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

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