

Good Practices in Humanitarian Partnership

- Government Donors -

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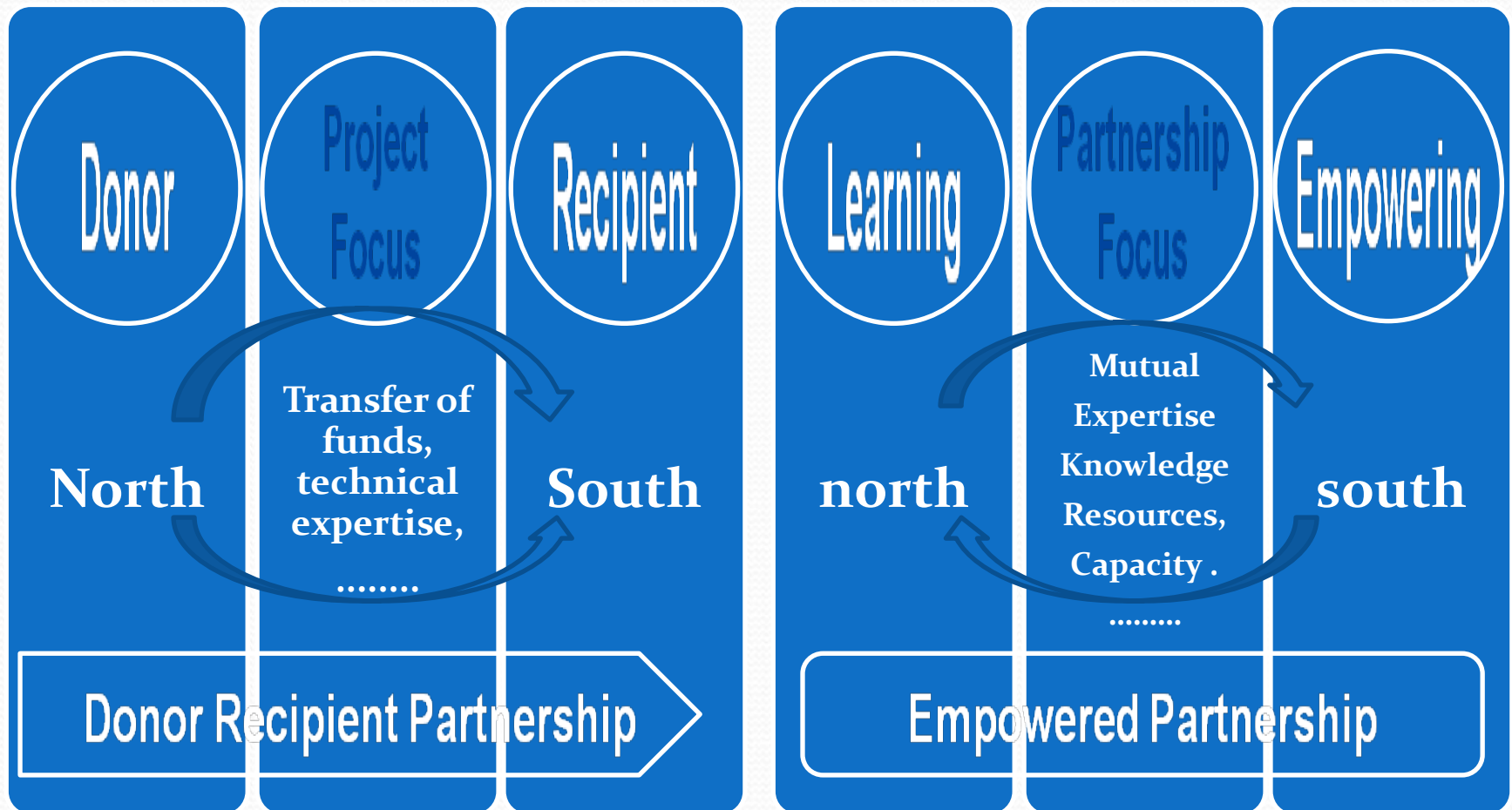
Humanitarian Aim

- to save and protect lives of those who are in danger, now and in future!

Bilateral Donors/Government Donors

- **Partner with Southern Government to respond emergencies**
- **Partner with INGOs/NGOs of their country to support emergencies in the South/or any other country/cross border humanitarian assistance**
- **Partner with Local NGOs through INGOs – consortium of INGOs and Local NGOs to access funds**
- **Provide funds to the Government of the affected country to partner with NGOs for humanitarian assistance**

Partnership Models



partnership

‘a Northern-imposed idea which is deeply tied-up with the need for Northern aid agencies and NGOs to establish a legitimacy for operations in the South’ (*Lister; 2002*).

Power Matters!

Donors

Money – Power,
Capacity...

Local
NGOs/South
ern Govt

Long Term Local
interests
Knowledge
Work....



**How partnership experienced
In the South
- Pakistani Perspective -**

Subordination and Marginalization

- Rigid procedures of donors to give grants
- Humanitarian agenda linked with the political ones
- Decrease in Bilateral Donors funding directly to Local NGOs – a barrier to their growth and development
- “Sign on our own terms” ... partnership not negotiated on equal terms
- A state of psychological subordination created on the name of competitive bidding – Consultancy Firms usually qualify
- Transparency and accountability is obligation of Local NGOs and not Donors – **mutual accountability is lacking**

Local Humanitarian Capacity Ignored

- **Local NGOs/Govt Emergency Institutions grow fast in emergencies but end up fragile once projects end... no or little capacity development support**
- **Core/management cost for Local NGOs not supported always by Donors and INGOs- be dependant...**
- **Hiring staff of the local NGOs on high salaries by INGOs of donor countries and de-capacitating local NGOs and Govt. institutions**
- **The pace of using funds and keeping pace with rapid project cycle is always a problem for LNGOs**
- **Local NGOs asked for contributions, knowing that they don't have funds**

Compromising the purpose

- **Partnership is limited to Projects – cause and principles of partnership ignored or not a priority**
- **Donors are concerned mainly with spending and less with cause and principles**
- **Don't have time... be quick!, less interest of Donors in long term objectives of sustainability**
- **Delayed financial assistance – “funds are on the way” ... accountability issue**
- **No or limited support for advocacy and disaster preparedness and long term mitigation measures**



What worked well
-good practices have been-

Replacing aid with Cooperation ...

- Long term partnership based on empowered partnership principles
- Determining Humanitarian priorities together
 - Local institutions to take lead
- Partnership beyond funding – long term collaboration for learning and action
- Ensure funding for “Capacity Development” and organizational strengthening of Local Institutions – Norwegian, Netherlands, CIDA

Some more to be done...

- **Mutual learning – learning from south and north – real knowledge is in south/affected communities**
- **Honest and open debate on partnership**
- **Address Power Imbalance – accept the power of South in local Knowledge & capacities**
- **Mutual accountability; – HAP principles to be followed**
- **Apply agreed Principles of Partnership (POP of GHP)**

Strengthen the Local CSOs - a must!

- **Supporting strategic programs – institutional support**
- **NGOs “Donors Coordination Group” a way to empowerment**
- **Common reporting formats – power shift**
- **Develop Capacity to generate resources**
- **Core support for institutional sustainability**
- **Value the ‘lower down the chain’ and reflection on practice to improve**

Good practices to be shared

Bilateral Donors: Norway, Netherland, Canada...

- **Norway:** Believe in Institutional Partnership-empowered support during emergency, long term partnership, actual change on ground
- **Netherland:** Complete trust in local knowledge of Partner Local CSO in planning and implementation and believe in long term partnership and actual change on ground
- **Canada:** Very cautious with stringent requirements but believe in long term partnership and actual change on ground

Good Partnership – Whose responsibility?

Can't happen unless:

- **Local NGOs are assertive** and able to negotiate partnership on mutual terms
- **Southern Governments are democratic and transparent** and able to negotiate of equal terms
- **Donors and INGOs accept and believe in importance of local capacity**
- **Local NGOs are strengthened** to ensure quality humanitarian work
- **Local or national NGOs are sustainable and functional institutions**
- **INGOs and Donors are willing to share power**
- **Humanitarian principles, POP are accepted and practiced...**

Result Oriented Partnership?

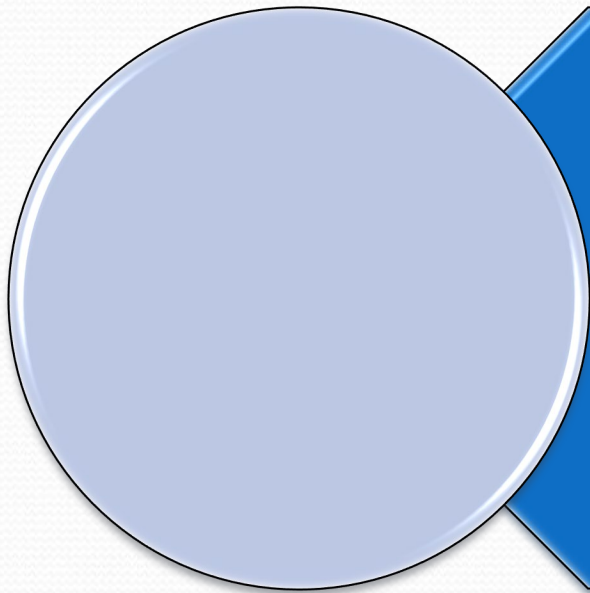
Christopher Wren, while surveying the construction of St. Paul's Cathedral.

- **Asked a stone mason, what the man was doing.**

'Cutting stone,' came the answer.

- **Later, he met another mason and asked the same question. The second mason said, 'I am building a cathedral.'**

Hope we are "Building the Cathedral"!



Thank you