Week 5

Directing, Programming, Coordinating Humanitarianism & Development

*Week 5 addresses matters of **directing (1)**, **programming (2)**, & **coordinating (3)** humanitarianism & development. 'Directing' means managing, governing, as well as controlling operations and aiming something in a particular direction, at a certain group. 'Programming' is the process of planning on, scheduling, and implementing a programme. 'Coordinating', finally, means bringing the various elements of a complex activity or programme together into one harmonious and efficient relationship. How these three components are relevant, if not vital, to humanitarianism & development will be the focus of this week, tackling both their conceptual and practical dimensions.*

1. DIRECTING HUMANITARIANISM & DEVELOPMENT

▪ The field of humanitarian and development aid has changed over time by structuring itself around an 'aid chain' involving global donors, global NGOs and small agencies located in recipient countries.

▪ Research has shown that aid management has been influenced by the relationship that humanitarians & development experts have with international donors.

▪ One must thus analyse the role and the influence of control mechanisms in evolving humanitarianism & development.

▪ To analyse transformations, the idea of 'control regime' can be used, defined as the combination of accountability and performance with sets of norms and values.

▪ In challenging times and despite increasing needs, the humanitarian and developmental systems still save and transform lives.

▪ Robust leadership plays a crucial part in this process.

▪ Humanitarian leaders must act quickly and impartially while keeping emphasis on the 'big picture', the external environment, and future and organisational change.

▪ In particular, humanitarian leaders and directors must possess leadership skills that enable them to build trust, support needs and priorities, and bring all humanitarians together to deliver better results for populations.

► *For more information, please consult the ProQuest eBook and additional readings.*

2. PROGRAMMING HUMANITARIANISM & DEVELOPMENT

▪ In support of most humanitarian and developmental programming, a variety of models has been developed so far.

▪ The most well-known among these is the Humanitarian Programme Cycle.

▪ This HPC is a coordinated series of actions undertaken to help prepare for, manage, and offer concrete responses.
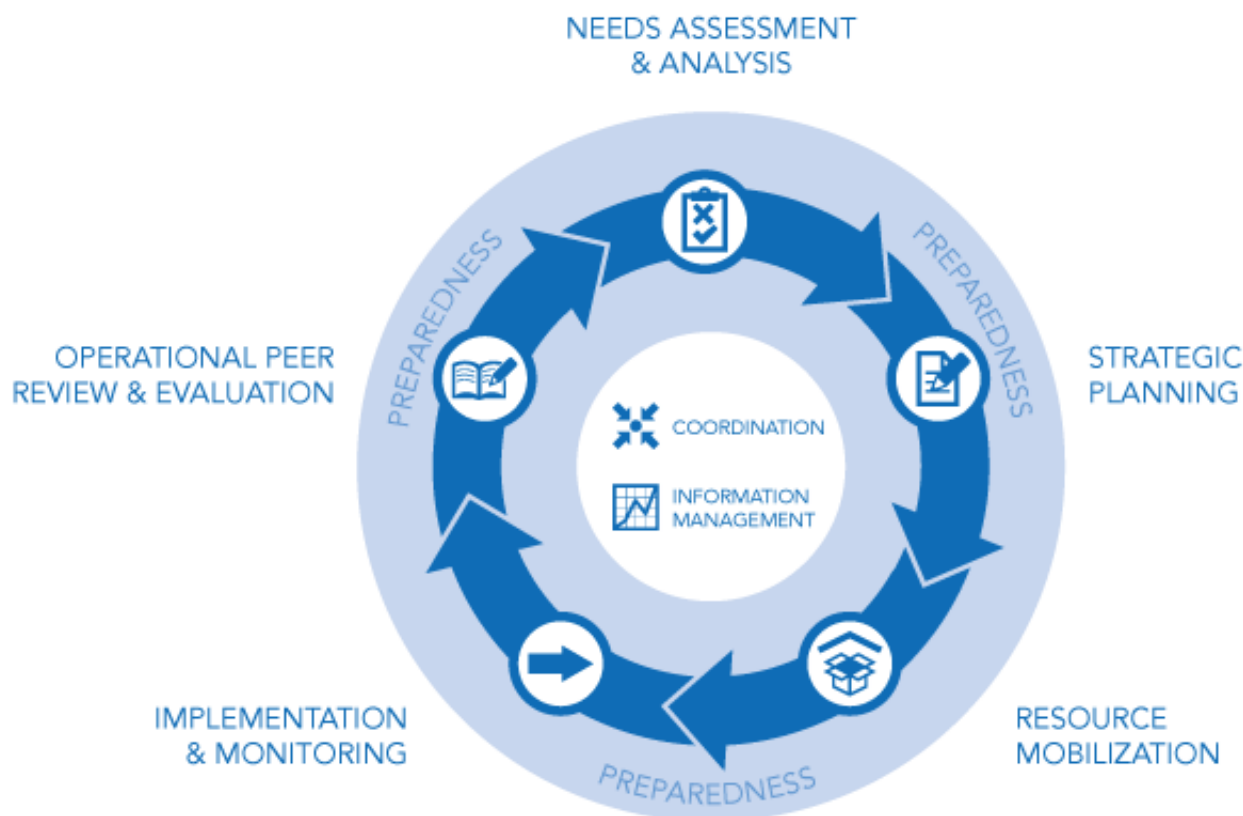
▪ It consists of 5 elements coordinated in a unified manner, with one step building on the previous and leading to the next.

▪ Successful implementation of the HP has been dependent on effective emergency preparedness.

▪ It has also relied on the coordination with national & local authorities, humanitarian actors, and information managers.

▪ The HPC components are as follows:

~ *Needs assessment and analysis.*
~ *Strategic response planning.*
~ *Relevant resource mobilisation.*
~ *Implementation and monitoring.*
~ *Operational review and evaluation.*

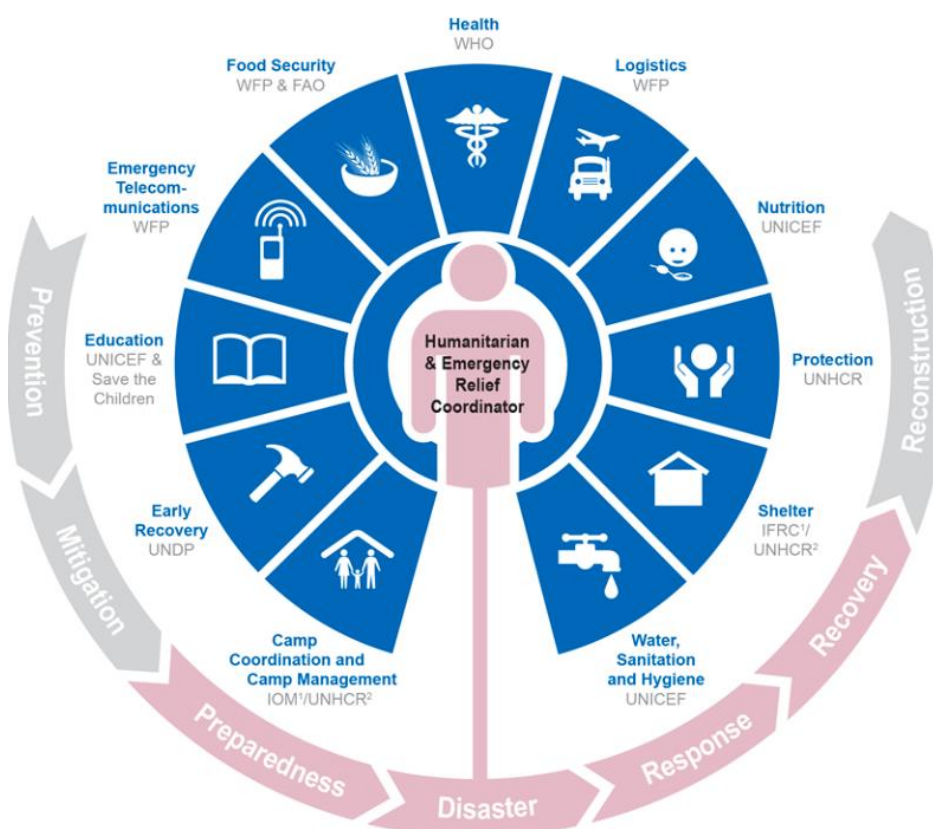► *For more information, please consult the ProQuest eBook and additional readings.*

Humanitarian Programme Cycle (HPC)

3. COORDINATING HUMANITARIANISM & DEVELOPMENT

▪ Humanitarian coordination involves bringing together all humanitarians to allow for a coherent and principled response to humanitarian emergencies.
▪ The main objective is to assist populations when they most need relief or protection.
▪ Humanitarian coordination seeks to improve effectiveness of humanitarian responses by ensuring better predictability, accountability, as well as partnership.
▪ Coordination involves assessing situations and needs, and on agreeing on priorities.
▪ It means developing common strategies to address issues such as negotiating access.
▪ It consists for humanitarian actors in mobilising funding and additional resources.
▪ Furthermore, it means clarifying consistent public messaging about humanitarian & developmental objectives and actions.
▪ Eventually, it consists in monitoring humanitarian and developmental progress.

► *For more information, please consult the ProQuest eBook and additional readings.*

BIBLIOGRAPHY

The below-reading materials can be found on ProQuest through your VLE platform (Online Library).

ProQuest eBook
▪ Kevin M. Cahill, *History and Hope: The International Humanitarian Reader* (Fordham University Press, 2013), pp. 270-302 / 303-319.

Additional readings
▪ The Humanitarian Programme Cycle (Inter-Agency Standing Committee – IASC, 2015).
▪ Localisation in Humanitarian Leadership. Profiling National NGO Engagement in International Humanitarian Coordination Structures in the MENA Region (ICVA, 2021).