

**Proceedings of USAID/OFDA Day of Consultations with NGO Partners
June 1, 2010**

Session: Opening Remarks

Jon Brause, Deputy Assistant Administrator, USAID/DCHA

USAID/DCHA Deputy Assistant Administrator Jon Brause welcomed participants and noted that a changing humanitarian environment would require even more robust international responses from donors and non-governmental organizations (NGOs). The Obama Administration consistently underscores the importance of humanitarian assistance, including in the most recent national security strategy. The U.S. Government (USG), with USAID in the lead, will continue to engage in critical response activities that meet humanitarian needs. Mr. Brause urged meeting participants to share their opinions regarding USAID's future role in the USG's humanitarian response framework currently being debated.

Mr. Brause highlighted USAID's work responding to disasters during the course of the past decade, during which time USAID deployed over 600 assessment teams and 65 Disaster Assistance Response Teams (USAID/DARTs) and stood up 40 Response Management Teams in Washington, D.C. Most recently, in response to the January 2010 earthquake in Haiti, the USAID/DART arrived within hours. USAID recognized that the first true responders in Haiti were NGOs on the ground and underscored that local and international NGOs are USAID's most important partners for successful disaster response. The humanitarian community needs to examine how best to leverage resources and coordinate donations. Mr. Brause also noted the unprecedented level of cooperation between USAID and the U.S. military during the Haiti response. Over the coming months and years, USAID plans to work with the military to devise better methods for utilizing military resources in accordance with international norms of humanitarian assistance delivery.

Mr. Brause noted that the issue of humanitarian funding mechanisms has taken on greater importance in recent years. USAID advocates for a diverse set of humanitarian financing mechanisms, including multi-lateral funding for international organizations and bilateral funding for NGOs. Mr. Brause urged NGO partners to improve reporting on NGO accomplishments and achievements, particularly due to the difficult USG budget environment, as USAID uses NGO reporting to demonstrate partners' capacity to perform. Mr. Brause also noted that relief agencies have faced increasingly difficult operating environments during the past several years. Finally, USAID recognizes that NGOs play a critical community-level role in achieving food security goals.

Carol Chan, Acting Director, USAID/OFDA

Acting USAID/OFDA Director Carol Chan welcomed participants and noted that USAID/OFDA strongly values its relationships with NGO partners. Consultation days such as this one have occurred for the past three decades and play an important role in keeping lines of communication open and further developing relationships.

Ms. Chan outlined USAID/OFDA's growth during the past several decades, from a budget of \$25 million in Fiscal Year (FY) 1990 to \$622 million in FY 2009, when USAID/OFDA

responded to 63 disasters and deployed 4 large DARTs. USAID/OFDA's growth has occurred in close cooperation with NGO partners. Ms. Chan discussed USAID/OFDA's growing field presence, with recently opened field offices in Manila, Islamabad, Budapest, Almaty, and Port-au-Prince complementing USAID/OFDA's nine regional or sub-regional offices, nine additional regional and field offices, and staff presences at U.N. offices and U.S. military commands.

Ms. Chan noted that USAID emphasizes policy development and long-term planning to complement field presence and technical response capacity, given the complexity of humanitarian relief operations, particularly in harsh operating environments. Properly identifying responders at various levels, including NGO partners, forms a critical part of successful disaster relief efforts.

In addition, Ms. Chan noted that shrinking humanitarian space continues to be a significant issue, as operating environments become increasingly fraught with danger. During the past decade, more than 700 humanitarian workers have been killed in the course of carrying out their duties, according to the U.N. Office for the Coordination of Humanitarian Affairs (OCHA). Furthermore, the international humanitarian system has expanded rapidly, with an average annual staff growth of 6 percent during the past 10 years, bringing the total number of humanitarian workers to an estimated 211,000.

Regarding funding and budget issues, Ms. Chan reported that once the 2010 supplemental bill is passed by the U.S. Congress, negative implications for FY 2010 USAID/OFDA programming in major crises will be minimal, as the bill would return to USAID/OFDA much of the funding devoted to the Haiti earthquake response. The bill passed the U.S. Senate on May 27, and USAID/OFDA hopes for swift passage of the final bill. Ms. Chan stressed that USAID/OFDA will not delay or reduce programs unless no alternatives exist, and she expressed her appreciation for NGO partners' flexibility and cooperation during the past several months of budgetary uncertainty.

Finally, Ms. Chan thanked NGO partners for input into the day's agenda and expressed her hope that discussions would spark ideas for innovative partnerships.

Session: Panel Discussions on USAID/OFDA Global Engagement

Mia Beers, USAID/OFDA Senior Humanitarian Policy Advisor

Mia Beers presented USAID/OFDA's ongoing work on global engagement and highlighted that members of USAID/OFDA's Humanitarian Policy and Multilateral Affairs team are based in Washington, New York, Geneva, Rome, and Brussels. A brief overview of the office's internal USG alert system and particular capabilities and special authorities was provided, and Ms. Beers highlighted the special role of USAID in responding to a range of crises. For instance, USAID/OFDA maintains numerous standing interagency agreements, one of which allowed for the immediate deployment of urban search and rescue teams in response to the Haiti earthquake.

In recent years, humanitarian funding requirements have changed considerably, with an increased focus on protracted crises. As a result, USG average spending per disaster has grown from \$2.4 million to approximately \$10 million during the past 10 years. The USG continues to

be the highest humanitarian donor by volume. Unlike other donors, who in 2008 disbursed more than 50 percent of humanitarian aid to U.N. agencies and multilateral organizations, USAID/OFDA provides between 62 and 64 percent of its annual response funding to NGOs. Ms. Beers emphasized that increased engagement with U.N. agencies and multilateral organizations does not mean that the office plans to provide less funding to NGOs. USAID/OFDA continues to value its partnerships with NGOs.

USAID/OFDA believes that increased engagement with other donors, including emerging donors, is necessary as the international humanitarian environment becomes more complex. In recent years, USAID/OFDA has engaged in more outreach to other donors to discuss best practices and humanitarian reform issues. Ms. Beers hopes that the day's session would help answer NGO questions about the role of the Good Humanitarian Donorship (GHD) initiative and other initiatives in which USAID/OFDA plays an active part.

To strengthen development of best practices and humanitarian reform efforts, USAID/OFDA engages in policy work both within the USG and in the broader humanitarian community, including leading GHD working groups, engaging with donors on cluster issues and strengthening field leadership, taking part in U.N. agency and other policy advisory groups, and conducting joint donor discussions with OCHA, other U.N. agencies, and other donors. USAID/OFDA consistently relies on input and feedback from NGO partners to inform its discussions, but is considering also engaging with NGO partners in a more formal manner, potentially through bilateral discussions.

Laura Powers, USAID/OFDA Technical Assistance Group (TAG) Team Leader

USAID/OFDA's TAG Team Leader Laura Powers presented TAG's work, noting that TAG staff work with NGOs' technical personnel to improve the delivery of humanitarian assistance through development of best practices. However, NGOs may perceive that TAG staff only review proposals and ask questions via email, so Ms. Powers hoped that the day's session would help make TAG staff and their work more visible. Ms. Powers listed the sectors in which TAG staff work, and noted that TAG staff frequently take part in field assessments and monitoring and evaluation activities both to learn more about NGO partners' programs and to provide technical advice—all of which serve to improve disaster response efforts and cooperation between USAID/OFDA and NGO partners. The sector updates in meeting participants' packets provided additional information on sector activities.

Ms. Powers cited an anecdote regarding TAG staff's work in the field to underscore how TAG staff can help NGOs in their work. USAID/OFDA's Shelter and Settlements Advisor was able to resolve an impasse between the Government of Indonesia and the humanitarian community regarding a shelter strategy following the 2009 earthquake by meeting with government officials, the U.N. Shelter Cluster, and relief agencies. The advisor persuaded the government that the humanitarian community's approach was consistent with the government approach, allowing response activities to move forward. The USG is often able to access government officials in a way that NGOs often cannot. Conversely, NGO staff often have access to community-level information that the USG does not. Bringing together these two levels of access can improve response efforts.

TAG also works with NGO partners to support NGO-designed pilot programs. For instance, USAID/OFDA funded innovative seed storage programs due to concerns that seed banks often are not sustainable once NGO partners cease operations in an area. TAG also funds studies on best practices, including a recent study on fuel-efficient stoves. The toolkit resulting from that study will be issued this summer and will help NGOs determine whether a stove type is efficient and appropriate to use in different types of settings.

TAG staff also engage on policy issues, including disaster risk reduction, and work to revise Sphere standards and other assessment methodologies. TAG staff work closely with clusters, both on the ground and at the headquarters level. Ms. Powers urged meeting participants to keep TAG in mind during the day's discussions and to engage in questions on how cooperation between TAG and NGOs can be strengthened so as to improve common disaster response efforts.

Panel on Multilateral Relationships – From the Field to the General Assembly

Participants:

Mia Beers, USAID/OFDA Senior Humanitarian Policy Advisor

Doug Mercado, USAID/OFDA Humanitarian Advisor, USUN

Brian Lieke, Humanitarian Affairs Officer, State IO

Mary Pack, Vice President Domestic and International Programs, International Medical Corps

Dominic MacSorley, Operations Director, Concern Worldwide

Mia Beers introduced the panelists and highlighted the integral role that multilateral issues and the U.N. play in the current humanitarian architecture. Doug Mercado, USAID/OFDA's humanitarian advisor at the U.S. Mission to the U.N. (USUN), discussed his role, noting that day-to-day tasks include following country-specific crises and coordinating USG response efforts with the U.N. and other Member States. Mr. Mercado also follows thematic humanitarian issues such as protection of civilians and sexual and gender-based violence, provides input on humanitarian issues discussed in the U.N. Security Council, and injects humanitarian considerations into peacekeeping mandate deliberations.

Mr. Mercado also spends significant time working on U.N. General Assembly (UNGA) and U.N. Economic and Social Council (ECOSOC) humanitarian resolutions. Mr. Mercado highlighted that while humanitarian resolutions are non-binding to Member States, they serve a number of purposes, including establishing or building normative frameworks for humanitarian assistance and establishing linkages between emergency assistance, disaster risk reduction, and relief to development. Mr. Mercado noted that participants can access U.N. humanitarian resolutions on the U.N. website:

<http://ochaonline.un.org/OCHAhome/AboutUs/AllPublications/tabid/5864/language/en-US/Default.aspx>.

Brian Lieke, the Humanitarian Affairs Officer in the Office of International Organizations at the U.S. Department of State, reported that the Office's mission is to advance U.S. foreign policy and strategic interests, while ensuring that international organizations remain effective. The

Office provides a range of input to ensure sufficient representation of U.S. policy. Mr. Lieke is responsible for studying draft U.N. resolutions and coordinating U.S. response to policies.

The Vice President for Domestic and International Programs at International Medical Corps Mary Pack thanked USAID/OFDA for convening a panel focused on multilateral relationships, noting that InterAction has devoted significant time and attention to the subject. NGO engagement in multilateral relationships has evolved in recent years, moving beyond participation to collective action. Ms. Pack highlighted three areas of potential enhanced engagement between donors and NGO implementing partners, including:

- 1) Humanitarian Reform: While the U.N. cluster system continues to present challenges, it provides a venue for new relationships between U.N. agencies and NGOs. While NGO workers have not been deployed as humanitarian coordinators to date, NGOs are serving as cluster co-leads, and additional engagement can be achieved.
- 2) Global Humanitarian Platform: The global humanitarian platform, which has convened over the past four years, brings together principles of U.N. agencies, NGOs, and the International Committee of the Red Cross to discuss issues related to humanitarian response efforts. These platforms have resulted in concrete outcomes, including the development and adoption of the Principles of Partnership, which focus on increasing equality, transparency, and accountability.
- 3) Inter-Agency Standing Committee (IASC): Previously, three NGOs were allowed to represent the entire NGO community at the IASC. At present, the IASC has expanded the NGO representation from three to nine. Ms. Pack noted that the IASC guidelines are undervalued and provide an agreed-upon approach to field-level challenges.

Ms. Pack noted that increased NGO engagement with multilateral organizations will not come to fruition without a cost, noting that NGOs devote significant time and resources into these processes, yet only receive ad hoc and spotty donor recognition or support.

Dominic MacSorley, the Operations Director at Concern Worldwide, noted that the inclusion of NGOs into the 2008 IASC working group was historic. While U.N. agencies feared NGO inclusion would become unmanageable, the NGOs significantly contributed to the conversation.

Mr. MacSorley noted that regardless of whether or not the current humanitarian system works, it was far from a success in Haiti. The humanitarian community at large should evaluate the response in Haiti and determine methods for improvement. Mr. MacSorley noted that within two weeks after the earthquake, 12 clusters were activated with at least 86 meetings weekly per week. Mr. MacSorley noted that donors consistently conveyed the message that “NGOs must work through the cluster system.” However, many NGOs were not equipped or staffed to meet the cluster system demands, and some hired new employees just to navigate the system. Mr. MacSorley noted that the system could work with better management and more focused meetings.

Question and Answer Session:

Q: There is significant frustration among the international humanitarian community regarding double hatting of the U.N. Resident Coordinator and the Humanitarian Coordinator. How can the NGOs help reshape this process? Is there an avenue to pursue change through the UNGA?

A: Mr. Mercado noted that there is always an opportunity to reshape the humanitarian architecture through the UNGA or the ECOSOC. Mr. Mercado noted that Ambassador Rice has been in contact with the U.N. Secretary General regarding this issue. NGOs should feel free to approach USAID/OFDA regarding possible language for inclusion in U.N. resolutions. Ms. Beers also noted that USAID/OFDA, in partnership with other donors, is working at senior levels with the U.N. on advocacy and operational efforts to improve performance.

Q: Can you comment on how the USG views enhanced collective action between NGOs and multilateral institutions?

A: Mr. Lieke noted that that USG greatly values enhanced collective action, noting that coordination between U.N. agencies and NGOs remains important. Ms. Beers noted that USAID/OFDA is looking for ways to help NGOs develop a greater voice and urged the NGO community to provide feedback on key issues. Mr. Mercado noted that NGOs should also constructively engage with non-traditional donors, such as China and Russia, as they will play a pivotal role in shaping the humanitarian architecture.

Panel on Humanitarian Operations and Security Trends

Participants:

Shawn Bardwell, USAID/OFDA Safety and Security Officer
Gregory Starr, U.N. Under Secretary-General for Safety and Security
Martin McCann, RedR CEO
Abby Stoddard, Humanitarian Outcomes

Mr. Bardwell thanked meeting participants and panelists for attending and noted that USAID/OFDA's safety and security unit also holds annual security consultations with NGOs' technical safety and security staff. The next such consultation will occur on or about July 13 at the InterAction offices in Washington, D.C. The consultations serve to help guide USAID/OFDA's prioritizing of safety and security funding and plans for the coming year. The consultations also serve to discuss NGOs' safety and security priorities, including training of staff, regular engagement with the U.N. Department of Safety and Security (UNDSS), and development of information systems to better understand operational and global security contexts. Discussions between USAID/OFDA and NGOs regarding such issues serve to a) keep staff safe, and b) enable programs to take place, thus helping beneficiaries. The annual consultations underscore that a number of multidimensional efforts are needed to enhance humanitarian operational security, including understanding dynamics and dimensions of security challenges to develop operational protocols and procedures, training staff, and engaging at the policy level through various mechanisms. Mr. Bardwell noted that the panelists are all helping to shape a better understanding of the field and urged participants to take advantage of their knowledge and expertise.

Abby Stoddard, of the independent research group Humanitarian Outcomes, discussed an USAID/OFDA-funded study the group recently conducted, which was presented at the Montreux humanitarian conference in 2010. The group's work focuses on humanitarian workers' safety and access to beneficiaries. The group systematically monitors security incidents against humanitarian workers—including killings, kidnappings, and armed attacks that lead to serious injuries—and analyzes the data for trends. The recent study examined three issues: availability, adequacy, and distribution of funding for security; current initiatives and support for interagency security collaboration; and critical issues for donors and agencies to address.

During the past several years, but particularly since 2005, the number of attacks against civilian aid operations has increased, particularly due to targeting of international staff and targeting of NGO staff for political reasons. However, most of the increase has occurred primarily in a handful of highly violent environments; Afghanistan, Somalia, and Sudan account for approximately 60 percent of such attacks between 2006 and 2009. If one controls for attacks in those locations, the global number of attacks relative to the number of humanitarian workers in the field has actually declined. Such a decline is likely the result of better awareness and hazard mitigation by NGOs. However, the figures also highlight the critical importance of taking appropriate safety and security measures in high-risk environments.

The study also found that humanitarian access on the whole is declining: in response to violent incidents, NGOs are withdrawing or scaling down operations. NGOs that decide not to withdraw are finding it necessary to increase both protection measures (such physical security at projects sites, offices, and compounds) and soft security measures (such as improved risk analysis). NGOs are increasing active acceptance strategies, such as reaching out to potential threat sources to negotiate consent. Increasingly, NGOs are also shifting to remote management, either through local staff or local or national partner NGOs. In locations such as Iraq, NGOs are adopting an extremely low-profile approach, removing all branding, operating programs undercover, and often running projects out of staff homes. However, some NGOs have adopted a different approach, offering a deterrent threat through the presence of armed guards and armed escorts, provided by security companies. A recent survey found that while this was exceptional practice, every major relief agency has adopted a deterrent approach at least once in recent years. Ms. Stoddard noted that each of the approaches requires additional expenditure. In addition, security coordination efforts have increased, but remain patchy.

Regarding funding, the study found that the bulk of funding for safety and security is transmitted through individual program grants from donors to agencies on a project-by-project basis. Safety and security costs may be incorporated as special line items or embedded in other costs, but there is no consistent approach, not even with individual NGOs. As a result, NGOs are often unable to articulate security spending totals, making it difficult for the humanitarian community to engage in thorough cost-benefit analysis and determine both current and optimal spending levels. On a practical level, the security of humanitarian operations thus relies on an economies of scale: the fewer agencies operating an area, the higher and more prohibitive the security costs will be. Donors can also fund safety and security through a consolidated appeals process (CAP), but tend not to do so; funding through this mechanism has declined both absolutely and against needs in recent years. In addition, since CAPs involve the host government, NGOs often have difficulty discussing security issues within the CAP context.

Ms. Stoddard outlined various interagency security initiatives, many of which NGOs appreciate but which are hard to replicate, since NGO ability to implement the initiatives and donor willingness to provide common funding support for these mechanisms are often limited. The study noted several possible next steps including efforts to examine universal methodologies, increased donor coordination, increased and complementary support for field-level security collaborations, and improved common security through CAPs—all to help ensure predictable, sustainable funding.

U.N. Under Secretary-General for Safety and Security Gregory Starr underscored an important but often misunderstood or insufficiently communicated point: the goal of safety and security programs is to permit the larger disaster response program to go forward. However, such an idea is not embraced at every level in the humanitarian community. NGOs must ensure that their safety and security staff remember that their job is to enable other NGO staff to reach beneficiaries in need. The job of UNDSS is to enable U.N. agencies, and by extension NGOs, to carry out relief operations.

Of course, humanitarian workers have always been required to work in difficult environments, often in post-conflict situations. However, the safety and security baseline has been rising in recent years, with increased security incidents. In addition, since 2003, the humanitarian community has increasingly been forced to work in areas with insurgencies and extremism. NGOs are also increasingly working with military forces—a new type of operating environment.

Mr. Starr made several key points. First, the acceptance approach in high-threat situations cannot serve as a substitute for good security procedures and plans. Given that NGOs work in places where communities and even governments cannot protect themselves, let alone NGOs, acceptance as the sole approach does not work. Second, safety and security programs must be tailored to contexts. Working in a higher-risk environment will necessitate additional spending, but NGOs are often wary of cutting program funding to pay for security costs. Third, training of staff is of the utmost importance, not just of international staff, but also of local staff—particularly if the NGO in question is delegating additional responsibilities to local staff. Finally, security information-gathering (which is different from intelligence-gathering), standardized reporting of security incidents, operational tracking, and threat analysis must improve, since threats can vary by area and time. The U.N. plans to hire more security staff and track operations better—particularly through security information operation centers, with staff dedicated to focusing on NGO security and sharing threat information with NGOs, in high-threat environments where the humanitarian community is so dependent on NGOs. The humanitarian community must factor security into all aspects of operations, but must also remember that the goal is to enable programs to go forward.

RedR Chief Executive Martin McCann discussed two main issues: a) skills-based capacity-building and training, and b) a diversity of approaches to deliver such training. Currently, safety and security training and capacity-building activities remain at unjustifiably low levels within the humanitarian community, with numerous barriers to effective training. One such barrier is that safety and security trainings conducted by external companies are not always appropriate to the values, conducts, morals, or operational areas of an NGO. In addition, trainings are often not context-specific or adapted to the audience's knowledge level. In addition, no baseline data yet

exist regarding what constitutes acceptable training; NGO management often worries, therefore, if trainings are fit for the purpose. Training must incorporate field components; attending four days of lectures does not suffice.

In recent years, however, safety and security training has started to improve. For instance, RedR works at the personal, operational, and management levels to develop specific competencies for each: the key safety and security skills that workers at each level must have. Developing competencies and externally validated qualifications helps NGOs have more faith in the skills of their safety and security staff, particularly since NGOs often have little idea how to develop safety and security procedures, train staff, and brief colleagues. Increased competency-based training and assessment, such as RedR's security certificate, allows trainers to assess whether students have gained the required skills. In addition, academic and real-life training must be better integrated, as a long academic course is not a sufficient substitute for field training. Furthermore, NGOs' senior management must realize that the safety of their own staff is no longer the only issue: the United Kingdom's corporate manslaughter law will apply to NGOs that send staff to the field without sufficient skills and without doing due diligence. Some U.S. states are also adopting such laws.

Keynote Speaker

The Honorable Jim Kolbe

Former Republican Congressman from Arizona 1985-2007

And Former Chair of the House Appropriations Subcommittee on Foreign Operations

Currently Senior Transatlantic Fellow at the German Marshall Fund

Mr. Kolbe thanked USAID/OFDA and the NGOs for their hard work and dedication, noting that even when the public turns attention elsewhere, humanitarians continue to work. Mr. Kolbe highlighted the recent U.S. Government response in Haiti, noting that within a week after the earthquake, USAID had created more than 5,000 jobs and programmed \$180 million. USAID also facilitated the whole-of-government response, but USAID and the rest of the U.S. Government did not respond alone; they have partners that serve as the pillars of humanitarianism around the world. Mr. Kolbe noted that the NGOs' work does not go unnoticed by the communities receiving it or the American people. Congress also recognizes that NGOs are on the front lines, often in harm's way. Mr. Kolbe highlighted the growing intensity of humanitarian work, noting that there are approximately 210,000 humanitarian workers in the field everyday around the world, which is encouraging on one hand and worrisome on the other, as it means disasters are increasing in scale and intensity. This increased engagement is not without sacrifice, and more than 700 humanitarians have died over the last decade in some of the world's most hostile environments.

Mr. Kolbe discussed U.S. foreign assistance reform, noting that we need to accomplish more with the same amount or fewer resources. Congress is currently showing real interest in remodeling the system and structures, which is a step forward and one that we have not seen in the past. Mr. Kolbe emphasized his opinion of the need to create a strong and independent agency to deliver U.S. assistance with robust budget authorities and a seat at the National Security Council. Mr. Kolbe encouraged NGOs to make their views known to USAID, State,

and policymakers, underscoring that while we do not yet know the outcome of Congress' efforts, and we are unlikely to see anything concrete from the legislation this year, we do have and should use the opportunity achieve real change.

Questions and Answers:

Q: The reform process is very interesting and is a great opportunity to promote change. How can USG funding better address the relief to development gap?

A: It is very clear that a gap exists and that we do not currently have a solution. Mr. Kolbe noted that Haiti provides the best laboratory for studying this issue.

Q: What is your reaction to the whole-of-government response in Haiti?

A: Mr. Kolbe noted that while he is not an expert in this field, the response appeared well-coordinated. Mr. Kolbe noted that utilizing the military's organizational skills and assets, in conjunction with USAID's resources and skills, is crucial to a successful response.

Small Group Discussion – Strengthening USAID/OFDA and NGO Partnerships

OFDA Facilitators:

1. Strengthening Coordination – Rhonda Davis, Andrew Kent, and Laura Arntson
2. Innovative Approaches – Rob Andrew, Chuck Setchell, and Trevor White
3. Sustainability and Transition – Julie March, Laura Meissner, and Kasey Channell
4. Advocacy and Relationships – Carol Chan, Mia Beers, Mary Beth Brennan and Fiona Shanks
5. Climate Change, Impact on Displacement, and Disaster Risk Reduction (DRR) – Anne Convery, Laura Powers, and Anita Malley

Strengthening Coordination and Information

Participants discussed current coordination and information sharing mechanisms, including clusters, NGO consultations, InterAction, and ad hoc meetings. Participants also discussed the lack of data for particular indicators, as well as optional reporting requested by USAID/OFDA and the importance of USAID/OFDA's accessibility in the field. Participants suggested ways to strengthen coordination and information including: 1) standardizing information requests so partners do not receive conflicting information or multiple information requests from clusters and donors; 2) providing additional feedback and analysis from USAID/OFDA at the field level; and 3) better utilizing existing technologies (i.e., the U.N. Logistics Cluster website is useful, but others websites were less effective).

Innovative Approaches

Participants discussed whether innovative approaches should be pursued during responses or between emergencies, noting that NGOs often need to balance the risk of ensuring they achieve outputs and trying new things, as not achieving outputs could result in not receiving future funding. Participants noted the importance of incorporating evaluations and lessons learned into proposals, including an outline of how the next phase of innovation will be achieved. Participants also discussed the possibility of introducing pilot programs within other programs and ways to work with academic institutions to improve innovation. Participants suggested that USAID/OFDA include support for innovative approaches into the grant guidelines, as well as look for other ways to demonstrate support for pilot programs.

Sustainability and Transition

Participants discussed the relief to development funding gap. NGOs mapped out possible methods for filling that gap, including multi-year livelihood programs. Due to a lack of funding, NGOs are looking for private funding or to other donors to fill the gap. Other NGOs are employing stop gap measures with USAID/OFDA or submitting proposals for early recovery programs numerous times instead of moving into longer-term economic interventions. Participants noted the need to better define terms of advanced recovery and improve communication between USAID/OFDA and NGOs regarding the state of the population.

Advocacy and Relationships

Participants reported the need to strengthen the lines of communication between USAID/OFDA and NGOs regarding advocacy issues. Participants provided numerous suggestions for improving advocacy and relationships, including: 1) conducting formal quarterly meetings with NGO partners regarding policies, priorities, emergency issues, and budgets; 2) holding USAID/OFDA and NGO preparatory meeting prior to bilateral meetings with U.N. organizations; 3) conducting annual USAID/OFDA and NGO meetings with USAID/OFDA's senior management team to discuss the current state of play; 4) ensuring that humanitarian and relief to development issues are incorporated in USAID country strategies; and 5) jointly advocating for issues that cut across bureaus and other USG agencies.

Climate Change, Impact on Displacement, and DRR

Much of the discussion centered on various implications. Participants concluded that there are currently more questions than answers on the topic of DRR, and that the humanitarian community needs a clearer message on what DRR means. However, participants acknowledged that DRR is multifaceted and raises organizational issues. USAID/OFDA has provided significant funding to DRR activities around the globe and will have additional staff to engage on DRR.

Closing Remarks

Carol Chan, Acting Director, USAID/OFDA

Ms. Chan thanked participants for their participation. Ms. Chan noted that USAID/OFDA looks forward to strengthening performance and accountability, as well as exploring interactive and flexible partnerships in crises, perhaps through cooperative agreements. USAID/OFDA also looks forward to holding annual bilateral meetings with U.N. agencies and other donors, and wants to provide NGOs with an opportunity to voice their concerns prior to the meeting. USAID/OFDA plans to start holding bilateral meetings with NGO partners, noting that USAID/OFDA and NGO partners have a good working relationship but need to strengthen their strategic relationships.



USAID
FROM THE AMERICAN PEOPLE

**BUREAU FOR DEMOCRACY, CONFLICT, AND HUMANITARIAN ASSISTANCE (DCHA)
OFFICE OF U.S. FOREIGN DISASTER ASSISTANCE (OFDA)**

**AGENDA
2010 ANNUAL OFDA-NGO CONSULTATIONS
Washington Convention Center
801 Mt. Vernon Place, NW, Washington, DC**

June 1, 2010

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| 8:30 – 9:00 | Coffee and Registration |
| 9:00 - 9:45 | Welcome Remarks <ul style="list-style-type: none">• DCHA Deputy Assistant Administrator Jon Brause• OFDA Acting Director Carol Chan |
| 9:45 – 10:15 | OFDA Global Engagement on Humanitarian Assistance (Plenary) <ul style="list-style-type: none">• Update from OFDA Senior Management Q&A Session |
| 10:15 – 11:00 | Panel Discussion: Multilateral Relationships - From the Field to the General Assembly
Q&A Session <ul style="list-style-type: none">• Senior NGO, USAID, and USUN Representatives |
| 11:00 – 11:15 | Break |
| 11:15 - 12:30 | Panel Discussion: Humanitarian Operations and Security Trends
Q&A Session <ul style="list-style-type: none">• U.N. Under Secretary General for Safety and Security Gregory Starr• RedR Chief Executive Martin McCann• OFDA Safety and Security Coordinator Shawn Bardwell• Abby Stoddard, Humanitarian Outcomes |
| 12:30 – 2:00 | Lunch <ul style="list-style-type: none">• CEO Lunch (by invitation only)• Regional Teams Lunch: Hosted by the OFDA's Disaster Response Team Leader and Regional Coordinators• Technical Group Lunch: Hosted by OFDA's Technical Assistance Group Team Leader and Sectoral Experts |
| 2:15 – 3:00 | “The Globalization of Humanitarian Assistance”
Keynote Speaker: The Honorable Jim Kolbe |
| 3:00 – 3:15 | Break |
| 3:15 – 4:45 | Strengthening OFDA and NGO Partnerships (Small Groups) |
| 4:45 – 5:00 | Future Directions for OFDA and Concluding Remarks |



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**BUREAU FOR DEMOCRACY, CONFLICT, AND
HUMANITARIAN ASSISTANCE (DCHA) OFFICE OF U.S.
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2010 ANNUAL OFDA-NGO CONSULTATIONS -- Biographies

Jim Kolbe

For 22 years, Jim Kolbe served in the United States House of Representatives, elected for eleven consecutive terms, from 1985 to 2007. He represented the Eighth (previously designated the Fifth) congressional district. Mr. Kolbe served for 20 years on the House Appropriations Committee, responsible for deciding the allocation of the budget and the terms for spending appropriated funds. He was chairman of the Treasury, Post Office and Related Agencies subcommittee for four years, and for the last six years in Congress, he chaired the Foreign Operations, Export Financing and Related Agencies subcommittee. Jim Kolbe currently serves as a Senior Transatlantic Fellow for the German Marshall Fund of the United States. He advises on trade matters as well as issues of effectiveness of US assistance to foreign countries, on US-EU relationships, and on migration and its relationship to development. He is co-chair of the Transatlantic Taskforce on Development with Gunilla Carlsson, the Swedish Minister for International Development Cooperation. He also serves as an adjunct Professor in the College of Business at the University of Arizona, and serves on a part time basis as strategic consultant with McLarty Associates. Mr. Kolbe graduated from Northwestern University with a BA degree in Political Science and from Stanford University with an MBA and a concentration in economics. He has received numerous awards and tributes, but notable among them is the George Marshall Award for Distinguished Service from the US Agency for International Development and the Order of the Aztec from the President of Mexico.

Gregory B. Starr

The United Nations Secretary-General appointed Gregory B. Starr of the United States of America as Under-Secretary-General for Safety and Security with effect from 1 June 2009. Mr. Starr previously served as the Director of the Diplomatic Security Service and Principal Deputy Assistant Secretary of the Bureau of Diplomatic Security, US Department of State. He has served in domestic and overseas assignments, including the Middle East and Africa. His portfolio included development and implementation of physical and technical security programs worldwide. At a time when the UN faces heightened and serious security risks around the world, Mr. Starr brings to the job extensive experience managing the global security operations of a civilian organization, developing security policy, and setting organizational standards. The Secretary-General has tasked Mr. Starr to strengthen the performance-based accountability of the post and to continue the cooperative relationship between the Organization and the Host Government during the crucial period of the Capital Master Plan at UN Headquarters in New York. Mr. Starr earned a Masters of Forensic Science and Bachelors in Political Science from George Washington University.

Martin McCann

Martin McCann has been Chief Executive of RedR since 15 January 2007, where he is currently overseeing an expansion of the charity's overseas capacity building programmes, most recently into Haiti and Pakistan. Mr. McCann has been involved in international development and humanitarian work for the last 30 years; ranging from a two-year voluntary service posting in West Africa to being the Programme Director and Deputy International Executive Director of Plan International. Mr. McCann also worked at the appropriate technology organization ITDG (now Practical Action) where he designed the restructuring and systems to help make it financially viable again. He has lived for extended periods in both Africa and Asia. Mr. McCann is a Trustee of War Child UK and People In Aid and was the founding Chair of the Hope for African Children Initiative (a multi NGO coalition on the impact of HIV/AIDS on children in Africa).

Abby Stoddard

Abby Stoddard is a founding partner of the independent research group Humanitarian Outcomes and a Nonresident Fellow at New York University's Center on International Cooperation, where she has coordinated the research programme on international humanitarian action since 2000. Prior to that, she served as Program Director for Doctors of the World (MDM-USA), and in field and headquarters positions at CARE USA. Dr. Stoddard is the author of *Humanitarian Alert: NGO Information and its Impact on US Foreign Policy* (Kumarian Press, 2006), along with numerous articles, reports, and book chapters on humanitarian action, non-governmental organizations, and the U.S. foreign aid architecture. Dr. Stoddard recently published a paper on "Supporting Security for Humanitarian Action" for the 2010 Montreux donor conference, and was also part of the research team for the recent ALNAP "State of the Humanitarian System Report."