

GRAND BARGAIN  
IN THE  
FDM/ROHINYA  
RESPONSE

TAKING STOCK AFTER 5 MONTHS  
**WHERE NEXT?**



**YOUR VIEW?**

“Specific aspects of the response that have undermined local capacity include ‘poaching’ of staff from other organisations, especially local NGOs, and burdensome requirements for reporting. There was too much emphasis on speed and profile, leading to unnecessary and wasteful use of expatriate staff, many of whom had little relevant experience and were at a particular disadvantage in addressing the highly complex social structures of communities in the region. Structurally, this reflects an underestimation of local capacities, which were generally coping with most of the immediate problems.”

**UNDERSTANDING  
‘LOCALISATION’ –  
the text is clear**

“THE DEFINITION IS UNCLEAR”  
“THE BENEFICIARY DOESN'T CARE WHERE THE MONEY COMES FROM”  
“LOCALISATION IS ABOUT EMPOWERING COMMUNITIES, NOT PERSONS OR LOCAL AGENCIES”  
“DECENTRALISATION”  
“IT'S A MARKET”

**INTERNATIONALS:** “engage with local and national responders in a spirit of partnership and aim to reinforce rather than replace local and national capacities”.

**ALL OF US:** “include people receiving aid in making the decisions which affect their lives.”

Grand Bargain

**DONOR & UN AGENCY COMMITMENTS!**

- “The Grand Bargain recognises that, faced with the reality of our woefully under-resourced humanitarian response, the status quo is no longer an option.”
- “We commit to support local and national supporters on the frontline.”
- “An understanding inherent to the Grand Bargain is that benefits are for all partners, not just the big organisations.”
- “The Grand Bargain is a level playing field where we all meet as equals.”



March 2016

## COMMITMENTS

*"Increase and support multi-year investment in the institutional capacities of local and national responders, including preparedness, response and coordination capacities, especially in fragile contexts..."*

*"Work to remove or reduce barriers that prevent organisations and donors from partnering with local and national responders, to lessen their administrative burden."*

*"Support and complement national coordination mechanisms where they exist, and include local and national responders in international coordination mechanisms as appropriate and in keeping with humanitarian principles."*

## A PARTICIPATION REVOLUTION

*"We need to include the people affected by humanitarian crises and their communities in our decisions to be certain that the humanitarian response is relevant, timely, effective and efficient."*

*"We need to provide accessible information, ensure that an effective process for participation and feedback is in place and that design and management decisions are responsive to the views of affected communities and people."*

## LEGACY PLANNING?

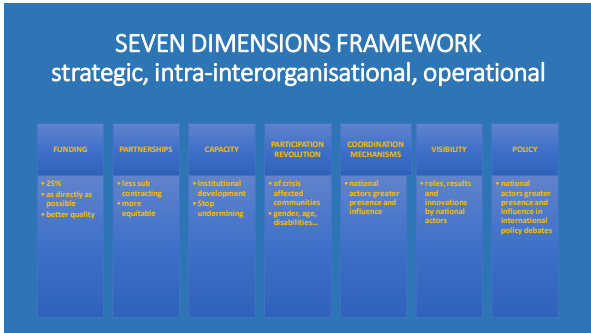
WHAT LEGACY ARE YOU PLANNING FOR?  
 IN TERMS OF STRENGTHENED NATIONAL & LOCAL CAPACITIES  
 (GOVERNMENT; NON-GOVERNMENTAL; AFFECTED POPULATIONS)  
 Individuals; organisations; collaborative capacities; more resilient populations

## NO KNOWLEDGE – NO GUIDANCE?

- CAN EXPLAIN GRAND BARGAIN?
- KNOW CHARTER FOR CHANGE?
- HAS YOUR AGENCY SIGNED UP TO IT / ENDORSED IT?
- PRACTICAL GUIDANCE RECEIVED?
- KNOW CHARTER OF EXPECTATIONS?



BANGLADESHI NGOs for WHS  
 BANGLADESHI ENDORSERS C4C



### SETTING

- UNPRECEDENTED, NEW EXPERIENCE
- FIRST RESPONDERS
- INTERNATIONAL SUPPORT NEEDED
- POLITICALLY CHALLENGING & SECURITY CONCERNS



### DIVERSE SURGE STRATEGIES

- SCALING UP DOMINATED BY MOSTLY UN AGENCIES & SOME INGOs (plus Army, BRCS, BRAC, ...) FOR DIRECT IMPLEMENTATION AND/ OR SUB-CONTRACTING
- ESTABLISHED INGOs: continue work with partners
- ESTABLISHED INGOs: from partnering to (also) directly operational
- NEW INGOs: fund existing ones; work under existing ones
- NATIONAL NGOs also 'displace' local ones?
- FEW EXAMPLES OF SECONDMENTS TO NATIONAL / LOCAL ORGANISATIONS?  
BUILDING UP N/L ORGANISATION INTO LARGE RESOURCE CENTER FOR MANY?

### RELATIVE SUCCESS – WITH PROBLEMS

- MAJOR MORBIDITY & MORTALITY AVOIDED
- FAIRLY ORDERED SETTLEMENTS
- BASIC NEEDS PROVIDED FOR
- POOR QUALITY VARIOUS GOODS AND SERVICES IN FIRST ROUND
- RELOCATION ALSO OF SERVICES REQUIRED FROM HAZARD ZONES
- NO REFERRAL-BASED INTEGRATION OF SERVICES
- INADEQUATE ENGAGEMENT WITH AFFECTED POPULATIONS



### CAPACITY OF N/LNGOs: RECRUITMENT BONANZA

- N/LNGO STAFF LOSSES
- 2; 3; 7; 6 or 7; >20; > 40; >50
- NOT RESPECT NOTICE PERIODS
- NO RELEASE CERTIFICATE
- NO REFERENCES ASKED
- NO COMPENSATION (*CAC AGENCIES!!!!*)
- YEARS OF STAFF DEVELOPMENT INVESTMENT LOST
- 'TALENT SPOTTING'
- SALARY INFLATION
- "N/LNGOs were happy to offer their staff"
- GOVERNMENT STAFF LOSSES LESS; BUT SOME

**UNICEF Vacancy Announcement**

The United Nations Children's Fund (UNICEF) is seeking applications from Bangladesh Nationals to fill the following post for its office located in Cox's Bazar. For detailed job descriptions, please visit the website and use the following link to apply for the posts:

**Education Officer (TA-NOB): Cox's Bazar**  
<https://www.unicef.org/bdjobs/employment/504-504126>

**Emergency Nutrition Officer(TA-NOB): Cox's Bazar**  
<https://www.unicef.org/bdjobs/employment/504-504128>

**C&D Officer (TA-NOB): Cox's Bazar**  
<https://www.unicef.org/bdjobs/employment/504-504140>

**Child Protection Officer(TA-NOB): Cox's Bazar**  
<https://www.unicef.org/bdjobs/employment/504-504141>

Application Closing Date: **27 April 2018**

Please note that no applications will be accepted or dealt with after this date. You must log on and create your profile with UNICEF global website and register for application.

UNICEF is an essential partner and mechanism within the national and international qualified teams and make consideration from all national, religious and ethnic backgrounds, including persons living with disabilities, to apply to become a part of our organization.

UNICEF is a remarkable working environment



### A SECOND RAPID INFLUX: 'AID WORKERS'

#### SCALING UP WITH INTERNATIONALS

- LARGE NUMBER INTERNATIONALS (1200 in January 2018)
- MANY SHORT TERM
- SEASONED / YOUNG & INEXPERIENCED
- SENIOR POSITIONS

#### VERY HIGH DIRECT & INDIRECT COSTS

"INTERNATIONALISATION"  
 "SUPPLY DRIVEN – NOT DEMAND LED"



### COLLABORATION, COORDINATION, JOINT PLANNING, NATIONAL LEADERSHIP

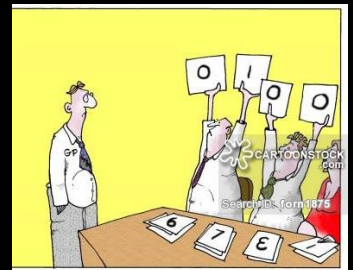
"The most competitive environment I have ever seen" (international) vs "We have not engaged enough with the government." (international)

- A MULTITUDE OF 'COORDINATION PLATFORMS' - STILL NOT FULLY INTEGRATED
- COORDINATION WEAKNESSES.
  - GEOGRAPHICAL: TOO LATE
  - THEMATIC SECTORS AND COMPONENTS NOT SUFFICIENTLY INTEGRATED
  - NO N/L NGO MAPPING
  - NO SALARY SCALE HARMONISATION
  - NO 'ENABLING COORDINATION ENVIRONMENT'
- DIFFERENT GOVERNMENT INTERLOCUTORS
- UN NOT ACTING 'AS ONE'
- ISCG: NO FORMAL AUTHORITY
- IMPACTS OF FD 7
- HOW 'JOINT' IS THE PLANNING: GOB; LOCAL AUTHORITIES & COMMUNITY STRUCTURES; N/LNGOs?



### SCORE CARD 1

- Overall more a 'replacing' than a 'reinforcing' of national and local capacities?
- Previous investments in relevant 'capacity-development' largely ignored and not built upon, and capacities of especially Bangladeshi CSOs generally undermined?
- Insufficient inclusion of national and local actors in coordination mechanisms and enable their leadership?
- Benefits mostly to some already big UN agencies and INGOs?



## ENGAGEMENT AFFECTED POPULATIONS

### ENGAGEMENT & ACCOUNTABILITY

- DYNAMICS WITHIN & BETWEEN NEW 'FDM'; OLD 'FDM': 'HOST POPULATION' POORLY UNDERSTOOD
- MAJHIS: NOT COMMUNITY 'REPRESENTATIVES'
- DISCONNECTS: CwC; FEEDBACK & COMPLAINTS; GBV; PSEA
- EMPATHY & STEREOTYPING

TRUST !!

### CONFLICT SENSITIVITY

- ATTENTION TO 'HOST POPULATION'
- UNDERSTAND DIVERSITY AND DIFFERENT IMPACTS ON HOST POPULATION
- 'NEW COMERS' NOT BEST PLACED
- OTHER TECHNICAL & DELIVERY SKILLS
- FRAGMENTED APPROACHES WILL INCREASE CONFLICT

## TEC EVALUATION 2005

- Strategies should be developed to ensure that women and marginalised groups have full access to information.
- Women claim-holders should be represented in all decision-making bodies affecting them.
- Planning should be based on the assumption that aid is likely to reinforce inequalities within the community unless corrective action is taken.
- Planning should also take account of the complexity of community structures and the consequent need for knowledgeable local intermediaries with power to influence decisions.
- Inclusion of the most marginalised people should be treated as a fundamental principle or right, regardless of costs.

## SCORE CARD 2

- Some 'consultation' with FDMs in the 'needs assessment' period, when there was little difference of opinion about the priority needs. Perhaps not enough inclusion of affected host populations in the needs assessments?
- *Currently lagging behind on more meaningful engagement, two-way communication and responsiveness with both FDM and host communities. The all-male majhis cannot remain the primary interlocutors.*
- Government policy does not allow responding to preferences e.g. more cash programming, income-generating support and access to education.
- *From a FDM/Rohingya perspective, Bangladeshi CSOs don't constitute 'local capacities'. More effort needed to find or enable social groups among the FDMs, that aid agencies can closely work with.*



## LOCAL & NATIONAL CIVIL SOCIETY ACTORS

### 'PARTNER' OR 'SUB-CONTRACTOR'

- VARIABLE EXPERIENCES
- MANY 'SUB-CONTRACTOR'
- FACING GENERALISED DOUBT
- FACING 'SUPERIORITY' ATTITUDES
- PAST RELATIONSHIPS, CAPACITY INVESTMENTS & TRACK RECORDS NOT INQUIRED INTO

"PARTNERSHIP WITH DIGNITY"

### FUNDING & ADMINISTRATIVE BURDEN

- VARIABLE EXPERIENCE RE QUALITY FUNDING (management fee/ support costs; equipment)
- RESTRICTIONS: FROM DONORS OR INTERMEDIARIES?
- OVERALL SALARY INFLATION
- LITTLE REPORTING HARMONISATION

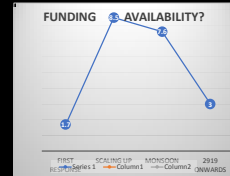
### SCORE CARD 3


- A mixed picture in terms of genuine, 'equitable' partnership and a 'level playing field'
- Limited direct & quality funding?
- Reduction of administrative burden?
- Capacity support & undermining
- Charter for Change signatories discussed and offered 'compensation'?
- Little visibility?
- Little influence in coordination & planning?




### SCORE CARD 4: VALUE-FOR-MONEY?

- **RELATIVE SUCCESS – WITH PROBLEMS**
- **AT - UNSUSTAINABLE -HIGH COST**
- **TRACE THE FINANCIAL FLOWS**
- **PRESSURE TO SPEND – BURN RATE**
- **VALUE FROM THE PERSPECTIVE OF AFFECTED POPULATIONS?**
- **INTERNATIONALS ALWAYS ADDING VALUE?**
- **MAKE MONEY GO FURTHER**





customer  
complexity  
process  
risk  
opportunity  
implementation  
plan  
resources  
context  
scope



### PARTNERING-IMPLEMENTING-PARTNERING ?

**WHO NEEDS TO DO WHAT DIFFERENTLY TO**

**INCREASE THE OVERALL COST-EFFECTIVENESS & VALUE TO AFFECTED POPULATIONS**

**IMPROVE THE QUALITY OF RELATIONSHIPS**

- REDUCED OPERATING & TRANSACTION COSTS
- MORE VALUE-ADDED FOR THE AFFECTED POPULATIONS
- MORE EFFECTIVE INVESTMENT IN NATIONAL & LOCAL ORGANISATIONAL CAPACITIES & INTEGRATION OF LEADERSHIP
- ENHANCED RESPONSIVENESS TO ALL AFFECTED POPULATIONS

**LEGACY PLANNING?**

**WHAT LEGACY ARE YOU PLANNING FOR?**

**IN TERMS OF STRENGTHENED NATIONAL & LOCAL CAPACITIES (GOVERNMENT; NON-GOVERNMENTAL; AFFECTED POPULATIONS)**

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**TRANSITION NEEDED-NOW?**

“These early mistakes in developing supportive relationships compromised the effectiveness and efficiency of international assistance in the long term. By behaving as if they were saving lives long after that phase of the response was over, international agencies undermined recognition for local capacities and made long-term recovery more difficult. It is hard to find the right balance between delivering immediate relief and engaging with local capacities, but in this case the international agencies were unduly impetuous, possibly because of exceptional pressures to spend money rapidly.”

**WHAT CAN AND MUST**

- DONORS DO?
- GOVERNMENT DO?
- UN AGENCIES DO?
- INGOs DO?
- COORDINATION LEADS DO?
- BANGLADESHI CSOs? DO

**মানবিক কর্মকাণ্ডে মূল আদর্শমান Core Humanitarian Standard (CHS)**

মানবিক কর্মকাণ্ডে অব্যাহতিবিহীন এবং তৎপাত মূল আদর্শমান

নব্বটি কবীন্দ্রের ও কণ্ঠের বৈশিষ্ট্য

*"LOCALISATION WILL BE A LONG,  
NEGOTIATED, AND SOMETIMES  
DISRUPTIVE PROCESS"*

- CONSTRUCTIVE DIALOGUE but ALSO CRITICAL DEBATE
- COMMON PURPOSE & DIVERGENCE OF INTEREST
- MIND THE POWER-GAP !
- THOUGHTFULL PROPOSALS
- FIRM NEGOTIATIONS can BUILD RELATIONSHIP !

*TRUSTED FACILITATORS?*

