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# Aid management for aid workers in the 2020s

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# Aid management in the 2020s

Some forces reshaping actual aid management in next decade will include:

- Less funding for stand-alone & single-manager aid programmes
- More funding for aid projects that also supporting economic interests of donor country (Retroliberalism)
- More funding for multilateral and multi-sectoral interventions in fragile states

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| AROUND AFRICA |

## EASF embarks on civilian recruitment

AU requires civilians working for the force to fulfil specific training requirements

By MOSES K GAHIGI  
*Special Correspondent*

The East African Standby Force (EASF) has begun recruiting civilians who will be trained, growing its numbers even before the force is deployed in the region.

Even though having a standby force to respond to regional or continental political crises is considered prudent, the large force is mostly seen as toothless and passive especially in the face of violence in Burundi and Somalia.

EASF director Issimael Chanfi said the ongoing recruitment is part of the African Union guidelines that civilians working for the force must fulfil specific training requirements for them to be included on the AU roster.

who are fully trained and equipped for the job. The rest we leave to the AU to decide."

"The AU has a system it follows while issuing deployments, it's a decision taken on a higher level" he added.

The force is made up of troops from 10 countries, including Burundi, Comoros, Djibouti, Ethiopia, Kenya, Rwanda, Seychelles, Somalia, Sudan and Uganda.

**Deployment resolution**

On December 17, 2015, the African Union Peace and Security Council issued a resolution on the deployment of 5,000 troops dubbed the African Prevention and Protection Mission in Burundi to prevent genocide or mass killings, but the body withdrew when the Burundian government



Burundian security officers secure the scene of a grenade attack that killed the security advisor to Burundi's vice president Athanase Kararuzza on April 25, 2016 in Bujumbura. Picture: File

24 feature THE CITIZEN Friday, 10 June 2016

AID IN HOTSPOTS The Oslo Guidelines give recommendations on ways humanitarian workers should work with armed forces

## The militarisation of hospital beds

Even after some two decades of working more closely with militaries to deliver aid, researchers and humanitarians are still divided about such cooperation in health care

New York. Delivering health aid to hotspots including Haiti and Afghanistan has brought together - and at times pitted against one another - humanitarians and militaries in an uneasy but increasingly necessary union.

As the military's role in health aid is likely to grow - since the 2004 Indian Ocean tsunami, the US military has deployed 40 times to natural disasters worldwide - delineating the rules and responsibilities of each side in the field has become all the more necessary.

Even after some two decades of working more closely with militaries to deliver aid, researchers and humanitarians are still divided about such cooperation in health care.

It is not just a case of one-off costs, but the long-term impact of a hospital not being seen as a safe or neutral space, or of it



# Aid management in the 2020s

We are currently interviewing aid managers on what their successors will need re “know-how” and “know-why” in 2020s:

- Redesigning postgraduate course “Development Management”
- Writing a book on “Aid management in the 2020s”

Before we share with you our preliminary findings, we like to ask you:

What do you think aid managers have to deal with – in terms of know-how & know-why – in the 2020?



# Aid management in the 2020s

Helen – do you want to use this slide to outline your ‘work in groups’ process?



# Aid management in the 2020s

Some topics emerging from interviews with aid managers so far:

- **The disappearing humanitarian space** – principles of humanity, neutrality, impartiality, and independence disappear as new actors enter that space: militaries, international corporations, local businesses, national diaspora... How to manage relations in the new space?
- **Three different spheres (disaster, conflict, epidemic) co-occurring** – Each sphere require different sets of skills, operational practices, international coordination, local engagement, what remain cross-cutting issues? E.g. How is Zika different from Ebola?
- **Raising funds in 2020s: The marketing imperative** – Selling first-response capability supersedes partnerships for institutional capacity-building. Does marketing support the intervention, or does the intervention support the marketing?
- **Sustainability: the 7<sup>th</sup> generation perspective** – The SDGs and Indigenous perspectives are developing long-terms management visions. But what are the instruments?



# Aid management in the 2020s

- **Disappearing global inequality, growing local inequality** – Ideological foundation under international development aid also disappears. In 2020s, aid programmes will respond to needs and calls in France and in Vanuatu. What are management implications?
- **Real-time impact, real-time accountability, real-time fundraising** – Internet, crowd-sharing, drones, etc. open a new universe of data-collection and stakeholder engagement (e.g. direct feedback from local communities as co-evaluators). However, how can the new data streams be managed for applied strategizing?
- **New donors: Commercial investors** – New commercial investment in ‘development outcomes’ emerges (e.g. social impact bonds, advance market commitment financing for pharmaceuticals, etc.). Is this ‘disintermediating’ aid organisations, or an opportunity?
- **Crowd sourcing and crowd data-sharing** – Social media and internet activism (e.g. Ushahidi, CrisisCommons, Humanity Road, ICT4Peace) enhance fund-raising and enrich data, but management processes for the use of high quality data remain unclear.



# Aid management in the 2020s

“As the Libya effort was beginning, Humanity Road volunteers were just wrapping up their activation for a catastrophic winter storm in Chicago”



The screenshot shows the Humanity Road website. At the top, the logo "HUMANITYROAD" is in orange and blue. To its right are links for "Situation Reports", "People Blog", and "Animals Blog". A search bar is on the far right. Below the logo are navigation links: "Home", "About", "Get Help Now", "Volunteer", and "Donate". The main content area features a large image of a group of people holding a sign that says "HUMANITYROAD HR" and "Closing the black hole of communications during sudden onset disaster". Below the image is the title "Humanity Road 2016 Retreat Recap" and a short paragraph of text. Below this is a red-bordered box with the heading "Pay It Forward" and a quote: "Every one deserves the right to call for help - and someone should hear that cry" Chris Thompson,...". To the right of this box is a "Get Help During Disaster" section with a photo of a person at a computer and a link to "#EQNZ New Zealand Summary".

Thank you for your contribution – please stay in touch!

