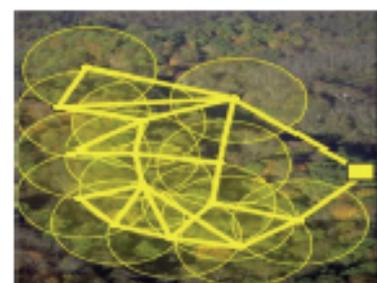


**GAINING THE FUTURE;  
COLLABORATION GUIDELINES FOR 21<sup>ST</sup>  
CENTURY HUMANITARIAN ORGANISATIONS**

**A JOINT HFP-ICVA INITIATIVE**



## **GAINING THE FUTURE: COLLABORATION GUIDELINES FOR 21<sup>ST</sup> CENTURY HUMANITARIAN ORGANISATIONS**

### **A JOINT HFP-ICVA INITIATIVE**

*“The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew.”* Abraham Lincoln, Second Annual Message to the Congress, 1862

#### **I The rationale**

Humanitarian organisations in the 21<sup>st</sup> century look out on a landscape in which an unprecedented number of human-beings face life-threatening disasters, emergencies and catastrophes. And yet never before have the prospects to prevent and mitigate such threats been -- in ways unimaginable two decades before -- so readily available. Thus, the challenge for those with humanitarian roles and responsibilities is to understand the dynamics and dimensions of emerging threats while at the same time engaging with those whose expertise can enhance crisis prevention, preparedness and response.

Key to dealing with these future challenges is collaboration – not necessarily collaboration with likeminded humanitarian organisations, but with a wide range of organisations and networks that have expertise and capacities that can significantly alter the balance between crisis threats and means to alleviate their impacts. It is with this in mind that the Humanitarian Futures Programme and the International Council for Voluntary Agencies have developed guidelines to help facilitate the sorts of collaboration that will be essential for the 21<sup>st</sup> century humanitarian organisation.

In many ways 21<sup>st</sup> century humanitarian organisations will be different from those who assume that mantle now. They will have to adjust to a global construct that has no historic precedent. They will be confronted with a dialogue over principles in which the standard humanitarian assumptions will no longer be axiomatic. They will be dealing with crisis drivers for which no single organisation will have sufficient expertise or capacity to address, and they will be exploring and adopting solutions never designed or intended to have any humanitarian consequence. Never before will humanitarian organisations be so reliant upon the capacities of others to meet their obligations.

The guidelines that follow have two over-arching functions. The first is to provide guidelines for collaboration, *per se*. The second is to provide a living framework for all those humanitarian organisations that see the necessity of collaboration to develop and improve the substance and utility of the guidelines, for themselves and for present and future collaborators.

The first function of the guideline focuses upon outlining some ideas about plausible transformations in the global system and possible future trends that may directly affect the humanitarian sector. It then moves on to a collaboration matrix which identify and inter-relate the objectives of collaboration, collaboration partners and enabling factors that should result in more effective collaboration. These guidelines at the same time form the basis of the second function; for it is hoped that these guidelines will serve to stimulate a series of standard and on-line meetings and workshops that will lead to a strengthened product in which more innovative techniques, greater precision and new forms of collaboration will enrich the present initiative.

## II Collaboration: an elusive and multifaceted concept

*Collaboration* invokes a plethora of definitions.<sup>1</sup> This guidelines will rely on a very basic understanding of the term, namely, collaboration is

*cooperative behaviour between two or more entities focused upon achieving a particular objective, set of objectives or ensuring a mutually beneficial relationship. Collaboration is normally time-bound, for long or short-term periods.*

The past two decades have witnessed an upsurge in formal and informal collaborative mechanisms at global, regional and national levels. Their functions have ranged from policy development and advocacy to joint operational activities and information sharing. While in no sense have such mechanisms been perfect, there has emerged a clear recognition throughout the humanitarian sector that individual organisational objectives and achievements are increasingly dependent upon the capacities of others. This sense of inter-dependence is also reflected in attitudinal changes by individuals as well as organisations within the sector. Though collaboration is still regarded by many as a potential threat to institutional interests under various circumstances, it is increasingly “a default option” and less and less an exception to the rule when it comes to policy development, advocacy, operational activities and information sharing.

## III Collaboration in a *futures* context

This portion of the collaboration guidelines concerns the inter-relationship between the changing dimensions and dynamics of humanitarian threats and new forms of collaboration.<sup>2</sup> It seeks to identify critical changes in the environment in which humanitarian organisations will have to operate over the coming decade and various innovative practices that will alter many aspects of traditional collaborative practices and structures.

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<sup>1</sup> In an analysis provided for the ICVA-HFP study by Jass Gill and Sean Lowrie, at least 28 definitions of collaboration were identified that had relevance to the humanitarian sector. The definition used in this text is a loose amalgam of many of these.

<sup>2</sup> The basis for this paper is a joint initiative by the International Council of Voluntary Agencies and the Humanitarian Futures Programme, which has resulted in a study on collaboration, ***Collaboration: Twenty years past, twenty years futures***, as well as a report on future collaboration to the ICVA Executive Board.

An underlying assumption of this section is that changes in the very nature of humanitarian threats over the next decade will create new needs for and new types of collaboration. That said, below are seven possible changes that could directly affect the ways that humanitarian crises are generated and in some instances addressed:

[1] **changing nature of humanitarian crisis drivers.** Factors that will expose human vulnerability in the future will be both familiar and unfamiliar to humanitarian workers of today. Those that will be familiar will include conventional crisis drivers, eg, floods, earthquakes, violence, but their dimensions and impacts will be greater, and their frequency in most cases more. In this context of even greater consequence will be non-traditional crisis drivers, and these will include such factors as computer-hacking into economic sub-systems, erosion of nuclear waste sites, technological failures; inter-active pandemics; and the collapse of conventional state structures;

[2] **changing dynamics and dimensions of humanitarian crises.** The dynamics and dimensions of humanitarian crises will most likely change in at least four respects. They will be more synchronous, sequential, simultaneous and global. In other words, synchronous failures will involve large-scale collapse of infrastructures and economic systems – similar too but much more extensive than the so-called Mumbai floods in 2005. Rapidly falling dominoes is analogous to what is meant by sequential crises. One crisis driver triggers a series of others, with the main characteristics being the rapidity of new crises and exponential scale. An increasingly evident challenge emerges out of simultaneous crises, where, for example, major humanitarian crises occur at the same time in California [an earthquake] and in the Horn of Africa [sequential crises triggered by large-scale drought];

[3] **changing nature of the affected.** Affected populations will change over the next two decades in at least four ways: [i] vulnerability will be increasingly globalised, and less and less bifurcated into “hapless south” and “vibrant north”; [ii] major demographic movements, eg the urban phenomenon, will act as causes as well as consequences of crisis drivers and threats; [iii] large-scale affected populations will suffer from long-term, agonising afflictions arising out of such disaster agents as chemical and nuclear exposure; and [iv] , there will be the “inaccessible” that are trapped in “no-man’s lands,” where conventional states no longer function or provide even minimum safety-nets;

[4] **changing types of humanitarian actors.** If one defines a humanitarian actor as an organisation or *ad hoc* grouping that assumes humanitarian roles and responsibilities, then clearly the types of numbers of humanitarian actors will change in terms of types and numbers. The definition and identification of a humanitarian actor will expand, including a growing number of private sector bodies – both local and international, military establishments, governments not normally associated with international assistance [eg, China, India, Brazil], the Diaspora, non-state actors [eg, Hezbollah], trans-national ethnic networks and urban gangs;

[5] **changing instruments in the humanitarian toolkit.** Prevention and preparedness as well as response will increasingly depend upon economic instruments rather than conventional food, shelter, water and clothing inputs. The humanitarian toolkit of the future will include remittances from the Diaspora, and will increasingly be dependent upon insurance-based schemes, covering food security as well as health. Greater attention will be paid to psycho-social needs, and telemedicine will expand the range of services and immediacy of complex service delivery. The capacity to anticipate and monitor crises through communications technology and satellite imagery will increase significantly, and on line social networking will lead to completely new ways to manage crises, and a combination of bio-nanotechnologies will revolutionise the ways that chemical, nuclear and biological disasters are handled;

[6] **changing types of humanitarian workers.** There will be a significant decline in so-called “international” relief workers as ethnic and cultural sensitivities and lack of security make greater reliance upon local relief workers essential. This shift will be compounded by two intersecting trends in the relief world. The first is that those who are “internationals” may well be required to deal with humanitarian crises nearer to home, and secondly the humanitarian instincts and funds of today’s major donors may decline as operational environments become too hazardous and traditional donor advantages, eg, food surpluses, currency stability, no longer can be relied upon;

[7] **new standards of accountability.** The interest of the conventional governmental donor community in providing humanitarian assistance as one understands it today will decline when compared to the level of interest and expenditure over the past twenty years. There are many reasons for this, including the economic pressures that donors will face in a decade’s time, the alternative commercial opportunities that assets such as food surpluses will provide, the aforementioned difficulties with operating environments and an emerging use of litigation to compensate for inappropriate or inadequate relief response.

#### **IV Futures in a collaboration matrix**

Future humanitarian threats as well as opportunities will affect the types of knowledge, organisational capacities and commitments that will be required by organisations with humanitarian roles and responsibilities. Given the exponential change in the dynamics, dimensions and impacts of future crises, each suggests dimensions of collaboration that cross sectoral boundaries and linkages and networks that go well beyond the humanitarian sector. Of overarching importance is that institutional survival will depend more and more on collaboration and less and less upon the ring-fenced multidimensional expertise of any single organisation.

This section introduces a visual interpretation of the interaction of three areas at the heart of collaboration initiatives: collaboration objectives, collaboration partners, and enabling factors. The first section, ***A Typology***,

defines these three elements and in various instances provides examples. The interaction of the identified collaboration objectives, partners and corresponding range of enabling factors is described in the ***Collaboration Matrix***, presented on page 12.

### **A Typology**

Three areas of collaboration are reviewed:<sup>3</sup>

- ***Objectives*** As used here, these are the goals an organisation seeks to attain through undertaking a collaborative initiative. The ambition to achieve these objectives draws an organisation to look beyond its own capacities.
- ***Partners*** Types of organisation or formal or informal networks with which a collaborative initiative is to be developed. The pursuit of a collaborative endeavour alters the relationship with that organisation, which, for example, may otherwise be seen to provide competing services.
- ***Enabling factors*** Actions and processes that can facilitate collaboration. Enabling factors are of particular importance as a prior dynamic may exist between potential partners.

The following section assesses each of these three areas in turn. Within each area, a range of common elements, or types, are defined.

### **Collaboration objectives**

Seven types of collaboration objective are identified that serve as rationales for collaborative initiatives.

- ***Strengthened operational capacities.*** Such capacities range from the ability to deliver humanitarian assistance, be it in the form of physical assets, technical or financial resources, for purposes of humanitarian prevention, preparedness and response. This objective covers activities ranging from procurement, logistics, distribution and monitoring to early warning systems, training and capacity-building.

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<sup>3</sup> The aim of a typology is that the components or types identified are mutually exclusive – i.e., they do not overlap – and are exhaustive – i.e., they cover the full range of possibilities. That said, collaboration is an elusive concept. Any typology will inevitably disagree in part with one person's definition, or not include a new form of collaboration. It is not intended here, however, to identify every form of collaboration, but instead to cover the key elements that may be considered by organisations looking for ways to promote effective collaboration.

Strengthening of operational capacities may be pursued, for example, to enhance the timeliness and coverage of assistance.

- ***Improved information and communications.*** As defined here, the improvement of information and communications covers objectives that include the interpretation and response to knowledge from the scientific community, the adoption of new Information and Communication Technologies (ICT), and the management of knowledge within organisations. By way of example, collaborative initiatives may be pursued in order to disseminate information more rapidly between organisations on numbers of affected, types of afflictions and assistance requirements.
- ***Enhanced innovative capacities.*** Seeking to strengthen methods in prevention, preparedness and response, organisations need to develop capacities for identifying, prioritising and implementing appropriate innovation. Collaboration in this context may be used to achieve more ambitious technical or operational goals by sharing risk amongst partners, for example.
- ***Policy formulation.*** Policy formulation may be seen to include the development of policy that is explicitly humanitarian, or the adoption of policy, e.g. in host countries, that facilitates humanitarian efforts. Additionally, though not universally, this may include the process of widening support for policy by way of inclusion in policy formulation processes. With this definition, collaboration may be used to ensure that the views of important stakeholders are accounted for in policy formation, contributing both to its content, acceptance and implementation.
- ***Strategic Planning.*** The definition of strategic planning used here includes the process of defining strategy and making decisions for the allocation of resources in order to achieve an organisation's strategic goals.<sup>4</sup> In this way, the definition of collaborative strategic planning may cover the greater ambition in scope of strategic objectives achievable through incorporating the resources of other organisations, or, equally, enhanced strategy formulation by introducing alternative planning processes, such as the partnership between Save the Children and Boston Consulting Group.
- ***Improved advocacy.*** Advocacy is here defined as the action of representing the interests and rights of recipients or would-be recipients of assistance for preparedness, prevention and humanitarian response. This definition of advocacy extends from defending a single individual's rights to assistance to strengthening structures that represent the interests of many millions in at-risk communities. Collaborative initiatives may enable greater effectiveness in garnering

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<sup>4</sup> The process of entering into and managing the collaborative initiative itself will be managed within this same category.

support and communicating humanitarian interests through online or other new ICT capacities, for example, in host or potential donor countries.

- **Greater accountability.** Accountability is adherence to a range of measurement, assessment, governance and reporting requirements ultimately to ensure the effectiveness of aid impact. Accountability as an objective includes not only the aims of meeting standards, the processes of organisational learning, and developing quality of delivery, but also the challenging consequences of greater communications and reporting by individuals and accessibility to communication and recording technology. Collaboration with networks such as ALNAP, HAPI and SPHERE, for example, may enhance the ability of new humanitarian actors to reach sector quality and accountability standards.

### Collaboration partners

The matrix incorporates broad groups of actual and potential collaboration partners. These types of partnerships, identified and defined below, are determined by grouping organisations and relationships that have common practices, cultures, operating environments or mandates.

- **Cross-agency relationships** represent the main category of partnerships as they presently exist. For the purposes of this matrix, this category is defined as the relationships developed between members of the Non-Governmental Organisational (NGO) sector. As such, this type of collaborative relationship may involve organisations with overlapping missions, contrasting operating environments, complementary or even conflicting cultures. Cross-agency relationships are presented as an individual group, unified by principles of humanitarianism, neutrality, independence and impartiality.<sup>5</sup> Two main groups are identified within cross-agency relationships, namely International humanitarian actors and Local humanitarian actors. By dividing relationships between agencies into these groups, the different capacities contributed to a collaborative initiative by these organisation types can be explored.
- **State actors** are divided into two separate categories: *External governments*, who provide financial resources and in-kind support; and *Host governments*, who may contribute *inter alia* human, assistance and capital resources as well as security and infrastructural support. External government collaboration may involve the Good Humanitarian Donorship initiative, and increasingly financial resources and in-kind support from the BRIC group of countries and others.

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<sup>5</sup> Traditionally these principles have been regarded as axiomatic. This assumption may in the future change, as noted in page \_\_\_ of this paper.

- **Intergovernmental organisations** (IGOs) consists of global and regional organisations. For the purposes of this document, regional organisations are taken here to form a distinct group in the geographic focus of objectives and regional priorities. These include organisations such as the AU, ECOWAS, OAS and ASEAN. Global organisations in this context refer to organisations such as the UN and its agencies and programmes, the World Bank and IMF.
- The **science, technology and engineering community** includes natural and social scientists, technology and engineering experts, external actors in Information and Communications Technology (ICT), and experts who play a “bridging role” between humanitarian contexts and possible scientific and technological solutions. Frequently activities in the science, technology and engineering community may involve carrying out fundamental research into evolving risks, or innovation-focused initiatives that can be applied to preparedness, prevention and response.
- **Media and communications organisations** are defined here as the global industry specialising in the gathering, processing and dissemination of information, be it in relation to event awareness, crisis monitoring, stakeholder views or general mandates for news reporting and analysis. While there are examples of the corporate sector assisting in campaigns to promote issues such as health initiatives, the role of media and communications organisations goes beyond this to include, for example, the formation of popular opinion and support. The far-reaching effects of “mass media” coverage may be seen to influence attitudes to crisis response and, in so doing, affect the scope of achievable operational objectives.
- **Non-state actors** constitute a new, though sometimes contentious, community of actors and opportunities for partnership. This type of partner runs the gamut from transnational religious and ethnic groups to local community organisations, and also to the vibrant Diaspora community.<sup>6</sup> Non-state actors may be sources of vital information, or provide resources in times of crisis through the Diaspora network, for example.
- **Online Networks** represent the many existing and emerging structures centred primarily on web-based interactions. Online networks have unique characteristics in terms of scalability (i.e., the low cost to increasing the number of participants in the network), inclusion and accessibility. They can also act as supplements to ‘non-virtual’ channels of communication, and have fostered new collaborative tools such as wikis and internet fora. Online networks provide increased access to global and local resources, increased scope for the mobilization of those resources, as well as the development of

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<sup>6</sup> This does, for the purposes of this report, exclude NGOs, corporations and other actors that could be categorised as non-state actors, but are elsewhere represented in this report.

partnerships. Channels of communication include individuals, local NGOs, and central hubs that process information received through spreading communications technologies, as evidenced by inSTEDD, for example, which works in public health information.<sup>7</sup>

- The **Corporate sector** contains huge diversity, yet commonality can be found in a focus on operational, technological or reputational specialisation. A competitive arena has often fostered high levels of capability in strategic planning and innovation. The pursuit of profit, though central, is one component of a mixed set of institutional and often prominent individuals' objectives. Corporate sector collaboration partners are further divided into two categories, which are characterised by differing reach and outlook. These are defined as *Multi-national corporations* (MNCs) and *Local companies*. Where, for example, MNCs may bring a wealth of financial or human resources, collaboration with local companies may support the targeting of assistance, provide regional awareness, and bring indirect gains to local economies.
  
- **Military** partner collaboration initiatives may include forces in either host or external countries. Such "civ-mil" or Civilian-Military Co-operation (CIMIC) relationships are subject to concern, amongst other reasons, with regard to perceptions of neutrality, independence and impartiality. Military personnel are, however, increasingly finding themselves playing an active role amongst the range of existing and new humanitarian actors. Some countries, such as India, see their military regularly deployed in domestic humanitarian emergencies; others militaries, adapting to new geopolitical realities, are finding conflict situations increasingly intertwined with humanitarian missions. Host and external military organisations have the potential to access often vast resources for collaborative humanitarian initiatives in terms of manpower, information, technology, and logistics, if they can be accessed or deployed in an agreed framework of humanitarianism.

### Collaboration enabling factors

Enabling factors are defined as activities and processes that contribute to the success of a collaborative partnership. A number of enabling factors are presented in the collaboration matrix on page 12; it should be noted, however, that the examples given in the matrix may incorporate several of the characteristic enabling factors given in the following list.

1. *Translation of institutional culture or specialised professional terminology.* Partnerships may be hindered by professionally-specific terminology, whose nuance and implications can make dialogue obscure to scientists, for example, as much as to humanitarian actors.

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<sup>7</sup> See for example, InSTEDD's Mekong Basin Disease Surveillance: "*The Mekong Collaboration Program assists efforts in southeast Asia to prevent, predict and respond to emergent infectious diseases through improved information flow*" from [www.instedd.org/programs](http://www.instedd.org/programs)

Gains to or even simply instigation of collaborative endeavours can be facilitated through overcoming such barriers.

2. *Clear definition of roles.* Effective collaboration will require the definition of roles to be as clear as possible. This can be particularly necessary where partners are able to supply the same service, hence risking overlap. Clearly identifying specialisation, expertise, or simply agreeing division of labour can lead to gains through comparative advantage.
3. *Clearly defined expectations of accountability.* Requirements of accountability differ between types of partner. The more that organisational cultures and normal operating environments differ between organisations outside of collaboration, the greater the need to ensure accountability requirements are communicated and adopted.
4. *Acknowledgement of possible constraints.* Potential collaboration partners will need to be aware of the limitations that each organisation faces. For example, corporations may frustrate humanitarian actors with adherence to management concerns, whilst those same actors may appear to private sector partners to slow short-term measures with ethical codes or long-term approaches to assistance
5. *Mechanisms for communication.* Partnerships, which could all be said to depend on strong communication, may simply lack a forum or a medium for discussion. The need to create appropriate fora may be seen to apply to non-state actors as well those amongst a new range of humanitarian actors, such as host governments, with whom clear communication is vital.
6. *Shared risk-taking.* Perceived or actual imbalances in risk exposure can be addressed to ensure a collaborative initiative's expected gains or losses are equitably allocated between the parties involved. Such measures may help to encourage more ambitious objectives over all.
7. *Shared objectives.* The scope of objectives among collaborating organisations will differ to a great extent outside the aims of the collaborative initiative. Measures to ensure that objectives are aligned as much as possible may increase the likelihood of success.
8. *Confidence building.* Critical to the success of collaborative initiatives are efforts made by all parties to increase trust between organisations. This can be particularly necessary, for example, when types of partners collaborate whose organisational mandates or codes of practice have been different.

### ***Collaboration Matrix***

The following matrix brings together the elements identified above within the categories *Objectives*, *Partners*, and *Enabling factors*. The matrix provides illustrative examples of actions that can be taken to enhance the effectiveness of collaboration with specific partners, and towards a range of objectives. These actions are mainly aimed at a representative audience of those who work in humanitarian organisation, principally non-governmental organisations. However, these actions are to an extent transferrable across organisation types.

A further point with regard to the matrix is that the concept of 'collaboration' is implicitly taken to go beyond the idea of 'working together'. Standard contracts with corporate sector suppliers are not necessarily collaborative agreements; yet a collaborative agreement may include such a supply contract – e.g., in addition to further exploration of capabilities to advance shared objectives.

The potential partners are listed in the left hand column, and include the groups of potential partners described in the typology. Similarly, collaboration objectives are found along the top row on each page. In each cell, a where a collaboration partner and collaboration objective cross, key enabling factors are discussed. While these do fit into the categories of enabling factors discussed in the typology above, an individual illustration is included for each combination of collaboration objective and partner. Endnotes are used to highlight some of the sources central to this illustration of potential enabling factors.

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<b>1 Cross-agency relationships – International organisations</b>	<p>Agree a range of common service arrangements to maximise economies of scale</p> <p>Conduct cross-comparative assessments of relative operational strengths to avoid overlap, duplication or inconsistency in delivery</p> <p>Continuously review operations at inter-agency meetings to ensure gaps are identified and addressed through collaborative actions</p>	<p>Establish shared incentives for dissemination of knowledge between organisations</p> <p>Establish agreed mechanisms for sharing information such as online networks, meetings, workshops and decide on division of responsibility for these</p> <p>Agree structure for distributing cost of obligations to share knowledge, including data and analysis</p> <p>Agree a strategy for structuring frequent communication whilst encouraging key participants to communicate freely on specific issues of concern or interest</p>	<p>Identify policy expectations of each party, making the value of activities and outcomes for each organisation explicit<sup>i</sup></p> <p>Develop collaborative policy formulation guidelines to reduce concerns over conflicting organisational interests</p> <p>Where joint policy formulation is concerned, hold inter-agency meetings to anticipate and adapt to policy successes, failures as obstacles to policy implementation</p>	<p>Invest in joint strategic planning activities to improve working relationships and develop understanding of common challenges<sup>ii</sup></p> <p>Conduct regular partner visits to learn about partners' objectives, operations and capabilities to enhance both the partnership and its work</p> <p>Encourage leaders and key individuals to engage in collaborative processes by developing working relationships with their 'opposite numbers'</p>	<p>Establish a dedicated forum for global humanitarian research and analysis</p> <p>Use interagency meetings to gain consensus on which innovation initiatives require support</p> <p>Agree on responsibilities and division of associated activities and resources relating to innovation to share risk across participating organisations</p> <p>Share information on adoption of new technologies, accounting for potential competitive concerns</p> <p>Promote joint preparedness strategies for so-called 'currently unmeetable' demands on the humanitarian sector<sup>iii</sup></p>	<p>Promote transparency about planned advocacy activities through interagency briefings, online networks, regular meetings to reduce overlap in delivery and competition for resources</p> <p>Seek collaborative input on advocacy activities through interagency meetings and workshops</p> <p>Create specific structures to develop and deliver on collaborative donor assisted advocacy activities</p>	<p>Promote transparency of evaluation by sharing evaluation reports</p> <p>Introduce common salary scales</p> <p>Facilitate contact with external organisations who can provide evaluations<sup>iv</sup></p> <p>Promote co-evaluation where activities are sufficiently similar</p> <p>Share monitoring and evaluation tools and provide support for their execution through workshop training and mentoring</p>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<p><b>2 Cross-agency relationships – Local organisations</b></p>	<p>Second experienced staff to local NGOs to develop joint understanding of operational procedures where emphasis is placed on international NGOs learning from local NGOs<sup>v</sup></p> <p>Form working agreements with local NGOs to avoid duplication and enhance programme approaches and multi-agency working<sup>vi</sup></p> <p>Increase scope of activities in staged increments to build shared knowledge and experience and provide opportunities to disseminate lessons learned</p> <p>Support applications to local donors by local NGOs</p>	<p>Create or enhance information sharing platforms for international field staff tasked with coordination and local NGOs where these take account of local communication constraints</p>	<p>Provide translation of policy documents for local NGOs</p> <p>Conduct multi-agency planning workshops led by local NGOs, in community localities' local languages where appropriate, to incorporate their views in policy development and invite key representatives from national and international NGOs<sup>vii</sup></p> <p>Conduct reflective workshops at various stages of policy formulation process to enable on-going input to policy development, 'reality checks' and promote acceptance</p>	<p>Carry out joint assessments and situational analyses</p> <p>Build local NGO capabilities by identifying international humanitarian organisations that are willing to allocate a portion of their budget specifically to capacity building activities</p> <p>Establish a staff-exchange scheme to promote mutual awareness and understanding about operations and practice to inform strategic planning at all levels</p>	<p>Establish working groups to identify, prioritise and implement appropriate innovation initiatives in collaboration with local NGOs</p>	<p>Facilitate introductions for local NGOs with advocacy organisations to enable them to communicate and address protection issues with advocacy organisations<sup>viii</sup></p> <p>Hold small-scale, locally driven workshops to facilitate bottom-up transfer of knowledge about issues needing advocacy attention</p>	<p>Improve representation of local NGOs in umbrella organizations and at the UN to ensure information sharing and adherence to common standards<sup>ix</sup></p> <p>Use participatory process to avoid real or perceived impositions of external systems that may provoke resentment or resistance<sup>x</sup></p> <p>Promote user-friendly participatory M&amp;E methods, e.g. Most Significant Change Technique,<sup>xi</sup> to encourage bottom-up evaluation process</p> <p>Facilitate training in M&amp;E tools with and between local NGOs to promote cross-agency learning</p>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<b>3 Government – External</b>	<p>Structure donor commitment to enable long-term collaborative partnerships</p> <p>Create and facilitate opportunities for key government officials to visit field operations</p>	<p>Promote investment in, awareness about and transfer of ICT technology as a catalyst for collaboration</p> <p>Create e-newsletter to share knowledge with external governments rapidly and efficiently</p>	<p>Identify supportive government ministers and establish and maintain contact with these individuals accounting for staff turnover</p> <p>Establish inter-departmental working groups with governments on key policy issues to ensure policy continuity through broader base government support</p>	<p>Develop guidelines to facilitate donor coordination for humanitarian relief with explicit focus on donor coordination for humanitarian relief</p> <p>Acknowledge and account for the time-cost of collaboration initiatives within strategic plans</p>	<p>Conduct collaborative research into humanitarian issues where host governments and/or local NGOs are key partners in all aspects of research process</p> <p>Establish forums to allow information about innovation initiatives to be constructively shared with government partners</p>	<p>Identify specific humanitarian issues requiring advocacy and align with the international recruitment of government 'champions'<sup>xii</sup></p> <p>Utilise government contacts to widen scope and reach of advocacy efforts</p>	<p>Establish inter-organisation standards on accountability, e.g. M&amp;E processes to ensure government donor adherence and promote collaborative relationships</p>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<p><b>4 Government – Host</b></p>	<p>Agree on division of responsibilities according to core competencies and comparative strengths</p> <p>Establish collaborative Public Service Delivery initiatives by developing partnerships with government departments to facilitate the delivery of assistance, e.g. vaccination campaigns, as a public service<sup>xiii</sup></p> <p>Encourage host governments to establish dedicated budget lines to improve their operational capacity</p>	<p>Invest in effective communication mechanisms to promote transfer of knowledge</p> <p>Amalgamate information campaigns to increase impact and combine marketing and campaign management expertise</p>	<p>Hold interdepartmental meetings with key government ministers to encourage the pursuit of policies, laws and regulatory frameworks that are favourable to collaboration with humanitarian organisations</p> <p>Create a government-led network of stakeholders to increase support for specific policy initiatives</p> <p>Hold policy development workshops to encourage participation at every stage of collaborative policy formulation to increase awareness and ownership</p>	<p>Explore opportunities for the provision of specialist donor assistance by host governments for humanitarian agencies, e.g. India</p> <p>Make explicit how collaboration builds mutual confidence and trust in strategic planning activities</p>	<p>Provide competence-based training programs and technical assistance for host government</p> <p>Invest in enhancing areas of excellence in prior collaborations with host governments<sup>xiv</sup></p>	<p>Target information campaigns at host governments to increase political awareness of existing collaborative initiatives, e.g. for communicable disease control programmes</p> <p>Develop advocacy group with host government to create demand for preventative measures within host nation and deliver on joint advocacy initiatives</p>	<p>Use Memoranda of Understanding where appropriate to formalise mutual delivery obligations<sup>xv</sup></p> <p>Hold meetings to share information about accountability mechanisms, e.g. M&amp;E, with host governments to promote transparency and build trust</p>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<b>5 Intergovernmental organisations – Global</b>	<p>Establish an annual meeting for IGO and humanitarian organisation heads to reduce inefficiency among and within operations<sup>xvi</sup></p> <p>Identify and prepare for global vulnerabilities by developing structures which enable collaborative ad hoc responses to address jointly a shared activity or crisis for a limited period</p>	<p>Increase participation in established information sharing initiatives, such as appeals processes, for information sharing and strategic planning</p> <p>Make use of online mechanisms of information sharing at HQ level e.g. internal e-newsletter</p>	<p>Conduct mapping of global vulnerabilities to prioritise collaborative policy formulation initiatives with IGOs and other collaboration partners</p> <p>Provide input to policy formulation by facilitating bottom-up information exchange, e.g. through forums, field visits and online networks, between local NGOs and global organisations</p>	<p>Create shared incentives for collaboration and make these explicit within strategic plans</p> <p>Facilitate staff exchanges between IGOs and humanitarian agencies</p>	<p>Identify common areas of potential for shared innovation and risk management</p>	<p>Conduct collective review of global trends in demands on humanitarian assistance provision to inform advocacy strategy</p> <p>Identify strong networks and alliances that humanitarian agencies have already formed and target these for joint advocacy initiatives</p>	<p>Use Memoranda of Understanding to formalise global humanitarian standards of accountability</p>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<b>6 Intergovernmental organisations – Regional</b>	<p>Identify regional IGOS that share risk exposure and common cause for potential collaborative initiatives<sup>xvii</sup></p> <p>Develop plans for transferral of assistance to new regional bodies</p> <p>Identify value-added and comparative advantage in areas of regional assistance to capitalise on respective expertise</p>	<p>Share information gathering and communication structures and resources to enhance two-way transfer of knowledge</p> <p>Map geographic vulnerabilities, e.g. for health issues, against regional IGO coverage to collaborate on communication plans</p>	<p>Conduct regional forums to secure input from new and existing IGO networks concerned with regional vulnerability in policy formulation</p>	<p>Facilitate the establishment of long-term partnerships with and between new regional IGOs for collaborative humanitarian efforts</p>	<p>Identify and gain support for regionally-focused collaborative innovation initiatives</p>	<p>Hold workshop to identify shared advocacy objectives that host governments or global IGOs would not, or could not, as effectively support</p>	<p>Provide training to promote uptake of global humanitarian standards of accountability</p>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<p><b>7 Science, technology and engineering community</b></p>	<p>Establish operations-focused engineering and emerging technology forum to identify, prioritise and implement appropriate, context specific innovations</p> <p>Initiate or enhance Collaborative Research Support Programmes for humanitarian assistance, developing research activity in external and host country universities</p> <p>Support research training schemes for local researchers which promote training in innovative qualitative and participatory methodological research tools to redress balance with currently dominant quantitative techniques<sup>xviii</sup></p>	<p>Enhance existing information networks to encourage bilateral information flows to improve quality of information on emerging risks</p> <p>Identify needs and volunteer skills groups required to maintain or install ICT systems in recipient communities</p> <p>Establish shared objectives with science and engineering community towards financing field-level data collection and analysis to build an evidence base for intervention<sup>xix</sup></p>	<p>Identify and support 'policy champions' in recipient country's scientific community, supporting training courses to develop skills in communicating research, engaging in policy debates, and dealing with the media<sup>xx</sup></p> <p>Support symposia between policy-makers and scientists to improve dialogue, translation of culture, terminology and practices to facilitate engagement</p> <p>Identify and make use of established 'think tanks' tasked with bridging research and policy</p>	<p>Produce technically-focused guides on effects of humanitarian crisis drivers to assist understanding of key issues</p> <p>Develop multiple points of contact in the science, technology and engineering community, i.e., 'strategic bridging', to improve information flow into planning process<sup>xxi</sup></p> <p>Invest in closer ties to 'natural' and social scientists researching areas of humanitarian vulnerability at all stages of the planning cycle</p>	<p>Promote awareness of practical constraints through joint conferences in order to adapt innovation adoption processes to humanitarian organisations</p> <p>Through existing communication channels between agencies, identify and agree a range of prioritised humanitarian technical challenges to be jointly addressed by science, technology and engineering community</p>	<p>Share learning in both humanitarian and scientific community approaches to advocacy</p> <p>Agree priorities for the development of further global research organisations or Intergovernmental Panels to address other areas of human vulnerability</p>	<p>Communicate the requirement of accountability in humanitarian response to scientists and engineering partners to help provide innovative tools to all humanitarian actors, allowing for greater measurement, accountability and reporting through new ICT methods</p>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<b>8 Media and communications organisations</b>	Evaluate the humanitarian contribution of media and communications organisations in representing humanitarian action, and actively apply this learning within and across all organisations involved	Establish collaborative programmes to enable cross-sector efforts in “disaster myth-busting”, developing a shared understanding of crises, humanitarian assistance and media constraints	Use communications networks to promote the assistance of crisis affected people as a common goal of media and humanitarian agencies <sup>xxii</sup>	Establish a global alliance of media and humanitarian actors to provide oversight and direction to media and humanitarian organisation partnerships	Provide training to increase understanding within media of appropriate innovation requirements, and opportunities to encourage them, e.g. through awards or other publicity	Initiate regular advocacy-focused meetings with media partners to agree principles of coverage and greater understanding of advocacy issues	Co-commission with media organisations a regular, independent review of humanitarian reporting <sup>xxiii</sup>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<b>9 Non-state actors</b>	<p>Develop an agency-specific comprehensive database of NSAs before emergency escalates, or immediately once in country<sup>xxiv</sup></p> <p>Explore partnership opportunities for humanitarian access in increasingly sensitive operations</p> <p>Publicise to Diaspora community range of activities and ways in which Diaspora can provide crisis assistance</p>	<p>Invest in confidence building measures, including e.g. workshops and discussion fora</p> <p>Identify and promote partnership advantages to non-state actors</p> <p>Contribute to NSA ICT capacities when pursuing informational, or any other, partnership objectives<sup>xxv</sup></p>	<p>Encourage and support the representation of recipient communities through locally driven policy-focussed workshops to facilitate community engagement</p>	<p>Conduct joint assessment of capacities to prevent, respond to, and mitigate a range of humanitarian emergencies within NSA sphere of influence</p>	<p>Develop channel of communication for sharing information on new humanitarian innovations/ processes</p> <p>Improve guidelines or covenants on shared obligation for ensuring newly committed technical capacity is implemented, maintained and supported</p> <p>Involve parties with links to recipient communities in innovation processes to ensure client-focused R&amp;D</p>	<p>Invest in confidence building programmes, e.g. workshops, staff exchanges with existing local and international advocacy groups</p> <p>Use existing fora for dialogue where possible, and, as appropriate, avoid donor- or government-driven structures<sup>xxvi</sup></p>	<p>Jointly review accountability processes to meet needs of non-state actors</p> <p>Ensure selection process for non-state partners is transparent</p> <p>Agree milestones and adopt Memoranda of Understanding for the transfer of activities and programs from agencies to local partners as soon and as much as possible to improve balance of partnership co-dependency<sup>xxvii</sup></p>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<p><b>10 Online networks</b></p>	<p>Create volunteer fora to make technical knowledge available in a form that can be used by practitioners who are working under pressure and in adverse conditions<sup>xxviii</sup></p> <p>Identify dispersed networks of actors, such as the Diaspora community, to integrate with existing online communities supporting operational capacity, e.g. providing financial, technical or informational assistance</p>	<p>Encourage managers of existing information sharing sites to offer low bandwidth options</p> <p>Promote the adaptation of existing web-based networks by integrating alternative technologies, such as encompassing text messaging, to extend where internet is unavailable</p> <p>Identify communities with common interests and promote two-way information exchange</p> <p>Investigate and publicise the existing range of user-friendly, online resources to encourage data and information collecting, processing and dissemination</p>	<p>Promote locally-rooted policy positions through online networks to strengthen policy development and support<sup>xxix</sup></p> <p>Develop awareness and, where necessary, provide training to encourage shift from off-line to on-line interaction for traditional policy collaboration structures</p> <p>Utilise online networks to facilitate and involve 'hard to reach' partners in policy formulation activities</p>	<p>Use text and web technologies to allow a greater number of communities receiving development assistance to provide input to aid provision</p> <p>Harness global intelligence on emerging trends and issues through Wiki-based (or even incentive-based) information sharing sites</p> <p>Establish an alliance of diverse organisations, not all "humanitarian" per se, to prepare for collaborative humanitarian response</p>	<p>Establish processes to communicate relevant challenges for the online community of technical volunteers, e.g., , crowdsourcing initiatives, and to moderate and assess responses<sup>xxx</sup></p>	<p>Develop guidelines to structure the involvement of smaller organisations and individuals to ensure networks do not simply result in larger NGOs dominating less powerful NGO groups<sup>xxxi</sup></p> <p>Establish resources for monitoring, cross-referencing and moderation towards partnerships with online advocacy groups<sup>xxxii</sup></p> <p>Investigate the application of crowdsourcing and crowdfunding to mobilise opinions and resources for humanitarian activities</p>	<p>Promote awareness of humanitarian organisations' accountability to encourage feedback from online networks</p> <p>Enable recipient communities to participate in setting accountability standards through adapting new ICT<sup>xxxiii</sup></p>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<b>11 Corporate sector – MNCs</b>	<p>Develop a range of joint training partnerships between corporate and humanitarian workers</p> <p>Engage with insurance sector to improve special coverage for MNCs operating in conflict environments</p> <p>Establish joint monitoring agreements to anticipate potential crises and trigger joint action</p> <p>Identify areas of expertise and comparative advantage to maximise input to operations</p> <p>Agree on types and levels of publicity required by each party</p>	<p>Hold discussions to ascertain areas of shared interest, such as hygiene programmes with product supplier, and transfer of skills from MNC,<sup>xxxiv</sup> towards improved intelligence on specific issues</p> <p>Set up means of two-way information exchange to encourage and facilitate participation of wider corporate sector partnerships, including partners' suppliers</p>	<p>Invest in long-term trust building measures to counter effects of different organisational project cycle times, e.g. long-term humanitarian objectives or long-term strategic concerns</p> <p>Establish dedicated forums to discuss success factors and lessons learned following successful collaboration on relief efforts, towards improving collaboration on prevention and preparedness</p> <p>Enhance policy collaboration and ensure policy continuity through agreed personnel handover mechanisms</p>	<p>Promote understanding of partners' business objectives as an organisational requirement</p> <p>Sustain collaborative relationships through regular dialogue and interaction to ensure collaboration process is not simply contractual, but rather an inclusive and participatory process</p> <p>Ensure interests of humanitarian organisations and companies are being recognised; explore commitments to alleviate private sector concerns of external threats from industry competitors<sup>xxxv</sup></p>	<p>Promote assistance from private sector in training and processes for end-user problem identification</p> <p>Develop real-time systems to manage, through e.g. a resolution committee, collaboration interests with corporate stakeholder needs</p>	<p>Develop awareness of advocacy issues through training provision to private sector employees and staff exchange programs with advocacy organisations</p>	<p>Use cross-comparative accountability measures, and promote adoption by private sector<sup>xxxvi</sup></p> <p>Encourage MNCs to partner with social responsibility specialists to encourage higher standards of accountability with respect to their partnerships with humanitarian organisations</p>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
<p><b>12 Corporate sector – Local companies</b></p>	<p>Encourage MNC country offices to partner with local enterprises to maximise geographical coverage scale of activities</p> <p>Review previous and existing initiatives to identify recognised strengths and weaknesses towards operational improvement</p> <p>Strengthen links with established network of local suppliers for improving emergency preparedness – e.g., using approach of structural embeddedness<sup>xxxvii</sup></p>	<p>Develop communication strategies in partnership with local companies for risk awareness campaigns</p> <p>Enable information exchange from at-risk communities via business infrastructure, to monitor and prepare for localised crisis effects</p> <p>Use community mobilisation activities to improve response and uptake from social marketing, e.g. for subsidised health products available from local businesses<sup>xxxviii</sup></p>	<p>Initiate and sustain dialogue to identify areas of potential support for humanitarian activities and allocate resources for establishing shared objectives</p> <p>Eliminate barriers, eg, technological, structural, that could exclude local business participation in policy formulation</p> <p>Establish and promote specific roles for private sector actors in humanitarian organisation frameworks where appropriate</p>	<p>Ensure participation with local businesses in strategic planning includes several actors engaged in a single sector or subsector</p> <p>Establish or enhance channels of communication to handle concerns over contending interests, thereby improving trust and encouraging collaborative efforts</p>	<p>Seek input from local businesses on end user-focused innovation<sup>xxxix</sup></p> <p>Identify possible linkages between innovative local solutions and local private sector support and allocate resources to the establishment of these partnerships</p> <p>Map changes in activities of at-risk community through assessments of local businesses, e.g. changing levels of consumer confidence</p>	<p>Seek input to advocacy strategy, whilst identifying benefits of programme to local businesses and community</p> <p>Support existing local private sector activities in vulnerability reduction awareness, possibly through joint training mechanisms</p>	<p>Use collaboratively-developed standards for working with local businesses</p> <p>Adapt accountability procedures to allow recipient communities to be increasingly involved in the direct administering of aid</p>

Objectives Partners	Operational capacities	Improved information and communications	Policy formulation	Strategic planning	Enhanced innovative capacity	Improved advocacy	Greater accountability
13 Military	<p>Explore use of military personnel to aid construction of prevention measures for newly identified vulnerabilities, e.g. levees</p> <p>Invest in trust building through increased communication, workshops and exercises</p> <p>Explore opportunities to determine areas of comparative advantage and role allocation for humanitarian and operational efficiency gains for both parties</p> <p>Improve operational effectiveness by ensuring this is based on deeper awareness of local cultural context of insecurity and security issues, e.g. as developed by the Security Needs Assessment Protocol<sup>xl</sup></p>	<p>Participate in developing fast information sharing initiatives on more 'neutral' issues using military integrated event management systems</p>	<p>Establish and promote local and national committees for humanitarian agenda to be central to military engagement policy formulation, establishing essential rights and access as key priorities</p>	<p>Commission a combined review of the impact and shared effects of changing perceptions of impartiality and neutrality</p> <p>Jointly develop skills and techniques in ad hoc structures to provide humanitarian crisis response, accounting for military secrecy and lack of warning</p>	<p>Investigate efficient ways to reduce technology divide between humanitarian organisations and military to reduce integration challenges</p> <p>Establish forums to discuss shared interest in humanitarian risks in conflict zones and investigate application for military resources, funding or innovation to reduce humanitarian risk exposure</p>	<p>Use publicly shared objectives to influence priority-setting before deployments</p> <p>Provide support to the development of 'context awareness', e.g., economic and social effects of deployment</p> <p>Use two way information exchange to encourage shared support for recovery and development in increasingly 'complex' military operations</p>	<p>Assist and direct the development and professionalisation of CIMIC operations through shared practices</p> <p>Establish fora to enhance discussion about accountability standards</p>

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- <sup>i</sup> The Collaboration Challenge: How Nonprofits and Businesses Succeed Through Strategic Alliances By James E. Austin, Peter F. Drucker Foundation for Nonprofit Management, Jossey-Bass Publishers, 2000
- <sup>ii</sup> *IASC Planning Guidelines for Humanitarian Assistance*, Developed by the IASC Sub-Working Group on Preparedness and Contingency Planning 5 November 2007
- <sup>iii</sup> An example of how the paradox of 'preparing for the unknown' can be addressed is provided by the semiconductor industry, where (competing) companies and research organisations engage in collaborative strategic planning. The International Technology Roadmap for Semiconductors (ITRS) periodically outlines future prospects and challenges. Anticipated milestones, called 'nodes', are defined as a bi-yearly halving in the size of commercially manufactured chips, delivering a corresponding increase in computing power. To reach each node, a list of unresolved technical and scientific targets is developed. As time progresses, these are coloured according to whether a solution now exists (white), is being tested (yellow) or is unknown (coloured red). The challenge to address each 'red' unknown is taken up by a number of partners until a new level of chip density is finally achieved – built on technology created only *after* each roadmap was drawn up.
- <sup>iv</sup> For example, this may include organisations such as ALNAP ([www.alnap.org](http://www.alnap.org))
- <sup>v</sup> *NGO Impact Initiative: An Assessment by the International Humanitarian NGO Community*, Interaction (2006)
- <sup>vi</sup> Carsten Völz, *InterHumanitarian coordination in Indonesia: an NGO viewpoint*, Forced Migration Review July 2005, pp.26-27
- <sup>vii</sup> Payne, R. E. D. (2009) "Child-headed Households in Zambia: from concepts to realities", Unpublished Ph.D thesis, Royal Holloway, University of London, Chapter 3
- <sup>viii</sup> Susan F. Martin and Elizabeth Moller *NGOs and practical protection in humanitarian crises* Humanitarian Exchange Magazine, Issue 22 (November 2002)
- <sup>ix</sup> Interaction (2006) *Op.Cit.*
- <sup>x</sup> Dorothea Hilhorst *Being Good at Doing Good? Quality and Accountability of Humanitarian NGOs* Overseas Development Institute (2002)
- <sup>xi</sup> Davis, R. and Dart, J. (2005) "The Most Significant Change Technique (MSC): a guide to its use", [www.mande.co.uk/docs/MSCGuide.pdf](http://www.mande.co.uk/docs/MSCGuide.pdf)
- <sup>xii</sup> Don Hubert, *The Landmine Ban: A Case Study in Humanitarian Advocacy* Tufts University Watson Institute Occasional Paper #42, (2000)
- <sup>xiii</sup> Lise Prefontaine, Line Ricard, Helene Sicotte, Danielle Turcotte, and Sharon Dawes *New models of collaboration for public service delivery*, (April 2000)
- <sup>xiv</sup> A N Zafar Ullah, James N Newell, Jalal Uddin Ahmed, M K A Hyder and Akramul Islam *Government–NGO collaboration: the case of tuberculosis control in Bangladesh* (2006)
- <sup>xv</sup> Zafar et al. *Ibid*
- <sup>xvi</sup> Cyrus R. Vance *Preventing Deadly Conflict: Final Report* David A. Hamburg, Carnegie Commission On Preventing Deadly Conflict, DIANE Publishing, 1997 p. 113
- <sup>xvii</sup> For example, the Caribbean Disaster Emergency Response Agency, CDERA
- <sup>xviii</sup> Payne, R. E. D. (2009) "Child-headed households in Zambia: from concepts to realities", Unpublished Ph.D thesis, Royal Holloway, University of London, Chapter 4
- <sup>xix</sup> Parmar et al. (2007) *op.cit.*
- <sup>xx</sup> For example, PATH Malaria Vaccine Initiative's Malaria Vaccine Advocacy Fellowship
- <sup>xxi</sup> ER Stafford, MJ Polonsky and CL Hartman *Environmental NGO-business collaboration and strategic bridging: a case analysis of the Greenpeace-Foron* (2000)
- <sup>xxii</sup> "Don't chase headlines, chase good quality news... Don't be first, be accountable", ALNAP report from 23rd ALNAP Biannual Meeting held on the 4th June 2008 in Madrid.
- <sup>xxiii</sup> ALNAP (2008), *Ibid*.
- <sup>xxiv</sup> Kim Maynard *The Potential for Positive Influence: Suggestions for Building the Capacity of Non-State Actors: A Bottom Up Perspective* Cuny Center for the Study of Societies in Crisis (October 24, 2002)
- <sup>xxv</sup> Maynard (2002), *Ibid*
- <sup>xxvi</sup> *Guidelines on Principles and Good Practices for the Participation of Non-State Actors in the development dialogues and consultations*, CONCORD discussion paper, September 2003
- <sup>xxvii</sup> Maynard, *Ibid*
- <sup>xxviii</sup> A Griekspoor, E Sondorp: *Enhancing the quality of humanitarian assistance: Taking stock and future initiatives*. Prehospital Disaster Medicine 2001:16(4):209–215.

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- <sup>xxix</sup> For example, Alberto Masetti-Zannini, *Web 2.0 and International Development NGOs* Knowledge Politics Quarterly Vol. 1, Issue 1, October 2007
- <sup>xxx</sup> Emerging out of organisations such as InnoCentive ([www.innocentive.com](http://www.innocentive.com))
- <sup>xxxi</sup> Janet Fulk and Kimberlie Stephens "NGO Networks in the Global Sphere" Paper presented at the annual meeting of the International Communication Association, San Francisco, CA, May 23, 2007
- <sup>xxxii</sup> Boulos, N. K., Maramba, I., & Wheeler, S. (2006) 'Wikis, blogs and podcasts: a new generation of Web-based tools for virtual collaborative clinical practice and education' in *BMC Medical Education* 6(41).
- <sup>xxxiii</sup> For example, see work on Monitoring and Evaluation in the context of ICT4D initiative based at Royal Holloway, University of London ([www.ict4d.org.uk](http://www.ict4d.org.uk))
- <sup>xxxiv</sup> By way of illustration, International Development Enterprises "joined forces with the consumer goods company Unilever to design and implement a social-marketing campaign aimed at encouraging children to wash their hands with antibacterial soap to reduce the prevalence of worms and diarrhoea. Aside from funding, a stated benefit accruing to IDE was learning about marketing from Unilever, as the organizations jointly developed and delivered a communications strategy" – Chapter 3, *NGO-Private Sector Partnerships against poverty: Lessons Learned from Asia*, Workshop Proceedings and Case Studies, 28-31 March 2004, Development Finance International, Inc
- <sup>xxxv</sup> Stafford, E.R., Polonsky, M.J., Hartman, C.L. (2000), "Environmental NGO-business collaboration and strategic bridging: a case analysis of the Greenpeace-Foron alliance", *Business Strategy and the Environment*, Vol. 9 pp.122-35.
- <sup>xxxvi</sup> E.g. <http://www.oneworldtrust.org/>
- <sup>xxxvii</sup> *Structural embeddedness* is based upon a shared understanding of interests and competencies through prior roles and interactions. It is by no means a new technique, and continues to be promoted in a variety of well established ways. The US Department of Homeland Security, for example, embeds potential response actors through such initiatives as the National Incident Management System.
- <sup>xxxviii</sup> *Collaboration, Cholera, and Cyclones: A Project to Improve Point-of-Use Water Quality in Madagascar* Chris Dunston, David McAfee, Reinhard Kaiser, Desire Rakotoarison, Lalah Rabeloson, Anh Thu Hoang, and Robert E. Quick *American Journal of Public Health*, October 2001, Vol. 91, No. 10
- <sup>xxxix</sup> See, for example, Eric Von Hippel *Democratizing innovation* MIT Press, 2005
- <sup>xl</sup> Miller, D. and Rudnick, L. (2008) "The security needs assessment protocol: improving operational effectiveness through community security" (Geneva: UNIDIR)