

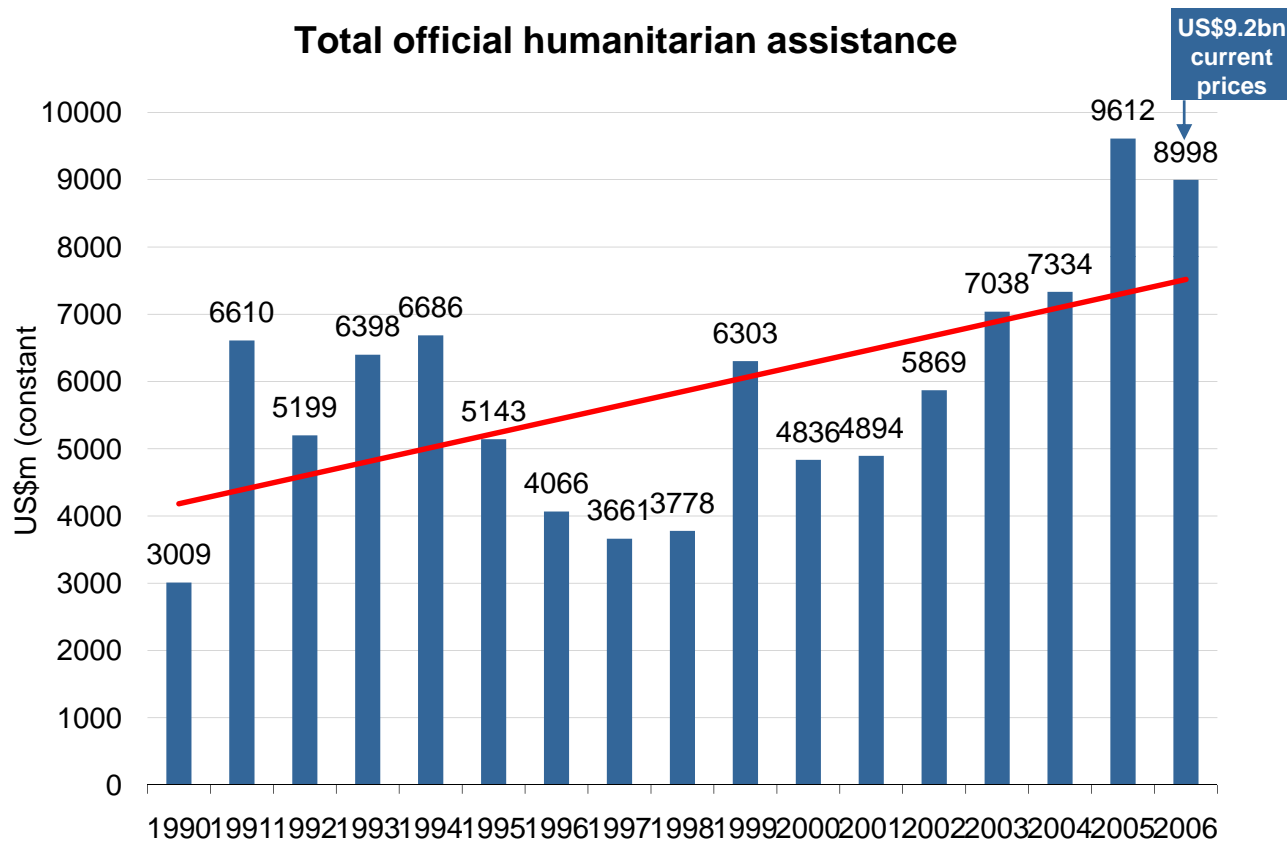


History matters: New York 1931



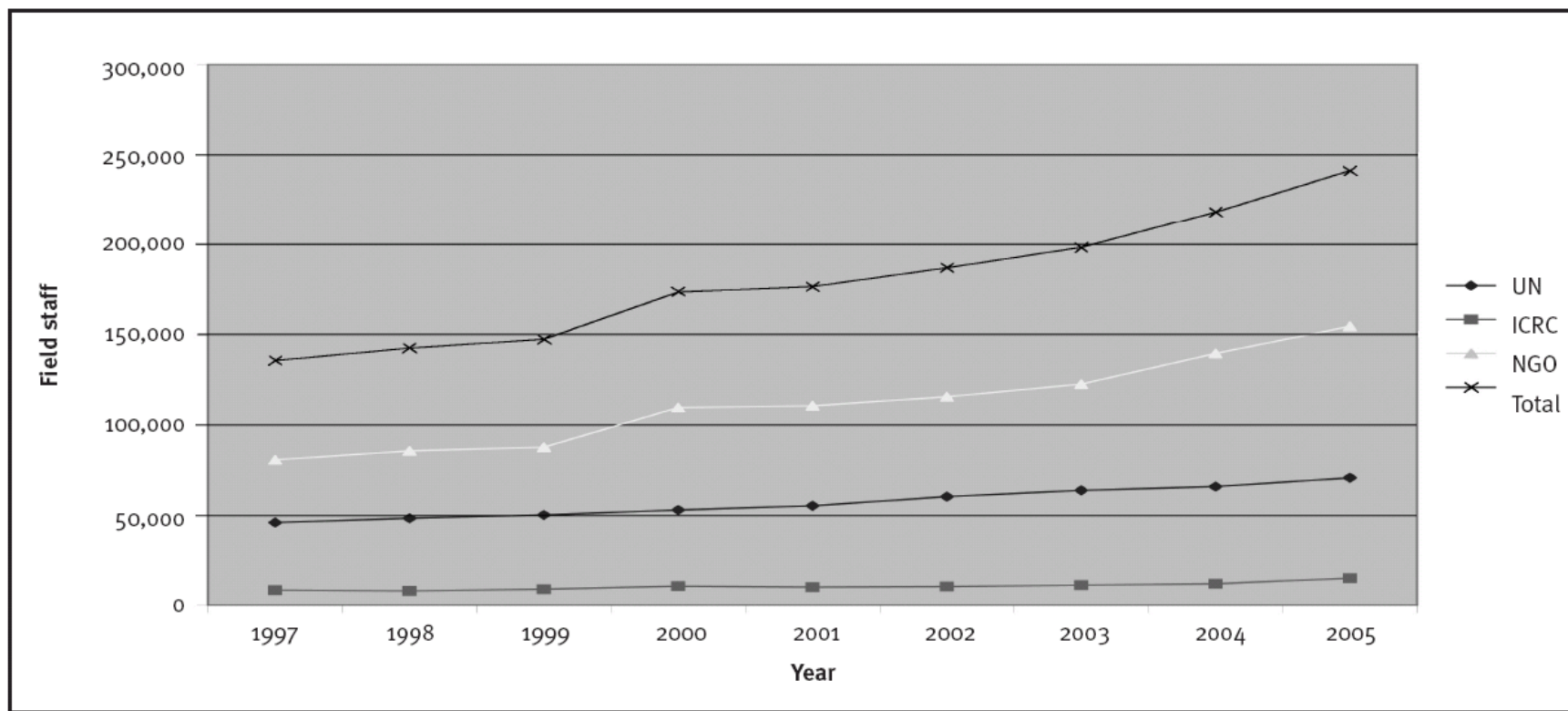
Source: PBS 1999

Growing Pains



Source: Global Humanitarian Assistance Report 2007

Staff Growth



Source: Stoddard, Harmer & Haver. 2006

Context



Standards and Accountability

- Fast developing standards
- Financial accountability
- SOPs
- All products of system growth



PEOPLE  AID



Solve my problem, not yours!

- Poor accountability, bad technique and behavior are the greatest causes of mistrust and discontent



Learning is risky!

“It’s better for us not to measure impact or attribution, if we were to discover that we were having little or no impact, it’s better that we don’t know about it.”



The system doesn't help

- Agencies significantly over report their successes and under report their failures

“As a project manager, I have a contract with HQ to deliver on the performance indicators of my projects, and in reality, failure and not delivering what I have contracted to is unacceptable.”



Context is everything

- Standards & Systems



- Context, Flexibility



Future Shock

There are known knowns,
known unknowns...
and then there are the
unknown unknowns.

A new strategic landscape
of manifest uncertainty, of
fundamental and
catastrophic surprise.

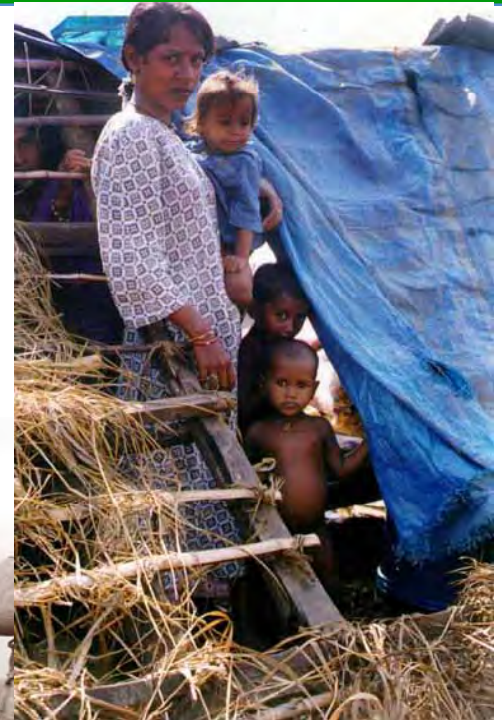


Famine in Britain 1947



Challenges around humanitarianism

1. Climate change
2. Globalization



Climate Change: IPCC Key findings

1875



2004

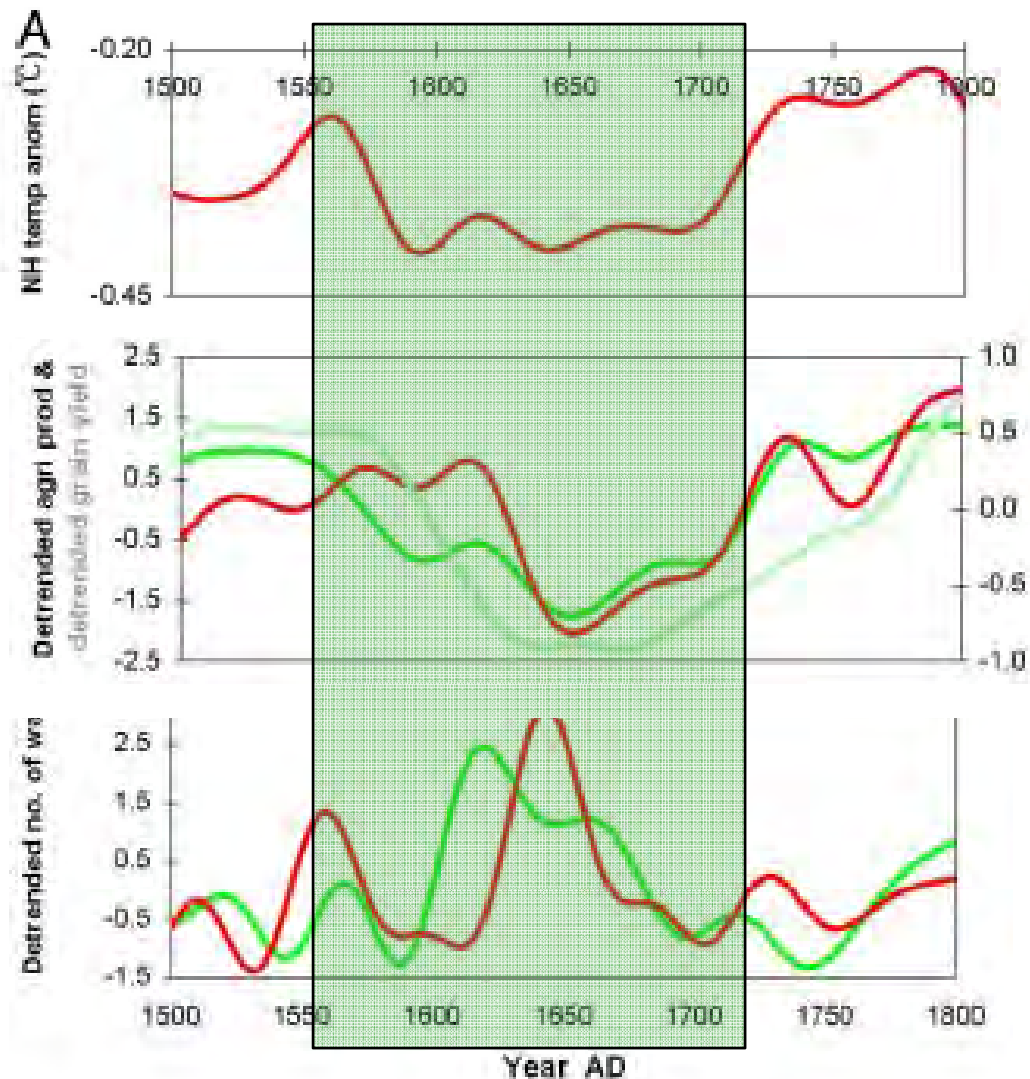


What Glacial Melt will mean



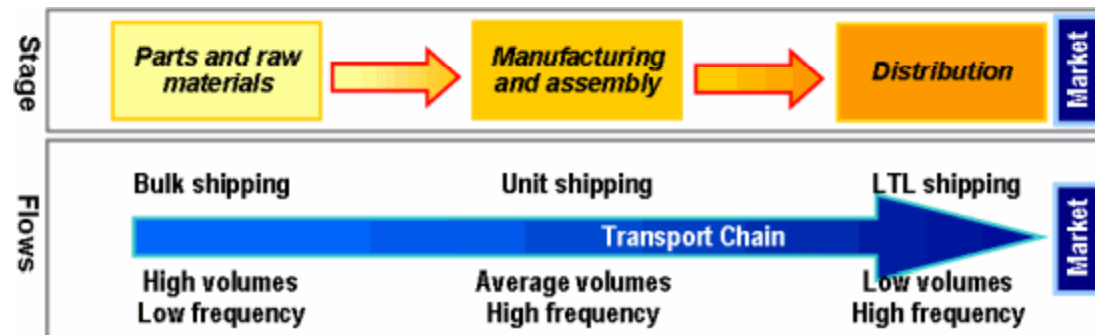
Source: Google.org

Historical complexity



Source: David D. Zhang, Peter Brecke, Harry F. Lee, Yuan-Qing He, and Jane Zhang. 2007. Global climate change, war, and population decline in recent human history.

Globalization: Commodity chains



Cell phone liberation



- Market prices
- Cash transfer
- Pasture ID
- Early warning
- Human rights violation reporting

Central America 2004: Alchemy

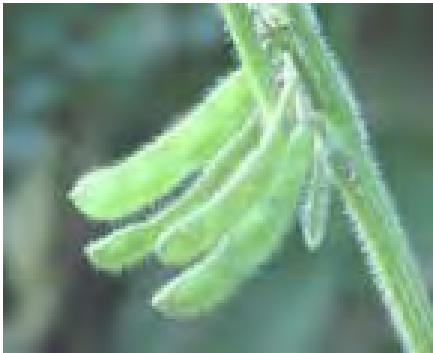
- Chiapas, floods & Landslides
- Maize
- Rehab funding linked to crop change
- Palm oil



Alchemy



6,000 liters/year

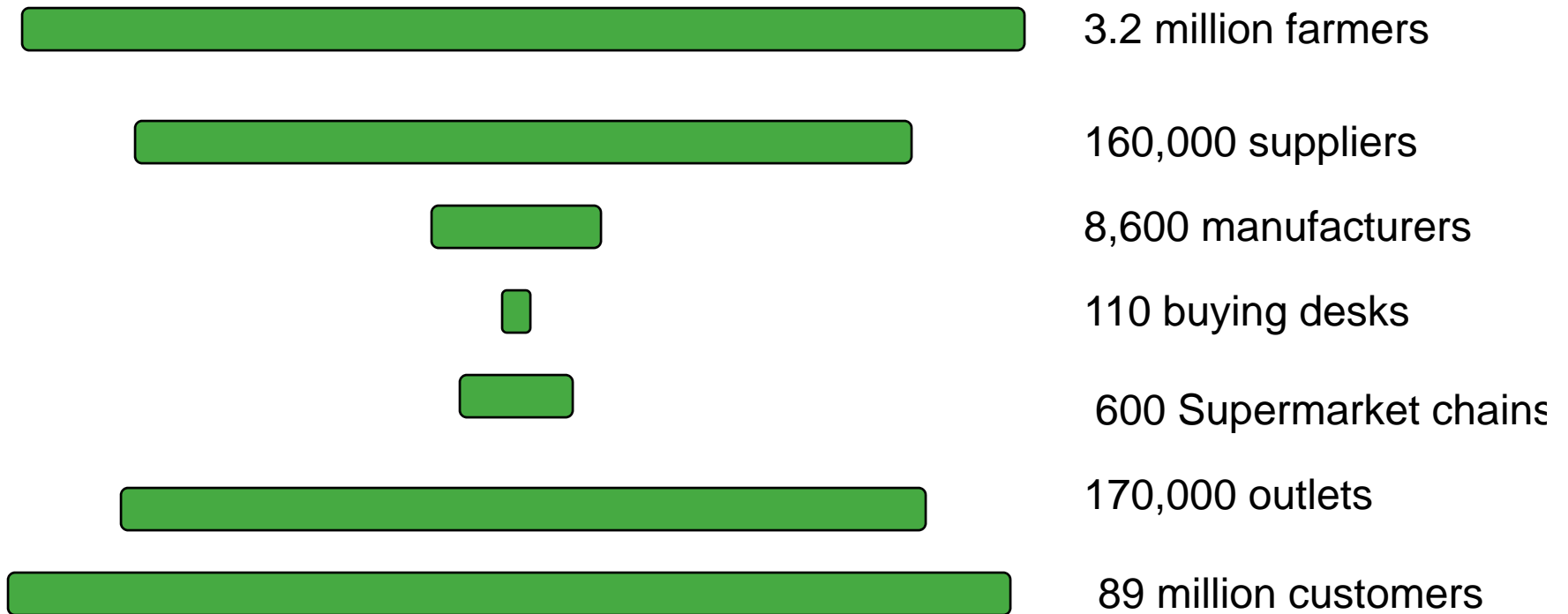


446 liters/year



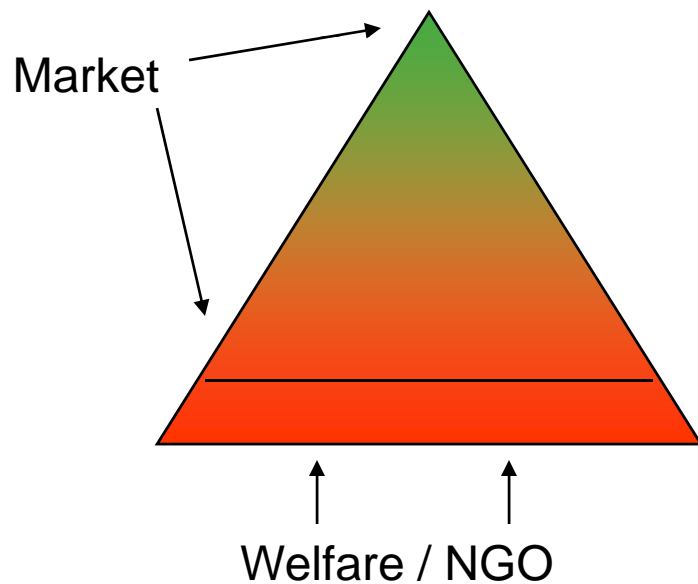
172 liters/year

“Free” Market forces

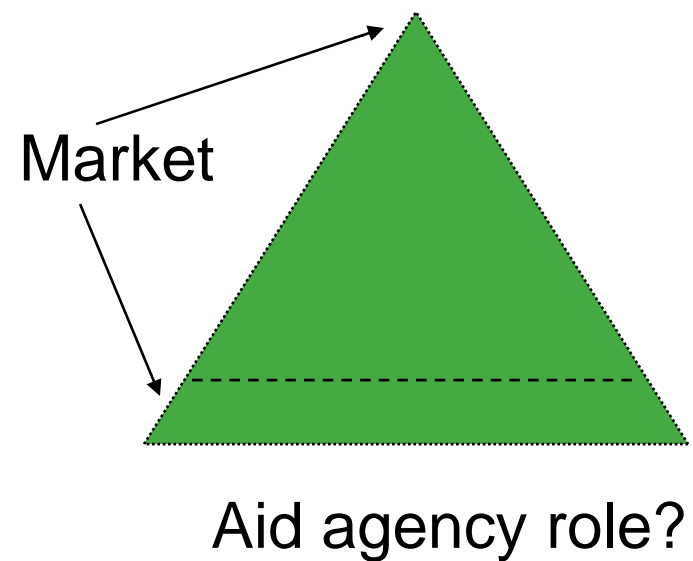


Changing actors

Old School



New School



Increasing \$/person

Complexity & Context

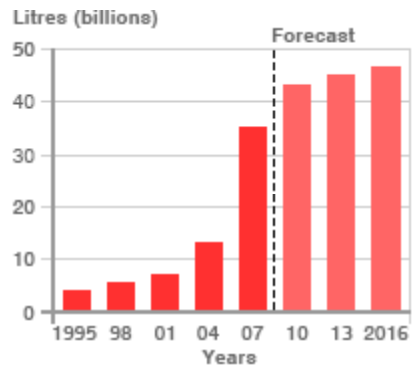


Modelling complexity globally

Australia drought

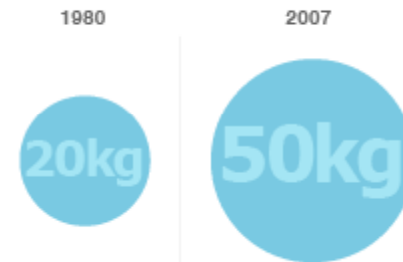


Ethanol production

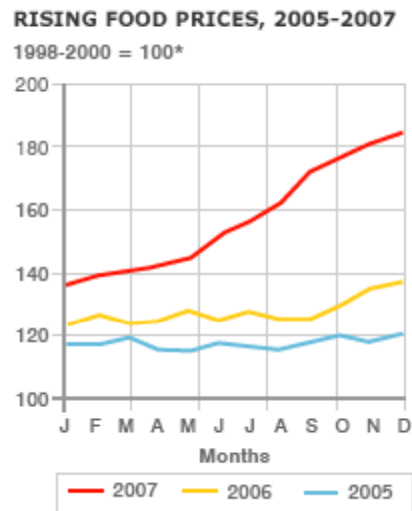


Global eating patterns

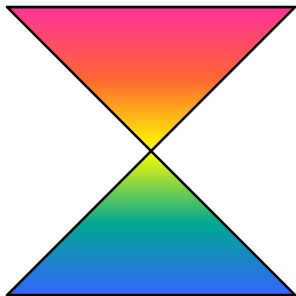
CHANGING EATING HABITS
Meat consumption in China per capita:



Food prices up

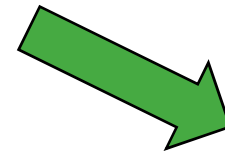


Consumers

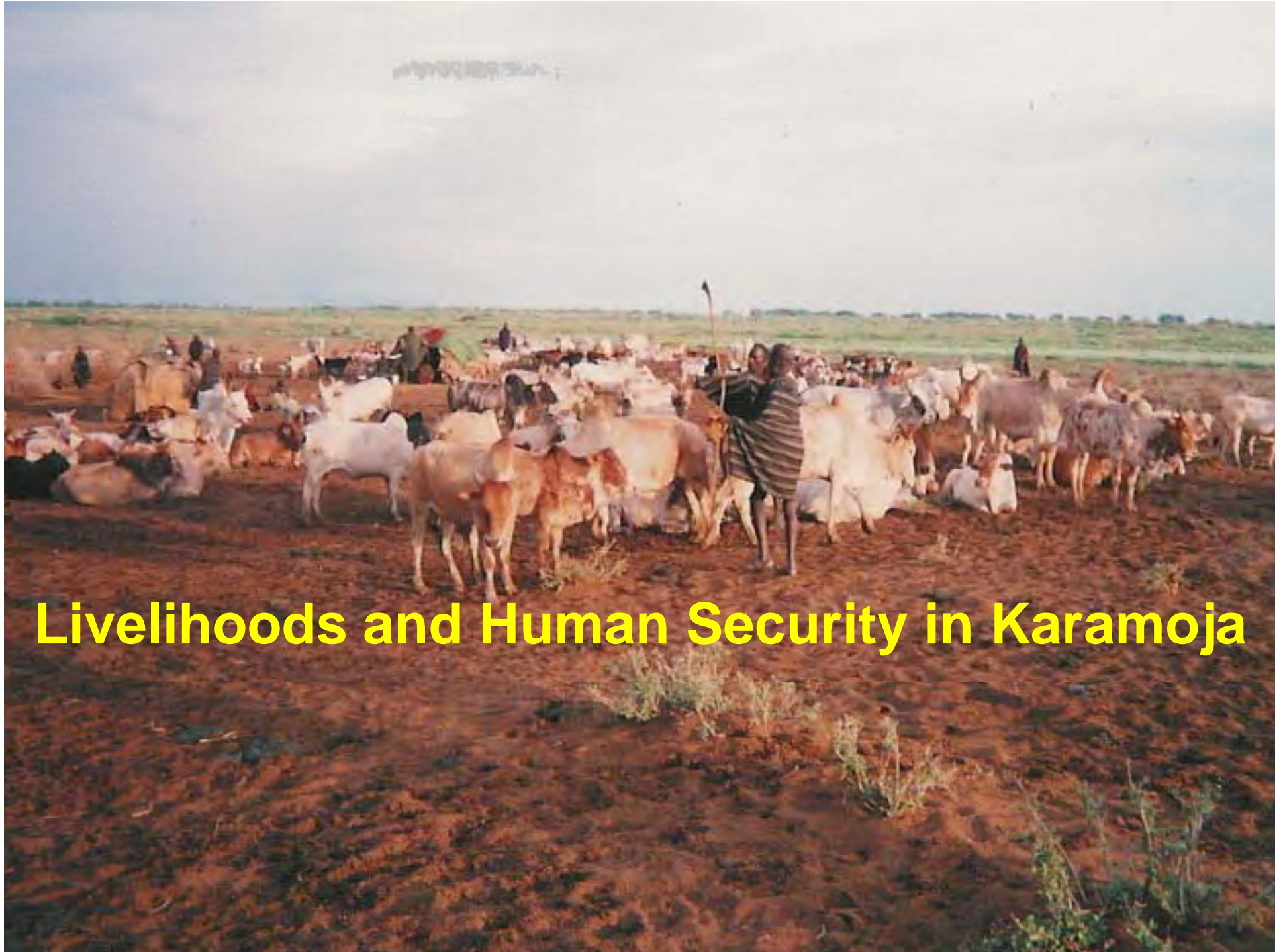


Producers

Food Security



 **Feinstein**
InternationalCenter

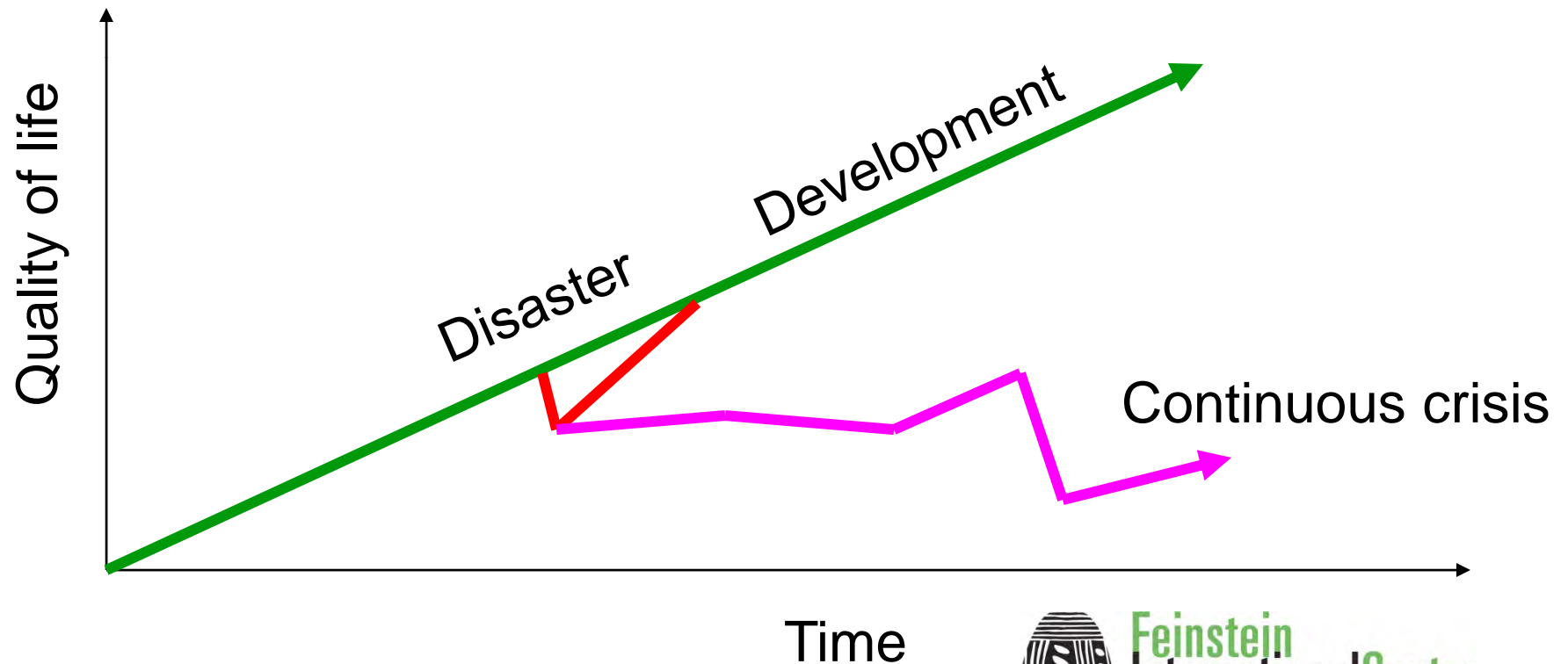


Livelihoods and Human Security in Karamoja



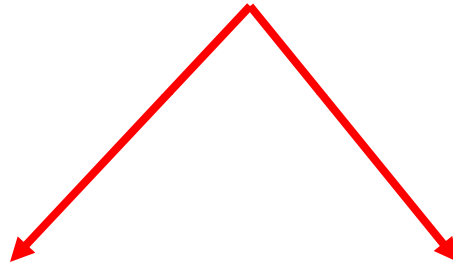
So what?

Brave new world: non linear, Complex



Implication for governance

Disasters as a threat to governance



Support & empower



Suppress & control



Implication for humanitarian agencies

- Understand complexity
- Standards AND context
- Get fixated about Impact



Institutional Change

1. Relationships, not structure
2. Evidence driven narratives
3. Multi level engagement
4. Positive feedback loops



Relationships not structure



Total re-think of partnerships

Evidence driven narratives

Service
providers



Indicators of service provision

Multi-layer engagement



Positive feedback loops

- Push authority down
- Reward competence
- Reward risk & learning



The Dancing Elephant

1. Relationships, not structure
2. Evidence driven narratives
3. Multi level engagement
4. Positive feedback loops

