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PAMUN XVIII RESEARCH REPORT— MEASURES TO STRENGTHEN COORDINATION OF HUMANITARIAN AID IN RESPONSE TO EMERGENCIES

Introduction of Topic

Humanitarian aid plays a fundamental role in the UN, providing support and aid to millions in need. It has provided for people in times of war, natural disasters and epidemics. However, given the many providers of humanitarian aid in today's global society, it is imperative that aid that is distributed be coordinated to maximize efficiency and reduce potential wastage of resources.

Definition of Key Terms

Humanitarian Aid & Emergency

Humanitarian aid is defined by the European Commission as “life-saving assistance to those in need, without any adverse distinction”. Humanitarian Assistance is usually short-term help, until the government or other institutions can provide long-term help. Among those who need humanitarian aid include homeless, refugees, and victims of emergencies. For the purpose of this report, humanitarian aid will refer to aid given to individuals who are in need as a result of an emergency. Similar terms, such as humanitarian assistance, and humanitarian response, may be used interchangeably with humanitarian aid. The term emergency will refer to events such as but not limited to wars, natural disasters, famine, droughts, floods, epidemics, and refugee crises.

Humanitarian Coordination

According to the Advanced Training Program on Humanitarian Action (ATHA), Humanitarian Coordination is defined as “the systematic utilization of policy instruments to deliver humanitarian assistance in a cohesive and effective manner. Such instruments include (1) strategic planning; (2) gathering data and managing information; (3) mobilizing resources and assuring accountability; (4) orchestrating a functional division of labor in the field; (5) negotiation and maintaining a serviceable framework with host political authorities; and (6) providing leadership. Sensibly and sensitively employed, such instruments inject an element of discipline without unduly constraining action.” In a non-humanitarian context, it can be defined simply as the organization of different elements of a complex body or activity in order to enable them to work together effectively.

Major Countries and Organizations Involved

Inter-Agency Standing Committee (IASC)

IASC is an inter-agency forum established in 1992 comprising both UN and non-UN humanitarian partners to strengthen humanitarian assistance. Its overall objective is to improve the delivery of humanitarian assistance to affected populations. Of the members of IASC, the ones of importance to us are the United Nations Development Programme (UNDP), the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), and the World Food Programme (WFP).

United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

OCHA is a UN body formed in 1991 by the General Assembly, created to strengthen the UN's response to complex emergencies (those that require careful planning and, possibly, a large amount of resources from different sources, and thus require multiple donors working together to ensure efficiency) and natural disasters. Earlier UN organizations with similar tasks were the Department of Humanitarian Affairs (DHA) and its predecessor, the Office of the United Nations Disaster Relief Coordinator (UNDRO). In 1998, as part of reorganization, DHA merged into OCHA to become the UN's focal point on major disasters. Since the merge, OCHA's mandate was expanded to encompass coordination of humanitarian response, policy development, and humanitarian advocacy. OCHA coordinates humanitarian response through IASC, specifically the four agencies listed above, UNDP, UNHRC, UNICEF, and WFP. Through this, OCHA is able to call upon different members of IASC to provide specific types of aid when needed. (See appendix II to visit the OCHA website and learn how they coordinate humanitarian aid)

United Nations Central Emergency Response Fund (CERF)

CERF is a humanitarian fund established by the General Assembly in 2005 and launched in 2006. It is managed by OCHA and is one of the fastest and most effective ways to support rapid humanitarian response to people affected by natural disaster and armed conflict. Its three main objectives are as follows: promote early action and response to reduce loss of life, enhance response to time-critical requirements, and strengthen core elements of humanitarian response in underfunded crises. The fund is replenished annually through contributions from governments, the private sector, foundations, and individuals.

International Red Cross and Red Crescent Movement

The International Red Cross and Red Crescent Movement are international humanitarian movement composed of approximately 17 million people worldwide. It was founded to protect human life and health, to ensure respect for all human beings, and to prevent and alleviate human suffering. The movement consists of several distinct organizations that are legally independent but share the same

basic principles, objectives, symbols, statutes, and governing organizations. These include the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), and the National Red Cross and Red Crescent Societies, which exist in 190 countries. As the current system stands, the IFRC coordinates activities between the 190 National Red Cross and Red Crescent Societies, while also leading and organizing relief assistance missions responding to large-scale emergencies. Each National Society works in its home country according to the principles of international humanitarian law. In 1990, the UN General Assembly granted the ICRC an observer status in GA sessions and sub-committee meetings. In addition to this, the Red Cross “collaborates with international bodies and many non-governmental and intergovernmental organizations to improve the effectiveness of its assistance to beneficiaries, and to help establish standards and procedures for its humanitarian work.” Among these partners are the European Union (EU), various UN agencies, particularly those who are part of the Inter-Agency Standing Committee (IASC) and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA).

Médecins Sans Frontières (MSF)

MSF, known as Doctors Without Borders in English, is an international humanitarian medical non-governmental organization (NGO). Based in Geneva, Switzerland, MSF is best known for its projects in conflict zones and countries affected by endemic diseases. It primarily provides medical care to those in need of it, and it seeks to expand access to medical care across national boundaries, irrespective of race, religion, creed (faith), or political affiliation. It also emphasizes “independence and impartiality”, and explicitly disallows political, economic, or religious factors in its decision-making. As such, it limits the amount of funding it receives from governments or intergovernmental organizations, allowing MSF to speak freely about acts of war, corruption, or other obstacles preventing medical care or human well-being. MSF has general consultative status with the UN Economic and Social Council (ECOSOC), meaning that it is entitled to give speeches during ECOSOC meetings, but not to a vote. Given that MSF strives to be independent from any outside influence with regards to its work, its coordination with the UN with regard to delivering humanitarian aid has been limited in recent years.

United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)

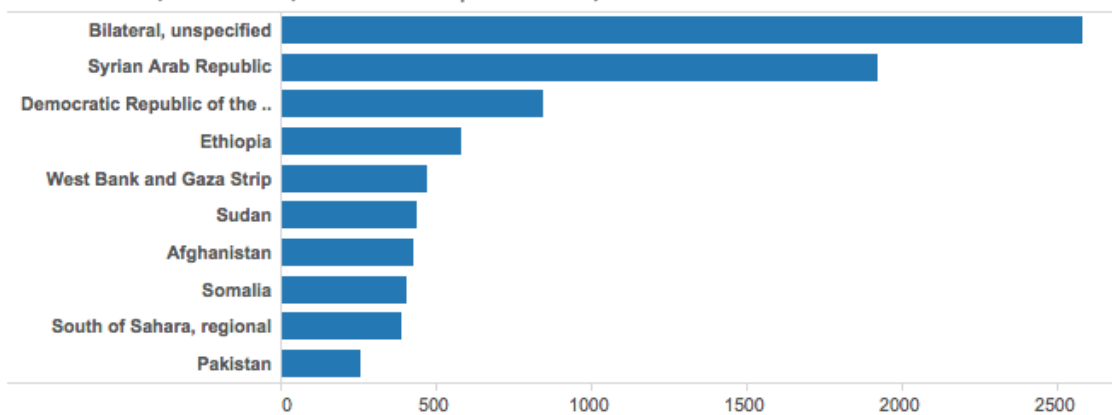
UNRWA is a relief and human development agency of the United Nations that supports more than 5 million Palestinian refugees and their patrilineal descendants, who fled or were expelled from their homes during the 1948 Palestine war and the 1967 Six Day war. While it was originally designed to provide jobs on public works projects and direct relief, it has expanded since to provide education, healthcare, and social services. Its five areas of operation are Jordan, Lebanon, Syria, the Gaza Strip, and the West Bank, including East Jerusalem. Palestinian refugees outside this area are provided with aid by the United Nations High Commissioner for Refugees (UNHCR). It is important to note that UNRWA is the only UN agency to help refugees from a specific area, and it is separate from the UNHCR

Background Information

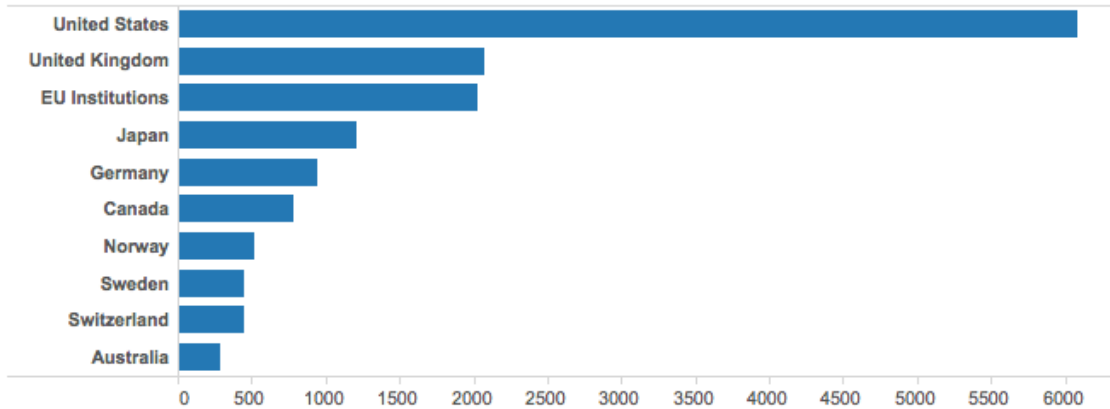
Who is affected, who provides aid, and how is it distributed?

According to the Organisation for Economic Co-operation and Development (OECD), the five regions that receive the most aid, not including unspecified recipients, are the Syrian Arab Republic, Democratic Republic of the Congo, Ethiopia, the West Bank and Gaza Strip, and Sudan, respectively. The five groups who provide the most aid are the United States, the United Kingdom, EU Institutions, Japan, and Germany. Approximately 84.1% of humanitarian aid goes towards emergency response, 8.4% towards disaster prevention and preparedness, and 7.5% towards reconstruction relief and rehabilitation. This information is also represented in the graphs below.

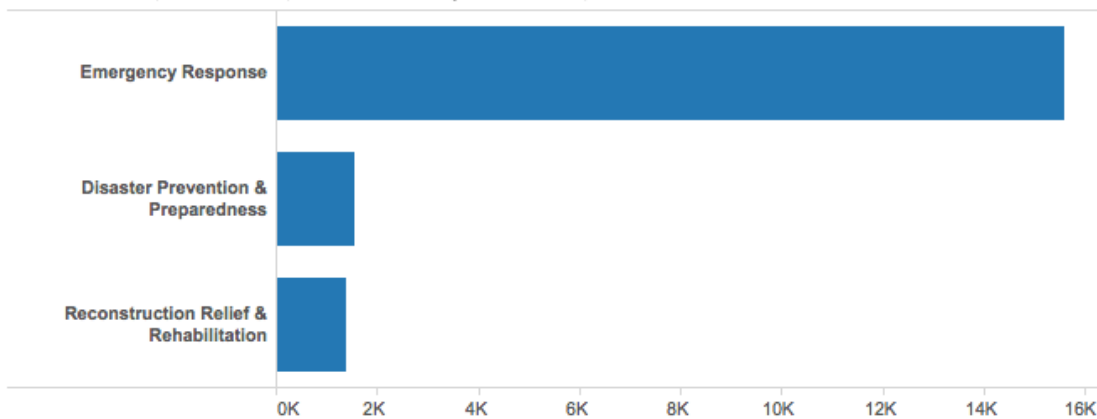
Humanitarian Aid-related aid by recipient
disbursements, USD million, constant 2014 prices for All, 2015



Humanitarian Aid-related aid by donor
disbursements, USD million, constant 2014 prices for All, 2015



Humanitarian Aid-related aid by sector
disbursements, USD million, constant 2014 prices for All, 2015



- It is important to also note that funds from these countries may be distributed to a variety of different organizations, depending on the nature of the crisis. For example, refugee crises, such as the Rohingya refugee crisis, will require funding to be directed to organizations such as the United Nations High Commissioner for Refugees (UNHCR), while an epidemic, such as the spread of the Ebola virus, will require funding to be directed to organizations such as the World Health Organization (WHO). The same is true for organizations who are largely funded from private donations, such as Médecins Sans Frontières (MSF), who will either take a leading role in crises concerning them (medical emergencies, in the case of MSF), or will take a back seat in issues that are less relevant to their domain of intervention.

World Humanitarian Summit (WHS)

The WHS was held in Istanbul in May 2016 as per the initiative of then Secretary General Ban Ki-moon and organized by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). Its main goal was to fundamentally reform the way that humanitarian groups responded to crises, in order to increase effectivity. The summit resulted in about 1500 commitments from a total of 400 UN member states and other organizations. Among other things, the summit resulted in the “Grand Bargain”, which is the name of a set of 51 commitments to reform humanitarian financing to make emergency aid finance more efficient and effective. Moreover, a new “Global Partnership for Preparedness” (GPP) was

launched to help countries get ready for future disasters. Through this program, 20 countries which are most at-risk will attain a basic level of readiness by 2020 for future disaster risks, mainly those caused by climate change. As a result, disasters in these countries can be better managed locally, with reduced need for international assistance. The GPP builds on existing international and national initiatives, allowing high-risk countries to respond to, and recover from, disasters caused by natural hazards and climate-related risks. The goals of the project include: an improved understanding of risks, vulnerabilities, and capacities that a country has to respond to a disaster, the demonstrated capacity to coordinate and manage relevant stakeholders, and improved financial planning as an essential part of preparedness. Despite its many achievements, the summit did draw criticism from some major organizations. Médecins Sans Frontières (MSF) withdrew from the summit as they no longer had “any hope that the WHS will address the weaknesses in humanitarian action and emergency response, particularly in conflict areas or epidemic situations”, signaling that wider problems regarding humanitarian aid were yet to be addressed effectively by the UN.

How the current system works

Currently, OCHA is the chief UN agency responsible for coordinating humanitarian response. Their main objectives are to expand the reach of humanitarian aid, improve prioritization, and reduce duplication, to ensure that humanitarian aid reaches those who are in need of it. In crisis situations, OCHA plays a key role by assessing situations and needs, agreeing on common priorities, developing common strategies to address issues such as negotiating access, mobilizing funding and other resources, clarifying consistent public messaging, and monitoring progress of humanitarian aid. In doing so, they are able to improve the effectiveness of humanitarian response by ensuring greater predictability, accountability, and partnership. OCHA serves as the secretariat of Inter-Agency Standing Committee (IASC) and is able to call on members of IASC to provide specific types of humanitarian aid as and when it is needed. In addition to supplying humanitarian aid to those affected by an ongoing emergency, they also support emergency preparedness to deal with future emergencies, and to make the response more effective once it is initiated. They promote the value of preparedness in lessening the impact of emergencies on vulnerable communities, especially in disaster-prone countries. OCHA works with national governments, regional bodies, and other agencies on implementing and testing measures that can save lives in an emergency. As part of their efforts to increase preparedness in case of an emergency, they also provide tools such as contingency planning, hazard mapping, and early warning reports. The six main factors that OCHA takes into consideration when planning a response is as follows: scale and intensity of the crisis, number of people in need and their location, size of the country and access constraints, number and presence of humanitarian actors, size of the humanitarian appeal, capacity of national actors.

The Cluster Approach

The cluster approach is one in which humanitarian intervention is organized in clusters, hence the name. A cluster is “a group of similar things or people positioned or occurring closely together”. Essentially, through this approach, instead of all agencies simply pooling ideas or merging programs to work together, different clusters of organizations form, with each cluster functioning independently. However, each cluster functions within a common and coordinated overarching strategy. Through this, the original objectives of coordinating humanitarian response to maximize effectiveness is still achieved since all clusters are ultimately working together to achieve a common goal, but this avoids coordination becoming a burden for organizations. Its ultimate aim is to enhance partnerships and interconnectivity among UN agencies, the Red Cross movement, international organizations, and other organizations and NGOs working at both global and national levels. Through the cluster approach, one agency is designated lead agency, typically large UN agencies such as High Commissioner for Refugees (UNHCR) or the World Food Program which are capable of facilitating the coordination of all humanitarian actors, including local and national NGOs. Some clusters are permanently established on a global level, while others are established when and if they are needed, such as during times of emergency. As of 2012, of the 29 countries which have Humanitarian Coordinators (which are designated by the UN Emergency Relief Coordinator on the occurrence or worsening of a humanitarian crises in specific member states), the cluster approach is formally implemented in 27 of them. (See appendix V for a study detailing the cluster approach, its benefits, and its limitations)

Timeline of Events

Date	Description of event
December 1991	OCHA formed by the General Assembly under Resolution 46/182
1992	IASC founded under Resolution 46/182
26 December 2004	Indian Ocean Earthquake and Tsunami; various countries provide a collective US\$14 billion to humanitarian efforts
6 January 2005	United Nations assumes coordinating responsibility to streamline immediate humanitarian response
8 October 2005	2005 Kashmir Earthquake occurs in Pakistan administered areas of Kashmir
Late 2005	Cluster Approach is applied for the first time in response to 2005 Kashmir Earthquake
March 2006	CERF is established by the General Assembly and made operational

August 2008 - June 2009	Zimbabwean cholera outbreak infects nearly 100,000 people, kills more than 4300;
August 2008 onwards	Various countries and organizations, including the World Health Organization (WHO) of the UN and Médecins Sans Frontières (MSF) provide funding for water and sanitation services, as well as epidemic response and provision of essential drugs
12 January 2010	Haiti Earthquake kills between 100,000 to 316,000 people
12 January 2010 onwards	Multiple countries, NGOs, and the UN send humanitarian aid; relief work is coordinated by giving the United States the responsibility for the ports, airports, and roads, and making the UN and Haitian authorities responsible for law and order
2013 - 2016	West African Ebola virus epidemic infects more than 28,000 people, kills more than 11,000 (although the WHO believes these statistics significantly understate the magnitude of the outbreak)
2013 - 2016	Various countries and organizations, including the WHO of the UN, and MSF, respond to Ebola virus outbreak; UN Security Council urges member states to provide more resources to fight the outbreak
23-24 May 2016	World Humanitarian Summit held in Istanbul

Relevant UN Treaties and Events

- Strengthening of the coordination of humanitarian emergency assistance of the United Nations, 19 December 1991, (**A/RES/46/182**) (see appendix I)
- World Humanitarian Summit, Istanbul, 23-24 May, 2016

Main Issues

Structure of the current UN agencies

While all UN agencies share a link with the UN Charter, little about their structure is systematic; the system of humanitarian agencies have performed poorly when it comes to good management and bureaucratic functionality. For example, both during and after the Ebola crisis (2013-2016), the World

Health Organization (WHO) was strongly criticized by various aid agencies and news outlets, notably Médecins Sans Frontières (MSF) and the Associated Press (AP). In 2014, MSF spoke out concerning the lack of assistance from the UN and its member states. Moreover, in 2014, AP reported in an internal draft document that the WHO admitted that “nearly everyone” involved in the Ebola response failed to notice factors that turned the outbreak into the largest on record. They criticized the UN’s “incompetent staff, bureaucracy, and lack of reliable information.” In 2015, the WHO admitted very serious failings in its handling of the crisis, saying, “we did not work effectively in coordination with other partners, there were shortcomings in risk communications and there was confusion of roles and responsibilities” and indicated reforms for the handling of future crises.

Competition for donations

Given that little funding for humanitarian aid comes from assessed contributions, UN agencies are forced into a situation where they are competing for the same donor funds, building competitiveness into the UN system. Agencies see the donor market as shrinking, and therefore need to advertise more to make themselves known, which disrupts relations with other UN agencies. In other words, the fight for visibility is an obstacle to coordination. OCHA is by no means exempt from this scenario. Despite being the main coordinator of humanitarian aid launched by the UN, it too competes for funds and is seen as a competitor by other UN agencies, which it may call upon for assistance. As such, those organizations may be less likely to coordinate with OCHA, if they see them as competitors.

Lack of incentive

Moreover, coordination and cooperation are neither required nor rewarded. Interviewees and studies of the UN system have revealed that personal professional progress was linked to performing well for one’s own agency, not cooperating with other agencies. Moreover, high level employees within the UN have been found through further studies to be unwilling to release their “best people” for secondary coordination efforts, preferring to retain them to deliver their agency’s mandate. As part of a study conducted by IGI Global (see appendix VII), one interviewee was quoted as saying, “There [are] no resources allocated, [coordinating humanitarian efforts] is pretty much on a voluntary basis. There is no pressure to do it [...] a lack of incentives”. While this study focused primarily on coordination between NGOs, the same barriers to coordination, albeit to a lesser extent, can be found within the UN.

Non-compatibility between different aid agencies

A clash of administrative procedures between different aid agencies that are incompatible will almost certainly impair response time and will greatly reduce coordination as well as make it significantly more difficult. Some procedures that may clash include contractual duties and obligations, and disbursement (payment of money from a fund). For example, in Somalia, clashing agency procedures on contracts and disbursements was cited as one of the largest problems for the UN Country Team, as it resulted in competition for scarce aid resources. Moreover, in Kosovo, different financial systems

impaired cooperation between the International Committee of the Red Cross (ICRC) and the National Red Cross and Red Crescent Society, thus hampering aid efforts.

Lack of accountability

Donors, the Red Cross, and various other NGOs that have worked with the UN on humanitarian missions have stated that they are unclear as to who is responsible for what inside the UN. As a result, issues may go unnoticed or unsolved for longer than is ideal, and precious time and resources may be wasted due to this lack of accountability. Moreover, in the event that something goes wrong, the lack of accountability makes it difficult to avoid such a problem in the future.

Lack of leadership

Alongside the lack of accountability, a huge number of personnel have revealed that they were sent into the field with little or unclear guidance on matters fundamental to their role on specific missions. As a result, workers who could be performing essential roles to the mission are instead left without clear instruction and therefore the overall progress of the mission is hampered. This is especially true of junior staff, who may not have had as much experience as their senior counterparts.

Lack of a standard approach to sub-national coordination

The cluster approach is built around a generic model that can be adapted to different scenarios. This means that cluster approaches are similar in many ways, and those participating in a cluster will easily recognize the overall structure, processes, and outputs of a specific cluster system. However, sub-national coordination, coordination that occurs below the national level, has little, if any, standard approach to it. While this does provide for greater flexibility in some instances, overall, it means that sub-national coordination is implemented in different ways across different humanitarian missions, making sub-national coordination unpredictable for potential participants. Furthermore, simply creating a “one size fits all” approach to sub-national coordination would be problematic, as sub-national coordination is necessarily diverse as coordination mechanisms would differ greatly in a well-connected city and a remote area with a small population. As it stands right now, the lack of a standard approach leads to a constant reinvention of different approaches, meaning that lessons and feedback on a particular approach are rarely taken forward and dealt with.

Centralized Coordination

By definition, coordination is centralized as it involves many different parties working together to achieve a common goal. Centralization means that organizations are able to keep themselves close to key resources and connections, including transportation and communications facilities. However, a major downside to centralized coordination is the lack of engagement of affected people with coordination agencies, as they are more likely to engage with those close to the field. In addition, centralized

coordination happens in the absence of local actors, and can often be more time intensive and lead to critical information from the field being overlooked.

Further Issues pertaining to sub-national coordination

In addition to the issues mentioned above, sub-national coordination faces several more issues. Firstly, their mandates, roles, and responsibilities are not always made clear, and this results in gaps and duplications of action. This leads to wastage of resources, including time, which could be better spent on other more important issues. This lack of clarity discourages participation in sub-national coordination. Secondly, there is often only limited communication between sub-national and national coordination mechanisms. This is in part due to the centralized nature of coordination mechanisms. As a result, sub-national actors can often feel excluded from programs, activities, and decisions of which they should be a part, leading to a disconnect and sometimes lack of trust between national and sub-national actors. Often agencies have their own internal barriers to communication, particularly between headquarters and field level, and when these agencies join coordination mechanisms, these barriers are replicated. Thirdly, sub-national coordination is often underfunded and is not adequately resourced, as are local governments, reducing the likelihood that effective coordination can occur in complex situations.

Previous Attempts to solve the Issue

As mentioned previously, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the Inter-Agency Standing Committee (IASC), and the Central Emergency Response Fund (CERF) were formed to address issues related to humanitarian aid, in particular OCHA, which took on the role of United Nations Department of Humanitarian Affairs (DHA) and the United Nations Disaster Relief Organization (UNDRO) after the merger with DHA, and is now responsible for coordinating UN response to humanitarian crises. Moreover, OCHA held the World Humanitarian Summit in 2016 to fundamentally reform the humanitarian aid industry and to enable agencies to respond faster to crises.

Possible Solutions

In this year's PAMUN conference, delegates are expected to write specialized clauses, which should later amount to a coherent resolution with each of them addressing a specific aspect of the topic. When writing their clauses, delegates are to focus on a specific aspect or a "specialized topic" of the general issue that are outlined by 'major issues' and 'possible solutions' of this report. During your conference, chairs will deliver their delegates with more specific instructions. However, please keep in mind that these ideas do not in any way set restrictions for debate. Moreover, each solutions has both its benefits and disadvantages that delegates should thoroughly consider.

Expanding and improving the cluster approach

(See “Background Information” for the definition and explanation of the cluster approach) As discussed earlier, 27 of the 29 countries with Humanitarian Coordinators in 2012 had formally implemented the cluster approach. The cluster approach has so far proven to be more effective than simply merging programs or planning joint activities. Expanding it further will allow for more efficiency when responding to humanitarian crises. (See appendix V for a study detailing the cluster approach, its benefits, and its limitations, and appendix VIII p106-p109 for specific measures that can be taken to strengthen the cluster approach). Some of the measures that clusters can take include: clarifying the degree of coordination that clusters are expected to achieve, directing more attention to monitoring the situation and the effects of current relief activities, prioritizing activities, setting clear criteria for membership, establishing long-term programs under the leadership of government actors, implementing collective decision-making systems that allow for more voices to be heard, and many more. It is strongly recommended that delegates use this resource (appendix VIII) to their advantage as it contains invaluable information on measures to improve the cluster approach.

Restructuring parts of the humanitarian aid industry

In order to combat the poor structure of the current humanitarian efforts, parts of the UN responsible for providing humanitarian aid could be restructured in order to allow for independence of UN agencies with regards to their work. Moreover, bureaucracy within the UN, incompatibility between different aid agencies and NGOs, and a lack of accountability are all issues that urgently need addressing if humanitarian coordination is to be prioritized as a means of achieving an efficient humanitarian aid system.

Reducing institutional loyalty

In order to incentivize employees to work effectively with their colleagues from other UN agencies, institutional loyalty must be somewhat reduced to the extent that employees do not criticize other UN agencies out of loyalty to their own. This could be done by holding social events that involve staff from multiple UN agencies in order to promote teamwork and enable bonding. In addition to reducing institutional loyalty, such events could also change the mindsets of certain staff members to value coordinated efforts, individual efforts, and agency-wide efforts equally, therefore incentivizing them to prioritize work for their own agency as well as coordinated work with other agencies, thus promoting coordination. Moreover, the structure of UN agencies could be changed to reflect fewer divisions between different agencies, and instead promote a sense of unity and common goal between different UN agencies. Furthermore, coordination needs to be incentivized by agency leaders. UN agencies that promote and incentivize coordination with other UN agencies can do so by valuing the contribution of its own staff to other UN agencies, and vice-versa, and establishing coordination efforts as a high-ranking positions to reduce the idea that coordination is neither valued nor rewarded.

Improving training for coordinators

To improve leadership and reduce any potential bias, it is imperative that coordinators of humanitarian aid, especially those part of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), be thoroughly vetted and qualification standards be made higher before hiring. Moreover, coordinators must go through intensive training to maximize their ability to perform efficiently and effectively in the field. Seeing as humanitarian aid can have very little effect if not managed and coordinated effectively, it is imperative that those in charge of managing it be fully prepared to carry out their duties.

Establishing specific departments within organizations tasked with enabling and maintaining coordination efforts

Establishing specific departments within organizations that are tasked with enabling and maintaining coordination efforts significantly reduces some of the issues listed above. First, such departments would be exclusively dedicated to enabling coordination between agencies and as such would not be pre-occupied with internal affairs. Moreover, they may be able to facilitate compatibility between other agencies and ensure that coordination efforts are not hampered by a lack of compatibility. In addition, such a department could establish clear lines of reporting to ensure maximum accountability with regards to humanitarian missions and reduce potential losses due to a lack of accountability. Moreover, through careful planning and communication, they may be able to establish good leadership practices to ensure that aid workers are well instructed and have an authority to guide them. While many large humanitarian aid organizations, such as the Red Cross and Médecins Sans Frontières (MSF) already have such departments in place to facilitate coordination, many aid organizations do not, and it is in the interest of member states to recommend that aid organizations establish such departments and allow them to carry out their function.

Expanding approaches to sub-national coordination

As mentioned previously, a “one size fits all” approach to sub-national coordination is simply not an effective solution. As such, it is imperative that multiple tried-and-tested models are developed for approaches to sub-national coordination. Through this, a somewhat standard, yet still flexible, approach will be created, which over time will yield more effective approaches as previous issues are identified and dealt with.

Decentralizing Coordination

Given that centralized coordination poses a variety of disadvantages, it is worth considering the prospect of decentralizing coordination efforts. Most emergency management and civil defense sectors respond to crises and coordinate responses by building from the bottom upwards. They keep decisions as close to the field as possible, and have these supported by “higher levels” who review critical information coming in, consider strategic options, and allocate resources as needed. The systems are

modular, and can be increased or decreased in scale as needed depending on the size of the response. Coordination can be decentralized in a similar fashion, and reflecting and learning from other decentralized emergency response systems is vital when considering how to decentralize coordination of humanitarian aid. ON the other hand, decentralization has its own weaknesses, and it is therefore imperative to carefully weigh advantages and disadvantages of each method, before advocating either one.

For Further Inquiry

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Appendix or Appendices

I. Strengthening of the coordination of humanitarian emergency assistance of the United Nations < <http://www.un.org/documents/ga/res/46/a46r182.htm>>

II. OCHA website detailing their work with regards to coordinating humanitarian aid < <https://www.unocha.org/our-work/coordination>>

III. Excellent study commissioned by OCHA into humanitarian coordination that details some of the complex problems facing humanitarian aid < <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/4186.pdf>>

IV. Haiti: where aid failed < <https://www.theguardian.com/commentisfree/2010/dec/28/haiti-cholera-earthquake-aid-agencies-failure>>

V. Improving Humanitarian Coordination: Common Challenges and Lessons Learned from the Cluster Approach < <http://sites.tufts.edu/jha/archives/1976>>

VI. Humanitarian Aid Statistics from the OECD < https://public.tableau.com/views/HumanitarianAid/Byrecipient?%3Aembed=y&%3Adisplay_count=no%3F&%3AshowVizHome=no#1>

VII. Exploring Barriers to Coordination between Humanitarian NGOs: A Comparative Case Study of two NGO's Information Technology Coordination Bodies < <https://pdfs.semanticscholar.org/8d87/dff98427936db92f61d941eed1608f348dcf.pdf>>

VIII. Exploring Coordination in Humanitarian Clusters < <https://reliefweb.int/sites/reliefweb.int/files/resources/study-coordination-humanitarian-clusters-alnap-2015.pdf>>