THE SECURITY DISTILLERY

WORKSHOP SERIES:
HUMANITARIAN PROGRAMME DEVELOPMENT WORKSHOP

JUNE · 23 · 2020

On the 23rd of June 2020, the Security Distillery held an online workshop focused on programme development in humanitarian response.

The workshop was led by Dr Caitriona Dowd, and introduced students to the process of developing project proposals, seeking funding, and incorporating key aspects of design such as contextual analysis, needs assessments, and partnerships into humanitarian development proposals.

Rationale

Humanitarian relief globally is largely funded through institutional funding of humanitarian projects. As such, the development of these programmes holds significant interest to students, and providing students an opportunity to learn more on such a prominent subject fits into the academic mission statement of the Security Distillery as a whole.

Aims of the Workshop

- **Provide students with an overview of the role of institutional funding in the global humanitarian system**

- **Introduce key stages in the programme development cycle**

- **Provide a short examination of key debates and trade-offs surrounding development funding.**

Key issues in Humanitarian Programme Development Funding

Availability of funding
- Predictability and quantity.

Funding priorities
- Whose priorities are reflected in funding areas, and how well served are neglected or forgotten cases.

Flexibility and the adaptability of funding
- Are plans created in short-term or multi-year cycles? Are they rigid, or adaptable to situational change?

Accessibility of funding for national and local NGOs
- How accessible are funds to local and national NGOs (as opposed to UN agencies and international NGOs).
- What does this mean for inclusion, equality and ownership?
- Tendency for larger, international NGOs to access funds, and then sub-grant them to local NGOs.
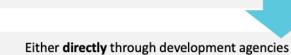
Accountability and transparency of funding
- What are the reporting and accountability requirements in place for programming?

Typical Process:

Governments, donors or large institutions allocate funds for humanitarian response

Either **directly** through development agencies (e.g. through DFID, USAID) or **indirectly** through UN or other agencies, proposals are invited from agencies outlining how would spend funds to meet humanitarian needs

Humanitarian organisations then submit concepts notes and/or proposals outlining plans. If successful, they either **directly** spend the money, or **indirectly** sub-grant it further to partners to carry out planned activities

Discussion Topic: Impacts of COVID19 on Field

- Governments and donors may re-prioritize funding (education, gender equality, etc.)

- Possibility for multilateralism to be strengthened or weakened as a result of global pandemic.

- Shifts may take place in where resources and power is allocated as INGOs are unable to acess a country due to travel restrictions, leading to local NGOs taking a more prominent role

- Issues in accountability and transparency as a need for funding to become more flexible (good enough vs. optimized/accountable approach)

Programme Development Stage

1. **Identify Programme Area**
   - Ask: **What** does your organisation do? **What** are its values? **What** is its theory of change?
   - You can do this by checking your organisation's <u>mission statement</u> and by referencing its <u>technical programming guidance</u>.
2. **Assess Needs in Context**
   - **What** are the needs? **Who** is most affected? What are the crisis drivers?
   - **What** are the wider conditions? (i.e. conflict, economic, conditions, political)
   - You can discern this by examining the <u>original needs' assessment</u> and via <u>context analysis</u>
3. **Analyse Funding Opportunities**
   - **Who** is funding activities in this area?
   - **What** are the current calls for proposals? (ECHO is a good resource here)
   - This information can be found in <u>institutional funding calls</u>, and <u>donor priorities.</u>
4. **Analyse Opportunities to Respond**
   - Are you the **right** organisation to respond?
   - **Who** could be a partner?
   - **What** are the relevant polices, laws, and evidence that your organisation can draw on?
   - **Who** are the key stakeholders? (local, national, international/government policies)
   - This knowledge can be gained by <u>mapping key stakeholders</u> and <u>government policies.</u>
5. **Develop Programme Logic**
   - **What** are the intended outputs, outcomes and impacts
   - Are these well aligned with needs?
   - **What** activities will achieve this?
   - This can be understood by looking to <u>sample or standard log frames</u> and <u>donor requirements</u>
6. **Develop Budget**
   - **How much** will each activity cost? (Materials, equipment, staff time, training, transport, etc).
   - **What** will the **donor** cover?
   - Check <u>budget guidence; staff cost guidance</u>, and <u>donor regulations.</u>

(Adapted from Mercy Corps, 2012)

The Anatomy of a Proposal

Summary: Who, What, Where, When and How of the problem and your solution.

Background: The broader context of the situation.

Problem Statement/ Needs Assessment: Specific problem (nature of humanitarian needs), and the scale at which you are proposing to address it.

Programme Goals & Objectives: What do you hope to achieve?

Implementation Plan: Who the project intends to engage with, what activities will be carried out, and what the intended short-, medium- and long-term outputs, outcomes and impacts will be.

Strategy: How does your plan fit with the wider organisation, policies, and does it have an exit strategy?

Coordination: Who are your partners and how do you intend to share information successfully?

Risk Management: What are the risks and how will you address/mitigate them?

Monitoring & Evaluation Plan: How will progress be measured?

Budget: Material resources required.

Annexes: Proof of registration, detailed plans, staff CVs. etc.

Considerations for Proposal Creation

- How well have you assessed needs in a given context, and how well aligned are your proposed activities to addressing those needs?
- What is your proposal's flexibility and adaptability to changing circumstances and funding priorities?
- Are your aims stated clearly?
- What partnerships do you bring with you and which are you looking to foster?
- How well have you integrated good practices on environmental concerns, inclusivity of gender and age, and differently abled people, and other considerations of cross-cutting issues?
- Is your proposal free of long, jargon filled sentences? Is its unique selling point made clear?

Resources for Further Learning

ALNAP (2018) The State of the Humanitarian System 2018, link.

Bond UK (nd) Funding Guide, link.

CARE Int'l (nd) Care Emergency Toolkit: Writing Proposals, link.

Development Initiatives (2019) Global Humanitarian Assistance, link.

Embassy of Switzerland (2018), A Practical Guide for Civil Society Organisations in Lebanon towards Proposal Writing, link.

Mercy Corps Int'l (2012) Programme Management Manual, link.

Save the Children (2003) A Practical Guide to Assessment, Monitoring, Review &
Evaluation, link.

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