

Stakeholder Coordination in Natural Disasters

How to avoid tripping over each others' feet and save toil and trouble—not to mention: lives

Design of Presentation

- The Setting
 - The Organization of Coordination
 - The Coordination Work to be done
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The Karakoram Highway as Metaphor

- ❑ After the October 8, 2005 earthquake in Pakistan, in a remote, mountainous region, served by a fragile road--KKH.
 - ❑ Immediately there was a rush to help.
 - ❑ Private families loaded up trucks with old clothes, blankets, food, water and sent them off.
 - ❑ This clogged the road and delayed more effective relief efforts.
 - ❑ Traffic flow had to be managed before response was effective.
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Multiple, Urgent Agendas

- ❑ **Rescue—5-10 days** (sniffing dogs, trained teams arrived in hours)
 - ❑ **Relief--3-6 months** (air drops, tents, camps, food)
 - ❑ **Rehabilitation--6-12 months** (income grants, temporary schools, health centers_
 - ❑ **Reconstruction--4-5 years** (housing grants, rebuilt roads, schools, health facilities, offices,
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Official Agencies and NGO also rush to help

- ❑ Pakistan Government and Army in hours
 - ❑ Within days there were 20-25 UN agency visits offering assistance (in need of funds)
 - ❑ OECD aid agencies--Japan, UK, US, et al
 - ❑ Gulf Countries' aid programs
 - ❑ IFIs—ADB, IDB, WB, IMF
 - ❑ Domestic NGOs—existing and new
 - ❑ International NGOs--existing and new
 - ❑ Resources available vary enormously
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Different Agencies have Various Agendas

- ❑ Governments want control
 - ❑ UN agencies and some NGOs looking for funding
 - ❑ IFIs, bilateral aid agencies and UN agencies want respect and freedom of action
 - ❑ NGOs want freedom of action but also want channels to decision makers
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Life is what happens to you when you are making other plans

- ❑ Leaders are unprepared—governments, military, IFIs, aid agencies, NGOs
 - ❑ Markets are institutions—and unprepared
 - ❑ Information is critical—and scarce
 - ❑ Reliable, relevant, realistic advice is needed—and hard to manage (fire hose)
 - ❑ **Everything** is urgent—and that is when mistakes are made
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Organization of Work

***Coordination within and among
Government and Donors***

Donor Coordination is First an Exercise in Defining Leadership

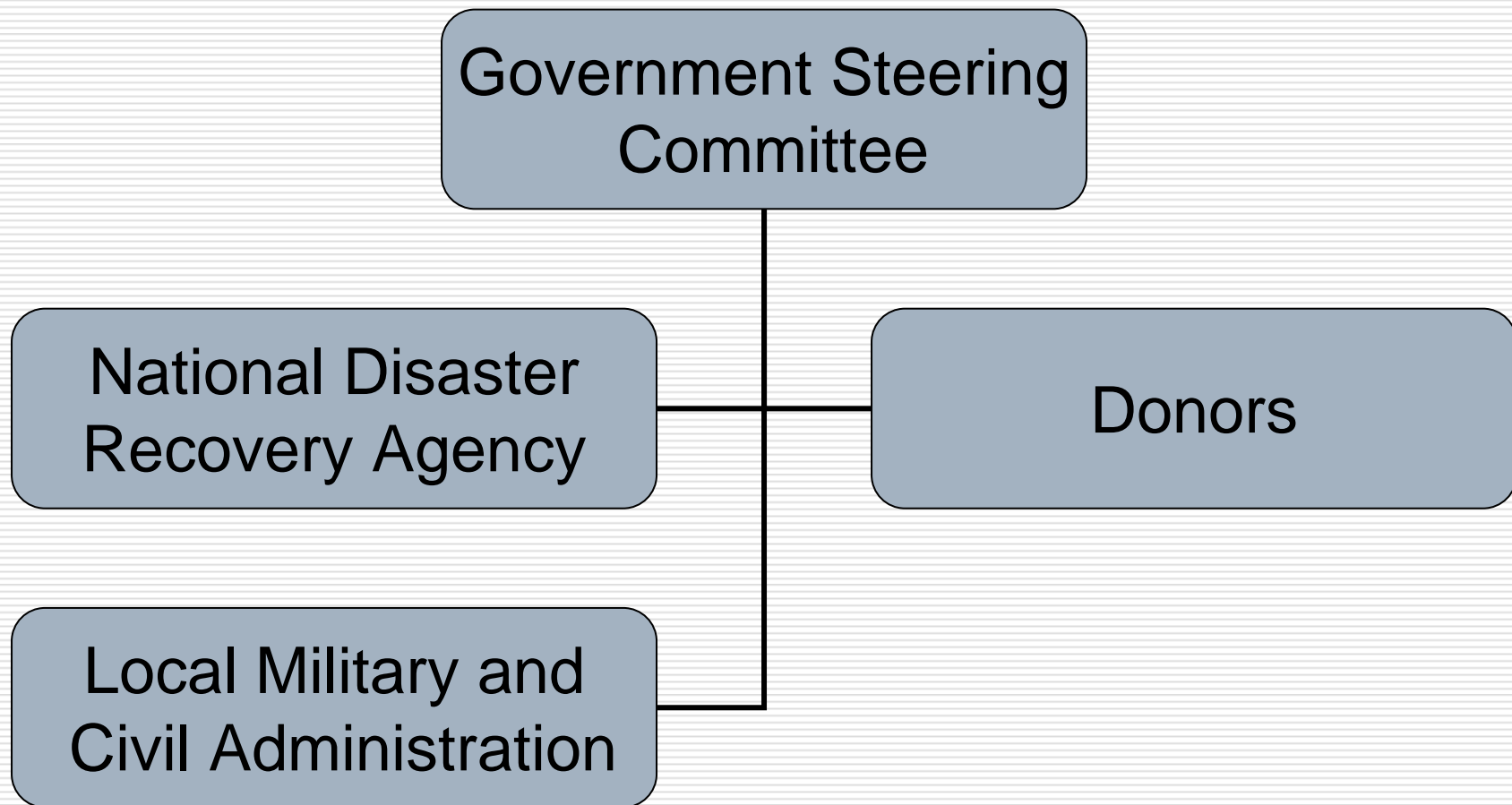
- ❑ Government's Sovereignty must be respected
 - ❑ Government officials should chair apex coordination meetings (heads of civilian, military and donor agencies)
 - ❑ Government should clarify leadership among donor agencies (donor politics make this awkward)
 - ❑ Donors must suspend competitiveness
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Organization by Governments

Government Steering Committee

- Easy Access to Head of Government
 - Linked to Finance and Audit
 - Streamlined Rules of Business
 - Membership
 - Cabinet Members and Secretaries
 - Sub-National Governments (Chief Ministers)
 - Military
 - Disaster Recovery Agency (e.g., ERRA)
 - Local Civil and Military Administration
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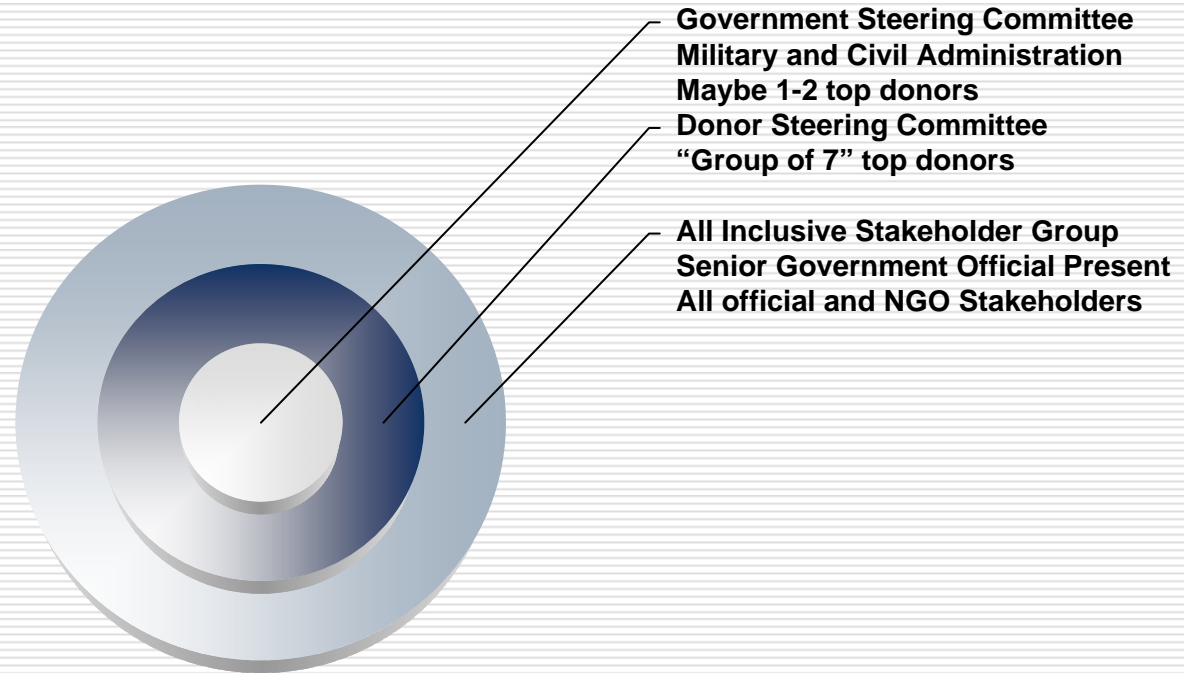
Organization of Disaster Recovery



Organization of Donors

- ❑ Need for a **broad-based, all inclusive donor group** at national level that meets frequently (weekly), mainly for information
 - ❑ Need for all inclusive “**front line**” **stakeholder groups (military, civilian administration, NGOs)** that meets daily during rescue and relief stages at disaster locale
 - ❑ Need for a “**Donor Steering Group**” of major donors (G-7--**ADB, DFID, EU, Japan, UN, US, WB**)
 - ❑ May need less formal leadership of top 1-2 donors (e.g., ADB+WB)
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Three Tiers of Coordination



Work to be Done

Government

Donors

Work to be Done by Governments

- Strategic Planning
 - Resource Mobilization
 - Foreign Assistance
 - Domestic Revenues
 - Standards (housing, grants, building)
 - Procurement
 - Financial Management
 - Much, Much More
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Work to Be Done by Donors

- **Rapid Damage Assessment—Needs Credibility**
 - Government needs to make first, detailed estimate
 - International team needs to verify, recommend standards, estimate costs
 - Team formation a test of donor coordination
 - Main report--with annexes
 - **Principles of Engagement**
 - Equity of Coverage
 - Uniform policy
 - **Resource Mobilization**
 - Donor Conference (based on Assessment)
 - **Continuous Information Flow**
 - Three Tiers of Stakeholder Groups
 - **Reconstruction Programs and Projects**
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