared to withstand any phenomenon that may affect the area. The National Civil Protection System encompasses all citizens, and as such it is a national responsibility.

Currently, organized society is a fundamental part of civil protection. The private and social sectors have come together with the public sector to strengthen each other and, through cooperation agreements, benefit the population. Clear examples of the above-mentioned benefits can be seen in the agreements signed with the Mexican Chamber of Construction Industry in 2013 and with CEMEX in 2015. In addition, the National Institute for Women signed a cooperation agreement on comprehensive disaster risk management with a gender perspective that considers needs for security, privacy, support and guidance, giving priority to prevention.

I am confident that all the efforts in prevention, dissemination and emergency care will be translated in the consolidation of a more secure world; borderless against disaster and constantly evolving. The world is a global responsibility; care for it, protect it and respect it so that we can live in it, increasingly safer and more protected, every day. Preventing is living.

Risk transfer and insurance: investing in disaster risk reduction for urban resilience

Mihir R. Bhatt, All India Disaster Mitigation Institute; and Ronak Patel, Stanford University

Due to the combination of high exposure to natural hazards and a rapidly developing economy leading to quick urban growth with high vulnerability, developing countries like India experience significant economic losses caused by disasters.

In countries like India, disaster insurance for large businesses is available and utilized, but a vast majority of informal businesses — a significant sector of urban economies — lacks information, access and even products for such a protection mechanism. India's Finance Minister said in his 2014/15 budget speech that “a large proportion of India's population is without insurance of any kind — health, accidental or life.”¹ According to the Insurance Regulatory and Development Authority (IRDA) of India, insurance penetration (the premium collected by Indian insurers) was only 3.96 per cent of gross domestic product (GDP) in the financial year 2012/13 and per capita premium underwritten (insurance density) in India during the same period was US\$53.2.² This progress is relatively small in terms of the available opportunities and need in India.

Eighty-five per cent of the land is vulnerable to one or multiple hazards and many cities are located on hazardous terrains. Moreover, 53 Indian cities have a population of more than a million³ and 25 of these cities are in coastal states⁴ which make them extremely susceptible to climate risk. Because urban areas in India contribute to 60 per cent of the country's GDP and this contribution is expected to reach 75-80 per cent by 2030,⁵ it is imperative for India to protect urban development from disaster risk.

Following the 2001 Gujarat earthquake, the All India Disaster Mitigation Institute (AIDMI) found that a majority of relief receivers were still exposed to significant disaster-induced financial losses. A 2003 survey in Gujarat revealed that access to insurance was correlated with sustainable economic recovery among those affected by the earthquake. The survey was conducted in September 2003 within 14 earthquake-affected slum communities in Bhuj, Gujarat. The survey provided information on what percentage of the population already had insurance (only 2 per cent) and how many respondents were interested in taking out a policy in the future. Based on this finding, AIDMI designed a microinsurance scheme to augment its ongoing livelihood relief activities. The resultant scheme was the product of discussions and negotiations with insurance providers who were interested in supplying low-premium insurance poli-

cies to poor clients. Two regulated Indian insurers were invited to underwrite the Afat Vimo (Gujarati for ‘disaster insurance’) scheme. The Life Insurance Corporation of India covered life and the United India Insurance Company provided coverage for the non-life assets of the plan.

In 2004, AIDMI became the first agency in India to design such a combination of life and non-life disaster insurance product for disaster victims through public insurance companies with support from the global network, the ProVention Consortium. The Afat Vimo scheme, covering 19 types of disasters, was first piloted in Gujarat in 2004 and was later extended to the 2004 Indian Ocean tsunami victims in Tamil Nadu, and 2005 earthquake victims in Jammu and Kashmir. In 2011, the pilot scheme was extended to the flood victims in Odisha through the Society for Women Action Development (SWAD) with support from the European Union in partnership with the non-governmental organization (NGO) Concern Worldwide India. The pilot projects implemented were linked with recovery and disaster preparedness, especially in climatic hotspots where climatic hazards occur frequently, for example 2013's Cyclone Phailin and 2014's Cyclone Hudhud in Odisha.

Risk coverage of the Afat Vimo package offered in the Indian state of Odisha

Scheme components	Amount
Maximum liability for damage to house	30,000 INR
Maximum liability for damage to house contents	15,000 INR
Maximum liability for stock-in-trade	10,000 INR
Maximum liability for structure and tool	30,000 INR
Maximum liability for personal accident	30,000 INR
Total coverage	115000 INR
Total premium (non-life) yearly	180 INR
Total premium (life) yearly	Varies based on age

Note: US\$1 = 67.34 INR (3 March 2016)
Source: AIDMI



Image: AIDMI

Mr and Mrs Sahoo had been operating their vegetable business for more than a decade, when 2013 Cyclone Phailin resulted in damage and income loss. They are gradually recovering by using their savings

The Afat Vimo scheme protects its clients from the impacts of hazards on their livelihoods and assets by providing pre-determined cash payouts after a disaster. This is carried out in return for premiums, which are paid to the insurance companies through a local partner agency. By bundling several hazards in one contract, premiums pay for better understood hazards such as floods and cyclones, with further help to reduce the effective premium rates for less predictable and lower frequency ones such as earthquakes. The scheme covers damages or losses on a wide range of natural hazards including, but not limited to, earthquakes, floods and cyclones, lightning strikes and landslides.

Afat Vimo makes some progress in bringing together insurance providers and livelihood recovery support in times of disaster. Afat Vimo is a partner-agent microinsurance model, where poor communities and commercial and public insurance companies cooperate. The role of AIDMI in the Afat Vimo scheme is that of both facilitator and intermediary. AIDMI does not serve as an agent or collect a commission. The scheme is promoted in areas where AIDMI or its partner NGO or community-based organization has ongoing

community development work. This uniquely designed operational feature allows this product to reach the most vulnerable and poor, making it effective in urban areas with marginalized populations. Thus, the initiative is also in line with the recent Government of India's development agenda for financial inclusion of poor and vulnerable people.

Both the Hyogo Framework for Action 2005-2015 and the Sendai Framework for Disaster Risk Reduction, adopted in 2015, have identified risk transfer as one of the key priorities for governments and civil society. The smart city mission launched by the Government of India offers the perfect platform to develop such mechanism. AIDMI's work has been instrumental in capturing such empirical evidence from the ground. The innovation is an input to the World Humanitarian Summit consultations.

An impact study of disaster insurance after 2013 Cyclone Phailin found that disaster insurance was clearly welcomed by clients and there was demand to extend it.⁶ Schemes such as Afat Vimo, a financial tool for risk sharing, reduce the policyholders' underlying risks and offer financial protection. Moreover these schemes can build resilience to future shocks



Image: AIDMI

After a flood destroyed handcraft cloth on his stall, Achyut Baishya borrowed from a microfinance group and is repaying the instalments



Image: AIDMI

Rupa Rabha is running an informal street restaurant in Guwahati. Women's participation in community-based adaptation schemes increases success

when policyholders are supported by micromitigation measures such as fire safety, seismic-safe construction practices and business development support.

Following the 2013 cyclone Phailin in Odisha, 165 clients were affected, facing loss and damage. The claims were registered to the relevant insurance company. Some 125 clients received claim settlements in amounts ranging from US\$30 to US\$283 against an annual premium of around US\$2.5. An AIDMI study, with support from The Climate and Development Knowledge Network, showed that people affected by Cyclone Phailin who received a claim settlement amount due to their enrolment with Afat Vimo recovered faster, while other non-clients had to cope with economic loss and damage by using parts of their savings or borrowing money from self-help groups, private money lenders and relatives, and from relief aid.

Another client impact evaluation of disaster insurance schemes by ProVention Consortium, the International Institute for Applied Systems Analysis and AIDMI in 2010, covering Bangladesh, India and Sri Lanka, showed interest in and willingness to pay for disaster microinsurance programmes. The study found that products are now beginning to reach poor clients, many of whom live below the poverty line, are highly indebted and employ limited and problematic coping mechanisms after disasters. The study signalled high demand for disaster microinsurance after non-insured clients had been given information showing the relevance and pricing of such products as well as the power of organizations to reach more clients simply through

outreach. An overwhelming majority (80 per cent) of clients felt that disaster microinsurance should be promoted to others while only a minority (2.3 per cent) thought it should not.

Microinsurance offers those affected by disaster a more dignified means to cope than relying on the generosity of donors after disaster strikes.⁷ Experience shows that the growth of a microinsurance scheme such as Afat Vimo can be attributed to its affordable premium and simple administrative arrangements.

The AIDMI experience suggests that the convergence of micromitigation measures with microinsurance and microcredit is important for the sustainability and success of such schemes on the ground. "Efforts to establish discounts in insurance premiums as incentives for risk reduction have not been viably demonstrated in ways that preserve the base affordability of the microinsurance."⁸ Mitigation measures such as interest-free loans for livelihoods following the first infusion of livelihood relief; retrofitting support for housing (both financial and technical); installation of fire extinguishers; use of cash transfers for creating vital community infrastructure and capacity building for insurance clients with regard to key risk reduction concepts such as drought proofing, disaster resistance construction, early warning and first aid, have all been extremely well received at the community levels. However, they have not been entirely successful in convincing insurance providers to offer differentiations in premium amounts. To allow this to happen at a larger scale more effort needs to be made to bring together disaster risk reduction authorities and insurance regulators.



Image: AIDMI

Participants of a roundtable consultation on 'Linking Disaster Risk Reduction with Risk Transfer: Protecting Small Businesses in Urban Areas' at Guwahati, India

In late 2014 AIDMI, along with Stanford University and a grant from the Enhanced Learning and Research for Humanitarian Assistance Humanitarian Innovation Fund, began a randomized controlled trial in India, entitled 'Innovating Disaster Microinsurance for Local Market Recovery'. The core challenge addressed by this project is promoting local market and livelihood recovery for urban resilience rather than reliance on international aid.

The project highlights local markets as an advantageous feature of urban crises to deliver goods and services for affected populations. Increasingly, humanitarian aid employs cash assistance as a means to allow clients to drive local demand and thus recover markets. In the absence of any type of insurance coverage, most small informal businesses employ traditional coping mechanisms following a disaster, involving dramatic increases in high-interest debt and sales of personal and business assets. Those small informal businesses that cannot bear the losses shut down for long periods of time and many never reopen. This initiative intends to complement cash programmes to address the supply side of the recovery equation so that community resilience is established by enabling markets to recover more quickly. The objective of the project is to create a rigorous evidence base for humanitarian and development agencies, urban authorities, global financial institutions and insurance providers to take up risk transfer issues in their policies and to practice and scale-up risk transfer approaches for this rapidly growing and important segment of urbanizing economies.

Most urban populations obtain many of their basic needs from local small businesses, which remain untargeted and unreached by traditional financial institutions. These businesses also provide important livelihoods that have multiplicative effects on creating and sustaining employment. However, the vast majority of the small businesses in urban settings lack access to traditional disaster insurance. As this innovation can be implemented in the pre-disaster phase, the growth potential or scalability is immense.

Small enterprises in urban areas play an important role in local market, community and livelihood recovery following a disaster. They cannot, however, play this role effectively when they themselves are affected. Access to microinsurance products can help these enterprises recover faster. The growing insurance market in India is certainly capable of covering these enterprises with well-designed products. The demand survey study in disaster-affected urban areas showed a high demand and willingness to pay for such products.⁹ These enterprises are also willing to address disaster risk by adopting risk reduction actions.

The low level of insurance coverage is an opportunity for the authorities, private sector and aid agencies to promote risk reduction approaches through convergence of microinsurance with mitigation and microcredit facilities in developing countries like India. State and donor support for combining microfinance and disaster risk reduction during recovery (between two disasters) could make a huge difference in reducing losses and mitigating the slowdown of vital economic activity in India's cities.

Building resilience to economic shocks in Uganda's dairy sector: the role of farmers' organizations

Dr Umar I. Kamarah, Islamic Development Bank

Northern Uganda has been marked by intermittent conflicts and low-level civil war against the Lord's Resistance Army (LRA), which has caused tens of thousands of casualties and displaced more than a million people, with dire humanitarian needs.

Why have conflict prevention and recovery proven so difficult to address, and what can be done by the Government of Uganda and donors to help restore a stable development path in East Africa's fragile and war-torn regions? The central message here is that strengthening rural institutions — especially farmers' associations — is critical to breaking the cycles of violence and building resilience to economic shocks in northern Uganda.

At the height of displacement in northern Uganda, there were 2 million internally displaced persons. For the last 21 years, northern Uganda has been the scene of low-level civil war, insecurity and drought, mostly triggered by the LRA in Acholi land (Kitgum, Gulu and Pader districts), Lango region (Apac and Lira districts) and Teso region (Kaberamoido, Katkwi and Soroti districts), and by armed Karamojong cattle rustling and drought in the Karamoja region (Kotido, Moroto and Nakapiripirit districts) leading to massive displacements.

Farmers' organizations play a crucial role in the development of rural areas. But how influential are they when it comes to drought-prone areas and fragile, post-conflict situations? What can they achieve and how can they increase their effectiveness? After seven years of strengthening the resilience of vulnerable communities through the 'linking smallholder farmers to markets' programme jointly supported by the African Development Bank (AfDB) and Islamic Development Bank (IsDB), phase three of the Community Agricultural Infrastructure Improvement Programme (CAIIP) will close in December 2016. In Uganda, key lessons have been learned in relation to farmers' organizations.

In Africa, the role of farmers' organizations in driving the development of the agricultural sector has increased over the years, especially after the economic structural adjustment programmes that reduced government involvement in providing vital support services such as extension and linkages to markets. In Uganda, following the LRA's atrocities in the Acholi regions, the Government embarked on a mixture of targeted initiatives towards dairy production and general liberalization of the sector that allowed milk to be traded. A series of programmes led to the restructuring of the production and marketing of dairy products in the country. Measures taken by the Government and donor support included importing

exotic heifers and pedigree bulls; rehabilitating the national artificial insemination services; supplying inputs; and designing supportive policies such as those relating to regulations, insurance and institution-building.

With the focus on institution-building, a strategy of forming dairy farmers' associations to assist in the production, collection and marketing of milk was adopted. The aim of these associations is to bring dynamic changes to dairy farming in Uganda, with a view to providing effective and efficient service to small-scale dairy farmers and influence policymaking. The overall goal is to expand and organize the dairy industry to become competitive and sustainable. The role of the Ugandan Government and other agencies is to enhance the existence of these farmer groups, some of which are now registered as cooperatives. Currently, there are 229 registered cooperatives involved in collective milk production and marketing.

In terms of milk production, Uganda is divided into six milk sheds: northern, eastern, south-western, mid-western, central and Karamoja. The division is based on both geographical and ecological considerations.

The total number of milked cows in Uganda was estimated to be 1.52 million in 2015, and the northern region had the lowest (10.4 per cent). The question is why and how to build resilience and increase the effectiveness of farmers' organizations in this conflict-affected region.

First and foremost, dairy farmer groups are primary institutional structures created to improve the sustainability and profitability of Uganda's dairy sector. During the 1970s and

Uganda's milk cattle by region

Region	Number of milked cows	Percentage
Central	376,080	24.7
Eastern	310,480	20.4
Northern	158,540	10.4
Western	413,300	27.2
Karamoja sub-region	261,190	17.2
Total	1,519,900	100

Source: NLC, 2014



Image: Islamic Development Bank

The role of farmers' organizations in driving the development of Africa's agricultural sector has increased over the years

early 2000s, almost the entire country's milk supply was routed through cooperatives created by the Government, and they provided vital services such as vaccination, animal health and genetic improvement to their members.

Today, there are various types of dairy farmer groups in Uganda. These include individual farmers organized in farmers' groups at parish level, headed by Parish Executive Committees (PECs); special interest groups; women's groups; youth groups; community-based organizations and non-governmental organizations. Most of these are registered under one umbrella in a region, in order to access services. All are affiliated to the Uganda National Farmers' Federation, which is the national umbrella for farmers' organizations. These groups and association have organized themselves to influence the supply and demand of the dairy industry sector. Most farmers' groups have installed machines/coolers to chill the milk. They influence standards as well as market conditions. These cooperatives supply milk to formal (pasteurized) as well as informal (chilled milk) channels and sell some milk locally.

In order to improve rural milk collection and marketing infrastructure the Dairy Development Authority (DDA), in partnership with donor agencies, has been rehabilitating the milk collection infrastructure in a phased manner. More specifically the DDA, in partnership with the AfDB-IsDB funded CAIP, has distributed 37 milk coolers to 14 districts: Rakai, Lyantonde, Sembabule, Kibaale, Mubende, Kamuli, Kaliro, Namutamba, Pallisa, Budaka, Bududa, Sironko, Kapchorwa and Bukwo. More than 1,078 farmers have so far been trained in animal feeding technologies, hygienic milk production and handling, record keeping and business skills. Seventy-four ice cream and cheese processors have been trained in dairy regulations and standards and 399 raw milk traders have been trained in milk hygiene and testing



Image: Islamic Development Bank

Hope, optimism and inclusion are essential to building the resilience of farmers' organizations in post-conflict, fragile situations

and business skills in order to reduce post-harvest losses at household and farm levels.

The Mbarara District Farmers' Association (MBADIFA) is a success story in the region as the organization is closely engaged with smallholder farmers in the district of Mbarara. Individual farmers are organized in farmers' groups at parish level, headed by PECs in order to access services. The success of MBADIFA is largely attributed to the following:

- Vision of inclusion — involving all the members (farmers) at all levels, which inculcates ownership principles and stimulates creativity
- Setting up demonstration farms and extension services for disseminating knowledge, information and skills to other members of the association
- Monitoring and evaluation of the activities of the association
- Scaling up the activities of the association
- Promoting values of transparency and accountability
- Regular coordination and meetings
- Practice training with demonstrations
- Participatory agro-enterprise development
- Timely planning, implementation and reporting.

MBADIFA has organizational structures in operation from the grass roots up to the district level. It has all the operational systems planned for the programme in place.

The Uganda Crane Creameries Cooperative Union (UCCCU) is another success story. It was established in 2005 with support from the European Union, to serve the dairy farmers in the south-western part of Uganda. It is affiliated to MBADIFA. UCCCU responded to farmers' needs including low access to modern production technologies to increase yields, low prices and so on. It is now a



Image: Islamic Development Bank

Better coordination across the sector can be achieved through a unified body to deal with matters of common interest

mouthpiece of more than 30,000 dairy farmers. The success of UCCCU is largely attributed to the following:

- Effective strategy for mobilization its membership — helping farmers to organize themselves and take charge of their growth and development
- Identifying and adequately addressing the needs of its membership
- Lobbying and advocacy — having discussions with the processors, negotiating for better prices, engaging policymakers, and lobbying for the provision of appropriate services such as extension, marketing and credit to members
- Providing up-to-date information about dairy farming to members
- Farmer training to improve their planning, implementation and monitoring skills and to empower dairy farmers to participate fully in farming activities.

The question serious analysts would pose is: how can the effectiveness of farmers' organizations be increased in the face of the LRA's atrocities in the Acholi regions? The support needed by farmers' organizations is summarized by R. James Bingen and Brent M. Simpson as follows.¹ A focus on leadership development is needed to strengthen the farmers' organizations. This includes sensitizing members to be more self-reliant rather than dependent on external parties to provide resources and build the capacity of farmers' leaders, especially women. Systems need to be developed to provide up-to-date information to farmers' organizations, in order to facilitate their participation in developing agriculture and rural development policies. Training should be provided on strategic and operational planning and on evidence-based advocacy skills. In addition, the formation and strengthening of national, regional and international networks of farmers' organizations should be encouraged.

Effective models for cooperation in accessing inputs and markets are needed, in recognition of the fact that smallholder



Image: Islamic Development Bank

A focus on leadership development, especially for women, is needed to strengthen the farmers' organizations in the Acholi regions

farmers are probably here to stay on the African continent. Hence, as in the north, they have the potential to transform their small business into combined big businesses with stakes in the whole agricultural value chain in their respective regions.

Technical knowledge is also important. Farmers in Uganda would benefit from the capacity to collate and disseminate technical information to members on a timely basis. A number of such platforms have been developed elsewhere in the world, which could be adapted to situations in which they are being localized. In a similar vein, one of the great challenges of farmers' organizations in Uganda is technical knowledge and entrepreneurship in agriculture, especially for youth — creating employment opportunities. Approaches to fill this gap could be adapted from various vocational training models in the north, such as the Netherlands and Germany.

Better coordination across the sector can be achieved through a unified body to deal with matters of common interest. The Government could facilitate coordination with a policy for the recognition of legitimate and representative farmers' organizations, and strengthen such organizations to play their advocacy role more effectively. Participation in national, regional and international forums assists leaders of farmers' organizations to learn best practice from each other and influence policies at even higher levels than national governments

Going forward, in order to effectively build the resilience of farmers' organizations in post-conflict, fragile situations, there is a need to promote a vision of hope, optimism and inclusion, and to strengthen coordination mechanisms and the capacity of institutions to address critical and transformative issues and promote sustainable development. We need to enhance multi-stakeholder and cross-sector partnerships to build resilience, and to increase long-term development funding for programmes key to building resilience. Advocacy to milk processors is critical in order to undertake product diversification focusing on powered milk, ultra-high temperature processed milk, yoghurt and cheese, in order to utilize a large proportion of farmers' milk.

Responding to the livelihoods needs of quarantined households during the Ebola outbreak in Sierra Leone

Michael Solis, Sierra Leone Programme Manager; and Rebecca Grogan, Project Officer, Trócaire

The fourth of June 2015 is a day that Mabinti Kargbo, a 45-year-old woman living in the community of Kargboto in the Kambia district of Sierra Leone, will never forget.

“They came to quarantine us that day,” Mabinti said, her distraught expression an indication of how disruptive the experience was. “All of the houses in our community, over 30, were roped off. That meant you couldn’t cross the rope or leave for 21 days.”

The decision to quarantine Kargboto was taken by the District Ebola Response Committee (DERC) in response to a wave of new cases that were spreading in Kambia district. With five deaths to Ebola (EVD) occurring in Kargboto alone, it was necessary to control people’s movements in order to halt the continued spread of the virus. By that time, there had been over 13,000 confirmed EVD cases in country, with just

under 4,000 deaths. Among the deceased in Kargboto was Mabinti’s sister, who left behind nine children.

“My sister’s husband couldn’t take care of nine children all by himself,” Mabinti said. “I had no choice but to help him, but I already had five children of my own. I knew they needed me, but how can you do anything when you are trapped in your own home?”

Trócaire was one of several agencies that collaborated with DERC and the Department for International Development (DFID) to respond to the basic needs of quarantined households. This involved the provision of replacement packages for households with confirmed Ebola cases, such as new bedding and sheets, in addition to water and complementary food and non-food items during the quarantine period. These included items such as washing powder, condiments and vegetables, in addition to telephones, radios and a solar charger. The phones enabled quarantined families to communicate with their loved



Images: Michael Solis, 2016

Mabinti Kargbo (left) and Isatu Samura from Kargboto, Sierra Leone, benefited from Trócaire’s quarantined household, livelihoods and psychosocial support interventions



Image: Michael Solis, 2016

Kadi Kamara and her son in Kargboto community. Kadi now produces okra, pepper, maize, cucumbers and rice

ones in the treatment centre and to receive advice and psychosocial support from community workers. While in quarantine children could also listen to education programmes aired on the radio while they were out of school.

In spite of this immediate and necessary support, Mabinti said that she and her neighbours were still worried. “You didn’t know if Ebola was going to come for you next,” Mabinti said. “And we didn’t know what we were going to do with our farms. We were growing crops, and we needed to feed our families, but getting quarantined meant we could lose everything.”

Familiar with Trócaire’s work in offering livelihoods support through local partner organizations¹ in the Northern province, DFID approached Trócaire with the request to provide a response to the immediate livelihoods concerns of the quarantined households.

“At a certain moment whole communities were quarantined in Kambia district and families expressed serious concerns, such as the need to harvest their groundnuts and to take care of their farms and businesses,” said Trócaire’s Country Director, Florie de Jager Meezenbroek. “How to do that while people were stuck in their homes required some creativity, especially since there wasn’t much experience to draw from.”

The most traditional solution was to provide families with cash transfers at the end of the quarantine period to help them get back on their feet, but that approach had severe limitations given the context. Trócaire’s initial meetings with key stakeholders and community members

revealed that providing farm labour for those with farms was a better option than just providing cash transfers. As quarantines were occurring during the critical rainy season, it was vital to ensure that farm work could be done in a timely manner and that farm losses, through the loss of seeds, planting or harvesting, did not occur.

The project Trócaire designed involved the provision of support through two mechanisms, which quarantined households could select based on their individual needs: farm support through caretakers and/or labour gangs, or business support in the form of cash transfers. An assessment was done at the outset of the project, with each household selecting the livelihoods option they preferred. At this time, each family would nominate a family representative who would organize the labour and supervise the work being done on the farms. The family representatives would later sign off on all the work that was carried out and supervise payments to the farmers.

For families opting for business support, cash transfers were seen as an appropriate solution. Initially Trócaire planned on directing these transfers to osusus (Sierra Leonean savings groups), but it was later decided that they be given directly to the households following the quarantine period. For each household a record was kept and signed off by the family representative or community leader with the amount of money the household would receive each day.

In Kambia, Trócaire’s Humanitarian Response Programme provided this livelihoods and business support to 412 households. Overall satisfaction with the project



Image: Michael Solis, 2015

Kadiatu, Asatu, Nasiru and Hassan lost their parents to Ebola and are now cared for by their aunt. The family produces okra, millet and maize



Image: Michael Solis, 2015

Brima Kamara takes care of his orphaned nieces and nephews and is helping to cultivate a large community pepper farm

was extremely high at 99 per cent. Given the success of the intervention, DERC later asked Trócaire to replicate the project in Bombali district following another confirmed Ebola case in October 2015 that resulted in more quarantines. An additional 257 households received Trócaire's livelihoods support, for a total of 669 beneficiary households across the two districts.

“At the heart of the project were our partners,” reported Country Director de Jager Meezenbroek. “The Kambia District Development and Rehabilitation Organisation and Action for Advocacy and Development–Sierra Leone (AAD–SL) were vital in not only assessing the needs of the communities, but in responding to those needs with locally relevant and culturally appropriate solutions.”

In addition to working effectively with and monitoring the progress of its partners, Trócaire also maintained frequent contact with DERC, community leaders and DFID in Kambia and Bombali to ensure that the project was running smoothly and that any issues that emerged were dealt with swiftly.

One of the most pressing issues was one of trust in the communities. At the outset of the project, many of the community members expressed their concern that work carried out on their farms by strangers would not be of high quality. Many thought that hired labour gangs would not perform any work and would just take the money and run. With these concerns in mind, Trócaire brainstormed with the community members and through local leaders negotiated the option of selecting family representatives to supervise the work of the labour gangs. This proved to be vital in building trust, as it allowed quarantined households to select a family member or close friend to oversee the work on their behalf, ensuring that it was done to a high standard.

Frequent communication between the family representatives and quarantined households was also important, as it allowed family representatives to reassure quarantined households that the work was being carried out and that the farms were safe. As quarantined families already had cellphones, Trócaire provided cellphones for the family representatives to facilitate communication, since the family representatives were living outside of the quarantined communities.

Implementing through local partners was another factor in helping to establish trust with the local communities. Local partners also provided an immediate entry point with community and district leaders. Throughout the intervention, these leaders were on hand to provide support in carrying out assessments, supervising payments, and ensuring that the farm work was performed with high quality. Moreover, they were able to act as a key link between the households and partners to identify and resolve difficulties.

Several risks had to be taken into account and mitigated in order to ensure the success of the project. One such risk emerged in Bombali when some of the beneficiaries were initially not able to identify a family representative, as the only people they trusted were also under quarantine. Therefore, in coordination with AAD–SL and DERC, a solution was reached that would allow EVD survivors from the community to leave their quarantine status and act as a family representative, enabling them to provide oversight of the farm work. Furthermore, building off the previous experience of implementing the project in Kambia, all farms in Bombali were photographed so that the work being carried out could be shown to the beneficiaries, thus enabling them to observe the progress being made while in quarantine.



Image: Michael Solis, 2015

Mr Samura received quarantined household support while in quarantine, including livelihoods support and food and non-food items

The needs of the quarantined households did not stop with the 21-day quarantined period or even the livelihoods support offered. In an effort to respond to the needs of the communities that were most heavily impacted by Ebola, Trócaire continues to support the families with discharge packages, awareness on EVD and services available, but also to incorporate these communities in its medium/longer-term development programming, made possible through the generous donations of the Irish public, Irish Aid, Dutch Joint Ebola Response, the Disaster Emergency Committee and other foundations. This has involved continued livelihoods support to community women initiating small businesses and groups of organized women farmers who are now collectively producing crops such as rice, corn, groundnut, okra, cucumbers, peppers and cassava, among others.

Continuing its support, Trócaire and its partners constructed five locally-run information kiosks at strategic locations in the Northern province. Community members used these kiosks to acquire information on the varying services available to them, including health services. Further, the kiosks formed part of a strategy to raise awareness of high-risk cultural practices that contributed to the spread of Ebola, such as the washing of bodies and unsafe burials. This was complemented with door-to-door campaigns, radio soap stories and IEC materials. Local structures were also trained to take an active role in the surveillance and referral of EVD patients, as well as longer-term emergency preparedness planning.

Another key element of the interventions has been the incorporation of psychosocial support at community

level to facilitate individual healing processes and to help ease tensions in communities that have been divided as a result of blaming and stigmatization. To do this, Trócaire facilitated the training of 304 local partner organizations, women's groups and community actors in the provision of basic counselling services to be rolled out at local level. This has proved to be incredibly strategic, filling a gap for those living in remote areas who find it extremely difficult, if not impossible, to access such services on their own.

One of the communities benefiting from the integrated livelihoods and psychosocial intervention has been the previously quarantined community of Kargboto, and Mabinti Kargbo counts as one of the 30 organized women farmers in her community. During a recent monitoring visit, Mabinti shared with Trócaire her latest harvest of garden green cucumbers and golden maize. Only months before the collective land had been an empty and muddy plot, but the women had transformed it into a colourful display of agricultural production and future promise.

"Ebola was like a plague sent from God and I hope it never comes back," Mabinti said as she placed her cucumbers onto a piece of tarpaulin. The women surrounding her nodded in agreement, each one with the same expression a person gets after having experienced a kind of anguish that is impossible to communicate with words.

Yet Mabinti was still able to manage a smile, despite the death in her own family and the fear that haunted her throughout the outbreak. "Now I am taking care of the people who are left behind," she said. "I'm doing things that I never thought I could do."

Building partnerships to improve resilience and safety of fisher families in the Bay of Bengal

Yugraj Singh Yadava, Director; and Rajdeep Mukherjee, Policy Analyst, Bay of Bengal Programme Inter-Governmental Organisation, Chennai, Tamil Nadu, India

The Bay of Bengal (BoB) region comprises the exclusive economic zones of eight countries: Bangladesh, India, Maldives, Sri Lanka, Malaysia, Indonesia, Thailand and Myanmar and the high seas. The western BoB region (WBoB) includes Bangladesh, India, Maldives and Sri Lanka, which are also members of the Bay of Bengal Programme Inter-Governmental Organisation (BOBP-IGO), a regional fisheries advisory body.

Approximately 2 million people in the WBoB region depend on marine fisheries as a primary source of their livelihoods. In addition, the sector also provides a substantial part of the livelihoods of a much larger population in upstream and downstream activities. Activities in the marine fisher-

ies sector in the WBoB region include the development of national and regional efforts in sustaining marine fisheries resources, improving occupational safety for fishers and building the resilience of fishing families.

The total fishing effort in the region is increasing as observed from the growing number of fishermen and the replacement of non-powered fishing vessels with powered fishing vessels. In terms of marine fish landings, while in India the landings seem to have declined during 2012-2014, in other countries the picture is still positive. However, fish stocks in the region as a whole are showing signs of pressure. The total marine fish landings in India have declined from 3.94 million metric tonnes (mmt) in 2012 to 3.78 mmt in 2013 and further to 3.59 mmt in 2014.¹ In Bangladesh, landings have increased from 0.588 mmt in 2012 to



Image: S Jayaraj, BOBP-IGO

Promoting monitoring, control and surveillance in the fisheries sector

Fishing effort in the WBoB region

Type of fishing vessel	2007	2010	Growth (%)
Powered	180,268	194,209	1.55
Non-powered	148,170	95,298	-7.14
Total	328,438	289,507	

Source: BOBP-IGO, 2013²

Safeguarding data buoys in the Bay of Bengal

The data buoys installed by the NIOT in the Bay of Bengal are often damaged/vandalized by passing commercial and fishing vessels. The damage to these ocean observation systems increases the vulnerability of coastal communities including fishing families, as timely information on adverse weather events cannot be transmitted to the Early Warning Centres in India and elsewhere in the region. The NIOT and BOBP-IGO, in association with WMO and its agencies such as the Data Buoy Cooperation Panel, have organized regional meetings with concerned agencies and initiated awareness programmes on the importance of data buoys and the need to safeguard them from damage. Multilingual posters on the importance of buoys was prepared for distribution to fishermen and other maritime agencies.



Image: S. Jayaraj, BOBP-IGO

A life float – ideal as a low-cost floatation device

0.595 mmt in 2013.³ In Maldives, landings have increased from 0.120 mmt to 0.129 mmt between 2012 and 2013.⁴ In Sri Lanka marine fisheries production increased from 0.417 mmt in 2012 to 0.459 mmt in 2014, a record high.⁵

On the status of fish stocks, disaggregated analysis shows that many stocks are long past their peak production level. Some species are also showing negative growth during the period 2000-13. Many other studies have also indicated that the region is facing both biological⁶ and economic overfishing⁷ and there is an urgent need to address this problem.

The number of active fisherfolk⁸ in the region has grown by about 1 per cent per year from 2003 to 2014, although this growth average masks different trends in each country. Indeed, during this period, the number of active fisherfolk has increased by 4.4 per cent per year in Sri Lanka and by 2.3 per cent per year in India (mainland, excluding the Adaman and Nicobar islands and the Lakshadweep islands) In Bangladesh, the number of active fisherfolk increased marginally from 0.510 million to 0.516 million during 2007-2012. In the case of Maldives, the active fisherfolk population has gradually decreased (3.6 per cent decline each year), possibly due to increasing opportunities in the service sector, especially for the younger generation. In terms of fishing fleet composition, non-powered artisanal fishing vessels are being replaced by powered and larger fishing vessels. Although this development has decreased the total number of fishing craft, their efficiency has increased.

BOBP-IGO is working with its member countries in areas such as fisheries management, improving safety at sea (occupational safety) and building the resilience of fishing communities. In these initiatives, apart from the large number of national

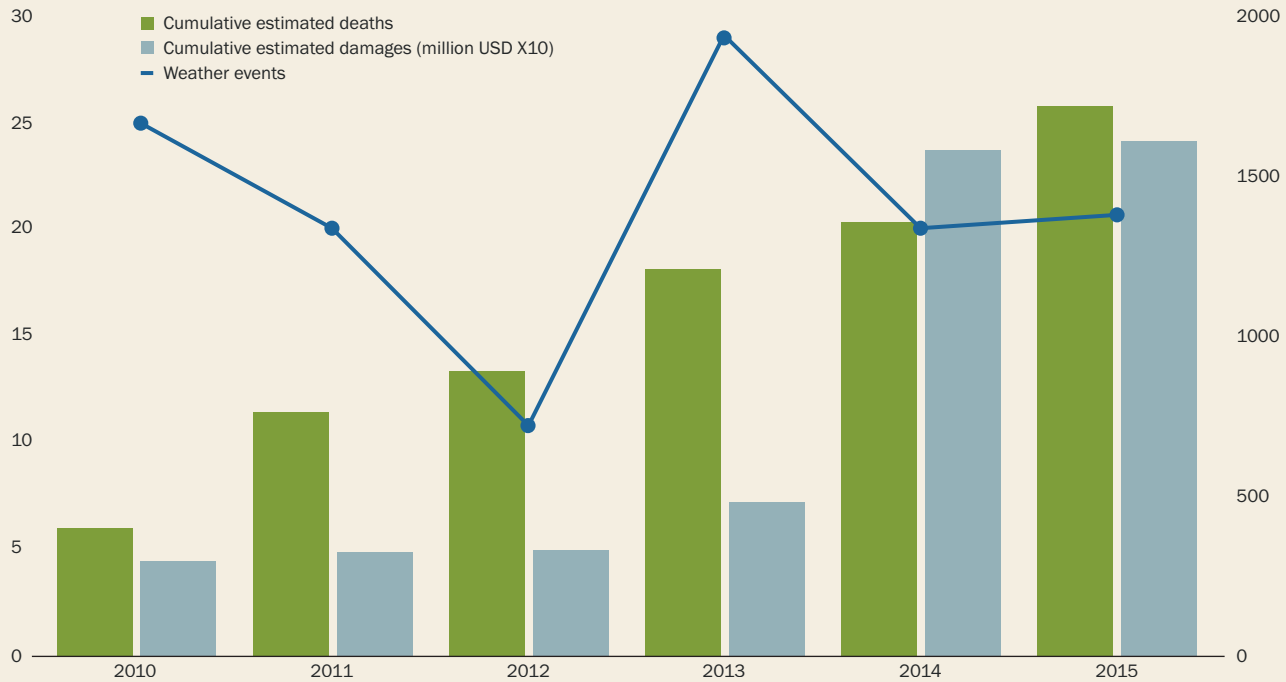
organizations of the member countries, BOBP-IGO is also partnering with the World Bank Organization (WBO); the United Nations Development Programme; the Food and Agricultural Organization; the International Labour Organization (ILO); the World Meteorological Organization (WMO) and its different agencies; the Ministry of Agriculture, Forestry and Fisheries, Government of Japan; the Swedish International Development Cooperation Agency; and the National Institute of Occupational Safety and Health of the USA.

Within the aforementioned areas, BOBP-IGO's specific interventions include the development of sustainable fisheries management plans at national and regional levels; building capacities in fisheries monitoring, control and surveillance (MCS) to curb illegal, unreported and unregulated (IUU) fishing; transfer of technology in the area of personal flotation devices (PFDs) and the design of safer fishing vessels; improving the social security net; awareness-building; and bringing in capacities and concepts to develop new fisheries.

In the context of fisheries, livelihood resilience is directly proportional to the resilience of fish stocks. An important feature of the fisheries sector in WBoB is its labour-intensive characteristic. Fishermen in this region also lack human and financial assets to move to other livelihoods and as such are engaged in the fisheries sector for generations. Therefore, a worsening fish stock risks both the present and future sustainability of fishers and their families. However, at the same time, these stocks are shared by one or more countries in the region and unilateral effort is unlikely to bring the desired results in sustaining stocks.

To address the scenario, the countries are coming together to develop compatible national and regional plans for the

Weather events, cyclonic storms, loss of life and damages in BoB region



The WBoB region is highly prone to cyclones and extreme weather events. Subsequent to the 26 December 2004 Indian Ocean tsunami, studies have indicated that there are high chances of catastrophic events like tsunamis due to movements of tectonic plates.⁹ In terms of weather events, during

2010-2015 there were 133 events in the BoB with 50 of them leading to an estimated loss of 1,700 lives and damage worth about US\$16 billion.¹⁰ In terms of fishing activities, this implies loss of fishing days (economic loss) and loss of life and property (economic and social losses).

Source: North Indian Ocean tropical cyclone

management of important fish stocks such as hilsa fisheries between Bangladesh, India and Myanmar (presently a cooperating party to BOBP-IGO) and shark fisheries between all the BOBP-IGO member countries.

The BoB being situated in the tropical region, the fishery portrays a complex picture of multi-species and multi-gear configurations and it is difficult to develop stock-specific plans for most of the commercially important species. To address the issue of mixed fisheries management, BOBP-IGO has instituted a Regional Training Programme on Code of Conduct for Responsible Fisheries and a Regional/National Training Programme on Ecosystem Approach to Fisheries Management. These programmes primarily target fisheries and environment officials to develop the required capacities and subsequently work as resource persons to impart knowledge to a larger set of stakeholders.

The major challenge to manage such mixed fisheries is also to set up a sound fisheries MCS regime that can ensure compliance with the stipulated rules and regulations and in the process minimize the scope or extent of IUU fishing. However, with traditional open access systems, distributed fishing operation centres and the low human and financial capacity of the management agencies, fisheries MCS remains poor. The region is often identified as a hotspot of IUU fishing resulting in loss of revenue and over-exploitation of the stocks.



Fishermen enacting a folk drama on safety at sea to increase awareness on weather warnings in Chakoria, Cox's Bazaar, Bangladesh

Image: S.Jayara, BOBP-IGO



Image: Y S Yadava, BOBP-IGO

Population pressure and dwindling fisheries resources

Marine fishing is inherently risky. ILO estimated that annually about 24,000 people lose their lives while fishing. This is mostly based on fishing-related mortality data available from developed countries. In the developing world, such data are hard to find. However, given the standard of fishing vessels and fishing conditions, it could be assumed that the mortality is much higher in developing countries. A three-pronged approach was undertaken to address this: first, to develop a mechanism to collect accident-related data; second, to improve weather warnings and compliance with weather warnings; and third, to develop PFDs.

Subsequent to the 2004 tsunami, the Indian National Institute of Ocean Technology (NIOT) has undertaken a programme to install data buoys across the Indian Ocean. The Indian Meteorological Department, which is also the Regional Specialized Meteorological Centre for Tropical Cyclones over the North Indian Ocean, uses satellite data to issue cyclone advisories. There has been considerable progress in weather warning and networking in this regard at the regional level through a series of community-level training programmes to build awareness. Folk media was used extensively to break the language barrier and create a communal response mechanism. As a result, although the number of events is on the rise, the number of deaths has declined considerably, especially in Bangladesh, where the dense coastal population was often subjected to horrific casualties during such weather events.¹¹

Social security cover was another major issue, especially in respect of Bangladesh. While in other countries insurance for

fishermen is in place through the public sector (India) or the private sector (Maldives, Sri Lanka), fishers in Bangladesh are largely lacking any insurance cover. Therefore, a group insurance model based on Indian experience was advocated for Bangladesh, which is now under implementation by the state-owned Jiban Bima Corporation of Bangladesh. The policy is now providing safeguards to over 1,500 families (in 2012) from destitution in the wake of death or disability.¹²

BOBP-IGO is now working with WBO to develop business cases for a global project, 'Global Partnership for Sustainable Fisheries Management — Models for Innovation and Reforms'. The programme is aimed at developing offshore fisheries in the region which is considered vital given the over-exploitation of near-shore fish stocks, and the redistribution of fishing effort from over-exploited to under-exploited areas. The programme also aims at capturing maximum economic value from existing landings so as to improve the economic viability of fishing operations.

The resilience of fisher families is a dynamic issue which needs to be adjusted to the changing situation. The objective is to ensure surveillance to identify the changes and prepare beforehand. This has been targeted through improving fisheries MCS. The other part is to develop a choice/intervention menu for the governments to draw upon. This is targeted through building human capacities as well as improving fisheries management and developing new fisheries. The challenge is far from over and the progress made so far can be summarized as a roadmap that is taking shape to address the challenges.

The Turkic Council's approach to humanitarian diplomacy

Ambassador Ramil Hasanov, Secretary General; Pelin Musabay Baki, Project Director; and Yedil Myrzakhanov, Project Director, Turkic Council

The twenty-first century started with great expectations to open a new page for a more stable, secure and developed world. However, time has shown that it is not easy to translate these expectations into realities.

From climate change, natural disasters, pandemics and protracted crises to terrorism, radicalization, armed conflicts and refugee crises, today we face a mixture of challenges that have become more complex, interconnected and borderless, directly affecting human lives. One in every 122 humans is now either a refugee, internally displaced or seeking asylum according to the United Nations High Commissioner for Refugees 2015 Global Trend Report. More than 100 million people are in need of urgent humanitarian assistance, and at least 60 million people were forced to flee their homes or their countries. These realities force us to find better ways to meet the needs of millions of people affected by conflicts or disasters. This orients us to re-explore the correlation between peace, humanitarian action and development, taking into account the necessity of inclusive partnership to truly tackle contemporary challenges.

The bold and transformative 2030 Sustainable Development Agenda adopted at the historic United Nations Summit in September 2015 constitutes a plan of action in this direction to shift the world onto a sustainable and resilient path. The first ever World Humanitarian Summit, to be hosted on 23-24 May 2016 in Istanbul by Turkey, one of the member states of the Cooperation Council of Turkic Speaking States (Turkic Council), is a milestone to implement this plan of action and to frame a humanitarian system that is more inclusive, responsible and effective in searching for global responses to global questions.

The Turkic Council, established in 2009 with the signing of the Nakhchivan Agreement as an international organization, has a human-centred approach in its endeavours to promote comprehensive cooperation among the Turkic-speaking states and to contribute to peace, stability and sustainable development in the region. With its result-oriented and inclusive projects in a wide range of fields from economy, transport, customs and tourism to media, education, sports and youth, the Turkic Council prioritizes the use of regional ownership to the benefit of global solidarity. Therefore, the Turkic Council values south-south and triangular cooperation, considering it a vital tool to reach the recently accepted Sustainable Development Goals (SDGs) that commit to “leave no one behind”. This commitment is reachable only through effective partnerships with the engagement of all relevant humanitarian and development actors.

The member states of the Turkic Council (Azerbaijan, Kazakhstan, Kyrgyzstan and Turkey) are individually active in humanitarian and development-related issues. Becoming a member of the United Nations Office for the Coordination of Humanitarian Affairs Donor Support Group, which brings together leading humanitarian donors, Turkey ranked as the world's third largest donor country in 2014. The Turkish Prime Ministry Disaster and Emergency Management Authority, Turkish Prime Ministry Cooperation and Coordination Agency (TIKA), Turkish Red Crescent Society and numerous Turkish non-governmental organizations are actively involved in lending a helping hand wherever needed. For instance, TIKA, which is responsible for coordinating Turkey's official aid programme engaging in both humanitarian aid distribution and development cooperation, conducted 1,341 projects and programmes in 2014 through its 50 offices in 48 partner countries. Some 105 countries on the bilateral, and 73 countries on the regional basis benefited from these.

The Global Humanitarian Assistance Report for 2015 highlights that by May 2015 Turkey had become the world's largest refugee hosting country. According to Turkish officials, Turkey hosts more than 2.2 million people from Syria, demonstrating its firm commitment to humanitarian action. More than US\$8 billion has been spent on the Syrians under temporary protection in Turkey since the beginning of the crisis in Syria. The successful organization of the Eighth Global Forum on Migration and Development in October 2015 in Istanbul is clear evidence of Turkey's efforts to overcome this and similar humanitarian crises. Through various means, Turkey continues to rise in humanitarian diplomacy.

Kazakhstan, the biggest landlocked developing country in the world, became the largest humanitarian donor in Central Asia. Since 2006, Astana has unilaterally provided more than US\$60 million in humanitarian aid. Kazakhstan also provided financial funding for the construction of a variety of civil assets in Afghanistan and worked out an educational programme for Afghan students. Up to 1,000 Afghans will be provided with higher education in Kazakh universities during 2010-2020. The establishment of the national operator of official development assistance under the brand of KazAID in 2014 presents a promising step forward for Kazakhstan's broader engagement in humanitarian and development cooperation. Hence, in September 2015 United Nations Development Programme (UNDP) Administrator Helen Clark and Minister of Foreign Affairs of the Republic of Kazakhstan Erlan Idrissov signed a



Image: Turkic Council

The international conference on ICT for Development enabled knowledge-sharing to promote e-transformation and open data

US\$2 million cost-sharing agreement for technical support to relevant institutions in 45 African countries.

Azerbaijan, which has successfully managed its own challenges related to about 1 million refugees and internationally displaced persons caused by the Armenia-Azerbaijan Nagorno Karabakh conflict, has recently become a donor country. The Azerbaijan International Development Agency (AIDA), established in 2011 under the Ministry of Foreign Affairs, provides humanitarian, technical and financial assistance in 40 countries, strengthening its global partnership while it contributes to the development of south-south cooperation. Thanks to its achievements in such a short time, AIDA was elected as a member of the Advisory Group of the United Nations Central Emergency Response Fund in 2015.

Despite all the economic challenges it faces, Kyrgyzstan works hard on improving its humanitarian and development capacity. For instance, although it remains one of the most disaster-prone countries in the world with its mountainous nature, in close cooperation with UNDP, Kyrgyzstan has taken a leadership role in the development of regional cooperation with regard to disaster risk reduction. Moreover, the country intensively cooperates with its regional and international partners to achieve the targets and priorities of its National Sustainable Development Strategy for 2013-2017.

Putting people and their dignity, culture and full development at the heart of its efforts, the Turkic Council takes landmark steps to make positive changes in the lives of people in and around its region. Through its working group and ministerial meeting mechanisms in each topic of cooperation, it formulates regional solutions to global challenges. Its Heads of States Annual Summits concentrate on a specific topic of cooperation each year, providing a suitable platform to materialize this approach. While doing so, the council involves all stakeholders from public and private sectors and collaborates with relevant regional and international organizations to frame a more liveable world, considering effective partnership as a key for success.

With this in mind, as an observer to the Economic Cooperation Organization, the partners of the Turkic Council include the Organization of Security and Cooperation in Europe, the Organization of Islamic Cooperation, the Black Sea Economic Cooperation Organization, the World Customs Organization, the Conference on Interaction and Confidence Building Measures in Asia, the Association of Southeast Asian Nations and the International Centre for Sports Security. Meanwhile, it collaborates with specialized United Nations agencies including UNDP, the United Nations World Tourism Organization (UNWTO) and United Nations Economic Cooperation for Europe on areas of mutual interest, believing that timely and fruitful partnership will be a panacea to possible humanitarian and developmental crises.

The Turkic Council believes that making national economies more resilient will play a preventive role in regional empowerment to face economic or political turmoil. Therefore, diversification of economies, entrepreneurship, enforcement of connectivity and development of transport corridors are high on the council's agenda. In this regard, the Turkic Council considers the tourism sector, among others, as an important means for regional economic development. Through its Modern Silk Road Joint Tour Package Project, the vocational training programmes and the implementation of its memorandum of understanding for cooperation with UNWTO, the Turkic Council works on turning the Silk Road into an attractive tourism destination. Vocational trainings on the service sector, conducted through the Turkic Council by the Ministry of Culture and Tourism of the Republic of Turkey for tourism employees of Azerbaijan, Kazakhstan and Kyrgyzstan, transfer rich knowledge, know-how and experience of Turkey in the tourism sector to the benefit of other member states.

From December 2013 to December 2015, 835 tourism employees participated in trainings held in different cities of Azerbaijan (Ismaili, Xachmaz, Mingachevir, Baku), Kazakhstan (Astana, Almaty) and Kyrgyzstan (Bishkek). In total, 835 tourism employees (almost 50 per cent of whom were female) benefited from



Image: Turkic Council

Vocational training for tourism employees transfers knowledge and experience and provides access to work opportunities in the tourism sector

trainings that focused on the areas of front office, catering, house-keeping and food production as well as preparing administrators as educators. The trainings also provided a useful occasion to access decent work opportunities in the tourism sector. Meanwhile, they have positive effects on job creation in the target member states. In this regard, the vocational programmes have contributed to the achievement of relevant SDGs through generating a well-trained and skilful workforce in the Turkic Council member states.

Sustainable development constitutes another important agenda item of the Turkic Council for empowerment of its member states and regional partners in economic and bureaucratic terms. The international conference on 'Information and Communication Technologies (ICT) for Development', co-hosted by the Turkic Council, the UNDP Regional Office for Europe and CIS in 2015 in Istanbul, was a concrete step to realize this objective. The conference, which was attended by 150 private and public sector representatives from 15 countries, enabled knowledge and expertise sharing in order to promote e-transformation and open data. The conference focused on e-governance, open data, the role of ICT in transforming rural development and agriculture, and the private sector's capacity in putting ICT to work for development. It was instrumental in discussing how countries in the region should advance their development priorities using modern technology. Thus, the role of ICT in linking businesses, improving delivery of public services such as health and education, facilitating development of smart buildings, smart cities and smart agricultural activities which support green and sustainable growth, was discussed from different angles. Through a memorandum of understanding scheduled to be signed in 2016, the Turkic Council and UNDP will continue their cooperation for regional development in various areas to face new challenges and better meet people's needs.

The Turkic Council believes that investment in youth presents a solid measure for prevention of humanitarian and development crises in the long run. Thus, the Sixth Summit



Image: Turkic Council

The role of ICT in facilitating development of smart agricultural activities was discussed at the conference on ICT for Development

of Turkic Council Heads of States, to be hosted by Kyrgyzstan in 2016, will concentrate on cooperation in youth and sports issues. In this regard, the first Turkic Council International Youth Camp was hosted by Turkey in 2015 in Trabzon and Samsun. Around 200 youngsters from the Turkic States attended the camp activities. The camp contributed to the personal development of future leaders and promoted socialization among youth sharing common history and culture. It also strengthened the ties of friendship and fraternity among the youngsters, and added to the vision to create a brighter future with youth having an increased awareness of the social and humanitarian needs of their societies. We believe that a generation raised with such awareness will actively engage in transforming our aspirations for an enhanced humanitarian system into realities. Accordingly, the council plans to organize international youth camps under the title of 'a better world for the next generation and a more secure society' which will be open to youngsters from other countries in the period ahead.

In today's circumstances, an international actor does not have the luxury of waiting until a humanitarian crisis knocks on its doors. We need to remain prepared with tailor-made policies in political, economic and cultural areas to avoid humanitarian and development challenges. Implementing such an approach, the Turkic Council spares no effort to bolster cooperation in these areas through efforts such as result-oriented projects and vocational trainings to the benefit of the Turkic States and its neighbourhood. Accordingly, in every action it takes, it concentrates on how to provide additional assets to regional and global cooperation. Its bid to build mutually beneficial relations with regional and international organizations is a clear testimony to this fact. As a responsible regional actor, it expresses readiness to take all necessary actions because the Turkic Council truly believes that if 'together we stand, we will always gain'. Only by working together can we address today's growing humanitarian needs.

African Risk Capacity: an African-led strategy for managing natural disasters

*Dr Ngozi Okonjo-Iweala, Chair, African Risk Capacity Agency Governing Board;
and Dr Lars Thunell, Chairman, African Risk Capacity Insurance Company Board of Directors*

Africa is widely recognized to be the region most vulnerable to weather risks. Weather-related and other natural disasters are already undermining growth across the continent, threatening hard-won economic gains and vulnerable populations' lives and livelihoods; increasing climate volatility can only exacerbate this impact.

In the near term a large number of African states will continue to need international support to respond to the next recurrent and predictable disaster — the next drought, flood or cyclone — and these needs will continue to absorb significant international resources through the United Nations humanitarian appeals system. However, at a time when the humanitarian funding gap continues to widen, an alternative path is being taken. A rapidly expanding group of African states are doing

things differently when it comes to managing their weather risk, creating momentum towards a critical paradigm shift in the humanitarian landscape to rapid, cost-effective and country-driven response to natural disasters across the continent.

African Risk Capacity (ARC) is a ground-breaking risk management and resilience-building platform that provides financial tools and infrastructure to help African Union (AU) member states manage natural disaster risk and adapt to climate change. ARC's aim is to improve the way predictable natural disasters are responded to on the continent by reducing the time it takes for assistance to reach those affected through early, local response. ARC achieves this by bringing together three critical elements that create a powerful value proposition for its participants: early warning, contingency planning and risk financing. Together this package provides govern-



Image: WFP/Rein Skullenrud

Women recovering abandoned land that is suitable for farming



Image: WFP/Victoria Cavenagh

Strengthening and rebuilding a community's infrastructure to stabilize food security and improve sustainability

ments with access to immediate funds for early and planned responses to support vulnerable populations in the event of disasters. This vehicle allows ARC to help its members build capacity to lead their own responses and reduce their reliance on the international appeals process for assistance over time. More critically, however, reduced response times save the lives and livelihoods of those affected and protect development gains, essential for growth and building a more disaster-resilient Africa for the future.

A specialized agency of the AU, ARC agency was established in 2012 and currently counts 32 AU countries as members. In late 2013 the agency established a financial affiliate called ARC Insurance Company Limited (ARC Ltd). Operating on mutual insurance principles, ARC Ltd issues parametric weather insurance policies to governments. It uses ARC's risk modelling and early warning software platform, Africa RiskView, to estimate the potential range of impacts of weather events on vulnerable populations — and the response costs required to assist them — before a hazard season begins, and monitors progress through the season. In the case of drought, parametric insurance payouts, based on Africa RiskView, are triggered at or before harvest time. For sudden-onset events such as a severe flood or cyclone, payouts are triggered within days of the event having occurred. By allowing ARC member states to capitalize on the natural diversification of weather risk across the continent and access the international risk markets as a single pool, ARC Ltd reduces transaction costs and premiums to the lowest level possible while remaining financially sustainable.

In order for a country to purchase an insurance policy it must first demonstrate, through a peer review process managed by the agency, its ability to effectively use potential payouts. The evidence shows that the economic benefits of early assistance to households after a disaster — before they deplete their productive assets, start skipping meals and eventually leave their homes — far outweigh the insurance premiums countries pay if they pool their risk through a facility like ARC. In the case of drought, for example, as a result of reduced response times to households and risk pooling, a dollar spent on drought response through ARC saves US\$4.40 in traditional humanitarian assistance costs. Effective contingency planning linked to early payouts is therefore key to protecting livelihoods and to realizing ARC's benefits. But the indirect benefits are potentially greater still. Predictable and well-planned local responses to events, that vulnerable populations can rely on, will have macroeconomic advantages by protecting agricultural investment and gross domestic product, and reducing pressure on government finances as a result of unanticipated emergency interventions. They could also yield far-reaching dividends. Preventing disasters from increasing food insecurity and poverty when they happen will not only result in less need for assistance in the future, but can also reduce conflict and displacement risk and the additional humanitarian, economic and political costs these problems can bring.

In May 2014, a first group of African governments — Kenya, Mauritania, Niger and Senegal — paid a total premium amount of US\$17 million in exchange for drought insurance



Image: WFP/Victoria Cavenagh

Irrigation systems help improve agriculture and protect against drought

coverage of nearly US\$130 million, marking the launch of the inaugural ARC pool. This was facilitated by an initial US\$95 million of a US\$225 million commitment of returnable capital provided by the governments of Germany (through the Federal Ministry for Economic Cooperation and Development (BMZ) and KfW Development Bank) and the United Kingdom (through the Department for International Development) to ARC Ltd. In January 2015, ARC Ltd made its first insurance payouts of just over US\$26 million to Mauritania, Niger and Senegal as a result of drought conditions in these countries in 2014. The timely funds provided to these member states enabled them to implement an early response programme to their affected communities ahead of any humanitarian aid, spearheading efforts to help countries move from managing crises to managing risks in a timely manner. Three additional countries joined the pool in May 2015, increasing the drought coverage to almost US\$180 million for the 2015/16 rainfall seasons for a total premium of US\$26 million. To date almost all of these premiums have been paid by the participating governments themselves.

In support of the G7 leaders' pledge in June 2015 to provide climate risk insurance to an additional 400 million poor people globally by 2020, ARC aims to reach as many as 30 countries with US\$1.5 billion of coverage against drought, flood and cyclones, indirectly insuring around 150 million Africans by 2020 and radically transforming the way weather risks are managed across the continent by embedding disaster preparedness and financing in sovereign risk management systems.

Moreover, ARC is providing the infrastructure to ensure that these risk management investments, and ARC's value to its members, is sustainable and resilient to future climate shifts through the creation of a climate adaptation financing facility. The Extreme Climate Facility (XCF) aims to provide an additional US\$500 million in climate adaptation financing capacity by 2017.

In response to member state demand in the aftermath of the Ebola epidemic, ARC has committed also to developing an outbreak and epidemic insurance product to support immediate country-led action to manage infectious disease outbreaks before they become global threats.

The two ARC entities form an innovative structure under international law: an international organization providing governmental services, and a nationally-regulated company conducting financial operations. This unique design facilitates intergovernmental capacity-building and peer review through the agency by setting and enforcing standards for early intervention, while allowing complex financial operations to be conducted by the company under an established and robust regulatory framework.

However, while African states evidently are willing to allocate more domestic financial resources to disaster response — with ARC's mutual nature and comprehensive approach providing an attractive value proposition — ARC member states will continue to need international support until they can fully manage their own risk. To date, the share of ARC coverage against total disaster funding requirements for



Image: WFP/David Orr

Food and cash assistance is helping the most vulnerable people access the food they need to be healthy

participating countries ranges from less than 10 per cent up to 30 per cent, with the remainder largely remaining with the United Nations appeals process. For this reason, ARC is opening up its insurance products to humanitarian actors such as United Nations agencies and non-governmental organizations (NGOs) by allowing them to take out policies that match those already provided to (and paid for by) African governments. This initiative, known as Replica Coverage, facilitates a doubling of climate risk insurance coverage for vulnerable populations in the short term, while building capacity for ARC member states to take out greater coverage for their risks in the longer term. International organizations and NGOs participating in this initiative will use international resources more cost-effectively through participation in ARC's government-led risk management system. Furthermore, these Replica Coverage partners must act alongside the governments in building sovereign capacity to respond to natural disasters and will also have contingency plans approved by the relevant government as part of its broader plan submitted to ARC before it takes out insurance. By building on ARC's government-led risk management infrastructure, the foundation is being laid for adding to the traditional appeals-based model for managing predictable natural disaster risks with a new, largely forecast-based system embedded at the sovereign level, thereby freeing up scarce humanitarian funds for complex risks that cannot be easily managed by governments nor financed by insurance-like instruments.

The Sendai Framework, the Sustainable Development Goals, the Paris agreement on climate change and commitments made at the World Humanitarian Summit will focus greater investment on mitigating and reducing the economic and humanitarian impact of natural disasters on the world's poorest. In this post-2015 world, Africa is leading the way. Straddling the development-humanitarian divide, ARC serves as a concrete example of developing countries taking innovative steps themselves to improve their national capacities to reduce risk and to change the way residual risks are assessed and managed. While focusing on natural disasters, ARC stands as a model with principles and building blocks that must underpin any future strengthening of the coordination of disaster relief and emergency humanitarian assistance, and alignment with longer-term sustainable development. These principles include country ownership of the process, taking a cross-disciplinary risk management approach and, where possible, starting with a viable long-term exit strategy from ongoing international humanitarian assistance.

ARC's value will grow as it scales up and in light of climate change and other risks facing the continent. Its integration of risk financing with disaster preparedness and risk reduction (through contingency planning and early warning) is a unique demonstration of the power of insurance to manage loss and damage from climate change, and to underpin a paradigm shift to fast, efficient and locally-led response to natural disasters. ARC's aim is to catalyse this transformative process and set the stage for improved growth and resilience on the continent.

The Kizilaykart electronic smart card/e-voucher programme

Turkish Red Crescent Migration and Refugee Services Department

A total of 13.5 million Syrians (mostly women and children) have been forced from their homes as a result of the full-scale civil war triggered by small-scale anti-government protests which began in March 2011. Almost 4.6 million ended up in neighbouring countries such as Turkey, Lebanon, Jordan and Iraq. As of March 2016, 2.7 million Syrians remain registered in Turkey (271,860 in camps, 2.5 million off-camp), making Turkey the largest host of Syrian people in the world.

The Kizilaykart programme had already been implemented by Turkish Red Crescent (TRC) for aid purposes inside Turkey. In October 2012, it became operational for Syrian people hosted in Turkish camps, through collaboration between the United Nations World Food Programme (WFP) and TRC, and the genuine support of the Prime Ministry Disaster and Emergency Management Authority (AFAD). The Kilis Accommodation Centre was chosen as the pilot area for implementation on 13 October 2012, with

the aim of allowing Syrian people to purchase food supplies from the contracted markets.

Prior to the Kizilaykart programme, with respect to its auxiliary role to the Government of Turkey on nutrition, TRC distributed hot meals in the accommodation centres. That, however, resulted in a considerable level of dissatisfaction. A significant number of Syrian people were not happy with what they received and lot of food could be seen thrown into the garbage around the camps.

The Kizilaykart programme provides a variety of options for beneficiaries to diversify their diets based on their own priorities shaped by their local/cultural tastes. It also prevents food waste, and allows the beneficiaries to socialize in markets and take control of their budgets. Beneficiaries report that Kizilaykart is preferable to hot meal provision in a number of ways; 90 per cent of those interviewed mentioned that the hot meal distribution was not aligned with their traditional preferences, while on the other hand the Kizilaykart allows them access to varied, nutritious food so they can purchase what, when and how they wish to.



Shopping in a market with Kizilaykart

Image: TRC



Image: TRC

A periodic audit at a market by TRC and WFP staff

Through the financial support of WFP and the technical support of Halk Bank, YTL50 are uploaded to Kizilaykarts each month, per person living in a Syrian household. So, for example, a family of five individuals receives YTL250 for each month through the card allocated for their family. The amount uploaded to cards can only be used through point-of-sale machines earmarked for contracted markets, and only for the purchase of food supplies. Certain prohibited food items — alcohol, tobacco, chocolate, sweets, biscuits, ice cream and soda — cannot be bought or sold.

Kizilaykart only works in the terminals of the shops contracted by TRC and the Government; this allows for oversight and monitoring, ensuring that sufficient quantities of various nutritious and fresh food products are available for purchase by households at competitive market prices. In order to do so, the TRC and WFP teams work together to perform periodic market audits. If they notice any sort of abuse — whether it concerns the prices or the quality of products — they issue a report, which can result in the termination of the contract of the related market.

TRC Kizilaykart teams perform regular household visits to do beneficiary selection according to two major standards. The first criterion to benefit from the programme is to be registered by the Ministry of Interior Directorate General of Migration Management (DGMM), which is actually the key requirement to benefit from all sorts of services provided by the Government of Turkey for the Syrian people living in the country. The second criterion is to meet the necessary ‘vulnerability criteria’, determined mutually by WFP and TRC in order to ensure the programme reaches the most vulnerable. The vulnerability criteria are:

- Female-headed households
- Widow-headed household
- Elderly-headed households
- Child-headed households
- Households with one or more person with chronic illness or disability that excludes work opportunity.



Kizilaykart gives beneficiaries access to varied, nutritious food that they can purchase when and how they wish to



Kizilaykart distribution in camps

The structure and services provided in the accommodation centres in Turkey received very positive reviews from the international community. Since 2011 the Syrian people, who were forced from their homes, have been taken into temporary protection inside accommodation centres established in the south-east of Turkey. These are deployed mostly throughout the Turkish-Syrian borderline. Roughly 273,000 Syrians are still being hosted in those camps.

Accommodation centres were chosen by stakeholders as the starting point for the Kizilaykart programme because it is much easier for any sort of project to access to those who live in fixed locations. As mentioned above, the in-camp implementation started in 2012 at the Kilis Accommodation Centre, and expanded gradually to all 21 camps, upon positive feedback received from beneficiaries.

However, in February 2015, WFP announced funding shortfalls and a 70 per cent implementation rate across the region. The number of camps covered by the programme therefore reduced to 11, and the Government of Turkey took over the rest of the camps with its own smartcard (AFAD Card) programme.

As of March 2016, the programme is active in 11 camps: Harran, Viranşehir, Akçakale and Ceylanpınar (Şanlıurfa); Beydağı (Malatya); Adıyaman (Adıyaman); Kahramanmaraş (Kahramanmaraş); Cevdetiye (Osmaniye); Sarıçam (Adana); Karkamış and İslahiye (Gaziantep). A total of 153,949 Syrians benefit from the programme and more than YTL336 million has been uploaded to cards since the beginning of the programme.

While all the projects started in camps, it became inevitable for all humanitarian agencies to expand their projects/activities to urban areas with the goal of reaching more beneficiaries. More than 90 per cent of Syrians in Turkey live in urban areas. For this reason, the Kizilaykart programme was extended to urban areas in June 2015, in strong collaboration with DGMM. As of March 2016, the programme is active in Gaziantep, Şanlıurfa, Hatay, Kilis and Kahramanmaraş.

The same procedure is followed on both beneficiary selection and card uploads (YTL50 per person per month) in order to avoid any type of duplication or discrimination. With the support of DGMM, TRC works hand-in-hand with the Ministry of Family and Social Policies to identify the most vulnerable Syrians and conduct door-to-door visits. The identification process still continues and the expansion of the programme will be pursued in different provinces in the near future.

As of March 2016, there are 90,395 Syrians benefiting from the programme in urban areas. The majority of the beneficiaries are women, both in camp and off-camp areas, with 51.23 per cent women and 48.77 per cent men in camps and 52.17 per cent women and 47.83 per cent men in urban areas.

In order to better serve beneficiaries by receiving their complaints, questions and/or feedback related to their cards, a call centre (Info-Line) was established in Gaziantep in 2015. Info-Line provides services in Arabic and Turkish languages between the 9.00am and 6.00pm, completely free of charge. The questions received by the TRC Info-Line operators relate mainly to balance problems, application demands, market complaints, lost, broken or cancelled card notifications and pin-code fails.

TRC, as a part of the International Red Cross and Red Crescent Movement, has a responsibility to give aid regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. A delicate and unique service system is needed in order to protect human dignity and address the true needs of beneficiaries. It is commonly accepted that e-vouchers and smart cards are the most effective way to assist vulnerable people around the globe. The implementation of e-vouchers requires less logistics cost in comparison with conventional methods of food delivery, such as providing hot meal or food parcels. This has provides an advantage of being able to allocate a greater proportion of money for end users, namely beneficiaries, rather than for operations, thereby increasing the efficiency of the operation.

In an analogous way, as proven by the beneficiary surveys and interviews, the Kizilaykart programme is the most satisfying means for the Syrian people living in Turkey. The Kizilaykart programme also contributes to the local economy through marketing and consumption activities, so its impact on the host communities is more positive than other conventional methods of food provision.

What matters the most is that Kizilaykart helps people to develop self-reliance and self-esteem. The beneficiaries no longer see themselves as refugees or foreigners, but as guests in a neighbouring country, who are free to make their own decisions without being constrained by an outer control mechanism.

Recovery resilience: empowerment in the face of adversity

Saleha Ali, Carol Liew and Masahiro Ishizeki, Mercy Relief

In the aftermath of disasters, communities often come to the grim realization that surviving is only the beginning. The road ahead is an uphill journey to reinstate a sense of normalcy into their lives, both physically and psychologically, with vulnerable communities exercising a heavier reliance on external interventions and aid. Despite its challenges, the recovery phase proves to be a critical period in ensuring communities are empowered to be key change agents in building resiliency.

Programmes based on disaster risk reduction (DRR) principles, when effectively implemented, have helped reduce the loss of lives and minimize impact from natural disasters. Communities who have experienced a natural disaster or are facing a new threat due to climate change and rapid urbanization, are deemed less vulnerable when preparedness activities and community-managed emergency systems are in place. While the objectives for effective DRR strategies are achieved when communities survive disasters, these communities are often overwhelmed

and do not have the capacity to kick-start their recovery process in its aftermath. There is a need for humanitarian agencies and stakeholders alike to increasingly utilize the recovery period to implement community-managed DRR (CMDRR) programmes. These programmes guide the communities not only to equilibrium, but also to a level surmounting that of in pre-disaster. In essence, activities during this period should ideally address the precipitating factors that have hindered resiliency and the ability for communities to self-induce recovery post-disaster.

In Mercy Relief's disaster risk management approach, the emergency phase serves to meet the survival needs of affected communities and is an entry point for effective development planning. It allows the response team to create the foundation for the integration of CMDRR programmes in the recovery phase, which encompasses a larger scheme of activities, beyond disaster preparedness.

A key feature of these CMDRR programme is the adoption of participatory processes that enable community members, who are seen as equal stakeholders and whose knowledge are



Image: Mercy Relief

Women have assumed integral roles through the savings initiative in Coron, and have become advocates for resiliency in their immediate environment

considered critical, to collectively make decisions throughout the planning and implementation process. Building on the initial notions of DRR, the overall objective is to couple survival activities with systems which would promote self-recovery and build capacity in different areas that would influence levels of resiliency.

From a psychological perspective to mitigate the impact of impending disasters and improve the overall quality of life, the recovery phase is also a timely pivot for impactful CMDRR programmes. Negative notions of fear and loss can be harnessed as a positive motivation for improvement while engaging in community-managed programme acts as an avenue for active coping. In the long-term, this community driven approach increases local ability to be first responders and effectively actuate their own recovery in the event of future crises.

The following two case studies of Mercy Relief's engagements in post-disaster communities in the Philippines and Nepal, exemplify this resilient recovery approach.

Recovery and resilience through local action

In November 2013, Typhoon Haiyan (known locally as 'Yolanda') struck the central Philippines and claimed 6,300 lives. The sheer scale of the unprecedented Category 5 super-typhoon impacted more than 16 million people, destroyed 1.1 million houses and crippled all vital services including power, water supply and health services.

Mercy Relief's relief team was already in the country responding to the Bohol Earthquake which hit just three weeks prior. As a result, the team was able to react swiftly to establish a logistics supply chain across the typhoon-ravaged provinces. Over the course of six weeks, Mercy Relief delivered relief supplies that included food packs, crop seeds, clean water, hygiene essentials and shelter construction materials to more than 79,000 typhoon survivors.

Survivors unfortunately, continue to suffer from the aftermath of losing all their assets and livelihoods. Destruction to homes and harvests, predominantly in the agricultural and fishing sector, meant an uncertain future for Haiyan survivors, who had to rely heavily on external aid programmes. Many survivors were not prepared for nor had the resources to overcome threats to their already fragile sources of income.

In Coron town of Busuanga, Palawan, the sixth landfall point of typhoon Haiyan, more than 80 per cent of the households rely on loans from financiers to meet their daily needs for basic essentials and to sustain their livelihoods. Disasters, regardless of scale, often lead to over-indebtedness as survivors draw more loans to recover from disaster impacts but struggle to meet recurring debts with overwhelming interest rates. As part of Mercy Relief's recovery programmes for Typhoon Haiyan survivors, a community-managed savings and livelihood initiative was introduced to build economic resilience among community members through the promotion of financial independence and diversification of livelihoods.

Organized into smaller groups of 20-25, community members received financial literacy training and met regularly to participate in a group savings scheme, which comprises three key components of savings, loans and insurance. The scheme was designed to build economic resilience against future disasters. For example, savings meant better prepared-



Almost a million houses were destroyed by the earthquake in Nepal, most of them loosely fitted with traditional materials

ness as members could buy what they needed before the onset of a disaster or immediately after the disaster; loans allowed members to invest in livelihoods that are less sensitive to impacts of disasters or simply as an alternative to financiers; and insurance provides emergency cash for families who are met with the death of the household's breadwinner.

A hallmark of this initiative was the diffusion of traditional leadership into a holistic system that allowed each member to feel empowered as leading agents of change for their own future. Members were given the freedom to form their own groups, which were governed separately. In the process, members gained a higher sense of ownership and accountability as they learned to make their own decisions. New and existing communal relationships were also naturally being established and strengthened through regular meetings, thus encouraging a network of support in times of crisis.

The initiative also created an entry point for the implementation of disaster preparedness activities. Each savings group became a sub-unit of the larger Disaster Preparedness Committees (DPC) set up within each community. Savings members were mostly represented by the women of households and, by assuming integral roles through this initiative, they became advocates for resiliency in their immediate environment. By implementing disaster preparedness activities through each DPC, which then passed on its knowledge and training onto each savings group, community mobilization was easily managed and maximum community participation was present in preparedness planning. The result was a wide social network that allowed for swift exchange of information and effective coordination in times of crisis.

Overall, the initiative not only provided survivors a pathway from relief to recovery but also facilitated better coping mechanisms to future disasters as members had economic assets that could be utilized pre- and post-disasters to finance their own recovery needs. Today, the community is able to protect its lives and livelihoods during the onset of disasters and, is less reliant on external aid as it promotes the recovery of local econ-



Images: Mercy Relief

Through Mercy Relief's training, masons acquire new skills to construct as well as advocate for earthquake-resilient structures within their communities

omies through local action. The communities we worked with in Coron are both physically and psychologically strengthened, through their own participation, to cope with impending crises.

Recovery and resilience through adaptation and awareness

Two devastating back-to-back earthquakes ripped through parts of Nepal in April and May 2015, claiming the lives of over 8,800 in the country. The seismic disaster impacted over 8 million people, in 14 of Nepal's 75 districts, destroying homes, livelihoods and infrastructure, cutting off already isolated communities. Over the course of three weeks, Mercy Relief's response team delivered relief supplies such as food packs, household and hygiene essentials. Mobile clinics were also established to provide medical services across seven of the affected districts. Mercy Relief's first recovery activity saw the provision of transitional shelters to 690 families, allowing them to anchor their assets through the monsoon period until formalized rebuilding guidelines were issued by local agencies.

In Phulpingkot Village Development Committee (VDC), located within Sindupalchok District, Mercy Relief focused on establishing community evacuation assets and strengthening livelihoods while empowering communities to be the precursor for their own rebuilding process. Village trained masons, who previously were not well versed with resilient building practices, underwent training to expand structural and materials expertise, and upon completion were officially registered with the local government for reconstruction projects. The newly trained masons, under supervision by local engineers, worked on two of Mercy Relief's Safe School Rehabilitation projects which double as community evacuation centres and as sites for disaster preparedness training for communities within the VDC.

Masonry training for earthquake-resilient construction is often implemented to increase disaster resilience of prone communities. Since the inception of standardized building codes in 1994, there have been efforts by local Nepali agencies to provide technical expertise and train masons from its municipalities. However, enforcing guidelines and ensuring that adequate assistance is provided across all communities is a challenge, exacerbated by the country's topography and difficulty in convincing communities of the need for improvements to their homes. In a country where an estimated 25 per cent live at or below the poverty line, structural soundness falls behind in the hierarchy of survival needs.

Mercy Relief's training equipped the masons with knowledge on how to utilize materials in their immediate mountainous environment such as stones, wood and mud, in constructing earthquake-resilient structures. Besides enabling them to source more economically viable jobs, these adaptable skills empowered the masons to be catalysts for change within their communities to counteract the common belief that resilient housing comes at a high cost. Community consultations between masons, villagers and local engineers also created platforms to promote the uptake of safer building practices in the reconstruction process, which was also being effectively modelled by the construction of the two schools in the VDC.

With increased knowledge, capacity, and the means to effect change within their community the trained masons were empowered to take ownership and lay the foundation for resilient and potentially life-saving structures. In the event of another seismic disaster, these individuals will be better equipped to support others to be increasingly self-reliant in their coping and rebuilding process.

Investing in the future: provide people with hope for a life and build a resilient society

Tsukasa Hirota, Director, Humanitarian Assistance and Emergency Relief Division, Ministry of Foreign Affairs of Japan

As the growing scale of humanitarian needs reaches unprecedented levels, we need to rethink how we could improve the ways we deliver assistance, serve the needs of affected people better, and put an end to their devastating needs. In doing so, since humanitarian assistance cannot bring a durable and sustainable solution to these challenges by itself, we need to make a comprehensive effort and foster wider cooperation among various stakeholders, including governments, international and regional organizations, the private sector, civil society, affected communities and so on.

In the course of its modern history, Japan has overcome a range of challenges and realized a period of high economic growth and the establishment of a peaceful, stable society. Japan has taken advantage of its unique development experiences and has applied them to its humanitarian assistance and development cooperation. We have provided humanitarian assistance for conflict and disaster-affected people, supported reconstruction and nation-building in post-conflict situations, and worked to foster human resources. We believe that building on those rich experiences, Japan could make a meaningful contribution to putting forward an ‘agenda for humanity’.

Human security — a concept that pursues the right of every individual to live happily and with dignity, free from fear

and want, through their protection and empowerment — is the guiding principle and foundation of Japan’s humanitarian assistance and development cooperation. Japanese assistance focuses on individuals — especially the most vulnerable individuals in society such as children, women, refugees and internally-displaced persons — and provides cooperation for their protection and empowerment so as to ensure human security. This guiding principle corresponds to the 2030 Agenda for Sustainable Development and what has been repeatedly stressed through the World Humanitarian Summit process; namely, putting people at the heart of humanitarian action and leaving no one behind. Needless to say, reaffirming the humanitarian principles of humanity, neutrality, impartiality and independence as well as respect for international humanitarian, human rights and refugee law, comprises the core of our action.

At the regional consultation in Tokyo in July 2014, participants collectively acknowledged the need to recognize that, in order to truly achieve economic and social recovery in disaster-affected areas, humanitarian assistance must not be seen merely as a form of goodwill or charity, but also as an investment in empowering people so that they can live with dignity. It was also recommended that “the United Nations and other international organizations need to re-examine their roles in the changing humanitarian landscape, recognizing the leading roles national and local actors need to play in humanitarian

Responding to Typhoon Haiyan

Japan utilizes its knowledge and technology acquired through past experiences of responding to natural disasters such as earthquakes and typhoons to provide support in the field of humanitarian assistance, disaster risk reduction, and post-disaster recovery and reconstruction.

Typhoon Haiyan (known as Typhoon Yolanda in the Philippines) directly hit the Philippines on 8 November 2013, causing enormous damage in its 36 states. The typhoon was of an unprecedented force in recorded history. It caused over 7,000 deaths and missing people, damaged over 1 million houses, and displaced over 4 million people. A large area was affected, including many cities and towns. The Philippines’ major industries including coconut farming and fisheries were hit hard, making it uncertain whether the people living there can make a living over the next several years.

In the immediate aftermath of the disaster, Japan provided Emergency Relief Goods (such as tents, plastic sheets and blankets) and Emergency Grant Aid through international organizations. In addition, Japan deployed the Japan Disaster Relief (JDR) Medical Teams, Expert Teams (experts of early recovery and oil-spill prevention)

and Self-Defense Force Units. The dispatched Self-Defense Force Units conducted activities such as medical assistance, epidemic prevention, and transportation of affected-people and relief goods. A pregnant woman who visited the JDR Medical Team was worried about the consequences of the disaster. However, after seeing her healthy foetus using ultrasound imaging, a smile returned to her face.

Subsequently, in the recovery phase, Japan has been providing grant aid to help rebuild damaged primary schools and hospitals, establish measures to secure the means of livelihood of the victims, and restore public infrastructure such as airports and local government offices. Furthermore, in order to support the Philippines’ rehabilitation in the mid to long term, the implementation of Technical Cooperation For Development Planning was decided. The project provides comprehensive support for a series of processes aimed at the early recovery and rehabilitation of the affected areas and the building of a society and communities that are more resilient to disasters, including the formulation of a rehabilitation and recovery plan and priority projects.



Image: Japan International Cooperation Agency

A child receives a medical examination by the JDR Medical Team



Image: World Food Programme

A family receiving food assistance, an essential measure in disaster-affected areas

action.”¹ This type of thinking is important for improving the quality of humanitarian assistance.

In order to reduce the number of prolonged or recurrent crises and to create sustainable mechanisms for the protection of people’s lives and dignity, it is vital to promote local governments’ and communities’ efforts toward self-reliance. Japan has devoted much effort to developing human resources, and provides mid and long-term assistance to this end, including technical cooperation for community capacity-building and the training of officials.

As an example of regional cooperation, Japan introduced communications equipment to the Association of Southeast Asian Nations (ASEAN) Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre), which is an intergovernmental organization aiming to facilitate cooperation among ASEAN member states for disaster response and disaster risk reduction, thereby improving information sharing between the AHA Centre and ASEAN countries. Japan is also assist-

ing with the construction of a system to provide emergency stockpiles and to manage and transport these supplies, which contribute to strengthening the capacity of the AHA Centre. Such assistance for regional mechanisms is useful in terms of promoting the efficiency of humanitarian assistance.

A wide range of efforts are necessary to make society as a whole more resilient to natural disasters, which includes preparing against their inevitable occurrence in order to mitigate and minimize the damages incurred. In this connection, Japan hosted the Third United Nations World Conference on Disaster Risk Reduction in Sendai in March 2015. With the participation of 185 member states, the conference saw the adoption by consensus of the Sendai Framework for Disaster Risk Reduction and the Sendai Declaration. As presented in the Sendai Cooperation Initiative for Disaster Risk Reduction as well as in the Sendai Framework, Japan attaches particular importance to prior investment in disaster risk reduction from a long-term perspective, the implementation of ‘Build Back Better’ and collaboration between central governments and various actors. In particular, it is important, when faced with recurring crises, not simply to return to the same situation that existed prior to a disaster, but to overcome vulnerabilities based on the lessons learned from each previous disaster and to reconstruct towards a more disaster-resilient society. This is the essence of Build Back Better.

In this regard, it is crucial that countries and regions alike take both ‘hard’ structural measures such as infrastructural reinforcements and ‘soft’ non-structural measures such as mainstreaming disaster risk reduction in their development policies and project planning, introducing disaster risk education and building communities resilient to disasters. For example, as we saw in the case of the Great East Japan Earthquake of 2011, thanks to routine evacuation drills and widespread education about disaster risk reduction, many elementary and junior high school students were able to safely evacuate before the tsunami struck, which saved many lives. This proves that educating and preparing people can be an extremely effective and inexpensive way to reduce casualties from natural disasters.



Image: UNHCR/ZI Kohler

Refugee children play in the United Nations High Commissioner for Refugees (UNHCR) playroom at the Khalda registration centre in Jordan



Image: International Organization for Migration

An Afghan returnee family at the Torkham transit centre with the assistance they received on arrival

Currently, we see that the number of people displaced has reached more than 60 million, the largest ever since the Second World War, and many of them are caught in protracted crises. To cope with this difficult situation, it is vital to involve development partners from the earliest stages of a crisis in order to further enhance collaboration with humanitarian actors, and to create the necessary environment to promote cooperation between host communities and refugees as well as internally displaced persons as driving forces of development and growth. In this context, Japan actively supports the work of the Solutions Alliance, a concrete example of a collaborative project between humanitarian and development agencies, to find solutions to protracted displacement situations. Japan also provides Yen loans (concessional loans) to contribute to the economic and fiscal stabilization of Jordan, as well as to the improvement of infrastructure in local communities in Turkey facing the increasing burden of the high influx of Syrian refugees.

The Polio Eradication Project in Pakistan

Japan's official development assistance loan project for Pakistan, the Polio Eradication Project, introduced an innovative loan-conversion mechanism. Under this mechanism, on confirmation that the Government of Pakistan had achieved a certain level of project outcomes, then the Bill & Melinda Gates Foundation would repay the debt on behalf of the Government of Pakistan. The achievement of the project outcomes was confirmed, and the repayment by the Foundation was confirmed in April 2014. This is a good example of innovative public-private partnership.

It is also essential to promote more diverse partnerships among various actors. While the need for humanitarian assistance is growing due to the multiple large-scale humanitarian crises currently occurring simultaneously, and further due to these crises becoming protracted, the financial and human resources of the international community for humanitarian assistance are limited. With this in mind, it is crucially important to encourage the participation of and contribution by new partners, including emerging donors, the private sector and local partners.

In Japan, each local government plays a leading role in disaster response. In order to receive smooth support from other local governments and the private sector in times of disaster, some local governments have concluded extensive advance agreements for mutual support with other local governments and companies. Based on such agreements, for example, when a disaster-affected local government does not have enough capacity to cope with the local evacuation and relief measures, other local governments can swiftly send support staff and goods at the request of the disaster-affected local government. In addition, food manufacturers and transport companies would respectively supply and deliver essential items such as food and drinking water to the disaster-affected local government, and construction companies would conduct emergency rehabilitation. These are some good examples of collaborative efforts between local governments and the private sector.

Since the World Humanitarian Summit adopts a multi-stakeholder approach, it should serve as an opportunity to further promote the participation of wider partners as well as to build new partnerships to leverage different actors' strength and wisdom.

Fifty-four years of development cooperation

Kuwait Fund for Arab Economic Development

In 1961, a few months after gaining independence, the State of Kuwait established the Kuwait Fund for Arab Economic Development, the first development institution created by a developing country to channel official development assistance to other developing nations.

The fund's main activity is lending at concessional terms to finance projects accorded high priority by developing-country partners. It is the fund's policy to respect the priorities of recipient countries. However, approval for financing a project depends on the outcome of a comprehensive feasibility study and the examination of economic, financial, technical, environmental and management aspects of the project, through a Kuwait Fund appraisal mission in consultation with the recipient country.

The development operations of the fund cover projects in various sectors, including agriculture, transport, energy, communication, water and sanitation, health and education, in addition to supporting small and medium-scale projects implemented by the private sector through funding provided by the Kuwait Fund to national development banks and social funds. Cumulative loan commitments as at the end 2015 totalled about US\$18.7 billion for financing about 900 projects in the aforementioned sectors. Guided by the broad perspective of development, including social, economic and

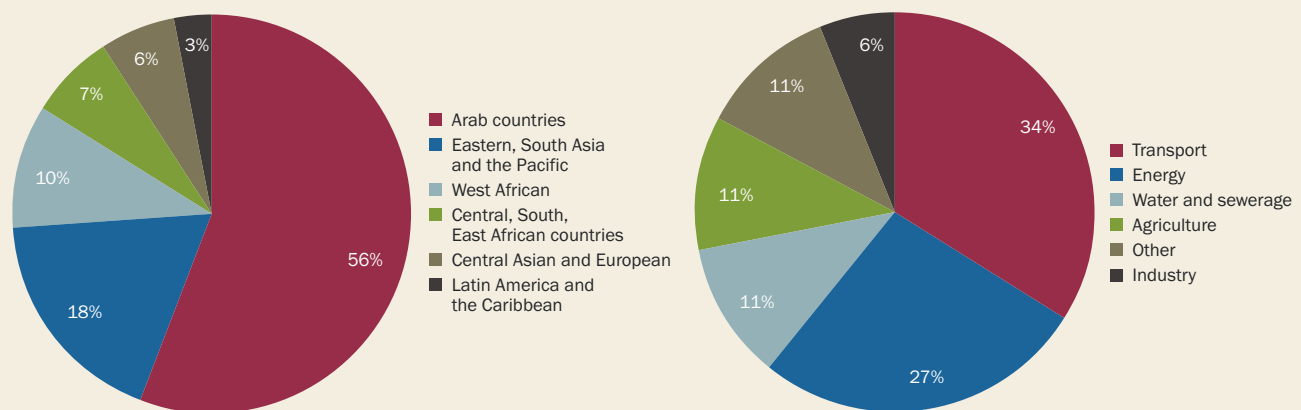
environmental dimensions, the development projects included under each sector aim at achieving a set of goals, comprising reducing poverty and hunger through the implementation of projects in the agriculture sector to increase the production of food commodities. Transport, energy, water and sanitation and other social services projects, including health and education, are essential for improving the livelihoods of people, in addition to promoting overall growth and development.

Additionally, such projects constitute an important aspect of an environment conducive to the development of the private sector and to encouraging its participation in the development process. Often, lack of infrastructure and social services hampers private sector initiatives and weakens their role in contributing to development in general.

Up to the end of 2015, the fund has managed to reach out to 105 developing countries spanning different regions of the world, including 16 Arab countries, 40 African countries and 49 other countries in Asia, Europe, Latin America and the Caribbean.

Besides these concessional loans, the fund provides technical assistance grants for financing a variety of technical services aimed at helping recipients and institutions to undertake certain activities to facilitate the implementation of development projects. Such services include the preparation of feasibility studies, special expert services and training, in addition to technical assistance for capacity-building. As of

The share of Kuwait Fund loans for each region (left) and distribution by sector (right) at the end of 2015



Source: Kuwait Fund for Development



Image: Kuwait Fund for Development

Transport, energy, water and sanitation and social services are essential for improving the livelihoods and promoting overall growth and development

2015, the value of the fund's total technical assistance grants amounted to about US\$400 million.

The fund has always welcomed cooperation with national, regional and international institutions and country donors in financing projects, especially large projects with a required capital investment beyond the capacity of one financier. Many projects supported by the fund fall into this category. About 55 per cent of fund-supported projects are co-financed in partnership with one or more of the development institutions and country donors. Such co-financing, coordinated among co-financiers, helped recipient countries to mobilize the resources needed for implementing major projects and paved the way for their orderly and timely execution.

Many developing countries have fallen under the pressure of heavy debt, especially the poor countries, whose development efforts were hampered by debt services beyond their capacity to pay. When the World Bank and the International Monetary Fund launched their initiative to provide debt relief to the heavily indebted poor countries in 1996, the Kuwait Fund supported the initiative, and it has been providing debt relief in accordance with the conditions of eligibility. About 28 countries have received debt relief to help them in economic recovery and the implementation of further development projects.

The fund recognizes that the availability of resources is necessary for the implementation of projects, but this alone is not sufficient for ensuring their effectiveness. Other factors are significantly important, such as the advice provided to recipients and the consultation with them on all matters pertaining to preparation, implementation and operation of projects. In this respect, the fund availed its developing country partners the advisory services of its professional staff, and shared with them its experience and lessons drawn from similar projects.

The fund exerted concerted effort to address the complexity of development issues and the challenges facing its partners in



Image: Kuwait Fund for Development

The Kuwait Fund has provided advisory services from its professional staff to help in the preparation, implementation and operation of projects

the developing world. Over the last 15 years, the fund has been supporting countries in their efforts to achieve the internationally agreed Millennium Development Goals (MDGs), especially the overarching goal of eradicating poverty and hunger and other goals that contribute to improving livelihoods and quality of life. In the years ahead, the fund will continue its endeavours to help partner countries in implementing the post-2015 development agenda and the Sustainable Development Goals (SDGs), to be achieved by 2030.

However, the fund does not only look at roads and power grids; it looks into easing human suffering in the face of disaster. In this regard, the fund reached out to other developing nations to assist them in overcoming crisis and disaster situations, whether natural or man-made. In this respect, the fund has contributed to ameliorating the negative environmental impacts of human failures, such as the case of the Aral Sea desiccation and the Chernobyl nuclear reactor meltdown.

The Aral Sea project is an example of an environmental disaster, where the whole Aral Sea almost diminished due to the diversion of supplying rivers for irrigation and other purposes. During the first decade of the new millennium Kazakhstan took action to restore the northern Aral Sea and to improve the livelihoods of the population in the region. To help in addressing these issues, the fund provided a loan of about US\$14 million to Kazakhstan in support of developmental efforts in the Aral Sea region. Another example of efforts exerted by the fund to combat environmental disaster is the financing furnished by the fund to contain the Chernobyl nuclear disaster. In that regard, the fund has stood continuously with its bilateral and multilateral counterparts and has provided grants totalling about US\$15 million between 1998 and the present, for the Chyrnobyil Shelter Fund administered by the European Bank for Reconstruction and Development.

Meanwhile, the fund spared no effort in supporting other nations to restore the livelihoods of those affected by natural



Image: Kuwait Fund for Development

Grants from the Kuwait Fund have helped support the rehabilitation of schools and public utilities damaged by natural disasters

disasters. A direct example of the effort exerted in that regard is the provision of a concessionary loan equivalent to about US\$20 million to the Government of Sri Lanka for the rehabilitation of educational institutions damaged by the tsunami in 2005. In the same year, another loan equivalent to about US\$8.3 million was extended to the Maldives for the rehabilitation of tsunami-damaged utilities.

Earthquakes have always been a cause of the disruption of human livelihoods. The fund assisted Egypt, Turkey and Yemen in reinstating the livelihoods of affected communities by providing concessional loans amounting to US\$137.6 million, all dedicated to the reconstruction of affected areas.

Food security is a global concern. Fighting hunger still remains an overarching development goal of humanity as agreed by the international community in the context of the MDGs. In reaching for that goal, His Highness the Amir Sheikh Sabah Al Ahmed Al Jaber Al Sabah, Amir of the State of Kuwait, launched the Goodwill Fund with US\$100 million in capital, as a contribution from the state of Kuwait to fight the negative effects of the world food crisis on the least developed countries, and to help promote agricultural production in these countries. This initiative was launched during the 4th Islamic Economic Forum which was convened in the State of Kuwait in 2008. The Kuwait Fund was entrusted with the implementation of the Goodwill Fund. It concluded agreements with 22 beneficiary countries and disbursed the grant allocated to each recipient. The Goodwill Fund supports micro and small businesses with projects in agriculture and related industries, such as food processing, to be implemented by competent entities in the recipient countries.

Furthermore, in building the resilience of communities living in dry and arid areas against waves of drought, the fund provided grants totalling about US\$5.5 million to the International Center for Agricultural Research in the Dry Areas, for the implementation of a project related to enhancing food security in Arab countries.



Image: Kuwait Fund for Development

The fund provides technical assistance grants to finance a variety of technical services aimed at helping recipients to implement development projects

Health is an integral part of the international development agenda, whether in the context of the MDGs or the new SDGs. In this regard the fund furnished grants equivalent to about US\$16 million to various organizations to support efforts in fighting diseases like malaria and guinea worm. One example of the fund's partnership in combating endemic diseases is its continuous support through extending grants equivalent to about US\$5 million for fighting river disease (Onchocerciasis) in Africa. This collective effort of the fund with the World Health Organization, the United Nations Development Programme, the World Bank, the Food and Agriculture Organization of United Nations, West African states and other donors, which protected about 100 million people, is described as one of the most successful disease control programmes.

In a determined effort to keep the human dignity of those affected by man-made crises, the State of Kuwait and the fund pooled their resources to stand by people, save their lives and provide hope for a better future. In Afghanistan, the fund has provided the equivalent of US\$30 million in grants for reconstruction efforts since 2002. In Lebanon, the fund extended a loan of about US\$53 million for the reconstruction of educational buildings in Beirut. Another example of the fund's support of human communities is the effort of the State of Kuwait to keep the hope for Syrian refugees for a better future. The State of Kuwait pledged US\$1.6 billion in grants, including US\$250 million of the fund's resources, for neighbouring countries hosting Syrian refugees for education, health and other social facilities, in addition to approximately US\$200 million for Palestine.

The foregoing efforts by the Kuwait Fund are examples of its collective endeavours to assist developing countries to achieve their development goals, within a framework of sustainable development. Building upon these efforts, the fund will continue to foster partnership among Kuwait and other developing nations, through a vision of achieving prosperity and peace for present and future generations.

Empowerment of communities towards disaster resilience through disaster risk management for sustainable development

Omar Osman, Kamarulazizi Ibrahim, Kanayathu Chacko Koshy, Ahmad Firdaus Ahmad Shabudin, and Sharifah Nurlaili Farhana Syed Azhar, Centre for Global Sustainability Studies, Universiti Sains Malaysia, Penang, Malaysia

The series of catastrophes witnessed in recent times provides a strong reminder that the disaster risks associated with hazards such as tropical cyclones, floods, earthquakes, droughts and tsunamis constitute a major challenge to sustainable development (SD).¹ Therefore, it is unlikely that the Sustainable Development Goals can be achieved without managing disaster risk effectively.² Disasters generally continue to be conceptualized as external shocks to normally functioning economies, rather than as manifestations of underlying risk drivers inherent to development practices which generate and accumulate disaster risks. Unless the drivers of challenges such as loss of biodiversity and poverty are addressed, societal loss and damage will dramatically increase, threatening many of the hard-won socioeconomic gains.

Notably, climate change is projected to increase in frequency, intensity and the cost of disasters in terms of lives lost and damage to social, economic and environmental assets. Disaster damage goes far beyond the physical destruction normally seen; what isn't so clear is the value provided by the damaged infrastructure and lost services. A progressively risk-reducing approach can enable societies to manage disasters and promote sustainability.

In most developing countries, conventional disaster management is limited to event-based reactions, while proactive disaster management calls for stronger process-based measures. Therefore we need a new and innovative risk reduction model and action based on it. Going a step further, we need to integrate disaster risk management (DRM) with SD. The Centre for Global Sustainable Studies (CGSS), Universiti Sains Malaysia (USM) developed such a concept model in 2013 which, when applied fully, will address disaster management, disaster risk reduction, resilience-building and promotion of sustainable development in an integrated way. This model is called disaster risk management for sustainable development (DRM-SD). This risk-reduced approach to development that involves mitigation of drivers and adaptation to impacts is what we call 'development with a difference'.³

This model requires that we always take anticipatory action, in the absence of which the disaster risks will become harsher with increases in population, changing climate and accelerating environmental degradation.

Poverty, loss of biodiversity, poor governance and even the vagaries of climate change may be treated in this way, as all of these SD challenges pass through a risk level which, if not addressed well, comes back to haunt us as disasters.

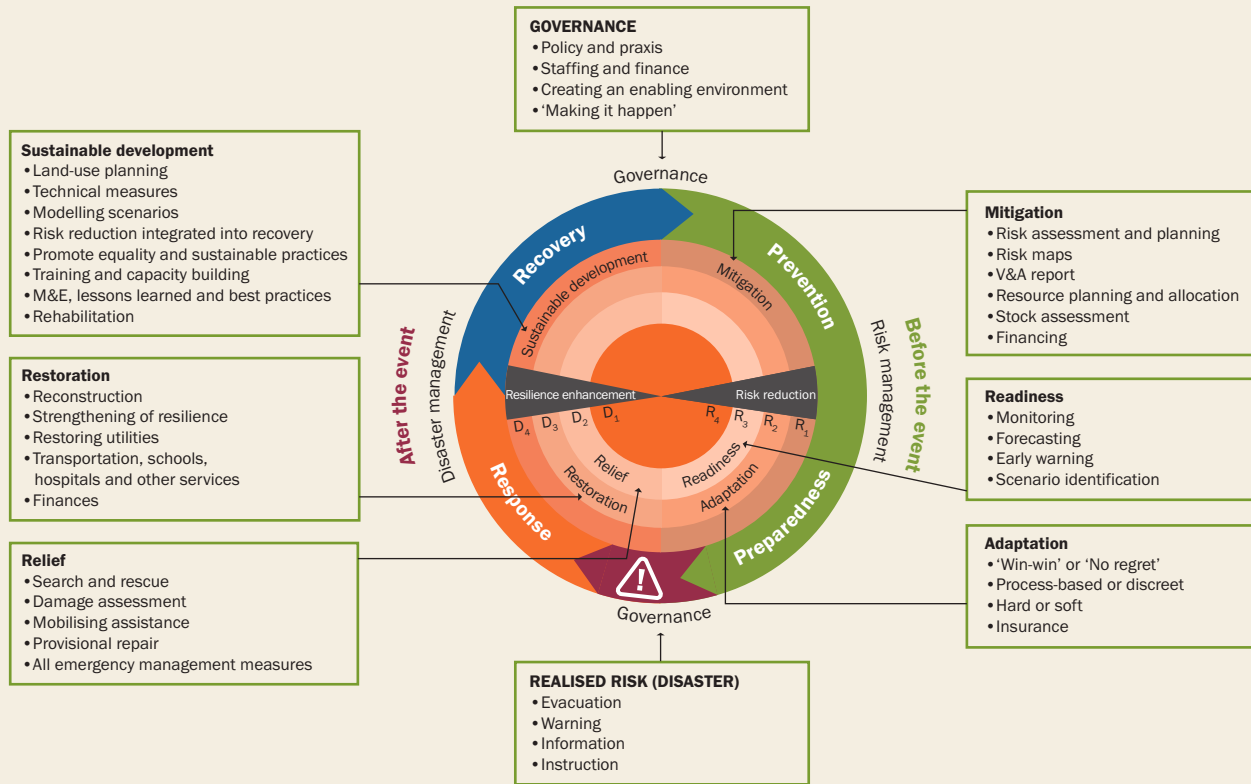
The DRM-SD model

The DRM-SD model⁴ represents a cyclic and iterative process where 'risk reduction' and 'resilience enhancement' are given equal importance. These are the pre- and post-disaster activities (shown as radii of the right and left hemispheres of the diagram). It is assumed that the radius of the right hemisphere represents the full risk and that on the left, the full disaster. The key to the successful implementation of the model is the ability to progressively reduce risk through mitigation (R1), adaptation (R2) and readiness (R3) measures carried out 'before the event' under prevention and preparedness. The residual risk is shown by R4 which, when realized as disaster (D1), is presumably small and manageable. The post-disaster activities of relief (D2), restoration (D3) and sustainable development (D4) will enhance resilience (reduced disaster) under the response and recovery phases.

The governance segment is the ever-present enabling environment required for the other four components to operate efficiently. The checklist items shown outside the circle in pockets are examples of activities that form part of DRM-SD. This model requires that we move from an 'event-based' to an SD-compatible 'process-based' approach for improved results. In this approach, the overall risk (in the absence of any risk reduction measures) will be progressively reduced to a level where any resulting disaster from the residual risk will be considered manageable. This becomes more evident if we imagine a horizontal slicing of the DRM-SD cycle which will leave both 'preparedness' and 'response' close to the event and 'recovery' and 'prevention' away from the event. While hastily put-together preparedness and response surrounding the disaster event may be likened to reactive sustainability measures, a more proactive response aligned to the sustainability vision will be the recovery and prevention farther away from the event.

We believe that if these principles and new approach are adopted and practised over the long term, a sustainable pathway can be found for all nations. As disasters are seen as realized risk, this approach requires pre-emptive action through sustainability-compatible interventions.

The DRM-SD model for risk reduction



Source: CGSS-USM

Thus the novelty of DRM-SD is that it prompts strategic intervention at the risk level, to continue to reduce multiple risks posed by SD challenges to levels manageable by people and planet through mitigation and adaptation. This approach will require us to take no-regret measures, while simultaneously intensifying efforts on more involved mitigation challenges that will require policy, finance and mindset changes.

Application of DRM-SD

The United Nations International Strategy for Disaster Reduction defines risk as ‘hazard x vulnerability/capacity = risk’. The overall concept underpinning any risk reduction project is the conviction that disaster prevention through mitigative measures will reduce the impact of hazard, while preparedness through adaptation and readiness will reduce the vulnerability of exposure units. At the same time use of age-old indigenous best practices, good governance, and policies and practices that strengthen the capacity of communities will considerably reduce the risk. This reduced risk, if realized, will mostly result in more manageable disasters, causing reduced loss, damage and hardship.

Keeping this in mind CGSS has been organizing a series of capacity-building programmes based on DRM-SD in order to create an enabling environment for humanitarian responses towards risk reduction and resilience-building project implementation. Four such initiatives are described below: training

for capacity-building; training followed by action; consultancy for strategy development for disaster management; and a project for community-based resilience-building.

DRM-SD capacity-building

In 2014, CGSS was awarded US\$70,000 by the Asia Pacific Network for Global Change Research (APN) Japan, based on its proposal on ‘Building Capacity for Reducing Loss and Damage Resulting from Slow and Rapid Onset Climatic Extremes through Risk Reduction and Proactive Adaptation Within the Broader Context of Sustainable Development’. The funding was for two years (2014-2016) in Malaysia, Viet Nam, Lao People’s Democratic Republic (PDR) and Cambodia. The highlights of the training curriculum involved:

- Discussion of South-East Asian climate trend and scenario with a focus on climatic extremes
- Definition of disaster management terms, risk equations, disaster trends, population, urbanization and DRM, Malaysia and DRM
- DRM-SD cycle components — risk management (before the event) — prevention and preparedness
- DRM-SD cycle — disaster management side (after the event)
- Training with risk reduction project management tools involving logical framework analysis, system thinking using the Atkisson’s Pyramid approach, and the World Café for effective stakeholder discussion.



The APN DRM-SD Training

This was followed by hands-on activities to develop risk reduction projects for country-specific disasters. The backdrop of the entire discussion was the Hyogo Framework for Action 2005-2015, the Rio+20 outcome 'The Future We Want' and the Sendai Framework for Disaster Risk Reduction 2015-2030.

A three-day 'learning lab' (training workshop) was conducted in December 2014 in Kuala Lumpur, Malaysia, attended by 48 local participants and 12 participants from the South-East Asia Sustainability Network. Then learning labs were conducted in Ho Chi Minh, Viet Nam (January 2016), Vientiane, Lao PDR (January 2016) and Siem Reap, Cambodia (February 2016). The learning labs were attended by about 30 participants. CGSS and APN have worked closely with their collaborative partners, International University and Viet Nam National University (Viet Nam), the National University of Laos (Laos) and the University of Battambang (Cambodia), to ensure the success of the programme in their respective country, and feedback indicates considerable capacity-building.

Kelantan Flood Disaster Management, Malaysia

Massive flooding struck the east coast of Malaysia in December 2014, affecting the states of Kelantan (the worst affected state), Terengganu and Pahang. USM, in collaboration with Universiti Malaysia Kelantan, the Federal Development Department of Kelantan and the State Secretary Office of Kelantan, organized a stakeholder conference which took place on 14-16 February 2015. The conference was intended to explore post-flood response. About 500 participants attended, including experts from various fields, agencies and institutions of government and



The Resolution of Kelantan Flood Disaster Management Conference 2015

non-governmental organizations, academia and the victims. Through a World Café-Town Hall discussion approach they discussed five major flood-related issues: social, infrastructure, economy/production, environment/cross-cutting and framework/policy. Each issue was discussed using the four pillars of DRM-SD and governance as a special case. Resulting from the conference, 225 recommendations were compiled and distributed to all participants, stakeholders and ministries throughout Malaysia.⁵

In 2015 the Ministry of Education of Malaysia announced a RM20 million research grant for disaster management and flood mitigation by tertiary education institutions. As an outcome of the post-conference activity, CGSS was awarded a project grant for its proposal 'Integrated Governance Approaches to Flood Disaster Management in Malaysia Using Risk Reduction Tools Leading to Sustainable Development'. The project is currently nearing completion.

Workshop on hospital disaster resilience

The USM in Kelantan was the only remaining, fully functioning hospital to treat patients transferred from other hospitals during the 2014 flood. The hospital's resources were stretched to their limits and it was decided that an institutional strategy to address disasters needed to be developed for future management. CGSS was hired to manage this project and a similar stakeholder discussion organized at the hospital in August 2015 based on DRM-SD. A special feature of the meeting programme was the use of a custom-built risk assessment model that featured categories specific to hospital activities. Fifty-one specific recommendations were arrived at which will guide the hospital's preparations for future DRM and disaster response.



Images: CGSS

Stakeholder discussion during the Kuala Nerang project

Reducing flood-related food security challenges

Since 2000, flooding had become a common occurrence in the Kuala Nerang area of Padang Terap district, Kedah, Malaysia. Recognizing the need to address the vulnerability and adaptation of communities and relevant agencies, a project based on DRM-SD was carried out by CGSS. Education for sustainable development was stressed for non-formal education in the communities and schools in the district, enabling people to acquire the knowledge, skills, perspectives, attitudes and values necessary to prepare themselves towards building disaster-resilient communities.⁶

The stakeholders involved in this project consisted of experts from USM, residents, local officials and selected schools in the district. The Kuala Nerang project identified that the communities of Padang Terap needed trauma counselling for victims, training in handling and maintaining flood-related equipment, accredited flood rescue training, and the establishment of a formal community flood disaster committee consisting of village leaders and local authorities. Several measures were thus identified to strengthen capacity within the local community and Padang Terap's local authority. For example, for the Bahaya Ayaq Bah (The Dangers of Flooding) awareness campaign, the 3S concept (Sebelum, Semasa, Selepas) was coined from the local terminology for 'before', 'during' and 'after' flood occurrence, and toolkit preparation was included. Eight fibreglass boats with outboard

engines were also provided to the communities to help rescue those trapped during floods. The success of this project was the close cooperation between academia, local officials and the local communities.⁷

For sustainable development, therefore, we need more than mathematics; a risk-averse mindset that helps us move progressively from event-based responses to process-based interventions, connecting DRM to national SD efforts, and defining risk more inclusively to cover both 'rapid onset-high impact' events such as floods and tsunamis and 'slow onset-high impact' events. Recognizing that capacity-building is the best option to empower communities towards disaster resilience through DRM-SD, continual innovation and improvement of the approach should be mainstreamed at all levels, especially by public and private sustainability-related institutions. Capacity-building is one of the best ways to enhance community resilience. Through capacity-building, we are able to help alter the mindset of communities to be more disaster conscious and progressively reduce risk increases in the name of development. Unless urgent mitigation and community-based adaptation measures at all levels are undertaken to reduce adverse impacts, very hostile impacts cannot be avoided. When people are enabled through knowledge transfer and indigenous knowledge-based best practices, it is possible to reduce disaster risk considerably.

The humanitarian capacities challenge: dealing with the present and preparing for the future

Dr Randolph Kent, King's College, London, UK

The global community is faced with an expanding number of humanitarian threats — their dimensions and dynamics growing in many instances exponentially. Those within the traditional humanitarian sector face the prospect that they may lack the expertise, capacities and resources to deal with such risks, and such inadequacies will significantly impact the lives and livelihoods of untold numbers around the world.

In this fundamental sense the global community must prepare to address a humanitarian capacities challenge requiring a different concept of risk, a broader definition of a humanitarian actor and organizational transformations that run contrary to today's 'humanitarian ethos'.

All too often perceptions of humanitarian crises reflect a world that harks back to the mid-1970s, when humanitarian crises were mainly the purview of poor countries, principally but not solely in Africa and South Asia. This perspective may be a holdover from what has been described as 'Western hegemonic' attitudes, where resilience was seen to be inherent in the West and vulnerability a feature of those who did not share in its wealth, values, culture and forms of governance.

The rationale for humanitarian action continues to be closely linked to those assumptions. While most cultures and religions have clear ideas and histories of response to assist the vulnerable, the predominantly Western humanitarian sector has intentionally or inadvertently pursued humanitarianism through the lens of selflessness and charity. There can be little doubt that most would hope that humanity would underpin humanitarian action, but there has emerged a 'charitable condescension' that separates oneself from the plight of others. It is in one sense the dominance of sympathy over empathy.

In the context of the humanitarian capacities challenge, humanitarians need to bear in mind that the kinds of crises that will have to be faced are ever more global — their impacts spilling across regions and continents. 'Messses,' or multidimensional causation and consequences, have always been part of such crises, but now they will be more overt. The humanitarian capacities challenge will have to reflect the fact that the dimensions and dynamics of future humanitarian crises mean that more people will be affected, and that effective humanitarian action will increasingly be an issue of perceived self-interest and mutual self-interest.

Reflecting upon the transformative factors that may affect societies and consequently reduce or create a growing number of crisis threats, there can be little doubt that the solutions for miti-

gation and response will require, for example, an appreciation of the technologies that may drive or resolve humanitarian crises. Artificial intelligence, big data, cyberspace and outer space, 3D and 4D printing, teleportation and tactile communications, mass desalination, direct solar transfers and unprecedented health innovations will be transformative factors over the next quarter of a century — in many positive ways, but also in ways that are negative and intensify the precariousness of human well-being.

Here, too, is a humanitarian challenge that must be met. An understanding and appreciation of such factors is essential if crisis mitigation, as well as response, is to deal with many aspects of such transformative factors. While, for example, it is increasingly recognized that the voices of 'hard science' need to be heard, the sciences have only occasionally been let into the planning room, and all too often are not at the planning table.

Similarly, many humanitarians have recognized the importance of innovation. However, innovation too often begins with the objective of fixing a problem rather than looking for innovations outside the domain of specific problem solving. The mobile phone, through which a growing number of remittances are transferred, was not the result of an attempt to deal with remittance flows, but rather the unintended consequence of an innovation far from the problem-solving arena.

In a highly complex and uncertain global community, organizations that should be responsible for anticipating and dealing with humanitarian threats need to be anticipatory and flexible. However, an organization that is sufficiently anticipatory and adaptive remains a rarity in the sector, and all too often Western hegemonic assumptions as well as institutional survival define standard humanitarian responses and principles. Such assumptions, too, define the nature of collaboration for those in the humanitarian sector. As has become evident — reflected in the response to the West African Ebola crisis in 2014, the 2011 Fukushima nuclear plant disaster and the enduring impact of hurricane Katrina in 2005 — more efforts at multisector and multidisciplinary strategic planning will be a step towards meeting the humanitarian capacities challenge.

Dealing with the humanitarian capacities challenge will require fundamental rethinking about the nature of humanitarian crises, their dimensions and dynamics, their sources and consequences and how we prepare and respond to them. With that objective in mind, humanitarians might wish to reflect on steps towards meeting the humanitarian challenges of the future.

First, to ensure that timely and appropriate preparation and response will be in place to meet future challenges, humanitarian actors must ensure that their organizations are inherently anticipa-

tory. This is not a call to predict the future, but rather to plan from the future, to consider what might be in order to ensure that the organization is sufficiently adaptive to cope with future threats. Towards this end, immediate steps might be considered now.

The United Nations with its plethora of programmes and agencies is well placed to promote integrated futures planning, drawing upon international natural and social scientific institutions to identify plausible longer-term risks. These should form the basis of biennial reports intended to monitor futures perspectives. In addition, mechanisms to assist regional and national organizations to plan more ‘speculatively’ should form the basis of a global fund, supported by private sector organizations, social enterprise and crowdfunding networks as well as non-governmental organizations such as the Start Network and the conventional and emerging donor communities. Humanitarian organizations should also be rewarded for promoting an ethos of speculation and anticipation.

Second, planning has to begin by abandoning the humanitarian-development divide that has been a persistent source of tension and debate over decades and adopt integrated planning methods, monitoring and dealing with potential spillovers. Integrated planning, in this context, should reflect a wider number of scientific and social-scientific disciplines. With that in mind, resilience, stability and economic security should frame futures planning. Links between short-term operational objectives and longer-term strategies should be promoted, reflecting among other things the interaction between local and global. Platforms at regional levels should include private sector, government, non-governmental and research institutions. They should promote interregional collaboration, intended to identify ‘spillover’ problems and solutions and common planning and response approaches.

Third, as presently configured, the traditional humanitarian sector has neither the material, human resources nor capacities to deal with future humanitarian threats. Therefore humanitarians of the future will consist of a wide spectrum of actors, from the private and military sectors to the diaspora and cyber-networked groupings. Their involvement will be based upon comparative advantages and value added, and will be motivated substantially by what they perceive as their immediate and, in many instances, longer-term interests. Therefore, more inclusive access to humanitarian forums should be open for those whose interests, broadly defined, can be enhanced through humanitarian prevention, preparedness and response. Hence, a plethora of opportunities — from ‘clusters’ to the United Nations’ proposed biennial report, from governmental planning initiatives to private sector forums — have to reflect a wider range of interests than traditional ‘humanitarians’.

In light of the enduring issue of mass displacement, planning forums should be established to identify ways to address their needs and those whom they affect. Where relevant, representatives of both have to be included in the integrated forums noted above. Social networks need to be brought into planning deliberations and planning forums. Attention must also be given to robotics and related technologies to determine what might be regarded as an emerging spectrum of new actors.

Fourth, sources for innovation have to look beyond self-imposed limits of discovery, and to actively seek ‘innovation intelligence’ that would introduce a multiplicity of actors

whose innovations were not necessarily intended for humanitarian purposes. Stepping outside the limits of discovery is a function as well as a reflection of effective anticipation and adaptation, and should include:

- Utilizing sources that capture different types of innovations through networks such as Knowledge Point, intended among other things to capture and disseminate local innovations into planning processes
- Open-ended exploration of research institutes and companies to identify new technologies that could improve humanitarian action
- Testing new innovations such as teleportation, tactile communications and 3D and 4D printing for potential to humanitarian action.

The fifth step is to identify new forms of collaboration. The nature of humanitarian actors will change and so will the concept of collaboration. The traditional humanitarian sector presumes that collaboration was defined by needs defined by humanitarians. The emerging reality, however, is that an ever-widening group of actors will be engaged in humanitarian-related action based upon their respective, sector-specific motives and concerns. Collaboration, therefore, will increasingly be based upon an appreciation of self-interests, respective value added and comparative advantages. Collaborative action needs to reflect a clear understanding of the respective interests of those who may be affected by crisis threats or ongoing crises. This will mean that criteria determined by perceived mutual self-interests will underpin a more enduring basis for collaboration. Arrangements with those institutions that have extraterrestrial capacities should be required to assist in surveying potential Earth-based threats, including potential violence, as well as to anticipate possible outer-space threats. Aspects of this initiative would also feed into the proposed United Nations integrated futures planning initiative. Efforts are required to determine how best to engage with virtual networks to provide effective prevention, preparedness and response action.

Sixth, we need to examine the rationale for humanitarian action. As discussed, the perceived universal morality that underpins humanitarian principles too often ignores the cultural, historic, sociological and social-psychological dimensions that determine different societal attitudes. Greater sensitivity to this reality means that those wishing to be truly humanitarian will have to cease taking such universals for granted, and practice the art of recognizing mutually empathetic values on a case-by-case basis. This is a hard prospect but perhaps our best one: a humanism prepared to negotiate across borders unaccompanied by non-negotiable universals.

Humanism recognizes that the so-called moral stance has too often led to disguised and most likely unintended condescension between provider and recipient. Mutual self-interest is a major step towards equality, in a world where any crisis threat ultimately has global consequences. Greater emphasis must be given to ways to accommodate different concepts of principles as they relate to human agency and humanitarian action. Education and training across a broad spectrum of the sciences and humanities should include the perspective that all aspects of human existence will have to contend with humanitarian threats which ultimately spill over into practical day-to-day geopolitical and socioeconomic interests.

In-progress tagging of documents within the Kira database (left) and an excerpt from the report for 'Cash-based programming' (right)

The image shows two side-by-side screenshots from the Kira database interface. The left screenshot displays a document snippet with highlighted text and tags. The right screenshot shows a report excerpt with a table of contents and a list of links.

Left Screenshot (Document Tagging):

allowed for the identification of indicators with which to target efficiently the vulnerable IDPs. At the camp level, the efficiency of targeting was linked to:

- The existence of a community structure that could be used as a base for the targeting. This made it easier for the communities to introduce targeting and aided its acceptance.
- Intra-clan solidarity facilitating community-managed targeting at the village level.

Nevertheless, it seems that the (sub-)clans are included proportionally in relation to the total population of a village and not in relation to the proportion of vulnerable households within a certain clan, reducing the efficiency of efforts to reach those most at risk. As clan questions remain delicate, these hypotheses could not be proved or discussed with beneficiaries or key informants.

- The inclusion in the project of a heavy work component, which was not attractive to the wealthy.

Is cash more prone to diversion than commodities aid/and/or does it encourage corruption?

Monitoring and tracking of the payments indicate that the business people in charge of the distribution diverted no money. IBC's experience thus suggests that cash is no more prone to diversion than other forms of aid.

Is cash used for antisocial purposes?

As reflected in the PDM results, there is no evidence of the cash having been used to buy non-essential items, such as the widely used narcotic, qat (Catha edulis), or weapons, thus reducing the chances of meeting the set objectives. Monitoring of previous cash-based interventions in Iraq shows that antisocial use of cash is not common (Ali, Toure and Kiewit, 2005; OCHA, 2004). Studies on other countries confirm the statement (see, for instance, Oxfam GB, 2006; Harvey, 2005; Adams and Kebebe, 2005; Peppiat, Mitchell and Holzmann, 2001). Finally, the risk of aid being used to Access non-essential items is not exclusive to cash-based interventions. It is also evident in commodity distributions—food aid can be sold to buy cigarettes, for instance.

Right Screenshot (Report Excerpt):

1 MENA Co Chairs Summary (English).pdf

6.	Humanitarian	Financing
There were wide calls to address the funding gap between increasing humanitarian needs and available resources. Humanitarian organizations need to make concerted efforts to improve their efficiency, such as through greater use of cash-based programming and minimizing overhead costs. This would benefit from engagement with the private sector to leverage innovation, resources and expertise. Moreover, private sector engagement in humanitarian action was encouraged with tax breaks as possible incentives.		
5/6		
Go to page		
Participants called for the scaling up of efficient and coordinated cash-based programming to provide people with greater choice and for including temporary employment opportunities as part of response programming. These were deemed necessary to ensure service delivery that preserves the dignity of displaced people. When appropriate, priority should be given to voluntary return programs.		
4/6		
Go to page		
Report on Strengthening of the coordination of emergency humanitarian assistance.pdf		
The growth of cash-based programming — the distribution of cash or vouchers, instead of goods or services, to people in need — may also impact the financing and delivery of assistance in the future. Cash-based programming has most often been considered as an alternative to food aid, but is increasingly being used in almost all humanitarian sectors, in different settings (urban, rural or camp) and in all phases from preparedness to relief and development. Where appropriate, cash-based programming has the potential to be a cost-effective intervention that can more accurately reflect the		

Source: Linklaters

allowed reviewers to identify the multiple issues raised by each submission, highlight links between issues, and collect that information into digestible reports for the benefit of the synthesis report's drafters. Finally, we assembled a multilingual team of attorneys and other legal professionals from various offices in Linklaters' global network to execute this methodology, with multiple levels of review and quality control at each stage. All told, more than 20 attorneys and legal professionals (paralegals, legal technology support staff and legal secretaries) contributed more than 3,300 hours to this project, over the course of several months.

Our methodology was as follows. First, the documents were uploaded into a database hosted by a legal technology company, Kira Systems, which partnered with us specifically for this project. Then a dedicated team of reviewers, all attorneys at Linklaters, read each document, highlighting all salient text and 'tagging' it according to an issue framework developed in conjunction with the World Humanitarian Summit Secretariat.

Given the richness of the evidence base, content could be tagged as falling under multiple issues or sub-issues. In order to provide the flexibility for new ideas to be identified and brought forth during review, our reviewers were also trained to identify additional issues and sub-issues outside of the initial framework, which were then incorporated into the review protocol. We incorporated multiple levels of review and quality control into the process, which was designed to ensure a thorough and consistent outcome from the review.

Once all the relevant content in the documents was tagged, the Kira database was used to generate reports containing all tagged text under each of the 82 identified

sub-issues. These reports enabled the synthesis report's drafters to read a single output of all text, across the hundreds of submissions, relevant to the particular issue or sub-issue of interest to them. Each document was also tagged with relevant identifying information such as stakeholder group, region and national context.

The drafters of the synthesis report made use of these reports in evaluating support for, and critique of, the ideas raised during the World Humanitarian Summit consultation process. The drafters also had access to the Kira database itself, permitting more targeted research on an ad hoc basis according to their needs over the drafting process.

Linklaters provided editing support to the drafters of the synthesis report over various iterations of the draft, commenting on the use of the evidence base and issues of style.

In partnership with Kira, Linklaters also provided the space in which to host the massive number of online comments received by the Secretariat, which were tagged and reviewed in an analogous process by United Nations volunteers.

Linklaters' involvement facilitated the methodical, considered and consistent analysis of the thousands of pages of evidence underpinning the World Humanitarian Summit Synthesis Report, providing a well-informed, independent perspective on the evidence base as a complement to the expertise of the synthesis report drafting team. Through this partnership, Linklaters was able to assist the World Humanitarian Summit Secretariat in embedding good governance into this unprecedented multi-stakeholder process, ensuring that the information gathered would be organized, analysed and packaged in a transparent and accountable fashion.

Notes and References

Inclusive approaches – humanitarian programming that leaves no one behind

About the authors:

- Beth Milburn, EU-CORD Secretariat, EU-CORD
- Judith Baart, Programme Coordinator, Light for the World
- David Gál, Director of International Programmes, Hungarian Baptist Aid
- Agnes Kroese, Manager Institutional Relations, Red een Kind
- Joohi Haleem, Desk Officer Afghanistan, Mission East
- Bethany Williams, Middle East Communications Manager, Medair

Fostering safer, more resilient communities through innovation and collaboration

1. USGS estimated the earthquake at 9.1 M. More than 250,000 people died and tens of thousands of others were reported 'missing', more than a million people displaced, and tsunami waves were as high as 48.9 metres. A Japanese report, referenced by USGS, explains some of the science: www.tsunami.civil.tohoku.ac.jp/sumatra2004/C0.pdf and a report prepared by USGS is online as well: <http://walrus.wr.usgs.gov/tsunami/sumatraEQ>
2. A summary of flood hazards in Viet Nam was published by ADRC in 1999 and is available online: www.adrc.asia/countryreport/VNM/VNMeng99/Vietnam99.htm

Resilience and opportunity in crisis: Israeli civil society approaches

1. <http://iginet.org>
2. <https://www.mdais.org/en>
3. <http://www.sauveteurs.org/rescuers-without-borders>
4. <http://www.israeltraumacoalition.org>
5. <http://www.inspirationarts.org/en>
6. <https://en-socialwork.tau.ac.il/international>
7. <http://english.telhai.ac.il/content/stress-trauma-and-resilience-studies-program>
8. <http://www.natan-iha.org>
9. <http://www.tabletmag.com/jewish-news-and-politics/198073/like-advil-for-cancer>
10. – Kaufman, R., Edwards, R. L. Mirsky, J., & Avgar, A. (Eds.). (2011). *Crisis as an Opportunity: Organizational and Community Responses to Disasters*. University Press of America.
– Mirsky, J., Kaufman, R., & Avgar, A. (Eds.). (2006). *Social Disaster as Opportunity: The Hesed Model*. University Press of America.
11. <http://www.tagdevelopment.org>
12. <http://britolam.org>
13. <http://arava.org>
14. <http://mcspa.org>
15. <http://www.sid-israel.org/en/our-members>
16. <http://jdc.org>
17. <http://www.tevelbtzedek.org>
18. https://en.wikipedia.org/wiki/Tevel_B%27Tzedek
– accessed 10 March 2016
19. Ives, Rabbi Dr Yossi, Rabbi Micha Odenheimer, and Chen Levin-Schleider. 'Role of Values for Motivation and Direction of International Development Volunteers: A Case Study of Tevel b'Tzedek' *Applied Jewish Values in Social Sciences and Psychology*. Springer International Publishing, 2016. 249-271

The Innovation Lab: a new paradigm of partnering for impact

Acknowledgements

The authors would like to acknowledge the contributions of Abigail Bush and Andrew Lamb, Field Ready; Brett Moore, Loeb Fellow, Harvard University Graduate School of Design; Justin Henceroth and Ashley Thompson, graduate students, Harvard University Graduate School of Design; David Kaldor, Project Manager – Nepal Earthquake Response Innovation Lab, World Vision International; Tanya Penny, Director, Global Humanitarian Communications and Information Management; and Nina Nepesova, Senior Humanitarian Policy Advisor, World Vision International.

Extending humanitarian impact

1. <http://sgreport.whsummit.org>
2. The full study can be downloaded from CRS' Publications Website in English and Spanish: <http://www.crs.org/our-work-overseas/research-publications/extending-impact>
3. For the purposes of the study, we chose the terms 'users and non-users' rather than 'adopters and non-adopters'

Tearfund: We have faith in response

1. Ramalingham, Ben, *Missed Opportunities*, Commissioned by Action Aid, Christian Aid, CAFOD, Oxfam and Tearfund, p 23
2. UN ESCAP, *The Asia-Pacific Disaster Report 2015 – Disasters without Borders*, October 2015
3. Featherstone, Andy, *Keeping the Faith: The Role of Faith Leaders in the Ebola Response*. Commissioned by Tearfund, CAFOD, Christian Aid and Islamic Relief, July 2015

AAR Japan's partnership in megadisaster: the Great East Japan Earthquake

About AAR Japan

AAR Japan has worked in more than 60 countries and regions since its establishment to support Indochinese refugees in 1979. Its main pillars are emergency relief, assistance to persons with disabilities, mine/UXOs action, action against infectious diseases, and raising public awareness.

Building resilience through community-driven development

1. – The views expressed in this publication are those of the authors and do not necessarily reflect the views and policies of the Asian Development Bank (ADB) or its Board of Governors or the governments they represent. ADB does not guarantee the accuracy of the data included in this publication and accepts no responsibility for any consequence of their use.
– By making any designation of or reference to a particular territory or geographic area, or by using the term "country" in this document, ADB does not intend to make any judgments as to the legal or other status of any territory or area.
2. Typhoon Yolanda—One Year on: From Relief to Recovery to Reconstruction: <http://www.adb.org/sites/default/files/publication/154514/typhoon-yolanda-one-year.pdf>

Together we stand: religion as a means towards peaceful coexistence

1. http://peacems.com/?page_id=2973&lang=en
2. <https://www.zaytuna.edu/about>
3. For more information on the Marrakech Declaration, visit: <http://www.marrakeshdeclaration.org>

Supporting decisions in crisis response: Artificial Intelligence for Digital Response and MicroMappers

1. AIDR and MicroMappers teams: Carlos (Chato) Castillo, Muhammad Imran, Patrick Meier, Ji Kim Lucas, Jaideep Srivastava, Heather Leson, Ferda Ofli, Noora Mohamed Al Emadi, Meghna Singh, Koushik Sinha, Prasenjit Mitra, Christine Jackson, Justine Mackinnon, Sarah Vieweg and Peter Mosur. We also acknowledge software partners Metacube (Latika Bhurani, Kushal Goyal, Aman Agrawal) and the mobile development team at GeoThings
2. https://jikimlucas.cartodb.com/viz/09f1dd76-f304-11e4-9193-0e8dde98a187/public_map
3. Imran, M., Castillo, C., Lucas, J., Meier, P., and Vieweg, S. (2014, April). 'AIDR: Artificial intelligence for disaster response'. In Proceedings of the companion publication of the 23rd international conference on Worldwide web companion (pp. 159-162). International World Wide Web Conferences Steering Committee
4. Imran, M., Elbassuoni, S. M., Castillo, C., Diaz, F., and Meier, P. (2013a). 'Extracting information nuggets from disaster-related messages in social media'. Proc. of ISCRAM, Baden-Baden, Germany
5. The crowdsourced stream processing paradigm is described in Imran, M., Lykourantou, I., Naudet, Y., and Castillo, C. (2013b). 'Engineering crowdsourced stream processing systems'. arXiv preprint arXiv:1310.5463
6. <http://gdeltproject.org>
7. <https://www.epfl.ch>; <http://droneadventures.org>
8. Ofli, F., Meier P., Imran M., Castillo C., Tuia D., Rey N., Briant J., Millet P., Reinhard F., Parkan M. (2016). 'Combining human computing and machine learning to make sense of big (aerial) data for disaster response'. Big Data 4:X, xxx-xxx, DOI: 10.1089/big.2014.0064

Forecast-based financing: climate science and timely funding of early actions in an anticipatory humanitarian system

1. About the authors
Alexandra R uth, Coordination Climate Change Adaptation, German Red Cross
Erin Coughlan, Senior Climate Specialist, Red Cross Red Crescent Climate Centre
Stefanie Lux, Desk Officer Latin America, German Red Cross
Angela Siegmund, Division for Humanitarian Assistance and Humanitarian Demining, German Federal Foreign Office
Ole Grogro, Division for Humanitarian Assistance and Humanitarian Demining, German Federal Foreign Office

Risk transfer and insurance: investing in disaster risk reduction for urban resilience

1. Jaitely, 2015
2. IRDA, 2013-2014
3. 2011 Census
4. TERI, 2014
5. TERI, 2014: 2
6. AIDMI, 2013
7. Mechler et al., 2006
8. O'Donnell, 2009: 12
9. AIDMI 2015

Building resilience to economic shocks in Uganda's dairy sector: the role of farmers' organizations*About the author*

Umar I. Kamarah (PhD, Manchester University) is currently Senior Rural Development Economist in Agriculture & Rural Development Department of the IDB Group. Formerly UN Field Coordinator in East Timor and World Bank Staff in Washington DC, Dr Kamarah is the author of the book Sustainable Rural Development, published by the University Press of America and other journal articles focused on issues of food security, institution-building and rural development. E-mail: UKamarah@isdb.org

References

1. R. James Bingen and Brent M. Simpson (2016), Farmer organizations and modernizing extension and advisory services: A framework and reflection on cases from sub-Saharan Africa, Michigan University

Further reading

- Dairy Development Authority (DDA) Annual Report 2012/2013
- Development Strategy and Investment Plan (DSIP) 2010/11-2015/16, MAAIF march 2010.
- FAO 2010: Status of and Prospects for Smallholder Milk Production – A Global Perspective, by T. Hemme and J. Otte. Rome
- Kamarah, Umar (2001) – Sustainable Rural Development – Semantics Or Substance? The study of Rural Project in Sierra Leone, University Press of America
- Ndambi, Oghaiki Asaah (2008). 'Milk production systems in central Uganda: a farm economic analysis'. Tropical Animal Health Production. Vol. 40: 269-279
- Rondot, P and M.H. Collion (2001) Agricultural Producer Organizations: Their contribution to rural capacity building and poverty reduction, World Bank, Washington DC

Responding to the livelihoods needs of quarantined households during the Ebola outbreak in Sierra Leone

1. Tr caire's local partners that implemented the integrated Ebola response were: Kambia District Development and Rehabilitation Organization (KADDRO), Action for Advocacy and Development (AAD-SL), Movement Opposed to Violence and Exclusion of Women in Sierra Leone (MOVE Salone), Cotton Tree Foundation (CTF), Develop Salone (DESAL), Menna Women's Development Associates (MEWODA), Access to Justice Law Centre (AJLC), Justice and Peace Commission (JPC), Centre for Democracy and Human Rights (CDHR), Associates for the Wellbeing of rural communities and Development (ABC-D), Network Movement for Justice and Democracy (NMJD), Campaign for Good Governance (CGG), Women's Centre for Good Governance and Human Rights (WOCEGAR) and St. Joseph's School for the Hearing Impaired

Building partnerships to improve resilience and safety of fisher families in the Bay of Bengal

1. Central Marine Fisheries Research Institute-India
2. Annual Report of the BOBP-IGO, 2012-13. Bay of Bengal Programme Inter-Governmental Organisation, Chennai, India. pp.72.
3. Department of Fisheries-Bangladesh
4. Ministry of Fisheries and Agriculture-Maldives
5. Ministry of Fisheries and Aquatic Resources Development-Sri Lanka
6. For example, see the Sea Around Us report on the Bay of Bengal large marine ecosystem

7. Ahasan Habib, Md. Hadayet Ullah, and Nguyen Ngoc Duy, 'Bioeconomics of Commercial Marine Fisheries of Bay of Bengal: Status and Direction', *Economics Research International*, vol. 2014, Article ID 538074, 10 pages, 2014. doi:10.1155/2014/538074
8. Active fisherfolk includes people who spend most of their time and/or derive the major share of their income from fishing. Fisher families are families having one or more active fishers and the family spends most of its time in fishing-related activities or derives a major share of their income from fishing. However, in the case of India, apart from this functional definition of fisher families, fisher families also include people and families who are by caste fishermen (as in the case of Hindu fishers) and/or are engaged in fishing over generations and are socially recognized as fishers (as in the case of Muslim and Christian fishers). Therefore, this social identity is more important for their inclusion as fisher families in the census than economic dependence on fisheries.
9. National Geographic News, 2007: <http://news.nationalgeographic.com/news/2007/09/070905-tsunami-asia.html>
10. Source: *North Indian Ocean tropical cyclone* (2016, March 8). In Wikipedia, The Free Encyclopedia. Retrieved 12:05, 16 March 2016: https://en.wikipedia.org/w/index.php?title=North_Indian_Ocean_tropical_cyclone&oldid=708925854
11. Haque U, Hashizume M, Kolivras KN, Overgaard HJ, Das B, Yamamoto T. 'Reduced death rates from cyclones in Bangladesh: what more needs to be done?' *Bulletin of the World Health Organization*. 2012;90(2):150-156. doi:10.2471/BLT.11.088302
12. The insurance provides cover to the value of BDT200,000 (US\$2,450 approx.) to the fishermen's families in the event of a fatality and BDT100,000 (US\$1,225 approx.) in the event of serious disability
2. Kamarulazizi Ibrahim, Kanayathu C Koshy, Walter L Filho, 2015, 'The Future We Want: Post Rio+20 Sustainable Development Goals and the Role of Education for Sustainable Development', Chapter 7; Sustainability: Key Issues, Part 3, Ch.7, Routledge Publishers, Taylor and Francis, ISBN: 978-0-415-52985-3
3. Ibrahim, K., Koshy, K., & Asrar, G. 2013. 'Development with a difference: neo-disaster risk management for sustainable development'. *Geomatics, Natural Hazards and Risk*, 4(3), 187-192
4. Koshy K, Asyirah Ar, Hamoon K, & Jegatesen G. 2013. *Disaster Risk Management for Sustainable Development (DRM-SD): An Integrated Approach*. Penang: Centre for Global Sustainability Studies
5. Ibrahim K., Koshy KC, Mohammed Akib N, and Muslim M. 2015. *Resolution: Kelantan Flood Disaster Management Conference 2015*. Penang: Centre for Global Sustainability Studies, Universiti Sains Malaysia
6. McKeown, R., Hopkins, C. A., Rizi, R., & Chrystalbridge, M. 2002. *Education for sustainable development toolkit*. Knoxville: Energy, Environment and Resources Center, University of Tennessee
7. Koshy, K. Norizan, N. Sibly, S. et al (2013). 'An Indicator-Based Approach to Sustainability Monitoring and mainstreaming at Universiti Sains Malaysia'; *Sustainability Assessment Tools in Higher education Institutions – mapping Trends and Good Practices around the World Chapter 7, P237-258*, Pub. Springer, ISBN: 978-3-319-02374-8 (print, <http://link.springer.com/book/10.1007/978-3-319-02375>)

Investing in the future: provide people with hope for a life and build resilient society

1. Co-chairs' Summary of the North and South-East Asia Regional Consultation, July 2014

Empowerment of communities towards disaster resilience through disaster risk management for sustainable development

About the authors

- Omar Osman, Vice-Chancellor, Universiti Sains Malaysia
- Kamarulazizi Ibrahim, Director, Centre for Global Sustainability Studies (CGSS), Universiti Sains Malaysia, Penang, Malaysia
- Kanayathu Chacko Koshy, Professor of Sustainability, coordinating author, CGSS, Universiti Sains Malaysia, Penang, Malaysia
- Ahmad Firdaus Ahmad Shabudin, Research Assistant, CGSS, Universiti Sains Malaysia, Penang, Malaysia
- Sharifah Nurlaili Farhana Syed Azhar, Research Assistant, CGSS, Universiti Sains Malaysia, Penang, Malaysia

References

1. – Insurance Information Institute. 2015. *Catastrophes: Global World, Natural Catastrophes*. Retrieved from <http://www.iii.org/fact-statistic/catastrophes-global>
- Beck A, Chowdhury A, Clarke D, & Zhang Y. 2014. *Statistical Yearbook for Asia and the Pacific 2014*. United Nations Publication. Retrieved from <http://www.unescap.org/sites/default/files/ESCAP-SYB2014.pdf>

