

Fragmentation vs. Integration:

Three Ideas for Demand-Driven Humanitarian Action

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*“Global challenges are more and more **integrated**, and the responses are more and more **fragmented**, and if this is not reversed, it's a recipe for disaster.”*

A rather good description of the humanitarian landscape as well!

Trending (or aspiring?) toward integration

New trends are challenging our traditional organizing principles:

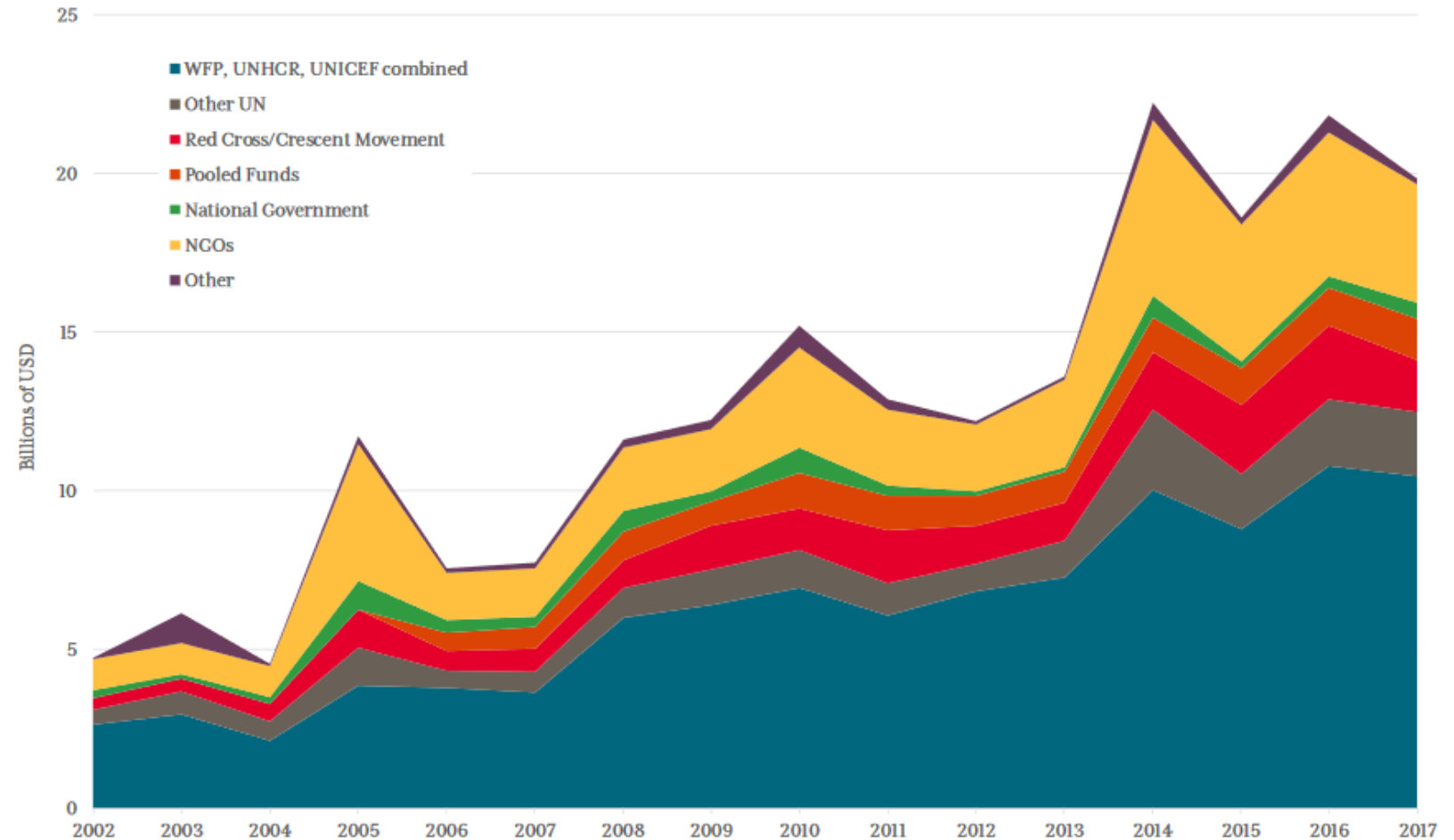
- Multi-purpose Cash
- Multi-sector programming
- Triple Nexus
- Joint needs analysis
- Feedback and accountability

Integration must be our future – but it is held back by our past.

Humanitarian resources have gone way up....

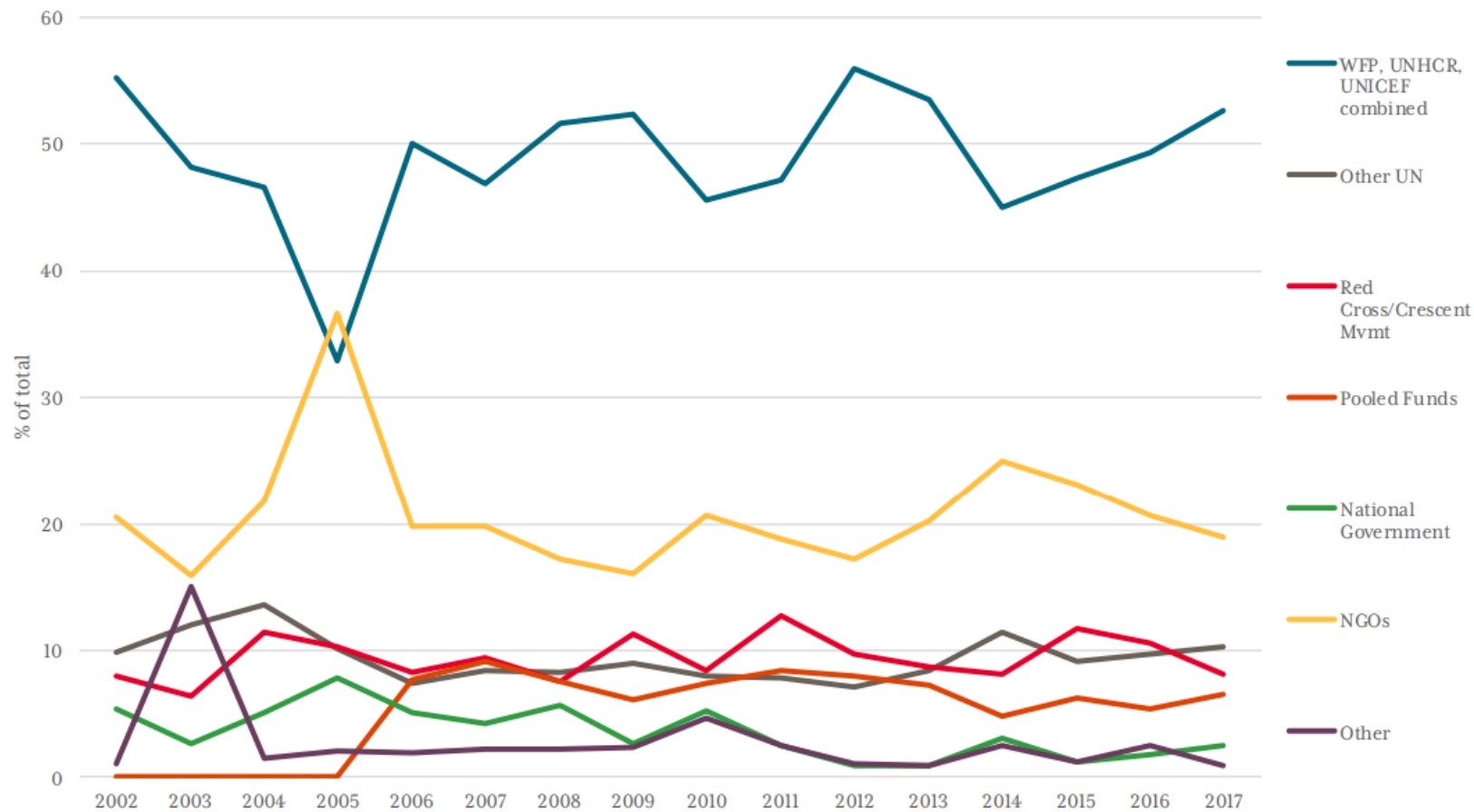
....have
concurrent
reforms had an
impact on
funding
priorities?

FIGURE 5. Total Humanitarian Funding, 2002-2017



Not really.

FIGURE 6. Proportional Allocation of Humanitarian Funding, 2002-2017



Proportional funding allocation has been static for decades....

Fragmentation **is** our business model

Core institutional **incentives** and **power dynamics** impede coherence:

- **Vertically siloed**, one-stop-shop multilateral agencies
- Funding allocated by agency mandate/sector – **each agency acts as its own pooled fund**
- Response plans are built around agency mandate/sector
- Coordination and planning built around individual sectors

Donor practices both **reflect and perpetuate this fragmentation** – it frames who and what they choose to fund.

What could integration look like?

Here are three ideas...



Put people at the center...for real

You can't have a participation "revolution" without overthrowing power structures!

Demand-driven aid starts with listening to demand signals:

- **Influence:** Representation of affected people's voices in decision-making on governance, response strategy, and field implementation
- **Independence:** "Participation and feedback **audits**" of aid groups; feedback mechanisms outside of agency control
- **Institutionalize:** Enabling changes to donor practice, staff competencies, project sequencing, analytics

New financing & costing models

- Funds strategic responses strategically
 - Pool funding based on **geography/plan** rather than agency
 - **Activity-based costing** and **prioritized tranches**
 - Eliminate donor “lumpiness” with **up-front annual donor commitments**
- **Amortized multi-year costing** to unlock new priorities
- If cash can be financed and delivered distinct from mandates, **why not other programs too?**

New coordination models

As clusters have super-sized:

- Funding follows clusters (and related mandates)
- Inter-cluster coordination a persistent problem
- Weak field-level coordination
- Key decisions inaccessible to affected people
- Embeds blind spots

Would area-based coordination perform better?

- Organized around geography, not sector
- Explicitly multi-sectoral
- Engages affected people through participatory design

Proof-of-concepts underway in DRC, and NGO programs

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