

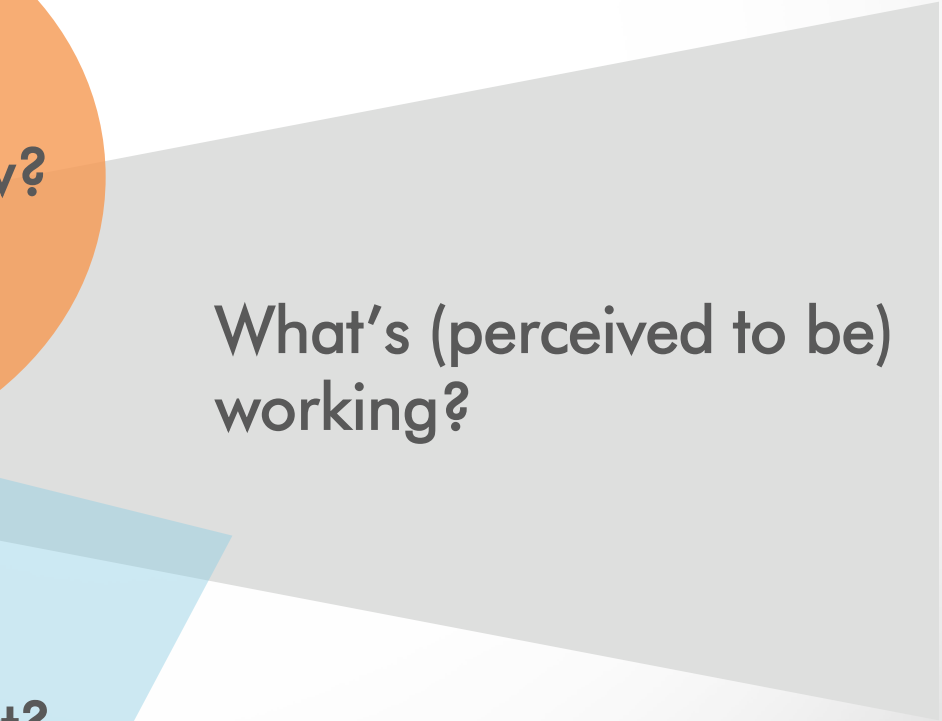
**THE  
STATE  
OF THE  
HUMANITARIAN  
SYSTEM**

2012 EDITION

# WHAT THIS REPORT COVERS



Where are we now?



What's (perceived to be)  
working?

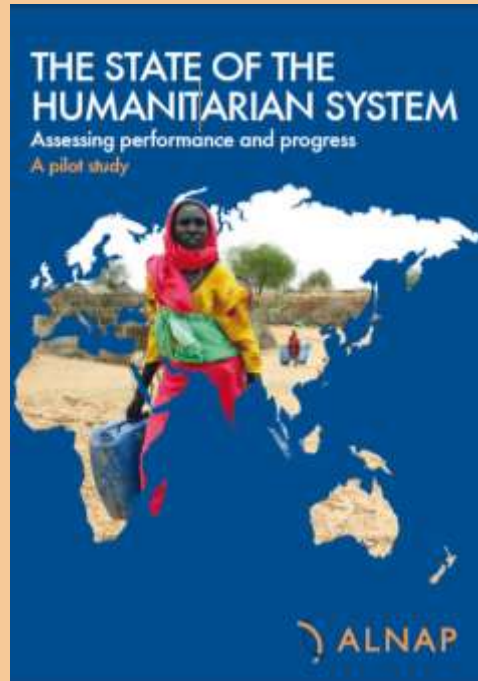


What can we expect?

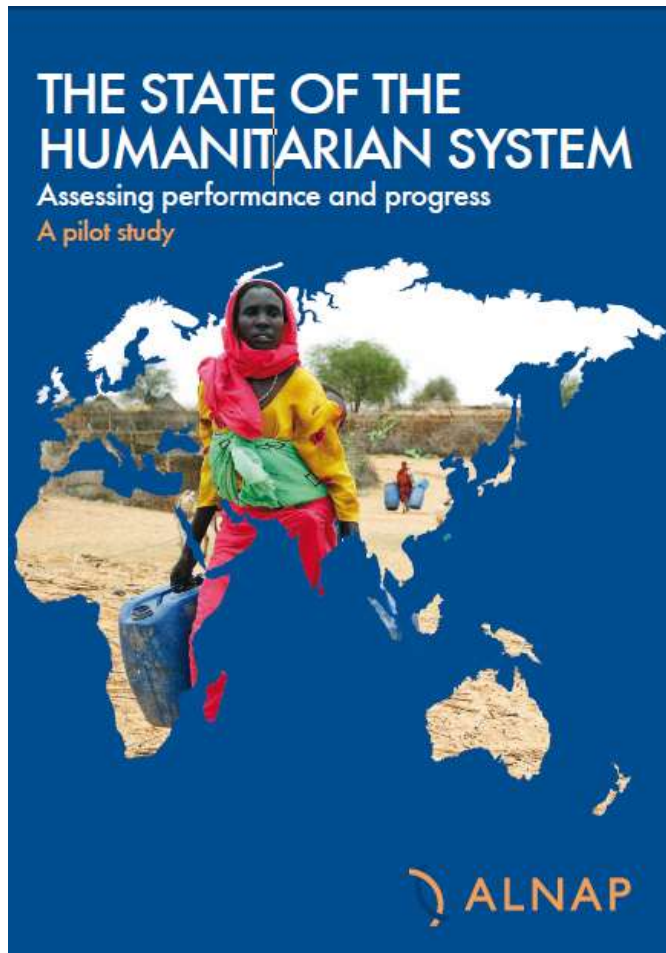
# THE BIG PICTURE



# A BASELINE: measuring systemic change



# The 2010 pilot report: developing the methodology and baseline



## Research goals

- Determine the size, shape, scope and key components of the ‘humanitarian system’
- Assess the performance of the system as a whole

# The 2012 SOHS report: what's different

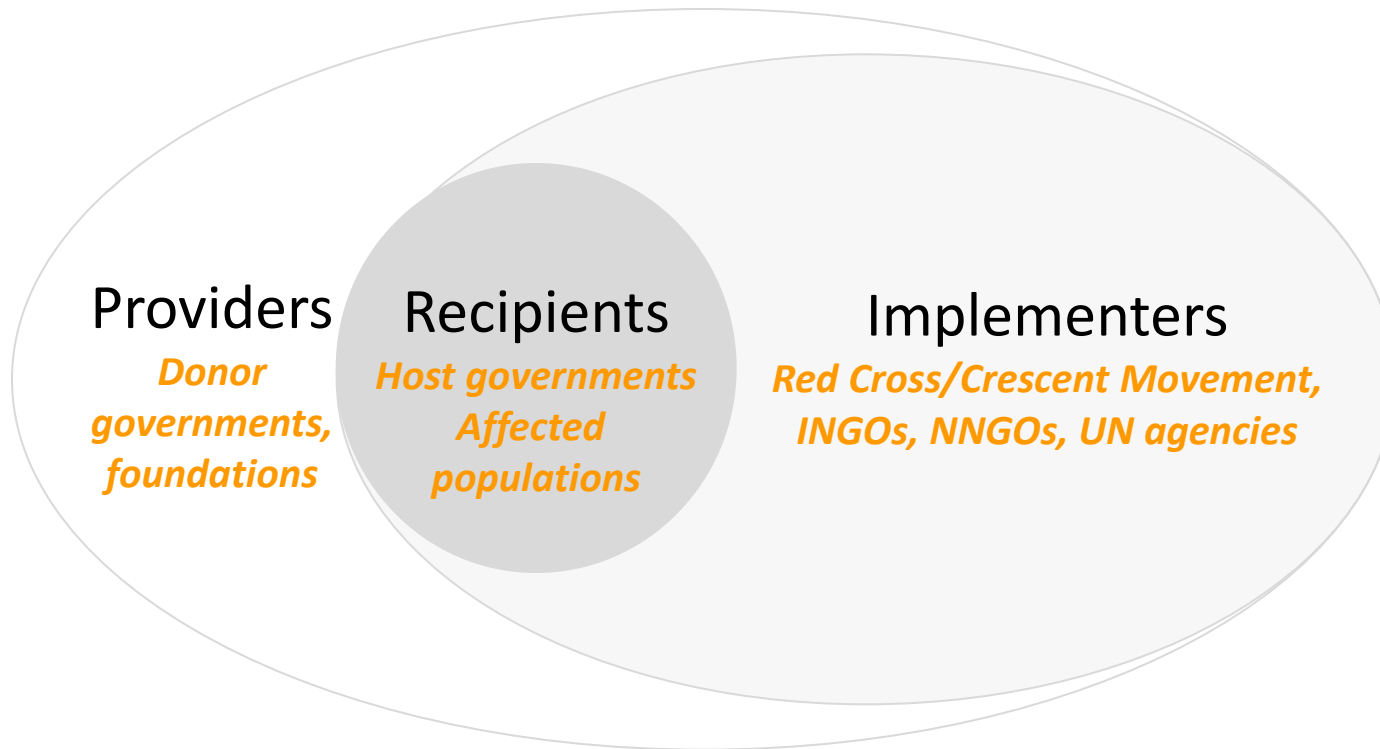
## 2010 Pilot

- Descriptive statistics
- Financial analysis
- Evaluation synthesis
- Interviews
- Global survey

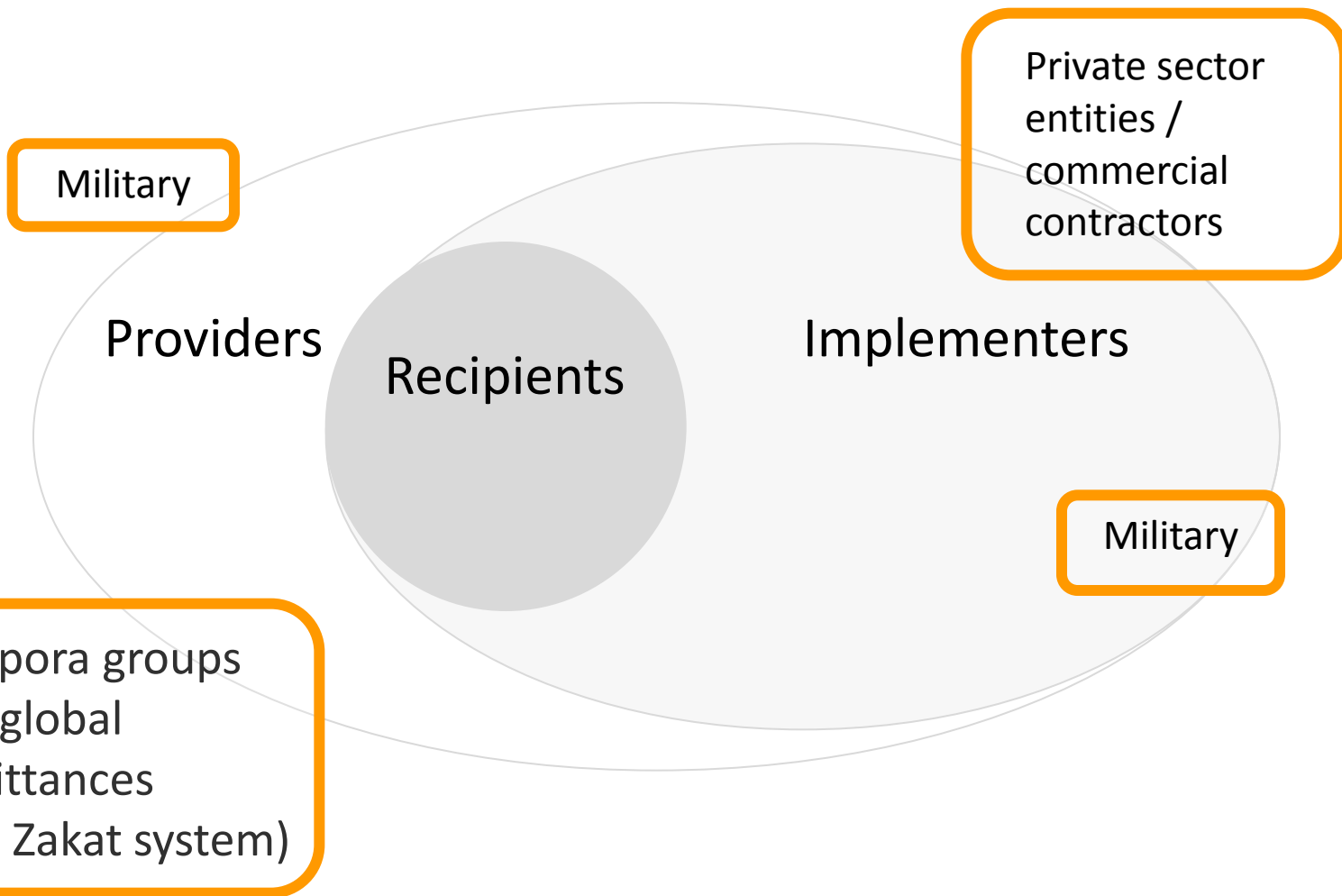
## 2012 First full report

- Descriptive statistics
- Financial analysis
- Evaluation synthesis
- Interviews
- Global survey
- Two field studies
- Aid recipient survey
- Expanded/refined methodology
- Wider lens, capturing more local actors

# The humanitarian 'system': core actors

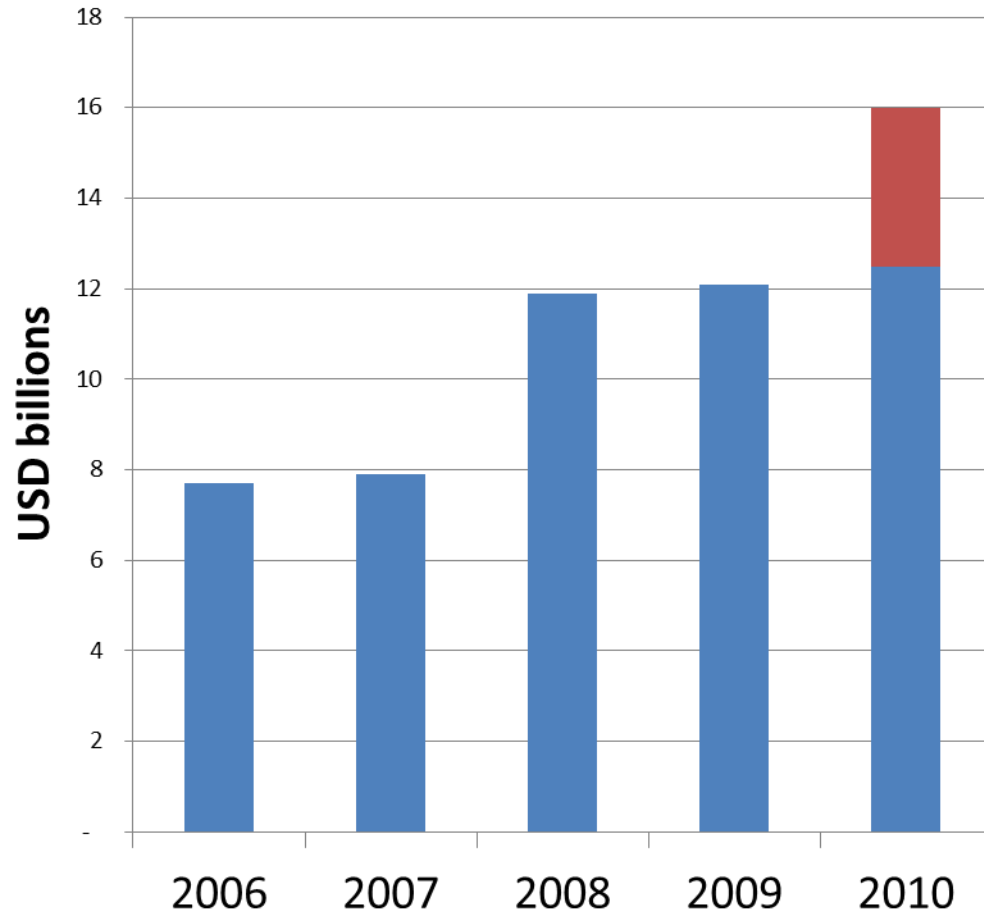


# Other humanitarian actors





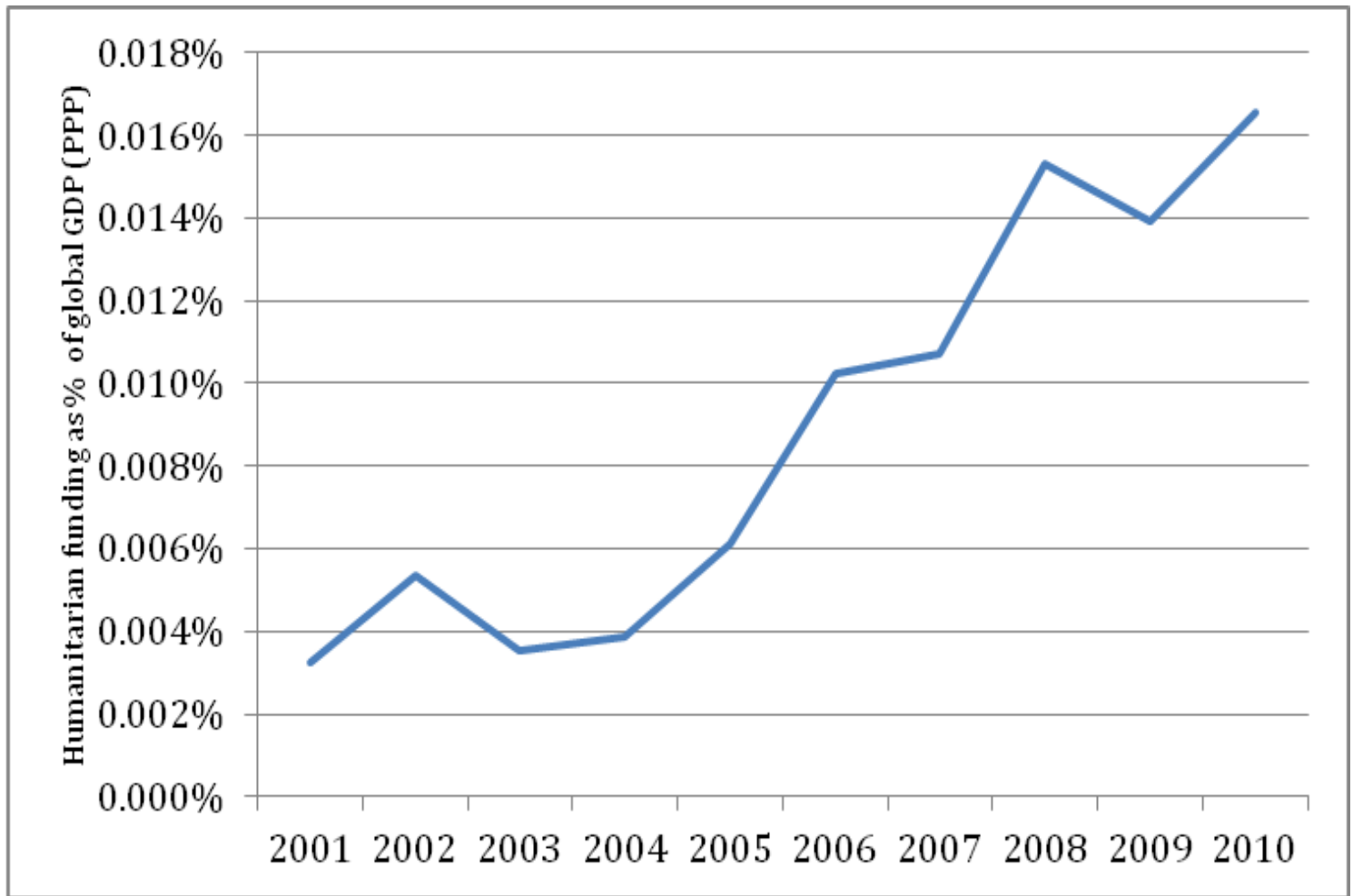
# Global humanitarian funding



Continued  
upward trend

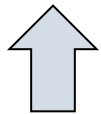
■ Haiti

# Humanitarian funding as percentage of global wealth



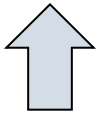
# Humanitarian funding: channel trends

Lion's share still comes from DAC donors, but emerging donors, private sources and pooled funds are increasingly important



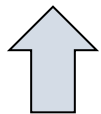
**158**

number of non-DAC donors as of 2010, doubled since start of decade



**5x**

increase in private funding including corporations, foundations and individual donations



**50%**

CERF, CHFs and other multilateral funding up in 2009-10 compared with previous 2 years

# Human and financial resources

## Summary table of budgets and staffing of humanitarian providers, 2010

	Humanitarian expenditure	Humanitarian field staff
NGOs	\$7.4 bn	141,400
UN	\$9.3 bn	85,681
Red Cross / Crescent Movement	\$1.2 bn	47,157
	(\$16-17b)	274,238

Source: Agency personnel, annual reports, audited financial statements, and internal agency documents

# Humanitarian organisation mapping

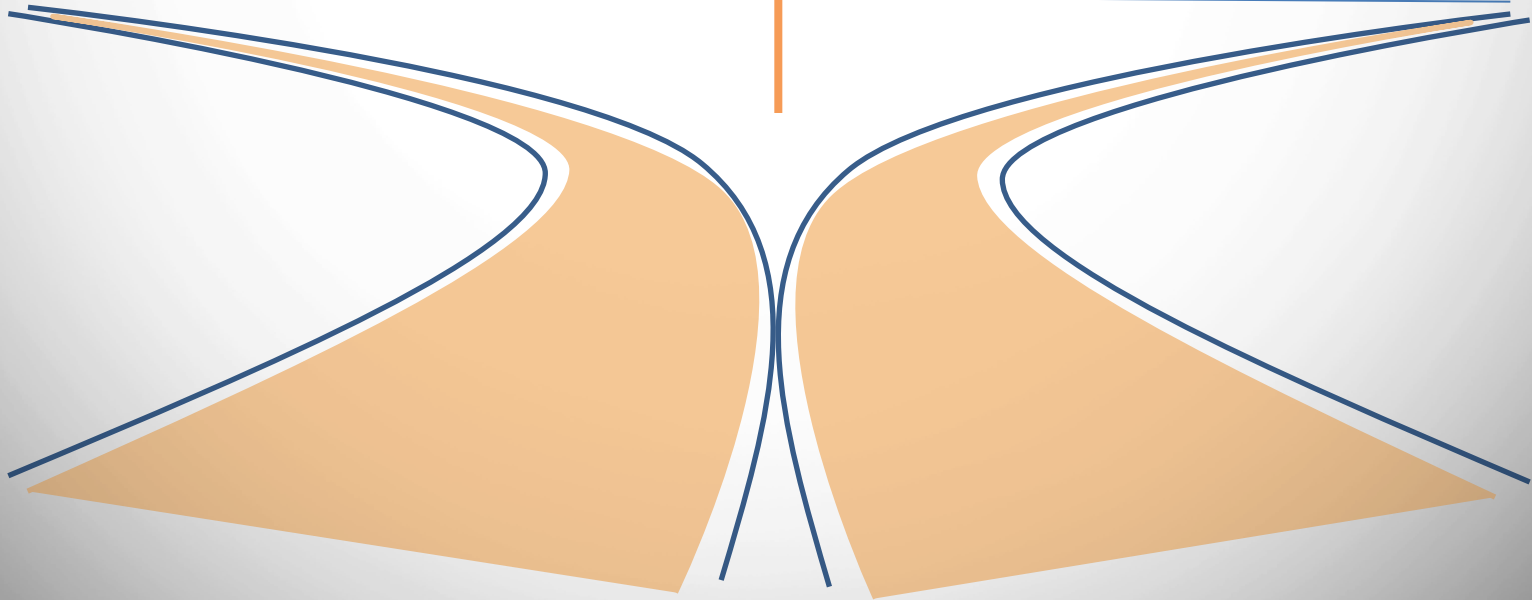
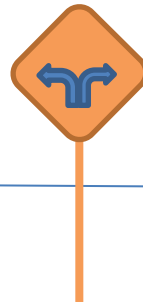
- Operational NGOs – Approximately 4,400 on the study's live database (> 60% national)

NGOList - [www.humanitarianngolist.org](http://www.humanitarianngolist.org)

- INGOs dominated by old guard: MSF, CRS, Oxfam, Save the Children and World Vision make up 38% of the NGO spend
- Rise of the SINGOs (e.g. BRAC, Mercy Malaysia)
- Host governments and regional organisations growing capacities and assertiveness

Fragmentation

Convergence



# OECD DAC CRITERIA

Coverage/sufficiency

Relevance/appropriateness

Effectiveness

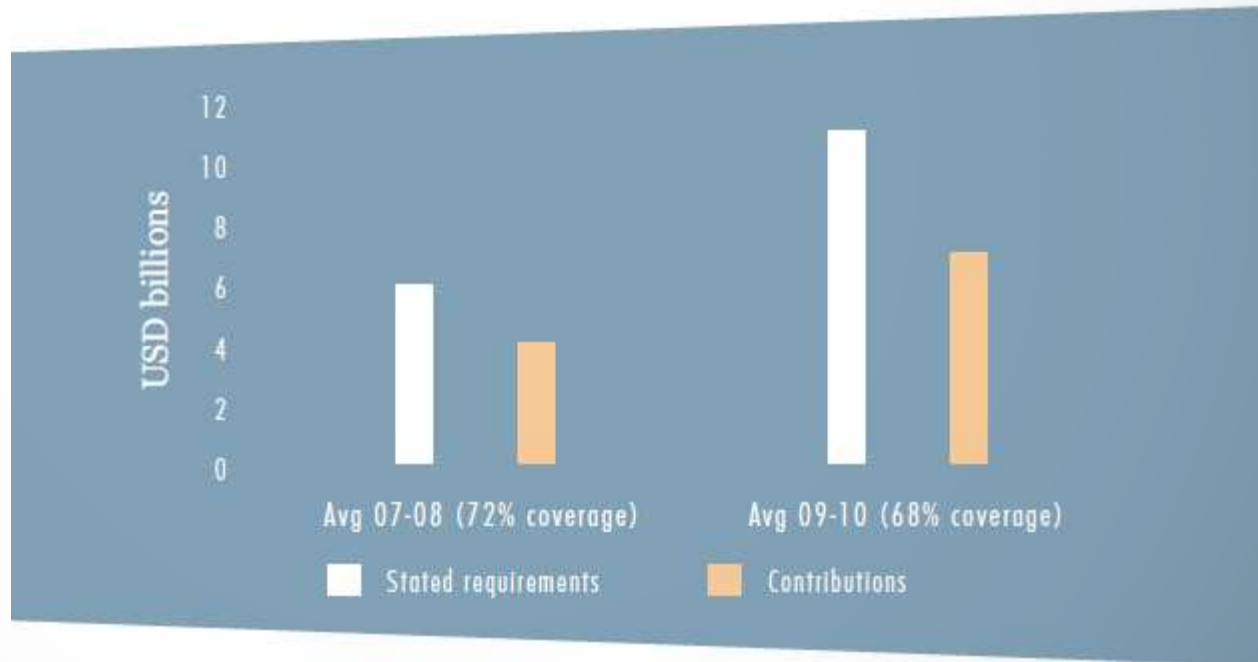
Connectedness

Efficiency

Coherence

# COVERAGE/SUFFICIENCY

Not much  
has changed  
since the  
pilot...



Financial need as opposed to actual numbers  
of affected people



# WHAT WE DON'T KNOW

What happens when there is no appeal?

How many people are affected?

What's the case load of people assisted?

# WHERE IS THE MONEY SPENT?

Four main categories of disasters:



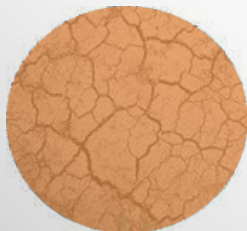
**Rapid onset** (High profile natural disasters)  
Haiti earthquake and Pakistan floods



**Chronic conflict situations**  
Afghanistan, Sudan/South Sudan, DRC and oPt



**'Forgotten' or 'hidden' emergencies**  
Cote D'Ivoire, Central African Republic (CAR)



**Cyclical crises**  
Sahel and Horn of Africa

# ARE NEEDS BEING MET?

Cote d'Ivoire  
/ West Africa



Libya



Pakistan

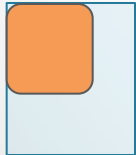


Haiti

Est. affected people

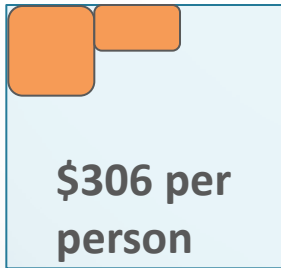
 = 1m people

\$159  
per  
person

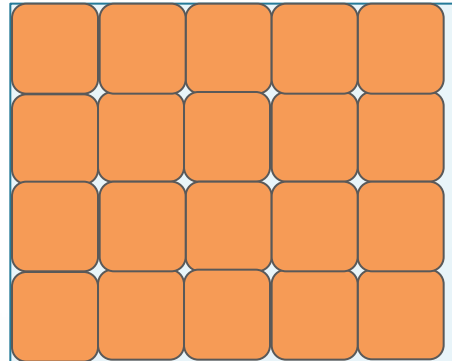


\$159m

\$306 per  
person



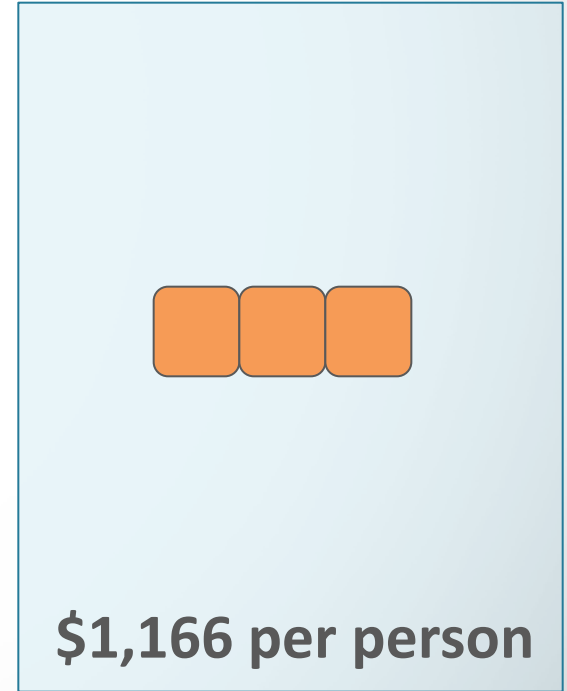
\$460m



\$135 per  
person

\$2.7bn

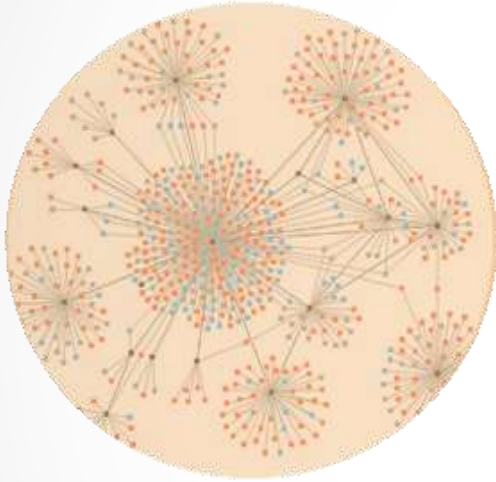
\$1,166 per person



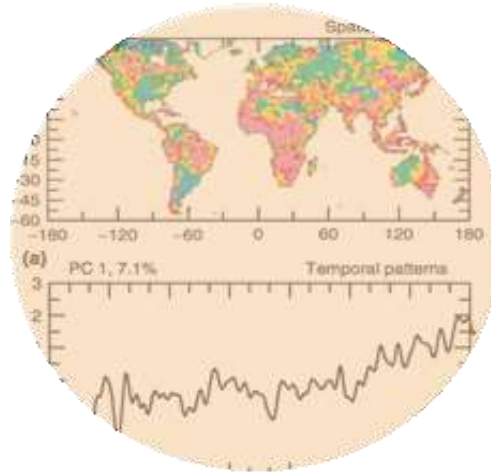
\$3.5bn

Funds committed/contributed

# WHY IS FUNDING UNEQUAL?



**Geo-political interest:**  
high for chronic conflict  
lacking for forgotten' or 'hidden' emergencies



**Linking warning to response for cyclical crises**



**Media attention**  
High for rapid onset

# RELEVANCE/APPROPRIATENESS

Moderate  
improvements in  
needs assessment

Lack of understanding  
of local context

Local consultation  
still need  
improvement

# EFFECTIVENESS

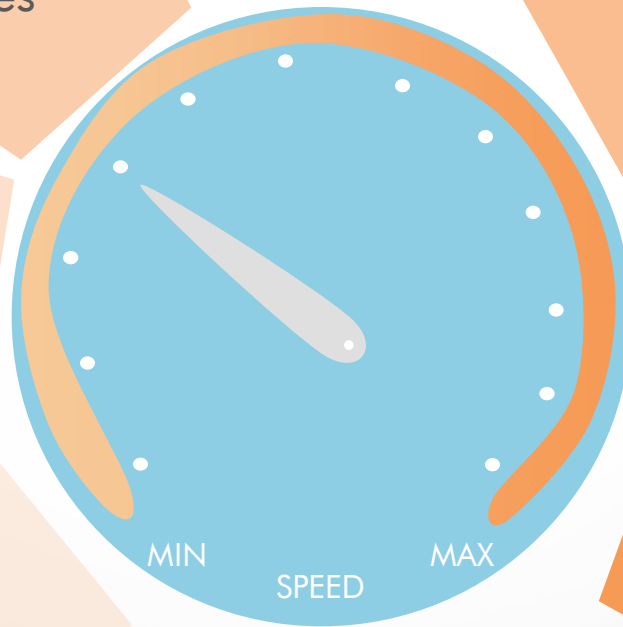
Somalia – wider **political** and **security** challenges

Pakistan much slower due to issues with **permission** and **quantification**

Cote d'Ivoire – not on **anti-terror** radar

Horn of Africa – slow response due to **failure** to act on **early warning** information

**High profile** natural disasters like Haiti



# CERF

High marks for  
funding  
disbursements;  
better surge  
capacity...

... but inherent  
difficulties remain: high  
staff turnover and  
leverage from long-term  
programmes

# IMPROVED LEADERSHIP

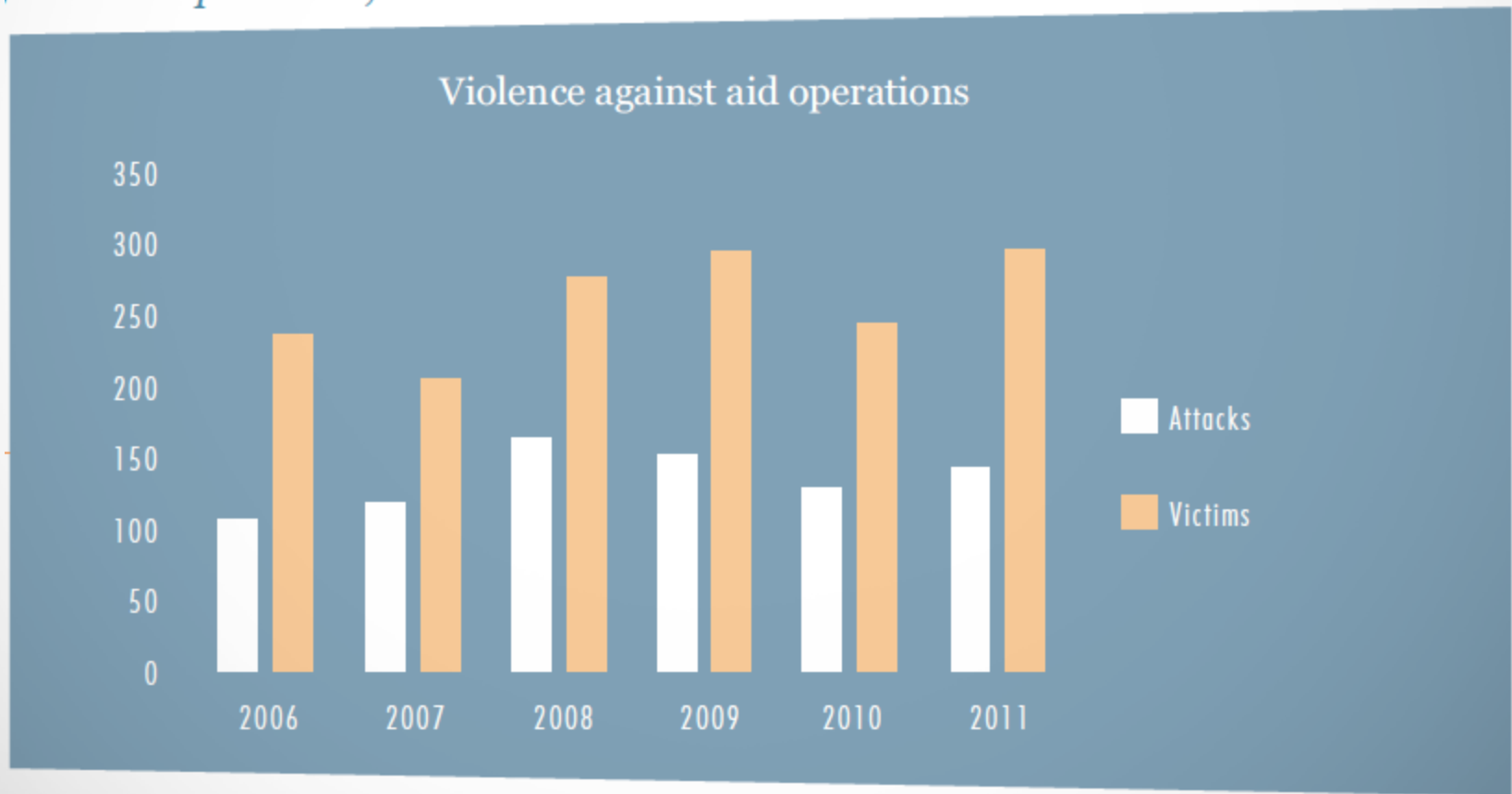
Risk aversion and compliance culture hinder good leadership

Importance of clarity of roles, responsibilities and SoPs

Efforts underway to improve leadership e.g. OCHA strategy and transformative agenda



# VIOLENCE AGAINST AID WORKERS



# CONNECTEDNESS

Growth in INGOs  
and increased  
NDMA capacity

Need to build  
understanding and trust

Underinvestment  
in local capacities

# EFFICIENCY (& INNOVATION)

Trade off between  
speed and  
inclusiveness

VFM – what is it?

Old innovations  
have now  
become  
mainstream

# COHERENCE

Principled  
approaches  
compromised

Resilience: what  
is its real  
potential?

Growing divergence  
between Dunantist  
agencies and multi-  
mandated agencies

# WHERE ARE WE NOW?

## GROWTH

Funding, staff and agency figures are growing

## DIVERSITY

System continues to become more diverse but 'core' of the system remains the same

## CLUSTER

Cluster and CERF: step change and improvements due to innovation

## COORDINATION

Many agencies around the periphery are poorly coordinated

# WHERE ARE WE NOW?

## INERTIA

Deep inertia in several areas and funding system still not impartial

## RESOURCES

Lack of resources to meet overall need

## NEED

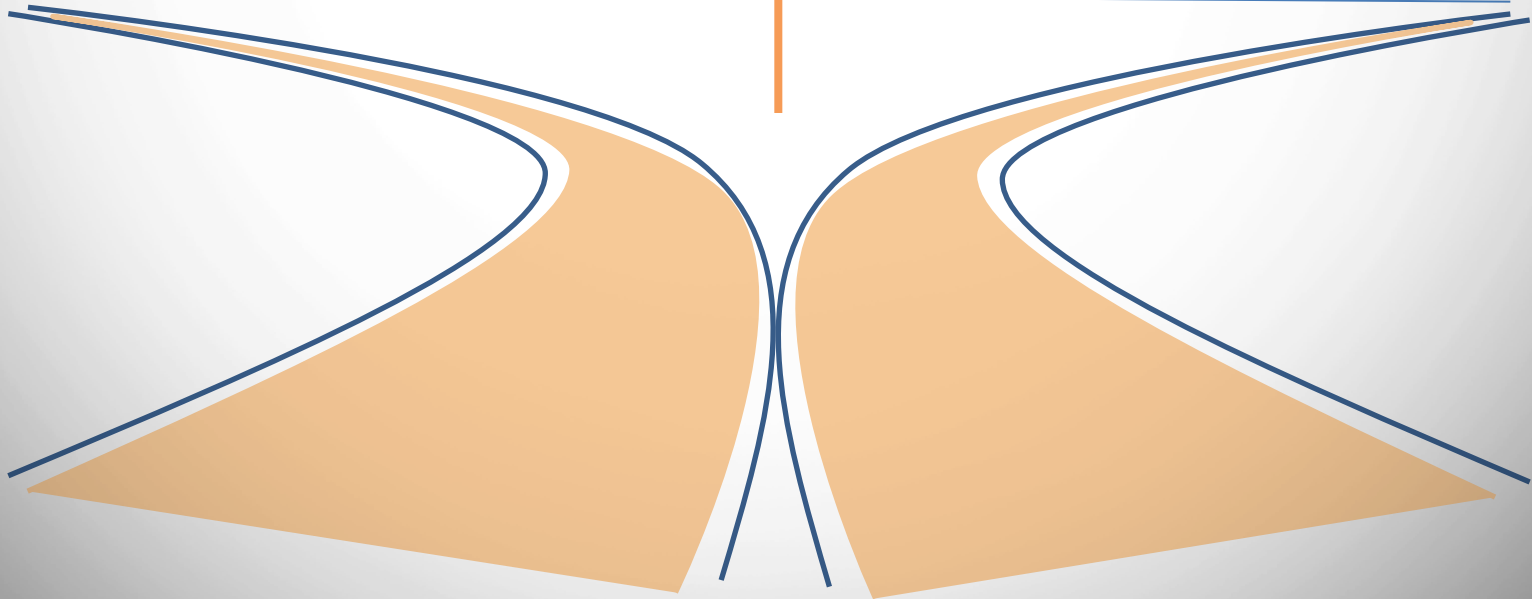
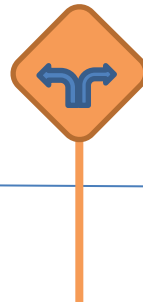
Funding decisions are still not made on the basis of humanitarian need alone

## PREPAREDNESS

Lack of investment in preparedness, DRR and capacity building

Fragmentation

Convergence



# THANK YOU

Original presentation by **John Mitchell**, Director, ALNAP; and **Glyn Taylor & Abby Stoddard**, Partners, Humanitarian Outcomes



Humanitarian Outcomes