

54th UNITED NATIONS GRADUATE STUDY PROGRAMME (GSP)

Palais des Nations,
Geneva
4 to 15 July 2016

“Humanitarian assistance and development”

[Report of the Working Groups](#)



15th July 2016

The 54th UN Geneva Graduate Study Program

**Focus: Humanitarian Assistance and Development
Working Group: UNOG/ODG**

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Annual Forum for Humanitarian Aid Innovations Regarding Refugees at the Local Level

1. Opening Speech by Director General

Ladies and Gentlemen, good morning distinguished delegates, NGO representatives and UN colleagues,

I have the great pleasure to welcome you all to the [**Annual Forum for Humanitarian Aid Innovations Regarding Refugees at the Local Level**](#). I would like to begin this morning by extending the most affective regard from the Secretary General who welcomes gladly this initiative.

As we gather here today at the United Nations Office at Geneva (Palais des Nations), we must take a moment to highlight this historic place, the Palais des Nations which serves as an extraordinary symbol for human-rights and global peace. Geneva's historic and cultural roots

as the first place where an humanitarian organization was created and Conventions on the field were adopted, remains the nucleus of understanding. Furthermore, it is of no coincidence that this forum has been coordinated and shaped with the United Nations Office here as a backdrop of change, innovation and the dynamism of the international community.

I would like to make some remarks about the purpose, objectives, and outcomes which this forum has been designed to address. In an increasingly globalized arena, issues which individual states are confronting are no longer isolated and cordon off borders and foreign policy. In accordance with the promotion and protection of refugees' inalienable rights, the policies, services, and implementations which arise from this forum will serve as the foundation through which further humanitarian actions can be actualized.

The refugee situation is a humanitarian crisis affecting various populations in different regions and thus, is an urgent matter that requires measures to deliver relief and implement prevention policies to facilitate building more resilient and stable societies. Last year, our global leaders agreed on a set of new policy frameworks such as the **2030 Agenda for Sustainable Development** and the **World Humanitarian Summit** in Istanbul, which, together, form the most comprehensive set of shared goals the international community has ever agreed on. The **World Humanitarian Summit** in Istanbul, where the international community agreed on a joint commitment to action for implementing a new way of working which meets the people's immediate needs while at the same time reducing risk.

The aforementioned circumstances relating to humanitarianism demands a reinvigorated approach which bolsters innovations and applauds civil servants who answer these challenges at the field level. Therefore, the **Annual Forum for Humanitarian Aid Innovations Regarding Refugees at the Local Level** serves as a solution-based dialogue in which several humanitarian organizations will present their unique experiences and achievements at the local level.

The Secretary General and myself recognize the great opportunity which lies in bringing you all to Geneva: government representatives, civil society, the various representatives of NGOs which directly engage with the needs of the refugees, and the breadth of UN agencies which serve as the direct tools of implementation. This set of participants enables us to share and disseminate valuable expertise, knowledge and effective measures in order to best deliver humanitarian aid. All this work has to ensure in long term the ending of need and promote local development as a key policy to avoid future crisis and prevent future conflicts.

Finally, I wish you all the best on the work you will undertake and deliberations during the next days. Your work will have an impact on the fulfillment of the Sustainable Development Goals and will, thus, help to address the refugee crisis at its most instrumental level. I look forward to strengthening the collaboration in our shared responsibility of tackling this global problem and together achieving the main goals of the United Nations; peace, protection of human rights, and well-being.

Thank you very much!

2) Background

Within the Humanitarian assistance field, conventional practices of providing humanitarian relief are often limited to crowdsourced donations promoted by large international organizations. In this newly developing field of work, crosscutting collaborations between NGOs, civil society and government agencies have transformed the international community through the protection of Human Rights and implementation of sustainable development goals. However, as a consequence of varying global dynamics, challenges such as famine, armed-conflict, and other emergencies and disasters have been exacerbated and have had devastating effects on local communities in both transition and receiving countries. Additionally, actors operating within the field of humanitarian aid have succumbed to new constraints, including reduced funding, limited resources and lack of coordination, that have translated into inadequate relief responses.

The aforementioned circumstances relating to humanitarianism demand a reinvigorated approach which bolsters innovations and applauds civil responses at the field level. Therefore, the **Annual Forum for Humanitarian Aid Innovations Regarding Refugees at the Local Level** serves as a solution-based dialogue in which several humanitarian organizations will present their unique experiences and achievements at the local level.

In accordance with the United Nations 2030 Agenda for Sustainable Development and in the spirit of the 2016 World Humanitarian Summit, innovation processes at the field level have the potential to stimulate positive change: successful innovations can capture the humanitarian imagination, and provide new ways of delivering assistance to those who need it most.

3) Objectives

Undoubtedly at the center of current media attention, the refugee crisis illustrates the need for a well-informed and fact-based Forum which nurtures ingenuity in tackling humanitarian relief. Subsequently, the objective of this gathering is to support innovative field NGOs which have approached refugee relief in a uniquely substantive and constructive manner. Beyond recognizing these revolutionaries of the humanitarian field, International Geneva assumes the backdrop of what will become an annual event for identifying humanitarian trailblazers at the local level while developing networks to further support and streamline processes, inventions and services which efficiently and effectively combat the current and subsequent challenges related to addressing the needs of refugees in both transition and receiving countries.

By recognizing innovations from locally active NGOs, which have pragmatically assisted migrants and refugees in the process of rebuilding livelihood in different contexts, the **Annual Forum for Humanitarian Aid Innovations Regarding Refugees at the Local Level** serves as a networking platform to optimize the respective organizations' coordination, improve collective outcomes, and efficiency through the exchange of best-practices and lessons learned. This international gathering for knowledge-sharing seeks to establish tangible initiatives which empower civil society and strengthen the relation to their respective local and national governments in order to promote global effectiveness in addressing the refugee crisis. In meeting the growing operational challenges of refugee management, participant's engagement produces a long-term dialogue which upholds the human dignity and well-being of migrants.

Thus, the main objective, *sharing best-practice to encourage the implementation of outstanding initiatives for local humanitarian assistance concerning refugees*, will be achieved through the following, related objectives:

1. Recognizing innovation processes, invention, and services at the field level which have the potential to stimulate positive change within the humanitarian industry
2. Reducing redundancies, inefficiencies, and duplication with regards to policies, implementation, and services of local NGOs
3. Providing an annual networking forum for International Geneva to explore leading field NGOs which uniquely address the needs of refugees and the communities they live in
4. Sharing experiences and knowledge as well as increasing cooperation among local NGOs, academia, and think tanks, as well as UN agencies and other international organizations for improving local and national governments' responses to crises
5. Highlighting outstanding achievements by different actors at the grassroots level with a specific focus on education, health & well-being, and labor & employment.
6. Informing UN agencies of the shortcomings and needs in the field with regard to refugees

4) Project Outcomes

Through this forum, UNOG expects to bring a new platform of innovative practices to humanitarian assistance to provide a safe and diverse environment where NGO's, UN agencies, experts from academia and think tanks, as well as representatives of regional and local governments meet to present, discuss, and eventually share best-practice models in order to improve refugees' conditions in host countries.

- Adoption and implementation of best-practice models to increase efficiency of local NGOs' work through improved networking among the institutions involved
- Sharing knowledge and expertise with other NGOs, humanitarian organizations, governments, and civil society
- Encourage further innovation by awarding the most innovative approaches
- Contributing to implementing the goals set by the UN 2030 Agenda for Sustainable Development
- Encourage further development of national and local policies and actions assisting refugees and the communities they live in
- Emphasizing the need for further technological innovations that support humanitarian actors
- Help raise more awareness for the complexity and uniqueness of refugees' circumstances (with regard to health care, food, education, legal works, security, among others)
- Encourage the creation of further fora and summits dealing with NGO innovations determined to protect refugees, address their needs, and support the communities they live in
- Encourage political actors to negotiate and formulate common, international, and long-term goals and policies

5) Event Schedule / Program

The event takes place on three consecutive days and includes an Opening and a Closing Ceremony, where special guests will deliver their remarks. There will be a range of short presentations on different topics related to refugee work, such as Innovative Health Services for Refugees and Innovative Procedures in Assisting Refugee Children's Integration into National Societies. Furthermore, there will be six 1-hour workshops for NGOs, hosted by professionals in their field of expertise, and there will be a Webcast Conference on future impact of technological innovations on the lives of refugees. On the last day, there will be a ceremony awarding NGOs' innovations. The awards will be handed over by the mayor of Geneva.

DAY 1

8:00 - 9:30 REGISTRATION

9:30 - 10:30 **Opening Ceremony**

- Michael Møller (UNOG General Director)
- Guillaume Barazzone (Geneva Mayor)
- ICRC Director Yves Daccord
- Director of Foundation for Innovative Humanitarian Aid, Mrs Alexandra Mustermann
- Dora (Refugee Story)

10:30 - 11:00 COFFEE BREAK

11:00 - 12:30 Two parallel sessions of 3 Presentations each (20 mins each) on an **Innovative Health Service for Refugees on the Local Level**

- 3 NGOs from different countries
- WHO moderator

12:30 - 14:00 LUNCH

14:00 - 15:30 Two parallel sessions of 3 Presentations each (each 20 mins) on their **Successful Innovative Procedure in Assisting Refugee Children's Integration into National Societies**

- 3 NGOs
- UNICEF moderator

15:30 - 16:00 COFFEE BREAK

16:00 - 18:00 "Innovative NGOs Panel": Webcast Panel Discussion on **Access to Education for Refugees**

- 2 NGOs
- 1 Academia representative
- 1 Think Tank representative
- UNESCO
- UNOG moderator

DAY 2

9:00 - 10:30 Two parallel sessions of 3 Presentations each (each 20 mins) on their **Successful Innovative Procedure in Assisting Refugees to obtain Access to National Labor Markets**,
Presenters:

- 3 NGOs
- ILO moderator

10:30 - 11:00 COFFEE BREAK

11:00 - 12:30 Two parallel sessions of 3 Presentations each on **Innovative Financing Mechanisms**, Presenters:

- 3 NGOs
- OCHA moderator

12:30 - 14:00 LUNCH

14:00 - 15:30 3 Parallel Workshop Sessions for NGOs on **Funding NGO Work**,

- External consultant dealing with funding

15:30 - 16:00 COFFEE BREAK

16:30 - 18:00 “Webcast Conference” on How Technological Innovations can Improve the Lives of Refugees, Presenters:

- Humanitarian Innovation Fund representative
- Whatsapp representative
- Stanford University Scholar
- UNITAR representative

DAY 3

9:00 - 10:30 3 Parallel **Workshop Sessions for NGOs on Organizing / Improving NGO Work**

- ICRC
- Slack (Operating System for working together)
- Human Rights Watch

10:30 - 11:00 COFFEE BREAK

11:00 - 13:00 **Award & Closing Ceremony**

- Michael Møller (UNOG General Director)
- UN Ambassador (TBA)
- Melissa Fleming (UNHCR)

UN Webcasting:

This allows all interested local NGO's who cannot be present:

- To watch the meeting live
- To be up-to-date with the current best-practice
- To learn from and use/implement the knowledge and experience that is being shared

Webcasting will only occur during the panels and the innovation presentations. The workshops will not be webcast to have an incentive / added value for the NGO's to actually come and present their best-practices.

6) Participants

UN Agencies	NGOs	Special Guests (High-level panelists)	Think Tanks / Academia	Governments' Representatives (local, national)
-UNICEF innovation specialist (day 1)	-6 NGOs that came up with innovating donation services (food,	Celebrity supporter - Emma Watson (day 3)	-One Scholar on education for refugees -One Think Tank	-Mayor of Geneva (Day 3 Award Ceremony)

-WHO (day 1)	clothing, technology)	-Angelina Jolie (day 3)	representative on education for refugees	
-UNICEF (day 1)	-6 NGO for assisting refugees to	-Zlatan Ibrahimovic (Day 3)	-Stanford University representative for	
-UNOG (day 1)	obtain access to national labor markets	-Dora (Refugee) (Opening Ceremony)		
-ILO (day 2)	-6 NGOs for assisting refugee	-3 Specialists from ICRC, Slack, HRW for the workshop session (Day 3)		
-OCHA (day 2)	children's' integration into national society			
-UNITAR (day 2)				
-UNHCR (day 3)	-6 NGO Representative dealing with education for refugees	- 3 Consultant that deals with fundraising (Workshop)		
	-6 NGOs dealing with innovative health services for refugees	-ICRC Moderator for web conference on day 2		
		-1 Humanitarian Innovation Fund representative (for tech talk day 2)		
		-1 Whatsapp representative (for tech talk day 2)		
		-Michael Møller (UNGO Director General, day 1 and day 3 award ceremony)		

		-Melissa Fleming (UNHCR) for Award ceremony		
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7) Call for Proposals

There will be a call for proposals available on the event website in which NGOs and think tanks can apply for different topics. The projects selected will be divided into different categories based on their linkage with the **2030 Sustainable Development Goals**. During the event, each organization selected will have 20 minutes of presentation explaining the projects that have been considered as best-practice in French or English. The topic of the call for proposal is: Innovative Humanitarian Aid for promoting the integration of refugees at the local level.

Criteria for application:

- The best-practice must concern refugees' health, education, and / or access to local and national labor markets
- Applications must be sent no later than the deadline for submission
- Applications must be submitted using the electronic submission system available at www.unogrefugeeinnovations.org
- Applications must be written in English or French

Criteria for presenting best-practices:

The proposals which fulfil the eligibility and selection criteria will be assessed by a panel according to the following award criteria:

1. **Relevance and coherence (max. 20 points).**
Particular attention will be paid to:
 - the extent to which the activities and objectives of the proposed best-practice address the priorities of local NGO's.
 - the coherence with the goals and principles of the **Annual Forum for Humanitarian Aid Innovations Regarding Refugees at the Local Level**.
2. **Quality of the humanitarian assistance/aid (max. 30 points).**
Particular attention will be paid to:
 - the proposed methodology for implementation of the best-practice.
 - the roles, responsibilities and division of tasks within the team.
 - the arrangements taken to evaluate and monitor the actions of the best-practice.
 - the identification of risks and the proposed measures to mitigate them.
 - the results and their use and appropriateness regarding the objectives of the **Annual Forum for Humanitarian Aid Innovations Regarding Refugees at the Local Level**. This should include a clear, targeted and appropriate dissemination strategy.
3. **Added value (max. 25 points).**
Particular attention will be paid to:
 - the contribution of the proposed practices to elaboration and dissemination of best-practices.
 - the potential of best-practices to create practical tools and solutions that address cross-border challenges.
 - the potential of best-practices to improve cooperation between local NGO's.
2. **Cost-effectiveness (max. 25 points).**

Particular attention will be paid to the financial feasibility of the proposed best-practice by means of a clear, detailed, realistic and reasonable budget.

Applications will be ranked according to the total score awarded. The proposals with the highest total scores will be recommended for presenting their best-practice, on condition that the total score reaches at least 70% of the maximum possible mark.

8) Award

The audience (virtually and present in Geneva) will vote for the best innovative practice presented on the Forum. Immediately after each presentation, people will have to give a score using a 1-to-5 rating scale (1=very bad - 2=bad - 3=average - 4=good - 5=very good). The voting will happen by paper for the people who are present at the presentation on the Forum and electronically for those watching the presentation using the webcast. For each presentation, the average score will be calculated. The most promising innovative project (i.e. the project with the highest average score) will receive an award of 20,000 US\$ at the end of the Forum.

9) Locations

Building E, 3rd Floor:

- Room XX (Human Rights and Alliance of Civilization Room). Capacity: 754.
- Room VII and Room VI for the Innovation Presentations

10) Budget

This event is organized by UNOG, ICRC, and the Foundation for Innovative Humanitarian Aid. Potential donors and additional partners will be contacted to sponsor the event.

The following table shows the budget items in US\$ calculated for approximately 600 participants in Geneva, Switzerland:

Budget item	Responsibility	Total costs
In-house logistics	UNOG	N/A
Office and Staff Assistance	2 Assistants, 1 Professional (operational staff)	Staff time provided by partners
Security (registration, badges)	Security	2500\$
Lunch breaks	Self-catering	No additional costs
Coffee Breaks	Donors 600 participants x (Price for drinks & small snacks) Drinks and small snacks are included only during the Coffee Breaks MORNING:	Total Costs for 600 participants:

	<p>Café, thé, croissant = 4 CHF (=4.05 \$)</p> <p>EVENING: -Café, thé, eau, jus d'orange for 1 person = 6 CHF (=6.08\$)</p> <p>-Options: 1.Sandwich Ciabatta tomate mozzarella 6,00 CHF (= 6.08\$) (VEGETARIAN) 2.Sandwich Ciabatta au poulet et curry 6,20 CHF (=6.28\$) 3.Sandwich Ciabatta au mais a la dinde 6,50 CHF (=6.59\$)</p>	<p>MORNING: 600 x 4.05 \$ = 2,435 \$</p> <p>EVENING: -600 x 6.08 \$ = 3,650 \$</p> <p>Option 1 200x6.08 \$= 1,216 \$ Option 2 200x6.28 \$= 1,257 \$ Option 3 200x6,59 \$= 1,318 \$</p> <p>TOTAL (Day 1 & 2)= 19,752 \$</p> <p>TOTAL (Day 3) = 2,435 \$</p>												
Invitations / letters (e-mail)	UNOG	<p>No costs E-Invites, Electronic registration system</p>												
Webcast	UNTV/external company	<p>1200\$ per day/camera team (1200*3=3600), 250\$ fee for broadcasting to UN New York (250*3=750)</p>												
Photographer	Donor tbd.	<p>1000 \$</p> <p>1000*2=2000</p>												
Conference room	UNOG	N/A												
Travel Expenses for Special Guests and Award winners	Donors	<p>Guests</p> <table> <tr> <td>NGO's</td> <td></td> <td>=32</td> </tr> <tr> <td>Special</td> <td>Guests</td> <td>= 12</td> </tr> <tr> <td>Think</td> <td>Tanks=</td> <td>6</td> </tr> <tr> <td colspan="3">Σ = 50</td> </tr> </table> <p>2500 \$/person</p> <p>TOTAL: 125,000\$</p>	NGO's		=32	Special	Guests	= 12	Think	Tanks=	6	Σ = 50		
NGO's		=32												
Special	Guests	= 12												
Think	Tanks=	6												
Σ = 50														

Terminal Expenses	Donors	300 \$/person (payed by means of donations)
Accommodation	DSA	378 \$ * 3 nights * 50 guests = 56,700 \$
Interpreters	Foundation for Innovative Humanitarian Aid	1800 \$*2*3=10.800 \$
Awards	Foundation for Innovative Humanitarian Aid	20,000 \$
Signage (poster)	UNOG	In-house printing
Advertising and Communication (e.g. creating a website)	UNOG ICRC Social website - partners	N/A
TOTAL COSTS	=	243.537 US \$

Financial Sources

Our budget mainly comprises **voluntary contributions** from different resources (e.g. member states, related UN agencies, NGOs, foundations, private companies) which will be used to support non-Geneva based NGOs' travel expenses. Participants are responsible for making their own travel arrangements and obtaining their visas

- National Governments, through their diplomatic missions and/or permanent Missions to the United Nations Office at Geneva
- United Nations Specialized Agencies, mostly agencies with independent financing and / or own budgets: e.g. UNDP, ILO, UNICEF
- NGOs and Foundations which participate in this event: ICRC, MSF

Possible Donors/ Foundations

1. Wellcome Trust (UK)
2. Rockefeller Foundation (USA)
3. Ford Foundation (USA)
4. Bill and Melinda Gates Foundation (USA)
6. Compagnia di San Paolo (Italy)
7. Aga Khan Foundation (Switzerland)
8. Fondazione Cariplo (Italy)
9. Fondazione Monte dei Paschi di Siena (Italy)
10. Bertelsmann Stiftung (Germany)
11. Wolfson Foundation (UK)
12. Fondation de France (France)
13. Open Societies Foundation (USA)
14. Fundación Carlos Slim (Mexico)
15. Karam Foundation (USA)

11) Publicity & External Communication

The event will be promoted through different social medias as Facebook, Twitter, an official website, and also through our partners' websites.

12) Timeline for the Organizing Committee

Disseminate Call for NGOs' proposals (for presentations and awards)	September. 5th 2016 (Mo)
Start Inviting Participants / Moderators	November, 1st 2016
Deadline for submitting NGOs' proposals	December, 2nd 2016 (Fri)
Evaluation of Proposals by Experts	December 5th, 2016 (Mon)
Notice to the Participants	December, 6-9th
RSVP received by participants	December 16th (Fri) 2016
Announce Program / Online Registration	January 2017
THE FINAL EVENT takes place	May 2017 (Wed-Fri)
Evaluation of Project Feedback starts	May 2017 (Mo)

13) Evaluation System to Measure the Project's Effectiveness

The Forum takes place annually. The award winner(s) will be re-invited to the following year's event where they will present the development of their project.

Questionnaires:

- One feedback questionnaire will be given to the attendees at the end of the Forum to evaluate the event
- A second feedback questionnaire will be sent electronically a year after the Forum to ask the participating and guest local NGO's about their organization, budget, practices used (did they implement a best-practice or change anything because of the Forum), and cooperation with governments and other NGO's.

South-South Cooperation for Humanitarian Assistance and Development in Haiti



Project Document

[Disclaimer: The purpose of this report is to serve as part of our 54th Graduate Summer Program's coursework at the United Nations Office of Geneva and it is not an official assessment or examination of Haiti's South-South cooperation and UNDP. It should not be cited or used in this manner.]

Elaborated by (in alphabetical order):

Rami al Sidawi

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Nathalia Kalil Behrends

Olga Olashyn

Nina Potapova

Julia Silvia Caiado

Quynh Giao Tran

Project Title: Promoting Development in Haiti: Lessons learned from South-South Cooperation

Objectives: Using best practices from and experience learned through South-South cooperation to enhance the resilience of countries emerging from humanitarian crises, and to advocate for greater engagement from partners in the South in such efforts.

Expected Results: To promote development and enhance overall quality of life for the population of Haiti, in particular to the most vulnerable and marginalized groups and thus increase sustainability and resilience in line with the Sustainable Development Goals. Ultimately, the project aims to reduce the negative impact should Haiti be affected by another natural crisis.

Context: On January 2010 Haiti was hit by a powerful earthquake that left over 300,000 dead, 500,000 injured and destroyed the homes, livelihoods, and families of 3.5 million Haitians. The earthquake affected not only the human but the physical infrastructure of Haitian society. Approximately 115,000 homes were destroyed, and more than 208,000 were severely damaged. More than 1,300 educational institutions and more than 50 health centers collapsed or were unusable. The Presidential Palace, Parliament, judicial courts, and most ministerial and public administration buildings have been destroyed. The country also lost 30% of its civil servants (Center for Global Development - CGDEV).

According to the MINUSTAH, the catastrophe also led to a climate of political uncertainty, interrupting a period of relatively smooth progress towards legislative, presidential, and municipal elections previously scheduled to be held in February 2010.

Immediately after the earthquake, there was an outpouring of support. The international community and people across the world gave generously and made commitments to support the country. Haiti received an unprecedented amount of aid: more than \$ 9 billion USD in public and private donations. Official bilateral and multilateral donors pledged \$ 13 billion USD and, according to the UN Office of the Special Envoy for Haiti, almost 50% of these pledges were disbursed. On top of that, private donations are estimated at \$ 3 billion USD.¹

However, five years after the earthquake, Haiti remains in crisis. In 2015 the country received a ranking of 163 out of 188 on the United Nations' Human Development Index (UNDP, 2015). Given that the socioeconomic situation has not significantly improved despite of all the humanitarian

¹ The Guardian. <https://www.theguardian.com/global-development/datablog/2014/jan/10/haiti-earthquake-us-aid-funding-data>

assistance, this project aims to analyze, adapt and implement south-south cooperation projects to further enhance development.

In the last five years, south-south cooperation in Haiti has not met its full potential principally for two main reasons: lack of foreign funds; and lack of accountability and transparency (MSF, 2015). Unfortunately, in the recent context corruption has become endemic in Haiti's public institutions. The main reason pointed out by international actors for leaving Haiti were concerns with corruption and weak national public institutions.

Corruption has been assessed as a risk to democracy by the Inter-American Convention Against Corruption. In broad terms, a corrupt government can negatively impact a nation's distribution of income and wealth and the legitimacy of its policies and institutions, undermining the rule of law and the democratic institutions. The lack of transparency and corruption undermines all development programs in practice, negatively impacting the population's overall quality of life. With that in mind, our project has amongst its priorities combating governmental corruption as a way to guarantee that the remaining goals can be better achieved.

Equally important to the success of this endeavor is the engagement of civil society all through the planning and development stages of the proposed projects. The active involvement of the Haitian population is indispensable, especially since local populations were left out of the decision process in most of the humanitarian action programs implemented in Haiti after the 2010 earthquake.

Project Overview: This project is divided into five main strategic areas of action, namely: (i) governance, (ii) infrastructure, (iii) socio-economic rights, (iv) food security and nutrition, and (v) vulnerable groups.

Responsible parties: UNDP

UNOSSC

Haitian government

GOVERNANCE

Situation Analysis

The 2010 earthquake largely impacted Haiti's government structure. Not only did the country lose 30% of its civil servants, but also a large part of legal documents was destroyed. The outpour of humanitarian assistance that reached the country after the natural disaster was mostly allocated towards immediate relief and not much has been done since then to improve governance and reinforce Haiti's democratic institutions.

In 2015 Haiti ranked 158/168 in corruption, according to the Corruption Perception Index of Transparency International. The most important prerequisite for improving governance and enhancing democracy is fighting corruption. Corruption hampers development because it undermines the rule of law, wastes resources, discourage investment, and raises the cost of doing business.

The endemic problem of corruption also manifests itself in Haiti's police force. The Haitian National Police is the only law enforcement institution currently present in the country. Since the earthquake, criminality has increased significantly in Haiti. Moreover, citizens have a high level of mistrust in the police. Police agents are accused of making arbitrary arrests and are generally seen as abusive and incompetent.

In the aftermath of the earthquake, Brazil contributed significantly to security programs in Haiti and the international community invested heavily in the Haiti's police force, but despite the reform attempts, they are still quite dysfunctional. In 2015 Haiti had around 12.600 police officers, however they need to be at least 15.000².

Furthermore, the Haitian Criminal justice system it's failing to provide an adequate protection under both national and international law. Haiti's prisons are among the worst in the world: overcrowded, poorly maintained, with poor health sanitation, often lacking food and water, and understaffed in terms of medical services.

Currently, Haiti prisons are operating from 250% to over 400% of their official capacity. There are over 10.000 individuals currently detained in Haitian prisons, roughly 8.000 of them have not yet appeared before a judge. One of the reasons of prolonged pretrial detentions is corruption and the lack of resources by the government and people to provide access to legal counsel. The Haitian criminal

² Haiti police face crucial test with UN drawdown

justice system is marked by class discrimination, with lawyers, judges and prosecutors giving preferential treatment to the powerful.

The Haitian government, in their development plan, drafted in 2012 points to the creation of a national system of legal assistance as a tool to reinforce the administration of justice and security.

A functioning system that provides legal assistance to a country's most vulnerable is a fundamental tool to ensure the access to justice. Lack of financial means, language difficulties and unfamiliarity with the law are some of the most common barriers to a fair representation. In fact, French is the official language of the courts in Haiti, but it is estimated that as much as 95% of the population speaks only creole. In addition, only half of Haitians 15 years or older are literate.

With those impediments in mind, the Haitian government has highlighted the need to create 42 public defenders offices in local development centers in the next 20 years as well as establishing a code of conduct and rules on the subject. The priority projects according to the "Plan stratégique de développement d'Haiti 2030" are: the definition and implementation of a system of legal assistance to the poor; the definition and implementation of a code of conduct and applicable regulations; and the creation of legal assistance offices in the courts. In 2012, the Haitian government listed those priorities, however since then not many concrete actions have been adopted in that direction.

Project

In order to strengthen Haitian democratic institutions and improve governance we propose a plan to reduce corruption and mitigate its hazardous effects on Haitian society. The project would be implemented through four simultaneous courses of action:

1. Creating and implementing policies and institutions to fight corruption.

The project aims at using good practices found in Brazil, Argentina, and Chile to set up a roadmap for reducing corruption in Haiti, by improving transparency and increasing accountability for public officials.

On one front, Argentina would provide the know-how for ethics and good governance training of the Haitian civil servants.

Simultaneously, it is fundamental that the Haitian legislative power drafts and approves a transparency law. Such legal document could be made in the model of the Brazilian freedom of

information law³, which not only enforces the rights of the general population to access government information and data, but also implements a public transparency portal where the general public can easily access that information.

Finally, create an independent anti-corruption agency in which the public prosecutor is the main actor. In this aspect, we would recommend the Chilean government as a partner to provide the technical knowledge for creating an independent and effective anti-corruption agency in which public prosecutors would have the autonomy to investigate and prosecute unethical behavior in public service.

2. Police reform

In order to reduce cases of police abuse and arbitrary arrests and inhumane treatment in prisons, Haiti needs to reform and re-educate its police force, changing the mentality from a military to a human-rights sensitive approach.

Liberia provides an excellent example of police reform: after 14 years of civil war, in 2003 the Liberia national police engaged in a reform focused on two main initiatives: recruit female police officers and train a specialized unit to address gender-related crimes.

We propose that Haiti officials, learning from the Liberian experience, implement a minimum quota of women in the police force and create a unit tasked with investigating gender-based violence. Research has demonstrated that in order to achieve a significant improvement in police culture towards a more humane approach, police force must have a minimum of 30% women.

Also, establishing a gender-based violence task-force formed by female police officers and civil society representatives has been shown to increase the reporting of gender-based crimes, thus allowing the security officials to better address and prevent gender-based violence.

In addition, Haiti's national police is currently understaffed. There is a need to hire of an additional 2,400 police agents, taking the country to a total of 15,000. Taking into consideration the education levels of the population, initially, access to the police training should be opened to those who have completed primary education. However, as the time goes on and the education system improves, the entry requirements for the police school should become higher.

Finally, a reform of the National Police Academy's curriculum is also necessary in order to eradicate the police's violent culture by teaching the rule of law and the importance of respecting human

³ bill n.12.527

rights. In this regard, a training on human rights should also be provided to the agents already in the profession.

It is expected that the police reform will improve security in all of Haiti's territory, benefiting every citizen and reducing human rights violations.

3. Legal assistance system

The importance of the creation of legal assistance system has been stressed by the Haitian government in their Strategic Development Plan of 2012 once access to legal counsel and justice is very restricted in that country.

The Inter-American Association of Public Defenders (AIDEF) is an international organization created in 2003 to establish a permanent system of coordination and inter-institutional cooperation amongst the different legal assistance offices in the Americas and the Caribbean. This organization would be the ideal partner to create a legal assistance system in Haiti. The AIDEF will provide the Haitian government with the expertise and aid them in the creation of an effective legal assistance system.

4. Modernizing the judiciary

With the 2010 earthquake a large part of the legal-judicial documents, which were on paper, were destroyed causing an institutional collapse and hindering the functioning of justice. As of September 2014, prisons continued to rely only on handwritten paper files, thereby hampering an adequate record of the prison system.

The implementation of an online platform could have significant impact in accelerating judicial proceedings and ultimately reducing the incarcerated population.

The Brazilian government has recently created a platform for its judicial system and could act as a partner in this endeavor. Private information technology companies, such as the Brazilian native CAEINA, can be hired to create the technological online platform.

Possible Partnerships

Anti-corruption initiative:

- Brazil: transparency law and portal
- Chile: technical knowledge for creating an anti-corruption agency

- Argentine: ethics and good governance training of Haitian civil servants

Police reform: Liberia

Legal assistance system: Inter-American Association of Public Defenders (AIDEF)

Modernizing the judiciary: Brazil and private sector agents (Information Technology companies).

Monitoring

Expected outputs	Indicators	Means of verification
Corruption		
Easy access to public information	Awareness of public expenditure	Surveys
Capacity building	Transparency of the process	Semiannual reports from the government
Online platform for the judiciary system	An efficient judiciary system	Semiannual reports from the government
Police		
Build law awareness and human rights	Number of trained agents	Semiannual reports from the government
Decrease of arbitrary imprisonment and violence by the police	Number of people arbitrarily imprisoned	
	Number of victims of torture and inhumane treatment	
Reduction of underreporting rapes and other gender-based violence	Cases of women rapes	
Public defender institution		
Availability of the public defender institution	Number of users	Semiannual reports from the government

Timeline

Activities	Years				
	1	2	3	4	5
Government agencies					
Capacitation of government agents in Liberia about the judiciary system (duration = 2 weeks)	X				
Implementation of the program in Haiti by the Liberian experts (duration = 4 months)	X				
Public consultation (duration = 1 month)	X				
Quota executive order	X				
Hire female agents (duration = 2 months)	X				
Training on rule of law and human rights (duration = 3 months)	X				
Project running	X				
Monitor and evaluation		X	X	X	X
Transparency law and technology					
Incorporation of the Brazilian transparency law into the local law (duration = 2 months)	X				
Creation of the transparency web portal	X				
Creation of the judiciary technological system	X				
Monitor and evaluation		X	X	X	X
Public defenders					
Creation of the Haitian public defenders institutions with the support of Latin America public defenders (duration = 6 months)	X				
Public consultation (duration = 1 month)	X				
Study of the allocation of public defenders in the tribunals (duration = 2 months)	X				
Voting for public defenders bill (duration = 3 months)	X				
Hire of public defenders through national contest (duration = 4 months)	X				
Project running	X				
Monitor and evaluation		X	X	X	X
Civil servants					
Capacitation in Argentina about the civil servants system (duration = 2 weeks)	X				
Argentinian experts implement the program in Haiti (duration = 4 months)	X				
Public consultation (duration = 1 month)	X				
Project running	X				
Monitor and evaluation		X	X	X	X
Anti-corruption agency					
Creation of the Haitian anti-corruption agency with the support of Chile (duration = 6 months)	X				
Public consultation (duration = 1 month)	X				
Study of the allocation of the prosecutor's office (duration = 2 months)	X				
Voting for the creation of the anti-corruption agency (duration = 3 months)	X				
Hire of prosecutors through national contest (duration = 4 months)	X				
Project running	X				
Monitor and evaluation		X	X	X	X

Budget

Anti-corruption initiative:

- Training of civil servants: \$100,000 USD
- Law on Access of Information: no additional cost
- Creation of a transparency internet portal: \$50,000 USD
- Agency for anti-corruption and public prosecutor: \$100,000 USD

Police reform: \$150,000 USD

Modernizing the judiciary: \$ 2 million USD.

Overall budget: \$ 2,400,00 USD

SOCIOECONOMIC RIGHTS

1. Health

Situation Analysis

The health care in Haiti has been very problematic for many years, mainly due to low investment in public health by the government (MSF, 2015). The situation is aggravated by constant natural disasters in the country, for instance the earthquake in 2010 and the hurricanes Isaac and Sandy in 2012, and the poor sanitation (MSF, 2013). Water-related diseases and a significant cholera epidemic have affected more than 700,000 Haitians since 2010, mainly due to poor access to clean water for 35% of households (Kalkile & Konte, 2015).

The country receives humanitarian support from the organization *Medecins sans Frontieres* (MSF) since 1991. After the 2010 earthquake, MSF established four provisional hospitals, which are still functioning today. As others actors in emergency and public health sector abandoned the country due to low donations and the limited budget designated to health by the local government, the provisional hospitals are overcrowded. (MSF, 2013; 2015).

A tripartite cooperation between Brazil, Cuba, and Haiti was designed to re-establish the health care system in Haiti after the 2010 earthquake. The cooperation resulted in the construction of three hospitals and the training of at least 470 health workers during the four years after the disaster (Ministério da Saúde, 2014 p. 312). Nonetheless the healthcare situation in the country is still very precarious, mainly due to the small number of hospitals, high cost treatments, and low access to hospitals in rural communities. The most common diseases could be easily treated and prevented with advice from local health workers. The goal of this project is to provide basic and sustainable health services for communities in areas with difficult access and low number of hospitals.

Outcome

The NGO “Empower and Advance” created a new methodology to enable financial sustainability and independent development of health care. According to their experience in Haiti, due to economic and cultural reasons, Haitians when sick prefer to visit local medicine healers, family or friends. The NGO implemented an insurance plan in which Haitians pay less than one dollar a month to have access to basic healthcare. Simultaneously, they offered a training program for local population to become health workers. The advantage of this system is to be independent of foreign donors, while at the same time

stimulating local jobs, decreasing the number of non-severe diseases in hospitals, and respecting their traditional norms and values.

The Tripartite Cooperation could adopt this initiative as they already have technical resources to train local health workers. The participation of Cuba and Brazil would benefit both countries in the diplomatic arena, establishing them as humanitarian leaders of the Global South. Additionally, the Cooperation has the possibility of enabling students and health workers from Brazil to acquire experience in humanitarian assistance, development projects, and international experience. The workers would be taught to diagnose and recommend treatment to basic diseases and to advise the community about basic nutrition and sanitation.

2. Housing

Situation Analysis

As previously mentioned, the 2010 earthquake left more than 1.5 million homeless (MSF, 2015). About 115,000 houses were destroyed in and around Port-au-Prince, and over 170,000 were damaged, forcing people to seek shelter in 891 temporary camps. Six years later around 60,000 people still live in precarious displacement camps (Emma Rumney, 2016). Therefore, real efforts are needed to provide safe housing conditions to the population. At the same time, Brazil is facing a serious economic crisis that affected significantly the construction industry, with an unemployment rate nearly doubling from 2014 to 2016 (IBGE, 2016). Despite the current national crisis, Brazil continues to provide humanitarian assistance to Haiti. There lies an opportunity for a win-win cooperation between the two countries.

Substantial efforts by the international community were carried out from 2010 to 2016, the United States alone pledging to contribute \$ 3.6 billion USD for early recovery and reconstruction. The United States and other international donors planned for large housing projects to build homes and create jobs in a nation that has been plagued with extremely high unemployment rates for years. USAID initially planned to build 15,000 new homes, but so far has only built 7,515, citing issues with acquiring land ownership as one of the main reasons housing projects had to be scaled back.

The principle of “build back better” that is, to reconstruct infrastructure better than before the natural disaster, is not being implemented in Haiti as an alarmingly large number of people report living in worse conditions than before the earthquake.

Output

In the past, previous reconstruction projects implemented in Haiti by international NGOs and the public sector have encountered challenges regarding fundraising and transparency. Projects of reconstruction and rebuilding in Haiti was aggravated due to weak capacity at the municipal level, lack of a lead agency with mandate to address housing issues, and absence of strategy and incentive to increase the supply of land for construction in urban areas.

The overarching aim of this project is to attract unemployed workers from civil construction industry from any Latin American country to go to Haiti to rebuild the country and to transfer the knowledge to the local workforce. Providing technical training in civil construction to locals will be vital to ensure the transition from early recovery to development, and consequently increasing the likelihood of becoming independent of foreign assistance.

Project: Civil Industry

Our proposal is to create a synergy between Brazil and Haiti in the construction industry by sending unemployed construction workers from Brazil and other interested countries to Haiti to help rebuild houses and buildings alongside the Haitian community. The advantage for Brazil is to provide employment for unemployed workers, while for Haiti is to provide local population with technical construction skills. Therefore, our main goal is to provide not only a temporary employment for Brazilians but also provide humanitarian assistance to Haitians. In the long-run, the project aims to create a cooperation that fosters independent development for the construction industry in Haiti.

However, the challenge for Haiti is considerable. The country lacks appropriate technology and technical know-how, specialized professionals, and trained personnel for disaster risk management. Taking this into consideration, our project proposes technical training for local workforce during the early recovery period. Moreover, a technology transfer project from a South-South country, Chile to assist Haiti to build earthquake-resistant housing for low-income families.

Win-win cooperation partners:

- Haiti – receives workforce that assists during the rebuilding of the cities and transfer knowledge to the locals. Locals will acquire long-term skills in the construction industry contributing for not only the humanitarian assistance post-crisis but also for sustainable development .

- Brazil – decreases national unemployment rate by temporarily sending skilled workers to work in the construction industry in Haiti, improving its diplomatic prestige and reputation within international organizations. This initiative has the potential to be recognized as a best practice and reapplied in another natural disaster crisis.

Possible partnerships

Target groups in Latin America:

- Engineers and technicians with knowledge in earthquake resistant construction (possibly from Chile or Mexico)
- Workforce with or without formal education but with solid work experience in the construction industry.

Target group in Haiti:

- Vulnerable groups living in substandard condition, including but not limited to communities living in refugee camps whose homes have been damaged or destroyed.

Guarantees for workers:

- Labour safety conditions for workforce (to include good working conditions for workers from all countries, provision of food and shelter, clean water and health insurance);
- Benefits and wages in line with the country of origin;
- Flight tickets once a year to visit the family.

Monitoring

Expected outputs	Indicators	Means of verification
Socio economic rights: Health		
Training of 3,100 health workers	<ul style="list-style-type: none"> - Number of health workers in activity - Number of participants in the health insurance scheme - Percentage of population covered - Number of people with non-severe diseases looking for hospitals 	Annual reports from the Health Ministry
Socio economic rights: employment and housing		
Reconstruction of 10,000 safety houses	Number of houses rebuilt	Satellite monitoring system of the area
Training of 4,000 local workers	Number of inhabitants trained in the construction field	Surveys within the local community

Timeline

Activities	Years				
	1	2	3	4	5
Socio economic rights: health					
Study of strategic areas where communities most need health workers	X				
Training of 500 health workers	X	X			
Training of additional 500-600 health workers			X		
Training of additional 600-700 health workers				X	
Training of additional 700-800 health workers					X
Introduction of the concept of the insurance health schemes through workshops about nutrition, health and sanitation and media in the communities attended by health workers	X	X	X	X	X
Socio economic rights: employment and housing					
Study of strategic areas where most vulnerable people are	X				
Training of 2,000 workers in the construction field	X				
Training regarding to employee safety	X				
Workshops related to replication techniques applied to civil engineering	X				
Construction of 1,000 to 1,500 houses	X				
Training of additional 2,000 workers in the construction field		X			
Evaluation of possibilities of building new centers for training		X			
Construction of additional 1,000 to 1,500 houses		X			
Construction of additional 2,000 to 2,500 houses			X	X	X

Budget

Health:

Overall estimated budget: \$ 2.000.000 USD

Housing:

More than 11,000 houses were destroyed and our project will rebuild around 10% of this. Thus we have considered the costs for the reconstruction of 10,000 houses over the duration of the project.

Unit cost of basic house (considering technology enough to support an earthquake): \$ 8,000 USD.

Total cost: \$ 80 million USD

Management staff:

2 project managers : \$ 5,000 USD per month, for a total of \$ 6,6 million USD

20 engineers: \$ 5,000 USD per month

200 low-skilled work force: \$ 2,000 USD per month; for a total of \$ 24 million USD

4,000 local workforce: \$ 200, USD for a total of \$ 48 million USD

Total costs for the project \$ 160 million USD

INFRASTRUCTURE

Situation Analysis

Internally displaced camp residents are some of the most vulnerable persons in Haiti given their lack of options to end their displacement and the heightened risk of violence, exploitation and disaster impacts that they face on a daily basis. The earthquake in Port-au-Prince created an unprecedented situation as it hit the country's economic and administrative center. The Presidential Palace, Parliament, law courts and most ministerial and public administration buildings were destroyed in the disaster. Five years later, over 59,000 people (14,600 households) remain in 37 displaced camps.

In regards to water, sanitation and hygiene (WASH) initiatives, there has been an increase and improvement of the current situation. In total, 15,309 latrines were constructed, 327,300 hygiene kits were delivered, 3,500 hygiene promoters, and community mobilisers were trained on the rehabilitation of water supplies and drills. ,

In regards to infrastructure, Haiti has advanced in territorial building, that includes economic infrastructure required for growth (roads, energy, and communication), stimulating local development, and managing land tenure.

Output:

Communications work is now focused on gauging people's satisfaction with their shelter, recording and addressing outstanding issues and continuing to help those who did not receive a shelter to obtain rental support or take up other shelter alternatives. Development effective camp-based communication provide transitional shelters (around 350 of the 800 families in the camp), and the communications strategy aimed to explain to residents who would qualify for shelter: how the process worked, how to complain if people felt they had been wrongly assessed and the alternative assistance available for people who did not qualify.

Project:

The initiative aims at contributing with the development of the social, environmental, and economic infrastructure in accordance with human rights standards, and thus providing more dignity to those affected by the crisis. Integrating WASH initiatives in the infrastructure project allows for durable solutions and increased resilience. Communication efforts during and immediately after a natural

disaster is a crucial component of resilience building as it connects affected populations with early recovery support systems.

This project suggests an agreement between Haiti and private sector from the Global South, specifically those enterprises from the infrastructure sector such as sanitation, plumbing, cement, and construction. This will in turn allow reconstruction of the country in an integrated approach to WASH strategy, social engagement and employability. To illustrate this possibility is factory Cementos Argos, a company that already works in partnership with UNEP, Federación Interamericana del Cement, and the International Union for Conservation of Nature and Cement Sustainability Initiative. In this particular initiative, there is a special production of concrete for the high humid regions of the country and training programs to promote construction according to the regional climatic conditions.

Possible partnerships

Private sector (such as Cementos Argos), Haiti national government, Inter-American Development Bank, World Bank, New Development Bank, Global South partners (Brazil and Mexico) and international organizations (UNDP and UNEP).

Some of the lessons learned from other countries that have suffered from natural disaster include sharing technological

1. lessons learned from other situations/ countries:

- Sharing of technology through practical and direct technical support (business, government, community leaders, etc);
- Training people for construction/ plumbing, communication and development of local leaders;
- Creation of companies to maintain infrastructure services (Example: The Case Brazil and Mexico are the biggest producers of concrete of the region and seeing the positive input in the Dominican republic's economy);
- Establishment of a monitoring program of water quality and incorporate empirical knowledge of local/indigenous population to identify points of good quality water collection.

Social media and other communication tools are not ubiquitous across all demographic segments, and the utility of some communication tools deteriorates in disaster situations. As emergency responders, utility companies, relief organizations, and governments invest in infrastructure to support post-disaster

communications the communication strategies can best be utilized. The most successful communications models used multi-platform and systemic approaches, rather than relying on a single tool, such as community meetings, verbal briefings or bulletin boards.

Communications promote the positive social interactions in neighborhoods before, during, and after the disaster, example as such as taking in neighbors when their homes were damaged or they lost utilities and sharing food. However, reported use of in-person communications did not decrease the likelihood of people reporting negative social interactions such as looting, hoarding, or vandalism occurring in their neighborhoods.

The infrastructure project used as model is South Africa's National Development Plan Vision 2030.

Monitoring

Expected outputs	Indicators	Means of verification
Social reintegration through economic development	Number of employers	Economic report
Infrastructure adapted to natural or eminent risks	- Total of constructed square meters - Improvement of social economic status	- Constructions registered annually - Annual census to measure social and economic development
Improved WASH system using advanced hygiene practices	Monitoring the system quality and number of people infected	Monitoring and evaluating the impact of using the system on inhabitant's health
Decrease the proliferation of diseases	Number of healthy people	Annual reports from the Health Ministry

Timeline

Activities	Years				
	1	2	3	4	5
Creation of partnerships with the public and private sector	X				
Training employees	X	X	X		
Delimitation of areas where building are going to be constructed	X				
Infrastructure installation	X	X	X	X	
Monitor and evaluation			X	X	X
Final report of the outputs					X

Budget

The investment did in the last years in Haiti had a provisional budget after 5 years the Earthquake, only for building houses and WASH infrastructure was \$115 million USD. However, since some infrastructure projects was successful we predict that continuing been necessary at least 75% (\$ 86 million USD) of this budget yet.

FOOD SECURITY AND NUTRITION

Situation Analysis

The earthquake of 2010 left the Haitian population in a dire socio-economic situation. Despite of all the aid money sent to the country in the aftermath of the natural disaster, not much was accomplished in guaranteeing reliable and affordable food supplies to those in a situation of food insecurity.

In the last three years, a drought has increased significantly the number of hungry people in that country. According to the Word Food Program, the number of persons threatened with malnutrition doubled in the beginning of this year alone. In 2015, it is estimated that the lack of rain caused a loss of up to 70% of the crops in some areas of Haiti.⁴

In 2016, the three-year-old draught was worsened by El Niño, leaving 3.6 million people food insecure. Should the dry weather continue, some farmers would be in risk of losing their harvest for the fourth year in a row. The consequences of this weather phenomenon are particularly severe in Haiti given that agriculture employs half of the working population in the country.⁵

Outcome

According to the World Food Summit of 1996, there are four dimensions to food security: availability, access, utilization, and stabilization. Availability targets the existence of an adequate supply of food, while access means that individuals need entitlements, especially in the forms of rights and other arrangements existing in the community, to acquire food. Utilization refers to the fact that an adequate diet, clean water sanitation and health care are fundamental, in other words, non-food outputs are also important in achieving well-being. Lastly, stability means having access to adequate food at all times, and develop resilience in order to be prepared to better tackle sudden shocks.

This project aims to provide food security in all its dimensions to the Haitian population. The objective is twofold: on the one hand, to ensure the satisfaction of food basic needs in a short-term perspective, and on the other, to identify long-term development indicators and start implementing projects accordingly.

⁴http://www.nytimes.com/2016/02/10/world/americas/haiti-drought-worsens-food-crisis-un-agency-says.html?_r=0

⁵ http://vam.wfp.org/sites/global_update/March_2016/Index.htm

Project

The project would be made possible through a bilateral or possibly a triangular cooperation (depending on donor responsiveness), between Haiti, Brazil and multinational companies.

The project will unfold in the following way: a cash-transfer by multinational companies will be accompanied by a know-how and technological transfer by Brazil. While the former aims at ensuring the satisfaction of primary needs, the latter will progressively achieve food security and develop agriculture. Ultimately, a better food security will improve nutrition and health.

The transfer of knowledge will benefit small farmers, who will be supported and empowered through education and training, aimed at teaching them the best and most sustainable practices in agriculture.

With this project we will reduce dependence on external aid and reduce food import, while enhancing local ownership. Consequently, trade balance will increase. At the same time, we would like to stress the importance of reaching an agreement to ensure a certain price will be maintained for local consumers.

Possible partnerships

UNDP, IOs, Governance (Haiti, Brazil), Multinational Companies Donators.

Monitoring

Expected outputs	Indicators	Means of verification
Ending hunger	Rural population below national poverty line	Annual report
Food security and nutrition for all	Population below minimum level of dietary consumption	Annual report
Sustainable agriculture	- Agriculture impact in GDP - People with expertise in sustainable agriculture - Total arable area	- Annual report - Report from the Ministry of Labor - Report from the Ministry of Agriculture
Better management of natural resources	Percentage of vulnerable population with access to food aid, cash transfers or work fare program	Annual report

Timeline

Activities	Years				
	1	2	3	4	5
Supporting small-scale farmers	X	X	X	X	X
Promoting the development of sustainable agriculture systems	X	X	X	X	X
Training farmers in sustainable agriculture practices	X	X	X	X	X
Increasing the production of raw, non-traded, traditional and indigenous crops and livestock for local and regional markets	X	X	X	X	X
Minimize post harvest losses	X	X	X	X	X
National support measures for sustainable agriculture	X	X	X	X	X
Developing and disseminating the knowledge based on sustainable agriculture practices	X	X	X	X	X

Budget:

Overall estimated budget: \$ 25.000.000 USD

VULNERABLE POPULATIONS

Situation analysis

The 2010 earthquake in Haiti exacerbated already vulnerable populations, further marginalizing disenfranchised groups such as women and children. Around 3 million inhabitants were affected by the earthquake that took place in Haiti in 2010. Among them, 63,000 were pregnant women and 114,000 were lactating mothers. As a consequence of this natural disaster, more than 300,000 women and girls were relocated in camps where they have been living in substandard conditions. Hunger combined with the lack of resources has forced women to exchange sex for food. As a result, unplanned pregnancies rates were three times higher than before as well as sexually transmitted infections – compared to the 68,000 people that had HIV before the earthquake-. Maternal mortality rates rose due to the lack of assistance and the conditions in which women gave birth. For instance, many babies were delivered in tents, streets or alleys without any medical care. The reasons behind this did not only rely on the lack assistance available but the unwillingness of women to ask for help due to traumas or social embarrassment.

Furthermore, according to the Human Rights Watch, women's voices have not been heard during the process of planning and reconstruction of the country and also, there is not data that shows women and girls health progress which do not permit that authorities to take action that benefit this group in particular. Based on the impact that the earthquake had in women, this project would be focused in this vulnerable group with the aim of proposing plan of actions that would be taken based on previous successful practices in other countries with similar characteristics. In order to empower women and victims of gender-based violence, all programs must be preceded by social and economic reforms to improve that national institutions and thus strengthen national institutions.

Outcome

Early recovery and gender-specific needs

Findings from post-Tsunami in Sri Lanka 2004 suggest ways to improve disaster management, particularly regarding to factors that trigger violence against women in disaster and reconstruction. Like in Haiti, in Sri Lanka the root causes to violence are the acceptance of violence against women as part of an unequal gender relationships in family and society. This presents a major obstacle to development as women are not allowed to participate in society and achieve their fullest potential.

Therefore, gender-based violence after natural disaster is a deterrent to a more equitable and just post-disaster reconstruction and development (Fisher, 2010).

Drawing from the lessons learnt in Sri Lanka, during early recovery stages it is imperative to register married women under their own name rather than on her husband's. This guarantees that the women have access to assistance money and relief as it goes directly to them. In Sri Lanka, cash compensation in form of checks were written directly under the women's names to avoid conflict with men. This is particularly important to ensure women's economic independence and thus avoid further marginalization.

Another lesson learnt from Sri Lanka's natural disasters is the need to create community-based group therapy centers for women to provide them with trauma assistance and to strengthen their capacity to prevent, and prepare for and recover from natural disasters. As Haiti is a country that is located in an active seismic region, it is extremely important to educate women as well as men on the implications of this location. Preventive measures also include capacity building training to build safer houses and emergency response strategies.

Regarding concerns of HIV and AIDS testing and prevention, 93% of HIV positive patients have received treatment (83% people infected, 93% of them are women that received treatment) (citation). In the aftermath of the earthquake, Haiti has engaged in intensive HIV prevention campaigns in temporary settlements, where an estimated 800 000 displaced people are living. HIV centers in Haiti have made strides in preventing mother-child-transmission of HIV in which an estimated 156 000 pregnant women in Haiti were tested for HIV in the fiscal year of 2010, compared to 132 000 in fiscal 2009. With the support of partners like Cuba and UNAIDS, youth-sensitization and condom distribution programmes are now reaching tens of thousands of people.

Gender specific needs go beyond the need of girls and women and include the needs of boys and men. Males need to be engaged in changing socially accepted behaviors and cultural institutions that perpetuate harmful norms. Studies have shown that when men are engaged in initiatives such as community campaigns, fatherhood training sessions, sexuality education and counseling they can transform violent gender norms into attitudes and promote an equitable norms and practices (Promundo) By not including men in the gender-based initiatives, the government and its institutions are missing opportunities to engage with all the members of its population to change behaviors that promote inequalities and lead to gender-based violence.

Project

Online platform to address the vulnerable population's needs

In order to tackle the gender-based violence issues that have been taken place in Haiti after the earthquake, the UNDP proposal includes the creation of an online platform that would serve as a link between the population and the authorities. Within this platform, women and girls and also men and boys will be able to report any case of sexual violence. Moreover, the reports could be done by SMS messages given that its technology has been improving in the last 5 years as well as ration of mobile phones for person. The reason behind using technology tools for reporting these cases was based in the fact that in many situations, reports are not done because of fear of any repercussions or lack of time or resources.

The online platform would provide information about family planning and post-natal care and also, online advices would be provided in topics related to violence and pregnancy. All the information would be confident and anonymized but it would be kept in the files so there would be a monitoring of every case. In order to develop the platform, funds and technical expertise would be given by Brazil. This country has already worked in this south-south cooperation scheme before and is aware of the situation in Haiti as it has been helping in the recovery process in other areas.

Community Centers to engage men

Given the importance of engaging men in dialogues related to gender roles, sexual education and fatherhood; the UNDP with the cooperation of Brazil, which has already worked in similar initiatives, propose the creation of group therapy sessions. These sessions would be led by a male trained facilitator who belongs to the community and topics such as rebuilding men's peaceful, non-violent relations as well as father's participation in prenatal care would be tackled. The objective of the creation of these community centers is to shift the traditional gender roles of fatherhood and male identity.

Possible partnerships

- **Brazil:** Provision of funds, technical expertise for the creation of the online platform that includes the online services and monitoring of the cases reported and, support in the community centers initiatives with training in the topic needed.
- **Cuba:** Provision of medical support and treatment related to HIV

- **Global Giving (NGO):** Collaboration in the platform with their expertise in maternity and pediatric services
- **Salvation Army World Service Office (NGO):** support in the community center talks to tackle issues of vulnerable families and procedures to follow after a disaster
- **Promundo (NGO) :** Brazilian NGO present in the global south that will provide support with guidance on well-designed initiatives to engage men in changing the structures and influences that will help rebuild men's peaceful, non-violent identities and relationships.

Monitoring

Expected outputs	Indicators	Means of verification
Decrease in gender-based violence in natural disaster areas	<ul style="list-style-type: none"> - Early recovery stage: increase in the number of married women registered in their own name - Development stage: Presence of working community-based group therapy centers for women within a 5 km radius 	Periodic visits to the centers to evaluate efficiency and possible improvements
A well-known platform that allow inhabitants to report any sexual violence case	70% of inhabitants aware of the existence of the platform	Surveys to measure the amount of people that know about the platform and have used it
Centers in every community with active participation of men. Every week meetings with invited speakers and creation of proposals to keep involving people.	One center in each community (radius of 5 km) with at least 10 male members	Annual monitoring in each community that includes the measurement of the level of satisfaction of the members and pull out innovative ideas for the community

Timeline

Activities	Years				
	1	2	3	4	5
Online platform					
Development of the online platform	X				
Upload the basic information related to sexual abuse	X				
Implementation of online advise service		X			
Platform monitoring every 6 months			X	X	X
Improvement of the tool according to the user's needs			X	X	X
Community centers					
Instauration of the first community center	X				
Creation of the community center handbook	X				
Selection of topics and engagement of participants	X				
Promotion of the community center model in other communities		X			
Replication of the community center model in all the communities			X	X	X
Proposal of new topics and creation of new alternatives to guide the sessions.			X	X	X

Budget

Online platform: \$ 50,000 USD

Community centers \$ 500,000 USD

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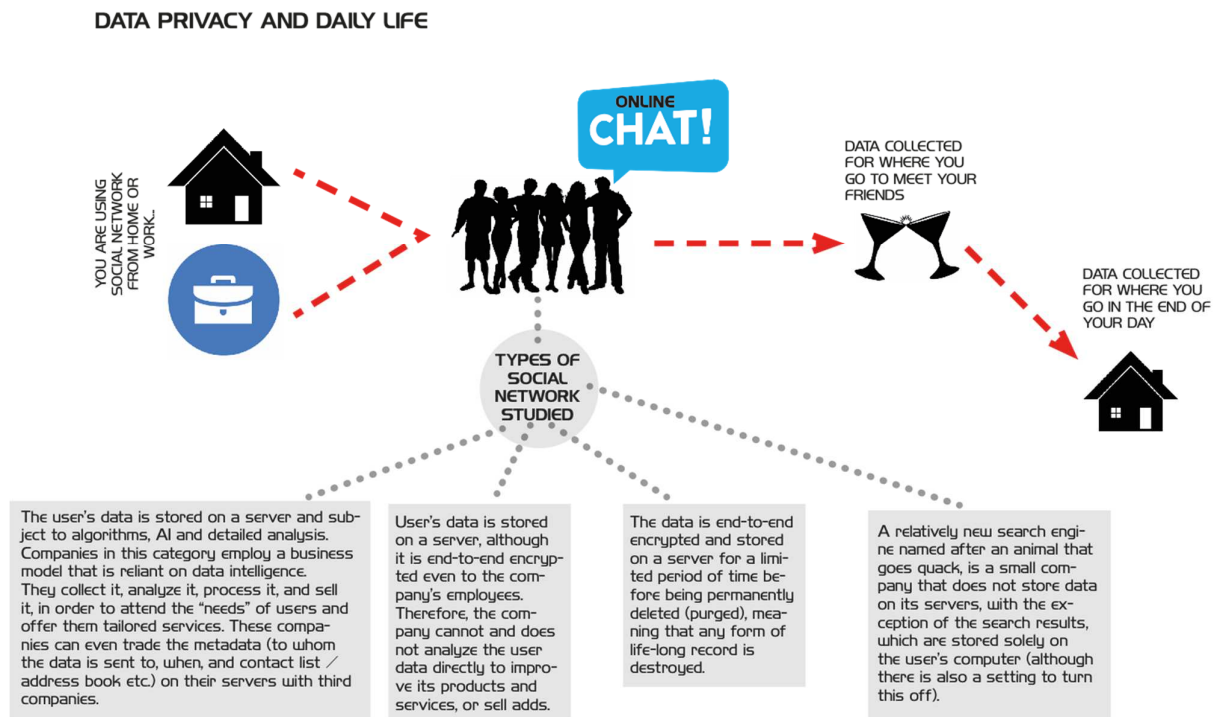
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Privacy Policies: How do companies store digital data, and what are they doing with it.

Have you noticed that wherever we are, we all have something in common? Whether you are at home or at work, we all use internet on a daily basis. When you need information, you may want to ask someone or use the internet. You may also want to hear from your friends or just share something with them. Whatever you do, every time you use internet, you leave a trace. Have you ever asked yourself what happens next with our data?

When you create or share information, however, you do not do it only with your friends: information may be accessed by anyone that is connected to internet. At this moment, approximately 6.5 billion things (excluding devices) are connected to the internet around the world. Estimates are that this could reach 50 billion by 2020. Imagine the potential of spreading information (including personal information) from so many different sources!

In general, all the data that we upload on the world-wide-web on a daily basis is stored on servers (known as the cloud), where it can be analyzed and processed, or even shared and sold to third parties (other companies offering services such as advertising, marketing and insurance). Companies treat the data available on their servers in four different ways, as seen on the picture below.



The first type refers to the world's largest social media company that collects everything users share or upload to its digital platform. This company stated on their privacy policy that they use the data to provide, improve and develop services as a way to promote safety and security online. By doing so, they intend to create, engage, and customize experiences to people. As it is widely known, data can be openly shared by all of the users on the platform, as long as

their account's privacy setting allows it. Yet, the data collected on the server can also be shared with third parties and other companies. This is a similar model applied by a competing messaging app made famous for allowing the limitation of the amount of time recipients can see messages. This company, however, does not store information indefinitely: they delete parts of it from their servers after a period time, but are still applying data intelligence and machine learning algorithms for as long as they have access to it.

The largest search engine in the world collects all the data available from search requests and its family of other apps, analyzes it and uses it to improve its services and to propose to users tailored ones. In addition, some information is shared with their affiliates or with the government for legal reasons. In some cases, it shares this data with a "Domain Administrator" that has the power to access or retain information stored in users' accounts. They do so in order to apply laws, regulations and legal processes, or to enforce governmental requests, restricting the right of users to edit or delete information or to change privacy settings. However, the company publically states that it is not *selling* the data to private companies, organizations or individuals without the users' consent.

The second type of social network studied is the model employed by the world's most popular messaging app, which does not store the content of users' messages but collects information concerning contact lists and metadata, which is used to improve their services. Still, the company maintains that it does not sell any information to third parties.

A good example of the third type is an increasingly popular messaging app named after the world's earliest form of electronic communication, which does not share the users' data with anyone: it declares that only stores enough information to function properly. Among the data that is stored are messages, photos, videos and documents from the chats. All data is heavily encrypted, and the encryption keys are stored in different jurisdictions. The company also makes clear that everything that one deletes from the chats is also deleted from the servers, although it is necessary that this data is deleted from both the sender and the recipient's devices. In addition, the company also has an option in which the data is automatically deleted after it is read by the recipient.

Conclusion:

As users we can agree that most of the time, we do not care for reading the privacy policies, nor are we aware of the details above. Therefore, we can start asking ourselves whether the information that we search online, or through these social media apps, really belong to us. Instead, it could belong to the companies that are offering us the services. Likewise, we wonder who are those third parties and in which manner these companies are really making our lives easier by offering us what we "need" based on the info we share on Internet.

Data is one of the most valuable goods of the 21st century digital economy. Everyone is fighting to get hold of it, because everyone (mobile service providers, ISPs and social media companies, insurance and advertising companies,

governments, even the UN) is aware of how valuable it is. However, who is thinking about, and protecting the rights of the individuals?

Who owns this data? Should it be us, the creators? Should it be the companies that provide the online platforms that allow us to create and share this data? Should this data be a public good, which is made available to support key service delivery and other functions?

This will be one of the biggest issues affecting our generation and those to come, but we will let you make up your own mind.

ANNEX I

Overview of selected internet and instant messaging companies.

<u>Type</u>	<u>Facebook</u>	<u>Google</u>	<u>Duckduckgo</u>	<u>Telegram</u>	<u>Whatsapp</u>	<u>SnapChot</u>
User data (e.g. content of message / search) is collected and analyzed to improve / tailor the service.	Yes	Yes	Yes (history search with non-personal data / not attributed to individual users)	No	Yes	Yes
User data is sold / made available to third parties.	Yes	No	Yes (e.g. Amazon & eBay)	No	No	Yes
User data is encrypted (end-to-end) e.g. the content of the message / search is secure.	No	Yes	No (it is possible to set)	Yes	Yes	N/A
Metadata is collected (i.e. not the content of the message, but who you sent it to, when, and your contact list / address book etc.).	Yes	Yes	No	Yes, only if the user authorizes it. There is also an option that encrypts the metadata.	Yes	Yes
Metadata is sold or can be made available to third parties.	Yes	No	No	No	No	Yes, they say can share

						"information".
User data (e.g. specific content of messages) is backed up to the cloud.	No	Yes	N/A	Yes	Yes	Yes
Cloud backup does not include specific user data e.g. content from messages.	N/A	N/A	N/A	Yes. There is an option that allows that.	No	No.
Cloud backup is temporary e.g. after a certain time period, the data is deleted or purged meaning it would not be available even to the creator of the data.	N/A	No	N/A	Yes, there is an option that allows that.		Yes, depends on the service used. Some are deleted automatically, others are kept longer or indefinitely.

ANNEX I

Extracts from Company Privacy Policies

a. Google:

The main idea is simple: Google collects our data and analyses it. It goes from the website you have been on to the person you have talked to. It also registers the data of the devices that you use, as well as the location. Sometimes, data is encrypted but it depends on the service. Google uses the information in different ways. First, it uses them to improve their services and proposes to users tailored services. It also shares some information with their affiliates or the government for legal reasons. Finally yet importantly, Google shares our data with a “Domain Administrator” that has the power to access or to retain information stored as part of your account, to receive your account information in order to apply laws, regulations, or enforceable governmental requests, restrict your ability to delete or edit information and privacy settings. According to Google, the users’ data is not sold to private companies, organizations or individuals without the users’ consent. Google stores them in different servers, active ones and back-up servers. Once your data is registered, even if you close your account, your data will not be deleted from the back-up servers, which means that Google owns it forever.

How we use information that we collect

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We use the information we collect from all of our services to provide, maintain, protect and improve them, to develop new ones and to protect Google and our users. We also use this information to offer you tailored content – like giving you more relevant search results and ads.

Information that we collect

[Back to top](#)

We collect information to provide better services to all of our users – from figuring out basic stuff like which language you speak, to more complex things like which ads you’ll find most useful, the people who matter most to you online, or which YouTube videos you might like.

We collect information in the following ways:

- **Information you give us.** For example, many of our services require you to sign up for a Google Account. When you do, we’ll ask for personal information, like your name, email address, telephone number or credit card to store with your account. If you want to take full advantage of the sharing features we offer, we might also ask you to create a publicly visible [Google Profile](#), which may include your name and photo.

b. Facebook:

Facebook collects, analyzes and processes different kinds of data. When a person signs up for an account, creates or shares a message or communicates with others, Facebook collects the data a person provides on its network. This social network also gathers data on the way a person uses their services, and on the frequency and duration of the individual's activities. Therefore, it collects and analyzes mainly information about the user and the people they are related to.

Doing so, the purpose of the social network is to improve and develop its products and its services, as well as to promote safety and security for the users. The group has the capability to create, engage, and customize experiences for people by learning how they interact with their services and what their preferences are. By collecting data, it also intends to measure the effectiveness of ads.

It is important to understand that this group sells the collected information coming from the users to third-party partners and other service providers. It shares the content of posts, even when the person has just been mentioned by someone else. It also shares non-personally identifiable information for advertising, measurement and analytic services.

Facebook stores data as long as it is necessary to provide products and services to its users. Information may be kept until the accounts are deleted or unless Facebook no longer needs the data to provide products and services. The users of Facebook have the right to delete their account at any time. Accounts can also be deactivated. However, deleting the account does not ensure that the content in which someone is only mentioned will be erased.

III. How is this information shared?

• **Apps, websites and third-party integrations on or using our Services.** When you use third-party apps, websites or other services that use, or are integrated with, our Services, they may receive information about what you post or share. For example, when you play a game with your Facebook friends or use the Facebook Comment or Share button on a website, the game developer or website may get information about your activities in the game or receive a comment or link that you share from their website on Facebook. In addition, when you download or use such third-party services, they can access your **Public Profile**, which includes your username or user ID, your age range and country/language, your list of friends, as well as any information that you share with them. Information collected by these apps, websites or integrated services is subject to their own terms and policies.

[Learn more about how you can control the information about you that you or others share with these apps and websites.](#)

- **Sharing within Facebook companies.** We share information we have about you within the family of companies that are part of Facebook. [Learn more about our companies.](#)
- **New owner.** If the ownership or control of all or part of our Services or their assets changes, we may transfer your information to the new owner.

Sharing With Third-Party Partners and Customers

We work with third party companies who help us provide and improve our Services or who use advertising or related products, which makes it possible to operate our companies and provide free services to people around the world.

Here are the types of third parties we can share information with about you:

• **Advertising, Measurement and Analytics Services (Non-Personally Identifiable Information Only).** We want our advertising to be as relevant and interesting as the other information you find on our Services. With this in mind, we use all of the information we have about you to show you relevant ads. We do not share information that personally identifies you (personally identifiable information is information like name or email address that can by itself be used to contact you or identifies who you are) with advertising, measurement or analytics partners unless you give us permission. We may provide these partners with information about the reach and effectiveness of their advertising without providing information that personally identifies you, or if we have aggregated the information so that it does not personally identify you. For example, we may tell an advertiser how its ads performed, or how many people viewed their ads or installed an app after seeing an ad, or provide non-personally identifying demographic information (such as 25 year old female, in Madrid, who likes software engineering) to these partners to help them understand their audience or customers, but only after the advertiser has agreed to abide by our advertiser guidelines.

Please review your [advertising preferences](#) to understand why you're seeing a particular ad on Facebook. You can adjust your ad preferences if you want to control and manage your ad experience on Facebook.

• **Vendors, service providers and other partners.** We transfer information to vendors, service providers, and other partners who globally support our business, such as providing technical infrastructure services, analyzing how our Services are used, measuring the effectiveness of ads and services, providing customer service, facilitating payments, or conducting academic research and surveys. These partners must adhere to strict confidentiality obligations in a way that is consistent with this Data Policy and the agreements we enter into with them.

c. WhatsApp:

WhatsApp privacy policy is easily accessible on the application. However, the company has a long document written with some legal expressions that may hinder or make comprehension difficult for individuals who are not used to it.

According to their privacy policy, the content of the messages is not copied, kept or archived. After being delivered, it is deleted from the server after a short period of time. If the user who is receiving the message is not online, the undelivered content is held on the WhatsApp server until the person is online. If a sent message is not received by the recipient within 30 days, it is automatically deleted from the WhatsApp servers.

Since the messages are encrypted, their content is not accessible by the company. However, if a user stores its message on the cloud, the company can have access to its content. In addition, the contacts list (specifically, mobile phone numbers), as well as other metadata, is collected and recorded by the company, who uses them to improve their services. Besides, Whatsapp is an application owned by Facebook which saves the data.

The group also stated in their privacy policy that they do not sell any information from the users to third parties for commercial or marketing use, except for a specific feature that the user may opt-in and opt-out. The only case in which WhatsApp can release information about a user to third parties is when the company is required to do so for legal reasons.

We do not sell or share your Personally Identifiable Information (such as mobile phone number) with other third-party companies for their commercial or marketing use without your consent or except as part of a specific program or feature for which you will have the ability to opt-in or opt-out. We may share your Personally Identifiable Information with third party service providers to the extent that it is reasonably necessary to perform, improve or maintain the WhatsApp Service. We

The contents of messages that have been delivered by the WhatsApp Service are not copied, kept or archived by WhatsApp in the normal course of business. The

The Information WhatsApp Does Not Collect

WhatsApp does not collect names, emails, addresses or other contact information from its users' mobile address book or contact lists other than mobile phone numbers —the WhatsApp mobile application will associate whatever name the WhatsApp user has assigned to the mobile telephone number in his/her mobile address book or contact list — and this occurs dynamically on the mobile device itself and not on WhatsApp's servers and is not transmitted to WhatsApp. This means that if you have

d. Telegram:

Although one does not have to explicitly agree with Telegram's privacy policy before downloading the app, they are available on company's website and are quite clear, concise and easy to understand. According to it, Telegram does not share the user data with anyone, and it only stores the data that it needs to function properly. Among the data that is stored are messages, photos, videos and documents from the chats. All data is heavily encrypted, and the encryption keys are stored in several DCs in different jurisdictions. The company also clarifies that everything that one deletes from the chats is also deleted from the sever, although it is necessary that this data is deleted from both the sender and the recipient's devices.

Telegram also offers a chat option ("secret chats") in which all the data is encrypted with a key that only the sender and recipient know, and whose content therefore is not accessible to anyone else. Since the company does not keep any logs for messages in "secret chats", after a short period of time Telegram does not know to whom or when the user messaged. On top of that, differently from regular chats, the content of written messages sent through "secret chats" are not available on the cloud: they can only be accessed from the device they were sent to or from. The media (images, audio and videos) sent through this option is technically saved on the server, but since the information is heavily encrypted, Telegram cannot see the content of it, and after a period of time said media is purged from the cloud.

Finally, the company also offers another chat option ("self-destructing messages") in which the data is deleted after it is read by the recipient. This data refers to both messages and media. Telegram also deletes all data and metadata from the servers if the user does not use their services for at least 6 months.

Messages

Everything you delete is deleted forever. Except for cats.

We never delete your funny cat pictures, we love them too much.

When you delete a message, you delete it from your message history. This means that a copy still stays on the server as part of your partner's message history. As soon as your partner deletes it too, it's gone forever. Telegram is a non-commercial project and we value the disk space on our servers greatly.

Self-destructing messages

Messages in Secret Chats can be ordered to [self-destruct](#). As soon as such a message is [read](#) (2 checks appear), the countdown starts. When the time is out, both devices participating in a secret chat are instructed to delete the message (photo, video, etc.).

Account self-destruction

Telegram is not a commercial organization and we value our disk space greatly. If you stop using Telegram and do not login for at least 6 months, your account will be deleted along with all messages, media, contacts and every other piece of data you store in the Telegram cloud. You can change the exact period after which your inactive account will self-destruct in Settings.

e. Snapchat:

Snapchat is a social media app that allows people to share messages, pictures and videos for a certain period of time. Its privacy policy can be accessed through the app and it's written in a very simple vocabulary.

The company divided the data available in three different categories: what users decide to share, what is obtained after the use of the service and what is received from third parties.

Data collected by the app is used to improve the services provided, but it may also be sold or shared with third parties.

"Information" about the users is opened to their friends, but it can also be available for all Snapchatters (users) and public in general, if the users decide to send content over Live Events, Local Events.

The data collected by Snapchat may be shared with Snapchat affiliates, third parties, such as service providers, sellers and partners, third parties for legal reasons and third parties that are part of M&A operations.

The contents are deleted as soon as the "Snap" is opened or expired. However some of the services need a longer period of backup. Content sent to Public events (Live events, Local events and other crowdsourcing services) may be kept indefinitely.

- **With our affiliates.** We may share information with entities within the Snapchat family of companies.
- **With third parties.** We may share your information with the following third parties:
 - **With service providers, sellers, and partners.** We may share information about you with service providers who perform services on our behalf, sellers that provide goods through our services, and business partners that provide services and functionality.
 - **With third parties for legal reasons.** We may share

How Long We Keep Your Content

Snapchat lets you capture what it's like to live in the moment.

On our end, that means that we automatically delete the content of your Snaps (the photo and video messages that you send your friends) from our servers after we detect that a Snap has been opened or has expired. But remember: There

protocols. So, for example, we retain your Story content a bit longer than Snaps so that your friends have more time to view your Story. Or, if you submit content to one of our inherently public features, such as Live, Local, or any other crowd-sourced service, we may retain the content indefinitely. If you

f. Duckduckgo:

Duckduckgo has no storage of data on its servers, except for the search data, and it resides solely on the user's computer (there is also a setting to turn this off). The engine search collects your history search to improve the search argument. It sends data to e-commerce companies. However, it doesn't identify the owner of the data when collecting and giving to third parties. No encryption as default.

We also save searches, but again, not in a personally identifiable way, as we do not store IP addresses or unique User agent strings. We use aggregate, non-personal search data to improve things like misspellings.

Similarly, we may add an affiliate code to some eCommerce sites (e.g. Amazon & eBay) that results in small commissions being paid back to DuckDuckGo when you make purchases at those sites. We do not use any third parties to do the code insertion, and we do not work with any sites that share personally identifiable information (e.g. name, address, etc.) via their affiliate programs. This means that no information is shared from DuckDuckGo to the sites, and the only information that is collected from this process is product information, which is not tied to any particular user and which we do not save or store on our end. It is completely analogous to the search result case from the previous paragraph--we can see anonymous product info such that we cannot tie them to any particular person (or even tie multiple purchases together). This whole affiliate process is an attempt to keep advertising to a minimal level on DuckDuckGo.

For these reasons, DuckDuckGo takes the approach to not collect any personal information. The decisions of whether and how to comply with law enforcement requests, whether and how to anonymize data, and how to best protect your information from hackers are out of our hands. Your search history is safe with us because it cannot be tied to you in any way.

15
GRADUATE STUDENTS

10
COUNTRIES

1
OBJECTIVE

16.1
BILLION DOLLARS



OCHA

WORKING GROUP GSP54

COORDINATION SAVES LIVES

GENEVA 2016

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*Special thanks to Lily Adhiambo
for providing excellent support and advice*

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Executive Summary

Context

Humanitarian crises continue to grow in scale and complexity, and the complex nature of crises is has continued to push United Nations Office for the Coordination of Humanitarian Affairs(OCHA) and other humanitarian organizations to stretch their activities. At the launch of the Global Humanitarian Overview (GHO) in December of 2015 humanitarian needs and requirements stood at US\$19.7 billion to meet the needs of 86.6 million people across 37 countries. At mid-year, the requirements have increased to a staggering US\$21.6 billion to meet the needs of 95.4 million people in 40 countries. By 14th July, only US\$5.6 billion have been received, leaving a gap of US\$13.3 billion. Low funding is preventing aid agencies from assisting millions of vulnerable people who are suffering the consequences of conflict, displacement, natural disasters and insecurity. The need to expand beyond humanitarian action and taking coordination for development responsibilities in the countries affected also made the work of United Nations Office for the Coordination of Humanitarian Affairs (OCHA) to increase and now is the moment to find ways of reaching sustainable funding, besides reviewing the costs and trying to reduce the total costs of assistance, maintaining coordination to save lives.

Objectives

- Raise \$16.1 billions by December 2016 to provide assistance to 95.4 million people in 40 countries affected by humanitarian crises.
- Ensure that OCHA has a sustainable funding system by the end of 2030.

OCHA's Image

A close analysis of OCHA's strategy to raise funds on behalf of all the humanitarian system (as well as for the institution itself) not only explains the financial gap and the urgent needs to raise funds, but also lays the groundwork to ensure a sustainable funding system that could address current and future financial needs in order to ensure a coordinated response to the new and protracted humanitarian crisis and assistance to the millions of people in needs.

Considering OCHA as a brand would give value and content to the image, the product and the institution, and part of the process should be marketing and communication strategies. Partnerships are usually based on a certain level of leadership in the field, prominence, prestige, popularity in the national, regional and international level, fidelity to its followers as well as donors. In this process, communication is vital to raise awareness on the main values that OCHA want to transmit and consolidate, and a cycle can be created once sharing OCHA's image with a partner can significantly raise awareness, increase incomes, and improve communication all over again.

Communication is the key word that goes through all this process. Before and after the donation happens, it is needed a strong communication campaign that is an investment in all ways of means. And it is also important to maintain the relation with the donor after the donation happens, understanding that it is needed to be given something in exchange and maintain that link and relationship. Actually, social media is one of the strongest pillars of communication and it should be a priority tool for OCHA to strengthen its image – promoting changes in OCHA's website and Facebook pages, for example, making then more friendly and targeting different publics such as individuals, private sector and journalists, and sharing histories to engage the public with the work of OCHA. The slogan "Coordination save lives" could be associated with a maestro conducting his orchestra or a coach or former player of a sport whose job may sometimes appears invisible but is very important so that the outcome can be effective, and perhaps choosing someone to be OCHA's ambassador and work in synergic ways, strengthening the image and sharing values of both parts.

Four strategies to reach the objectives

The **first strategy** calls upon events to raise OCHA's visibility and donations. These comprise a week of engagement around the World Humanitarian Day on 19th of August asking artists and athletes to come together to contribute in the construction of a common world for everyone.

During this week, an two-week **artistic residency** with renowned (e.g. Vick Muniz) and young artists could be held with their artworks being exhibited and auctioned in the following week. A percentage of 50% might be negotiated among OCHA and the renowned artists, while 100% of the work value of young artist might be asked. This is justified insofar as the young artists are the ones who will most benefit in the long run since they will gain international visibility and will have the opportunity to enter in an international network of art market.

In addition, **regional cultural activities** could be organized by all member states, having as objective to reach awareness about OCHA in 50% of the countries' population. A group of five OCHA's personal will be deployed in each country to supervise the event. In order to carry out their job properly, they will be assisted by 1000 local volunteers. The attendants of the Humanitarian day will receive a bracelet containing the logo and slogan of OCHA. In that way, we will create a database to evaluate the success of the day and be able to brief the donors. Communication channels as social media, national radio and TV channels can be used for promoting the event with short trailers, total costs for which should amount to 1.760.000 USD including materials needed.

A last activity would comprise a **gala dinner** taking place at the internationally famous Intercontinental Hotel Geneva with 300 celebrities engaged in humanitarian aid, such as Angelina Jolie, George Clooney, Sean Penn, Bono, Madonna, Shakira, Eva Longoria, Brad Pitt, Messi, Cristiano Ronaldo, Drogba, Eto'o, Zidane, Zlatan, George Weah, Oumou Sangaré and Youssou N'dour. The dinner might be based on the slogan "*A gesture for the disaster-stricken country*" ("*Un geste pour les pays sinistrés dans le monde.*") and should accentuate OCHA's image, e.g. by artistic performances. We expect to gain 5000 USD per person which gives us a total amount of 50.000 USD per table. Additional appeals will be launched to increase the fundraising results which will

give us an approximate amount of 3.000.000 USD, while the costs for the room, menu, invitation cards, transport costs and personnel amount to 500.000 USD.

The **second strategy** calls upon **technology** as a tool for raising awareness about the importance of humanitarian assistance and money in an entertaining way, targeting persons of 15 years of age and older. A free application ("**App**") can be designed that seeks to reach all people who are interested in global issues and humanitarian assistance; promote a positive image of OCHA as well as explain what it does, how it works and why it is needed; provide users with a newsfeed on humanitarian issues and the work of OCHA; be a form of educational exercise on humanitarian issues (through facts quizzes); help promote awareness and reflection on humanitarian issues among people; be an innovative online platform to engage people of all ages in humanitarian issues and on the work of OCHA; provide users with different ways of donating for the cause OCHA stands for. The application should be elaborated in partnership with the IT department of the UN and use facebook or the email address as means to log in. The concept of the application is to use firm's' advertising budget as a source of funding for OCHA's humanitarian activities. Therefore, firms would act as sponsors every time users would accomplish a daily activity through the application, such as taking a picture, exercising or taking a game quiz. As firms would only have to pay in the case the users are active on the application their ad would automatically be seen, which represents a cost efficient advertising strategy for them.

The **third strategy** consists in working with the private sector. **Reinsurance companies** represent a funding opportunity given these companies' interest in catastrophic risk and their need for information, data and stakeholders' relations. Some of these reinsurance companies, such as Munich Re, Swiss Re, Hannover Re, Lloyds, have foundations that support programs in Disaster Risk Assessment and Disaster Preparedness, and their foundations also offer immediate support to emergencies, mainly natural disasters. Some reinsurance companies can make appeals to collect donations from their employees. Can also play an important role in the long-term sustainable funding strategy of OCHA once risk transfer schemes can contribute to secure humanitarian operations. Governments and humanitarian actors can transfer these risks to

the private sector, which has the benefit of converting a highly volatile financing requirement into a more stable budget item and of leveraging available funds. An investment round can be a good opportunity to bring together reinsurance companies and innovative ideas/services for humanitarian coordination in a half or one day-event.

To approach companies and involve them to ask for their **customers' donations**. This strategy uses the brands' range of influence on millions of private customers, yet does not cost the companies themselves any money, but improves their social image. One way is to ask customers to round up the amount they are paying for their goods - especially relevant to the food sector. Another strategy is to add an optional fee on the final price of a purchase, leaving it again to the customer to check the box and to decide if he wants to donate. A last strategy is to use websites like boost-project.de that is cooperating with online retailers (e.g. amazon, IKEA, Lufthansa) to donate a percentage decided on by the companies to charities chosen by the customer. The customer only has to let himself be redirected to the retailer's website from the boost-project website and do his shopping.

Another idea is to work with the **concept of image laundering**. The objective is to target successful multinational corporations that have recently received negative publicity and offer them image laundering publicity for collaboration with the organization in exchange for support and sponsorship. Important: OCHA should not target companies with current problems related to human rights. Suggestions are Starbucks and HSBC – the first has had controversial tax strategies that damaged the company's brand image over the last few years, and the last one is currently laundering its image by investing its time and resources in human development projects around the globe after suffering a horrible reputational damage in 2012.

The last idea for the private sector is the creation and the annual publication of an **Index of Social Corporate Responsibility** for the theme of Humanitarian Assistance. Although nowadays several indexes address corporate social responsibility, none of them addresses specifically humanitarian assistance. The performance of the private sector can be published together with OCHA's 2017 appeal. The index will be based in five indicators: 1. Total

resources donated to humanitarian assistance organizations during 2016. 2. In-kind donations or services provided by the company in case of humanitarian crises. 3. Programs run by the company in the field of humanitarian assistance. 4. Advocacy and communication campaigns in partnership with humanitarian assistance organizations. 5. Employees' engagement on humanitarian programs. To promote it globally, OCHA can make the global launch of this index in one of the main newspapers or magazines in the world, such as New York Times or The Economist, publishing the Top 10 companies most engaged on humanitarian assistance. Elaborating the report and counting with a global communication strategy can bring visibility to OCHA's activities in a global scale, enhancing more donations from individuals and companies.

The **fourth strategy** elaborated promotes **collaborations** with institutions, movements as well as individual celebrities. As sports is a very good metaphor for coordination, advertising at popular and highly viewed **sport events** can strongly increase awareness of OCHA's importance and thus the number of individual donations. This advertisement can be made by means of uniforms with OCHA's symbol, by tickets with OCHA's ("Coordination saves lives") or a similar slogan printed on them or by negotiating for a percentage of the merchandise sales to be channelled to OCHA. Legal and fiscal problems arising have to be considered, however. For an analogy between the coordination efforts required in sports and at OCHA, the team itself (or the coach) the coordination of can be referred to In team sports, in individual sports all the resources and staff involved in training high profile athletes can be focused on. Again, communication channels such as social media, national radio and TV channels can be used for promoting the partnership. However, negotiations should start at least four years in advance to allow for adjustments. Costs would arise for legal counselling, communication and operating the event.

Furthermore, a **University Challenge Game** could be implemented for publicizing a widely positive image of OCHA and fostering the practice of social entrepreneurship among higher education students. As future professionals and potential opinion leaders, any university students between 18 to 27 years are ideal multipliers for the cause that OCHA stands for. Also, they are motivated to come up with new fundraising strategies and humanitarian assistance projects

in line with OCHA's current priorities. Each university taking part in the challenge will be represented by a group of 12 to 15 students, focusing on diverse backgrounds, and a university professor to act as its mentor. The challenge should be implemented as an online game including an online starter kit, which will contain reading materials and all other relevant information to assist participants. Each game phase will consist of a series of challenges/tasks, followed by a performance ranking of the successful groups. In the end, the top 3 groups and their respective mentors will be awarded with a field-trip to the United Nations and will be given the opportunity to present their projects to a selected audience that may include NGOs representatives, government leaders and potential sponsors from the private and public sectors. Planning should start one year before implementing the game and involves IT support for developing the online platform as well as different experts to create the study material. The budget includes advertising costs, travel allowances and prizes, the establishment of partnerships with universities as well as the private sector and costs for the employees involved in the preparation.

At last, a collaboration with the **Effective Altruism movement** is to be considered. Effective Altruism is a philosophy and social movement that uses empirical data and strategic reasoning to determine the most effective ways to improve the world and raise money. Therefore, a partnership between OCHA and some of Effective Altruism's most prominent representatives could facilitate coordination tasks and benefit OCHA with their highly influential network of donors, volunteers and NGOs. Possible partners present Will MacAskill, an associate professor at Lincoln College, Oxford University. Will MacAskill is a co-founder of both Giving What We Can and 80,000 Hour, which together helped raise more than 364 million USD. He serves as Chairman of the board and President of Centre for Effective Altruism USA Inc. Another very prominent figure is Peter Singer, Professor of Bioethics at Princeton University, and Laureate Professor at the Centre for Applied Philosophy and Public Ethics at the University of Melbourne. Peter Singer is one of the most prominent philosophers of our time. Specialized in applied ethics, he approaches contemporary ethical issues from a secular and utilitarian perspective. We aim at obtaining continued and durable partnerships so as to ensure a long-term

collaboration with those representatives. So, OCHA should be concerned with making a case for its capacity to increase effectiveness in delivering humanitarian assistance through needs assessment and coordination efforts. Also, it should provide the relevant data so it increases its attractiveness as potential key partner. Most of the budget will be used for marketing and communication solutions, advertising as well as the organization of a series of lectures (including eventually TED talks) delivered by university professors, researchers and NGO representatives.

Final recommendations

In this new context, in which the gap between the humanitarian funding and the needs for humanitarian response are increasing, some revision to the current OCHA's mandate should be made in order to better enable humanitarian organizations to provide the most urgently needed assistance not only to sudden onset disasters but also to protracted crisis. The General Assembly Resolution number 46/182 of 19 December 1991 establishes OCHA's guiding principles. The item number 24 of this resolution could be reviewed to expansion, once it says: "The fund should be financed by voluntary contributions", as governments could have a major commitment towards humanitarian financing, specially by reviewing their own fiscal space. The creation of an OCHA's fund can also bring more resources to support the whole humanitarian response financial needs. Some of the actions could also increase OCHA's awareness among its key stakeholders: government, individuals and corporates from private sector, and perhaps improve efficiency in OCHA's fundraising activities, in order to reduce the gap and the costs of humanitarian aid in complex emergencies and natural disasters.



*"Great players
and great teams
want to be
driven"*

P. RILEY

1. Context¹

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) is the part of the United Nations Secretariat responsible for bringing together humanitarian actors to ensure a coherent response to emergencies. OCHA also ensures there is a framework within which each actor can contribute to the overall response effort. OCHA's mission is to: mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors, in order to alleviate human suffering in disasters and emergencies, advocate the rights of people in need, promote preparedness and prevention and facilitate sustainable solutions.

Humanitarian crises continue to grow in scale and complexity, and the humanitarian system needs to adapt to keep pace. Over the past decade, the number of people affected by humanitarian crises has almost doubled and it is expected to keep rising. At the beginning of 2014, international aid organizations launched appeals to help 52 million people in need around the world, at a cost of US\$15.6 billion—almost double the amount we needed in 2012. At the launch of the Global Humanitarian Overview (GHO) in December of 2015, humanitarian needs and requirements stood at US\$19.7 billion to meet the needs of 86.6 million people across 37 countries. At mid-year, the requirements have increased to a staggering \$21.6 billion to meet the needs of 95.4 million people in 40 countries. As of 14 July, only \$5.61 billion have been received, leaving a gap of \$16.1 billions. Low funding is preventing organizations engaged in humanitarian response from assisting millions of vulnerable people who are suffering the consequences of conflict, displacement, natural disasters and insecurity.

One of OCHA's activities, as described in its mandate, is the humanitarian financing and management of funding pools. OCHA works mainly with two types of funding:

¹ Based on the following material: Global Humanitarian Overview 2016

- **OCHA Donors Support Group (ODSG):** The ODSG is a group of donors who acts as a 'sounding board' and a source of advice on policy, management, budgetary and financial questions, and their members commit to provide political, financial and technical support. In 2015, ODSG members provided 92 per cent (\$214.8 million) of OCHA's voluntary contributions, as well as considerable policy and advocacy support.
- **Specially Designated Contributions (SDC):** Donors can choose to fund humanitarian projects that are implemented by third parties (UN partners and NGO's) - these are the so-called SDCs. OCHA channels this sort of income to third parties in the form of grants. They are: Country-Based Pooled Funds (CBPFs); Natural disaster activities (emergency cash grants); UNDAC Mission Accounts (Member States deposit funding with OCHA, which is then used to deploy their nationals on UNDAC Missions); Relief Stock Items (used to purchase and manage OCHA relief stocks held in the UN Humanitarian Response Depot); Protection Standby Capacity (ProCap) and Gender Standby Capacity Projects (covers the Norwegian Refugee Council's management and deployments of senior protection officers and senior gender advisers, as well as related training programmes).

Donors have been truly generous and have increased the amount of money available. However, needs for humanitarian aid continues to grow through the years, and the gap between the amount of needs and the funds required to implement the actions is also rising. The complex nature of crises is has continued to push OCHA and other humanitarian organizations to stretch their activities beyond humanitarian action, including in some cases and taking on the coordination for development activities in the countries affected by crises. Right now is the moment to find ways of access timely and sustainable funding, besides reviewing the costs and trying to reduce the total cost of assistance, maintaining coordination to save lives. This paper also makes suggestions to address OCHA's internal funding needs.

2. Objectives

The objectives targeted by this strategic paper are:

- 1) Raise US\$13.3 billion by December 2016 to provide assistance 95.4 million people in 40 countries affected by humanitarian crises.
- 2) Ensure that OCHA has a sustainable funding system by the end of 2030 to provide funds for the humanitarian system.

3. Communication

The two main objectives of this strategic paper are based on a broader framework that takes into consideration a diverse and comprehensive approach to fundraising from a marketing perspective.

Communication is such broad framework. A close analysis of OCHA's strategy to raise funds on behalf of all the humanitarian system (as well as for the institution itself) not only explains the financial gap and the urgent needs to raise funds, but also lays the groundwork to ensure a sustainable funding system that could address current and future financial needs in order to ensure a coordinated response to the new and protracted humanitarian crisis and assistance to the millions of people in needs.

Communication is, therefore, the necessary condition to strengthen OCHA as an institution outside its natural environment, broaden the target audience, and engage with new donors and partners, which would consequently reduce the financial gap and increase the incomes in a sustainable way.

*Communication lays the
groundwork to ensure a
sustainable funding system*

The following communication strategies proposed are based on this logic.

3.1 Strengthening OCHA's image

OCHA's image is one of the biggest unexploited potentials of the institution. OCHA is not only the name of a UN office. It is a brand, and as such, it is a paw print, a concept and a perception, and it should be positioned in the mind of the

*OCHA's image is one of the
biggest unexploited potentials
of the institution*

target audience in different and specific ways (emotionally, for example). This positioning gives value and content to the image, the product and the institution. The brand OCHA, consequently, becomes a strategic active that can be maintained, shared or given.

Raising funds is not and should not be the main activity of OCHA. Funding should be sustained in a strong brand that would allow having good partnerships and an increasing fidelity of all different range of target audiences. In sustainable funding, donations are only the last step of a much broader process, which is embedded in the core of marketing and communication strategies.

OCHA needs to strengthen its image in relation to some core values that could be attractive to current and potential partners. The institution needs to explore and exploit its name as a brand with specific actions that include both elements and services in order to take the brand outside of the natural environment, increase interaction, fidelity, and dissemination. Partnerships are usually based on a certain level of leadership in the field, prominence, prestige, popularity in the national, regional and international level, fidelity to its followers as well as donors -beyond the funding aspects. In this process, communication is vital to raise awareness on the main values that OCHA would like to transmit and consolidate OCHA as a leader in continuing growth and recognized internationally as an icon for the coordination of humanitarian assistance.

All the above-mentioned serves to identify common profiles and styles between OCHA and current and potential partners. Partnerships create synergies as the partners' success contributes to OCHA's success, and vice versa. On the one hand, different target audiences identified in this strategic paper, would

appreciate being related and connected to OCHA's brand. The values related to the Office for the Coordination of Humanitarian Affairs could be clearly perceived by highly ranked companies and partners in the most varied markets. On the other hand, sharing OCHA's image with a partner could significantly raise awareness, increase incomes, and improve communication of the partner's brand too.

Based on that, a few questions should be posed: What is the OCHA target audience? Why do these target audiences choose a specific institution to donate to? Why do they donate to other organizations than OCHA? What do these other organizations mean to them? What is the difference between other organizations and OCHA? What can OCHA offer that no other institution can?

OCHA can be successfully separate from the brand *United Nations*, as many other UN agencies are, and ensure a sustainable funding and particular relation with its donors and followers. Partnerships are not limited to commercial institutions. Both commercial and noncommercial can exchange and/or share an image, values, prestige, expertise, even money with other commercial companies and noncommercial organizations, individuals, teams, events or foundations.

A partnership tries to integrate the followers of the partner into the critical mass of followers and donors of the own institution. Partnerships have evolved in time, from patronage and transference of commodities, to an era of exposition based on exchange of products, and an era of transference of image focusing on services. Nowadays, partnerships are based on the transference of values through experiences. For that very reason, partnerships with sport institutions or individuals are usually considered one of the best tools to reach the objectives of marketing because sport makes the target audience live and consume strong and unique emotional experiences.

Communication is the key word that goes through all this process. Before and after the donation happens, there is need for a strong communications campaign that is, indeed, an investment in all ways of means. And it is also important to maintain the relation with the donor after the donation happens, understanding that it is needed to be given something in exchange and maintain that link and relationship.

To conclude, the main recommendations are, firstly, to associate in the mid-term, whilst having a long-term vision. Secondly, execute in the short term. Thirdly, do not give all the rights (or in this case do not depend only in one donor). Fourthly, demand proactivity on your partners' side on actions over the brand. Fifthly, the funding should be a consequence. Sixthly, have concrete guidelines with pre-established politics. Seventhly, be professional and oblige the partner to be as well.

3.2 Understand the Target Audiences²

The factors that influence the public to donate are still not very clear - there is little information besides a demographic description of the typical donor of blood, or the person who volunteers (donor of time) or charities donors.

Some long-term characteristics of the individual combined with social forces and its context probably influence that decision, and one way of achieving a sustainable set of donors may be accessing these characteristics. Some factors cited are modelling, knowledge of importance of the cause, other's expectations and personal norms or values, and a pattern of repetition has been described since the experience of having donated seems to influence actuals donations.

Social desirability also appears as a factor of influence, since, for example, in a research about donations, one author found that only half of the people who claimed they have made donations in the past year was telling the truth.

Another approach is to sensitize people to donate through telling stories about the beneficiaries of organizations that provide humanitarian assistance. Donations used in the humanitarian sector change several lives for the best. Perhaps telling these stories can be a way of reaching new donors and raising more money from individuals, as much as showing to the current donors the importance of their contribution.

² More information at http://www.jstor.org/stable/2695864?seq=1#page_scan_tab_contents

3.3 Social Media

Nowadays, social media is one of the strongest pillars of communication and it should be a prioritized by OCHA, in order to strengthen its image, transmit its values, raise awareness, and reach and engage with current and potential target donors.

<hr/>	The official OCHA's website
<i>Social media should be</i>	www.unocha.org is mainly designed and
<i>prioritized by OCHA in order</i>	directed to Member states, rather than to
<i>to strengthen its image</i>	the private sector, individuals, media, students or other sectors that are taken into consideration in this strategic paper.

For that reason, and in line with the main communication strategy explained above, it is recommendable that OCHA improves its performance on the social media.

On the one hand, it is also essential to redesign the website to make it more user friendly and target different audiences, unify the logos and motto, and strengthen the message to be transmitted (ideally based on the importance of coordination). The content such as reports, infographics, and videos should be presented in more attractive ways in order to reach a broader base of current and potential followers and donors.

Now focus on OCHA's Facebook page, it is important to increase the number of stories shared with its fans, so OCHA can improve the engagement of this audience with the activities done by OCHA, as well as its main values. The appeal for donations should be only one of the many contents to be shared. It is also imperious that the button "CONTACT US" actually redirects the interested people to accurate contact information, rather than the official website of OCHA.

3.4 OCHA's Ambassadors

Defined brand ambassadors is a second step in OCHA's communication plan presented on this document. As already explained in detail, first, OCHA has to answer for the following question: "Why partner with OCHA?" and find the strong points and think of how to make them known, available and shareable.

Then, OCHA should look for ambassadors.

Ambassadors work in a dialectic and synergic way with the institutions they represent, strengthening the image and sharing values of both parties. Some suggestions are presented below.

Ambassadors work in a dialectic and synergic way with the institutions they represent

The first proposed Ambassador for OCHA

is the retired Argentinian hockey player Luciana Paula Aymar. She is considered the best female hockey player of all time, having received the FIH Player of the Year Award eight times. During her long trajectory in the Argentine national team, she was recognized for her leadership, team-work, and coordination. In addition to her specific characteristics, athletes are opinion leaders and some relevant names such as Luciana Aymar come up when one thinks of athletes that represent the values of coordination.

Another alternative, from the music industry, who could represent OCHA's coordination function, is the world-renowned performer and composer Yanni and his orchestra, a truly unique collection of musicians. Yanni refers to the members of his orchestra as the "United Nations" as they come from all walks of life, backgrounds and experiences from all over the world. The talents from each member surpass the imaginable, and they are all brought to us on one stage under the guidance of a true modern orchestrator. The powerful compositions of this Greek artist have come to define a new genre of music and over 500 million people in over 140 countries have seen his live performances in The Acropolis in Greece, The Taj Mahal in India, The Forbidden City in China, and the Pyramids of Giza in Egypt, among other historical, iconic and emblematic spots.



***"No one can
whistle a
symphony.
It takes an
orchestra to
play it."***

H.E. LUCCOCK

4. Event: The Week of Engagement

The Week of Engagement: When the world of Art and Sports meet for a better and common good or #Sharedhumanity

In the lead up to the World Humanitarian Summit, artists from all around the world were invited to create and donate pieces of art symbolizing the Agenda for Humanity. Inspired by this idea, a *Week of Engagement* could be created in which artists and athletes would be invited to come together in the lead up to the World Humanitarian Day or any other time to contribute in the construction of a common good for everyone or #sharedhumanity.

The Week of Engagement would comprise three main activities: (i) Artistic Residency leading to a final Auction (ii) Regional-based Cultural Activities on the World Humanitarian Day (iii) Gala Dinner.

4.1 Artistic Residency and Auction

The target group of this activity are renowned artists, emerging artists and athletes willing to collaborate. The athletes would be invited to participate in the final auction but the residency project would be oriented to visual artists.

OCHA could call renowned artists such as Vick Muniz to contribute to the *Week* by creating and donating a piece of art that would be exhibited during the Week and auctioned in the end. The presence of renowned artists in this project would be important because it could serve as a source of inspiration for the emerging artists working in the residencies. In the exhibition week, the pieces of arts of both young and renowned artists would be displayed alongside each other, which could strengthen OCHA's claim for uniting for a common good/#sharedhumanity.

To create an appeal for an artist residency in which young artists may collaborate to produce a final piece of art in the span of two weeks that would be exhibited during the whole *Week of Engagement*. In order to participate the artist should be able to bear the costs during the residency all costs related to work materials. OCHA would be encouraged to consider partnerships with

international residencies³ or cultural institutions which host events such as museums, universities, galleries, studio spaces, theatres, artist-run spaces or governmental offices.

For the final auction, OCHA could engage enterprises, such as Sotheby's, to organize the event. Both the residency program and the final auction are based on partnerships and therefore are intended to be at nearly zero cost operation.

As the works of art would be auctioned, the artists may financially benefit as well as OCHA. A percentage of 50% might be negotiated between OCHA and the renowned artists, while 100% of the work value of young artists may be asked. This is justified insofar the young artists are the ones who will most benefit in the long run since they will gain international visibility and will have the opportunity to enter in an international network of the art market.

The project can be carried out in three weeks, having in mind the following agenda: 2 weeks for the residency and one week for the exhibition. The exhibition should coincide with the "Week of Engagement."

4.2 Regional based cultural activities on the World Humanitarian Day

The World Humanitarian Day will take place on **19th of August 2016** in the capital cities all Member States except in the **40 countries** affected by humanitarian crises now. First, it would be an opportunity to remember those who died carrying out humanitarian work. Secondly, it will also be an occasion to increase the awareness of OCHA among the public. In this way, we believe that **50%** of the total population in countries where the humanitarian day will take place will be aware of OCHA.

To organize the activities, a group of five OCHA's personal will be deployed in each country to supervise the event. In order to carry out their job properly, they would be assisted by 1000 local volunteers. The attendants of the World Humanitarian Day would receive a bracelet containing the logo and OCHA's

³ Check this website to find residences all over the world: <http://www.transartists.org/map>

tagline. With these mechanisms, it would be possible to create a database and show the results of the events to the sponsors.

The slogan of the event could be: “If we all stand together, we can give hope for those affected by Humanitarian crises”. Cheap instruments of communication could be used to deliver the above-mentioned message. Below, there some examples:

1) *Social media*: This could include a short promotional movie on *Facebook and Youtube*. It would help us to reach a large number of people, especially youngsters, in short period of time, since nowadays many people are in possession of a smart phone.

2) *National Radio and TV channels*: Using these channels, it would be possible to reach out for the adults, as it assumed that they follow news and publicities on radio and television. The best time to share the message would be before the news.

Below, there is a suggested agenda for the communication campaign:

	18 th -24 th	25 th -31 th	1 st -7 th	8 th -14 th	15 th – 18 th
Radio and TV	X	X		X	X
Facebook	X		X		
Youtube	X	X		X	X

The estimated total budget would be of \$1,760,000. Divided in:

- National Radio and Television: *free of charge*
- Facebook and Youtube: **\$100,000**
- Volunteers costs (Badges, T-shirt): **\$500,000**
- Security, podiums, music instruments, bracelets and costs of OCHA’s personnel: **\$1,000,000**
- Unforeseen costs: **\$160,000**, which is 10% of the cost

4.3 Gala Dinner

The last activity that could be developed is a Gala Dinner. OCHA would invite almost 300 guests – all of them known through their humanitarian engagement such as Angelina Jolie, George Clooney, Sean Penn, Bono, Madonna, Eva Longoria, Brad Pitt, Messi, Cristiano, Drogba, Zidane, George Weah, Oumou Sangaré and others. The suggested venue for the gala would be the *Intercontinental Hotel Geneva*.

A transport company - La Coopérative de Taxi - would be in charge of taking the guest from the airport to the *Intercontinental Hotel Geneva*, in order to provide the guests with a distinguished treatment.

The venue's decoration will accentuate OCHA's image and might contain the slogan: "*A gesture for the crises-affected countries*" or "*Un geste pour les pays touché par les crises dans le monde.*"

The estimated cost could depend on the number of sponsors that could provide services in exchange of partnerships and visibility.

5. Technology: Introduction to the OCHA App⁴

The OCHA app would be an entertaining way to raise awareness about the importance of humanitarian assistance around the world. The application would involve users who would like to participate in the humanitarian cause in a simple and accessible way. Through different interactive activities, purchasers will have the opportunity to both collect funds to help people in need and take part in an innovative project of sustainable fundraising.

5.1 Objectives

The application seeks to:

- Reach all people interested in global issues and humanitarian assistance;
- Promote a positive image of OCHA, as well as explain what it does, how it works and why;
- Provide users with a newsfeed on humanitarian issues as well as on the work of OCHA;
- Be a form of educational exercise on humanitarian issues, through quizzes;
- Help promote awareness and reflection on humanitarian issues among people;

⁴ References from:

Applico (2016) *How much does it cost to make an app?* [online], <https://www.applicoinc.com/blog/much-cost-build-app/> [accessed 12 Jul 2016]

Bluecloud solutions (2011) *How much does it cost to develop an app?* [online], <http://www.bluecloudsolutions.com/blog/cost-develop-app/> [accessed 12 Jul 2016]

Savy apps (2015) *How much does an app cost: a massive review of pricing and other budget considerations* [online], <http://savvyapps.com/blog/how-much-does-app-cost-massive-review-pricing-budget-considerations> [accessed 12 Jul 2016]

Segue Technologies (2015) *How long does it take to build a mobile application?* [online], available: <http://www.seguetech.com/how-long-does-it-take-to-build-a-mobile-application/> [accessed 12 Jul 2016]

- Be an innovative online platform to engage people of all ages in humanitarian issues and on the work of OCHA;
- Provide users with different ways of donating for the cause OCHA stands for.

5.2 Target Audience

All people who have access to a mobile device and who are interested in engaging in global issues and/or humanitarian assistance. The main target audience would be people of an average age of 15 years old.

5.3 Plan of Action

The application should be elaborated in partnership with the IT department of the UN. The possibility to hire external consultants in case the logistics skills can not be met internally should be considered.

In addition, the need of partnering firms is crucial for the good functioning of the concept and to supply OCHA's different pool funds. Ideally, this part would be led by the team in charge of negotiating partnerships in the private sector. The request to the private sector should stress the advantages firms would have with this kind of advertisement: they would only be called to invest money when users activate the application and their visibility will drastically increase with the posting of photos advocating a good cause, which amounts to a cost efficient advertising strategy.

The plan is to save people from having to give their bank details so that they would only be concerned with combining their daily activities. Users would not have to engage in any direct money donation activity. The concept of the application is to use firm's advertising budget as a source of funding for OCHA'S humanitarian activities. Firms would act as sponsors every time users would accomplish a daily activity through the application, such as taking a picture, exercising or taking a game quiz, as it will be developed in the following sub-sections.

5.4 Menu

As is the case in many mobile applications, customers should sign in before starting to use the application. This is a common procedure nowadays and requires only an address email and the creation of a password. This process could even be speeded up with a connection through a Facebook account (which is a current procedure available for most of contemporary applications).

The OCHA app will be designed with a simple layout for an easy understanding of the different available functions. Different activities will be clearly identifiable through elementary images and accessible to users in one click. The following different sections will show Successively firstly what OCHA is and the main goals of the organization. Secondly, a newsfeed will be available for those interested in recent information related to humanitarian activities around the world. Thirdly, the interactive function emoticons will follow, each one representing clearly the linked activities (a question mark or a check box would represent the quiz activity, a camera will represent the photo feed and a bike to show the exercise section). The last section would be the personal profile of the user, gathering all the personal information and activities summaries.

5.5 How users can help OCHA to raise money for humanitarian purposes

The application will display 3 interactive ways for users to earn money via corporate funding for OCHA's humanitarian activities while playing, taking pictures and exercising!

a) Facts quiz

Users will have the possibility to take a quiz about OCHA's activities once per day. The quiz would be composed by 5 simple questions and for each right answer the player wins a point for a total of 5/5. Each point would bring a certain amount of money (to agree with sponsor firms) to OCHA's humanitarian activities. For instance: each point is valued at 10cts, so users would be able to allocate OCHA between 10cts to 50cts by taking the quiz.

Suggestions of questions:

- How many field offices OCHA has all around the world? a) 2 b) 30 c) 42
- What is the main role of OCHA? A) bring together humanitarian actors to ensure a coherent response to emergencies b) producing weapons c) fight gender inequality
- What event that took place in 2016 on the initiative of UN Secretary-General Ban Ki-moon? a) European soccer championship b) World Humanitarian Summit c) Brexit
- What is CERF? a) a type of dear b) finance certificate c) central emergency response fund
- How many countries responded to OCHA's appeal for funding in 2016? a) 5 b) 18 c) 32

b) Donate a Photo

The application might be equipped by a simple and creative photo feed based on the model of the existing application Instagram. However, for every photo posted, partner firms would agree to give a small amount (between 25cts and 1\$, to negotiate) to OCHA's humanitarian actions. The users would be limited to 1 photo per day and would have access to all the posted pictures of the day by scrolling down the feed. Photos raise awareness and when shared, users spread the word about OCHA's activities and people in need. Users and their friends can help OCHA to meet their goals. It might work as follows:

1. With *OCHA Donate a Photo*, take a picture with your mobile device or choose one from your camera roll.
2. Share it. It'll go in the *Donate a Photo* gallery and you can choose to post it for all your friends to see on Facebook, Twitter, and Instagram as well.

c) Running for Charity

In order to participate in the "running for charity" program one simply need to turn on the phone's geolocalization feature so that the application can track your distance and, then get moving! *OCHA Running for Charity* will help earn money to fund humanitarian plans of action every time users walk, run, bike, skip, dance or any human-centered activity. For instance bikers would earn 10cts a

mile and walkers and runners would earn 25cts a mile. All the amounts have to be negotiated with sponsoring firms. It might work as follows:

1. Start your activity with the localization feature of the phone activated
2. When you finish, you have the option to share your activity on Facebook or Twitter: to build awareness on your support to OCHA's humanitarian projects.

d) At the end of each activity: funding choices “Click to Give”

Once the picked activity is done (the quiz is over or the picture is posted or workout is finished) a popping window will offer to users 2 choices to allocate the funds just earned. Either they will be offered the possibility to redirect the money to the Central Emergency Response Fund (CERF) or to the Country-based pooled funds (CBPFs) and to pick the country they want to help. For each country choice available, a small description of the local situation and why OCHA is active there will be explained.

e) Where does the money come from?

Fundings will be supported by partnership with corporate sponsors; those companies would reallocate their media budgets (money that otherwise would have been spent on other advertising projects) for social good. Those sponsors would agree to do good with their advertising budgets, as long as the results are sufficient good to justify the reallocation of those larger (non-charity) budgets. Therefore, the application delivers premium quality advertising, which is a higher quality if compared to ordinary banner ads because as mentioned earlier, firms would only have to give money to OCHA if users are active on the application, which guarantees their ad is gaining visibility.

f) Forum

The application may provide a forum section so that users could be able to share their experiences and comment others' people publications. This interactive platform should enhance users' participation and motivation.

g) Personal profile section

As soon as users will connect on the app, a profile page will be set up and personal information may be provided. That will allow for a more personalized

interaction with the app and users might update information such as profile photo, location, phone number, gender etc.

Additionally, the profile should summarize the user's activities, the right answer rate to quizzes, the number of photos posted on the app, the number of kilometers run. All the mentioned observation should determine how much the user earned so far along with performance graphs (as it is often the case for sport's application). On top of that, users will have the choice to set the confidentially settings regarding their personal information, whether they want it to be accessible to other users or not.

As users may be interested to know what use is made with the money they obtained, a subsection "*Where did my money go?*" is added to the profile. The link will redirect users to the financial tracking service (FTS) which records all the funding information into a database managed by OCHA and available to the public.

5.6 Timeline

The timeline for the development of mobile apps can vary depending on the type of the app, the features that will be included, layout, as well as other elements⁵. The different mobile operating systems to which the app will be developed for, such as Android and iOS, can also influence on the development pace⁶. Therefore, the time of work from the planning and sketching to the release of the mobile app might vary from 2 to 18 months⁷. According to the Segue Technologies website (2015) the necessary steps for a creation of a app involves envisioning, which can take from 2 to 4 weeks, iterative development and testing, from 6 to 8 weeks, stabilization, from 1 to 2 weeks and release, in 2 weeks.

⁵ Readwrite (2013) *How long does it take to build a native mobile app?* [online], [accessed 12 Jul 2016]

⁶ Idem

⁷ Crew (2016) *How long does it take to make an app or website?* [online], <https://crew.co/how-to-build-an-online-business/how-long-does-it-take-to-make-an-app/> [accessed 12 Jul 2016]

Kinvey (2013) *How long does it take to build a mobile app?* [online], available: <http://www.kinvey.com/how-long-to-build-an-app-infographic/> [accessed 12 Jul 2016]

For the production of the OCHA mobile app, an estimate of 18 weeks will be considered, as the app will be developed in different mobile operating systems to reach as many people as possible. It will also include more complex features, such as profile, newsfeed, notifications, educational quizzes, forums, and a donation section in which users can choose to donate and share pictures or carry out runs for the cause. The 18 weeks takes into consideration research, planning, sketching, layout (prototype) development, testing, as well as contacting potential partners for specific details of the app, such as Facebook for user login strategy and Amazon as an alternative downloading platform for the app.

5.7 Budget

The cost of the OCHA App will vary according to the final development plan and on what features will be prioritized. Therefore, it depends on the features and amount of complexities included on original plan. In this regard, the website Savy apps considers that 'the costs of apps are largely based on features, complexity, and platform; apps with back-end servers will almost always cost more; simple apps for one platform will start around \$25,000, more complex apps cost six figures but can push up over \$1,000,000; costs will also vary based on who builds it (e.g., offshore versus high-end agency)' (2015). More specifically, the website Bluecloud solutions indicate that an average cost for simple, table based apps cost from \$1,000 to \$4,000; a database app (native) from \$8,000 to \$50,000; and game apps from \$10,000 to \$250,000 (2011). Also, according to Applico, because of the differences in the complexities and features of apps, prices can range from \$5,000 to \$500,000, in which the common price varies between \$100,000 and \$300,000, including all of the phases of production (2016).

Initially, considering the average cost of a simple app (Savy apps, 2015), and also taking into account the costs involved in database (native) type apps, the OCHA app will be budgeted at \$25,000. After the launching of the app, additional costs are foreseen, as there would be a need for maintenance through regular updates and marketing, as well as the addition of versions in

other languages. The cost for the creating and launching of the app, as well as maintenance should be covered by OCHA's marketing budget.

5.8 Outcome

It is expected that through this app, OCHA will be able to promote its image worldwide, enabling as many people as possible to learn about the work OCHA does and why it is important. It is also forecasted that the app will enable people to engage in global and humanitarian issues, through news, educational quizzes, forums, as well as different ways of donating.

5.9 OCHA App layout/design proposal



OCHA

Ruby Lin
Information Credit Points

People targeted Funding requirement CERF

Financial Tracking Service
Tracking humanitarian relief flows

[FTS \(Financial Tracking Service\)](#)

The United Nations Office for the Coordination of Humanitarian Affairs

OCHA

GIRL UP
Help give a girl in Guatemala school supplies with one photo.

Click to GIVE

1. Donate to the Central Emergency Response Fund
2. Donate to a Country-based Pooled Fund (CBPF)

The United Nations Office for the Coordination of Humanitarian Affairs

OCHA

Q search forums only

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Recent Discussions

CERF in 2015: \$470 million allocated to support humanitarian partners...
.....wioghuwhgienlbuwv.....jjjajwojg

World Humanitarian Day!! 19. August. 2016
Join us now! #sharehumanity

Bob @bobbybill
.....wioghuwhgienlbuwv.....jjjajwojg
I have a question about....

Bob @bobbybill
@themikinator
stjnbenogm@\$(#

Close
New Comment
Send

[Needed!](#) Fund raising idea for OCHA

The United Nations Office for the Coordination of Humanitarian Affairs

Further considerations and recommendations

1. According to the Worldwide Quarterly Mobile Phone Tracker of the International Data Corporation, Android represented 82,2% of the mobile phone market in 2015, followed by iOS (13,9%), Windows phone (2,6%), BlackBerry OS (0,3%) and others (0,4%). Furthermore, different sources show that the distribution of iOS is strong mainly in North America and in Europe, while in the rest of the world the use of Android is predominant.
2. Paid apps do not appear to be a good alternative, as it would restrict the amount of people that could engage with OCHA cause and participate in the different engagement activities in order to raise funds.
3. The format is as important as the content. Be obvious. Navigating easily is key.
4. The app should be available in several languages, ideally but not restricted to all the UN official ones.
5. Modernize the app but maintaining its compatibility with all type of devices, old and new ones.
6. Choose friendly, dynamic and easy layouts that would attract the users' attention and interest.

6. Private Sector

In order to approach companies that will not damage OCHA's image, it is important to first be sure their human rights integrity, which may be approached from a different angle.

One of the ways to determine whether a company cares about social and humane manufacturing conditions is the Fair Trade sign, which globally certifies food companies such as Ben & Jerry's⁸, Starbucks and Hershey's Chocolate⁹. Fashion brands still very rarely manufacture sustainably, yet the two main global players nowadays, H&M and John Lewis, increasingly producing parts of their collections under fair conditions^{10, 11}.

Another indicator of note is Sustainable Value, which assesses that companies "not only use economic capital but also environmental and social resources to create value" and thus measures corporate sustainability performance in monetary terms, referring specially to the automobile industry. As in 2009, the overall top performers in this category were the BMW Group, Honda and Toyota pledged to be the most successful and sustainable automobile manufacturer until 2018, consequently representing a possible cooperation partner.

Lastly, there are companies that are committed to the idea of sustainability and have no certification. Those include the giants P&G¹², Unilever¹³ and Nestlé as well as the Coca Cola Company. The latter would be an especially valuable partner, as it does not yet support projects for humanitarian aid but is profoundly associated with team sports (that is, coordination efforts) and can thus enhance OCHA's image and visibility¹⁴.

Other important sustainable companies that are committed to the idea of sustainability include the technological titans Apple and Samsung, as well as

⁸ <https://www.globalcitizen.org/en/content/7-companies-that-exercise-fair-trade>

⁹ http://fairtradeusa.org/products-partners?partner_type=Brandholder#tabset-tab-2

¹⁰ <http://www.artschoolvets.com/news/2015/04/13/nachhaltig-und-fair-produziert-hm-launcht-seine-conscious-kollektion/>

¹¹ <https://www.johnlewis.com/product-summary?Prodcode=60545713>

¹² <http://www.sustainablevalue.com/downloads/sustainablevalueinautomobilemanufacturing.pdf>

¹³ <http://nachhaltigkeitsbericht2014.volkswagenag.com/strategie/unser-ansatz>

¹⁴ http://cdn.pg.com//media/PGCOMUS/Documents/PDF/Sustainability_PDF/sustainability_report_s/2015SustainabilityReportExecutiveSummary.pdf?la=en-US&v=1-201512231810

companies such as L'Oréal, Adidas and Johnson & Johnson do¹⁵. All these wealthy companies would be apt for partnership because of a considerable portion of their resources or products stem from countries struck by crisis. Thus, they would have an interest in preventing and responding to crisis quickly, which promotes their interest in preventing and responding to crisis quickly – an argument that also applies to the automobile sector.

Based on the previous assumptions we will now consider four strategies on how to approach the private sector and foster partnerships with target companies, namely: working with reinsurance companies, customer donations, image laundering and the Index on Corporate Social Responsibility for Humanitarian Assistance.

6.1 Working with Reinsurance Companies

Reinsurance companies represent a funding opportunity for OCHA, given these companies' interest in catastrophic risk and their need for information, data and for quality stakeholder relations.

Despite many of the products and services created by OCHA for humanitarian actors being openly available, by supporting OCHA itself many such products can become more sophisticated and comprehensive, benefiting not only the humanitarian community but also creating an information asset for the aforementioned companies.

Some of these reinsurance companies, such as Munich Re, Swiss Re, Hannover Re and Lloyds, have foundations that support programs in Disaster Risk Assessment and Disaster Preparedness, among others. Their foundations also offer immediate support to emergencies, mainly natural disasters. A good example is the Swiss Re Foundation, which in 2015 donated almost 8 million CHF to projects mainly in the areas of resilience, climate change and natural disasters. Support to projects often ranges around hundreds of thousands of

https://www.unilever.ch/Images/uslp_fortschrittsbericht_2015_tcm1350-459153_de.pdf
<http://www.coca-colacompany.com/topics/sustainability>

CHF. The same institution also provides instant relief support in emergencies such as the Nepal Earthquake of 2015 (CHF 250,000)[12].

Additionally, some reinsurance companies are known to make appeals to collect donations from their employees. After the Nepal earthquake of 2015, Munich Re launched an appeal for donations amongst its employees collecting almost EUR200,000 for earthquake victims [13].

Last, but not least, reinsurance companies can also play an important role in OCHA's long-term sustainable funding strategy . As highlighted during the Humanitarian Summit, risk transfer schemes can contribute to secure humanitarian operations. According to Swiss Re, the re/insurance and capital markets are prepared and have the financial means to absorb insurable risks. Governments and humanitarian actors can transfer these risks to the private sector, which has the added benefit of converting a highly volatile financing requirement into a more stable budget item and of leveraging available funds. This leverage can be as high as 30 times (USD 1 million of premium could result in USD 30 million payout in case of major catastrophe). A pilot mechanism could be tested by OCHA in collaboration with one of these re insurance companies in order to evaluate the mid-term benefits in of this option.

Promoting an investment round so as to fully explore all of the above-mentioned possibilities, may be a good occasion to bring reinsurance companies and the innovative ideas/services for humanitarian coordination that OCHA can offer together. In a half day or one day-event OCHA could bring some of these companies together and explore potentials for partnerships, programs-based funding and emergency funding.

6.2 Customer donations

Another way of raising funds is to approach companies and involve them to seek for their customers' donations. This strategy uses the brands' range of influence on millions of private customers, yet does not cost the companies any money, although it improves their social image.

There are different strategies that have already been employed by other institutions and companies. One strategy used by the German discount chain “Netto” is to ask customers to round up the amount they are paying for their goods (e.g. 11,54 to 11,60 €). It allowed to raise €5,3 million from individuals in nearly four years. This strategy is especially efficient with the food sector, but may also be transferred to more expensive product areas and different partners (e.g. the technology sector). Another strategy is to add optional fee on the final price of a purchase, leaving it again to the customer to decide if he wants round up and donate. The German bus company “Flixbus” – as well as flight companies like AirFrance - are using this strategy by offering to add one to three percent of the travel costs on the final bill to be donated to an organization caring for the climate or development. Technological companies might be especially relevant to OCHA as they are known to use materials from areas in conflict and might want to join the fight for stable working conditions. A last strategy would be to use websites such as *boost-project.de* which is cooperating with online retailers (e.g. amazon, IKEA, Lufthansa) to donate a negotiated percentage of just purchased products to charity chosen by the customer. The customer is redirected to the retailer’s website from the *boost-project* website and shop normally. Over 2,200 non-profit organizations have benefitted so far from the 1.3 million donations made through the *boost-project* platform.

6.3 Image Laundering

The United Nations Office of the Co-ordination of Humanitarian Affairs can target successful multinational corporations that have recently received negative publicity and offer them image laundering publicity through collaboration with the organization in exchange for support and sponsorship. It is important to underline that OCHA should not target companies with current problems related to human rights.

Starbucks, the premier roaster, marketer and retailer of specialty coffee in the world, operating 20,000 coffeehouses in more than 60 countries, is the no.1 brand coffeehouse chain globally. However, controversial tax strategies have

damaged the company's brand image over the last few years and image laundering measures are being considered to help to address this.

HSBC, one of the largest banking and financial services institutions in the world, serves millions of customers through its four Global Businesses. The company is currently laundering its image by investing its time and resources in human development projects around the globe after suffering hefty reputational damage in 2012.

OCHA can leverage on Image Laundering opportunities like this to raise funds for its cause.

6.4 Index on Corporate Social Responsibility for Humanitarian Assistance

Bearing in mind that OCHA intends to foster its fundraising strategy for the private sector, it is important to promote transparency in these new alliances and to promote the best cases of companies' engagement in the theme of humanitarian assistance. To achieve this, we recommend the creation and the annual publication of an Index of Social Corporate Responsibility in Humanitarian Assistance.

A Company's' performance has always been evaluated considering mainly its financial results. However, since the end of the 1990s, corporate indexes started to add other variables to the evaluation of companies; one of these variables is a company's' social and environmental responsibility.

Although nowadays several indexes address corporate social responsibility, none of them specifically address humanitarian assistance. With this in mind and considering that this subject is nowadays is one of the major concerns of sovereign states and their populations, we believe it should obtain special visibility.

THE INDICATORS: The performance of the private sector, considering the endorsement of "humanitarian assistance" projects in their CSR strategy, will be published in the end of 2016, together with OCHA's 2017 appeal. OCHA will

open a public notice to gather the information from the companies. The index will be based on five indicators:

1. Total resources donated to humanitarian assistance organizations during 2016
2. In-kind donations or services provided by the company in case of humanitarian crises
3. Humanitarian Assistance Programs run by the company in
4. Advocacy and communication campaigns in partnership with humanitarian assistance organizations
5. Employees' engagement in humanitarian programs

After collecting all the data and evaluating all donor companies, OCHA will produce a report, including a ranking of the companies with best performances. Besides qualitative data, the material can also include qualitative information by presenting examples of successful partnerships between private sector and humanitarian organizations.

OCHA can promote the index's global launch in one of the main newspapers or magazines in the world, such as The New York Times or The Economist in order to market it globally, publishing the **Top 10 companies ranked by engagement in humanitarian assistance**. After the global launch OCHA can foster local promotion in partnership with local offices.

This report together with a global communication strategy can bring visibility to OCHA's activities in a global scale, helping obtain more donations from individuals and companies. Moreover, promoting the index in several countries also brings heightened visibility to partner companies and should have a positive impact on their reputation and brand image. Such outcomes may result in the continuity of these companies' donations to OCHA.

6.5 Timeline

The activities before suggested for the private sector will follow the following calendar of activities:

ACTIVITY	AUG	SEPT	OCT	NOV	DEC
Reinsurance/Insurance Companies					
Desktop research: develop list of companies to approach	x				
Contacting companies for investment round	x	x	x		
Organization of investment round		x	x		
Investment round with Reinsurance/Insurance companies				x	
Image Laundering					
Desktop research: develop list of companies to approach	x				
Selection of the negotiation strategy with selected companies	x				
Initial contacts with selected companies	x	x			
Negotiations with partnering companies		x	x	x	
Formalities and commitment for projects					x
Index on Corporate Social Responsibility for Humanitarian Assistance					
Report Production					
Public Notice: data collection from companies	x				
Data analysis and report production		x	x		
Communication					
Negotiation with The Economist to Global Launch	x	x	x		
Media Briefing production and distribution to local offices				x	
Global Launch on The Economist					Dec, 6th
Local Launches (main newspaper in several countries)					Dec, 7th

7. Collaboration

Below, three projects are presented as suggestions for OCHA's execution:

7.1 Partnerships between OCHA and sports events/players/teams

The goal of this project promote awareness of OCHA's mission and increase the number of individual donations, by using popular and highly viewed sport events in order to

The target audience would be Sports fans/viewers, segmented according to each specific event. *Prima facie*, since we are focusing on the most watched sport events worldwide, we should be contemplating a highly diverse, global, multi-ethnic and multi-age group.

This partnership could be done with the organization committees of one of the following:

World-Class Sport Events	Number of Viewers (last editions)	Dates (Upcoming)
Summer Olympic Games	3,5 billions	2020 (Tokyo)
World Cup	3,2 billions	Summer 2018 (Russia)
Tour de France	3,5 billions	July 2017
Winter Olympic Games	3 billions	2018 (South Korea)
Ryder Cup (Golf)	750 millions	2018 (France)
Cricket World Cup	130 millions (Finals)	May 30 - July 15 2017
Super Bowl	115,3 millions (USA), 500 millions worldwide	January 27 – February 5 2017
Champion's League	150 millions (Finals)	February 14 - June 3 2017
F1 - Grand Prix de Monaco	450 millions	May 29 2017
Wimbledon	80 millions (Finals)	July 16 2017

7.1.1. On what “material” should OCHA advertise its message?

a) Uniforms

- printing OCHA's symbol and name on players' T-Shirts (ex: soccer players' T-Shirts)

b) Tickets

- Stamping OCHA' s image along with its slogan (“Coordination saves lives”) on a sports event ticket. Adding a catchphrase to encourage buyers' donations.
- Online and dematerialized tickets, taking the special layout of these tickets and the technical specificities of the gadgets used to purchase them into consideration (visibility and accessibility should be prioritized).

7.1.2. Fund-raising and channeling funds

a) Problem: Printing OCHA's symbol or name on players' t-shirts and event tickets increases visibility, but this may not be enough to increase donations.

b) Suggested solution: stipulate that a part of the money used for buying the shirts or the event tickets may be channeled to OCHA

Two possibilities for tickets and uniforms:

(i) either an additional X per cent of the price is systematically charged for each purchase;

(ii) or each buyer takes an individual decision to add a small percentage or not to the product's original price

b.1) In both cases one should determine which percentage of the original price will be charged, or what additional amount can voluntarily be apportioned to the product's original price.

b.2) One should also take the legal details involved into consideration as well as potential costs and benefits implied in picking either (i) or (ii) (empirical survey and data analysis might be required);

7.1.3 Legal issues

a) *Advertising regulation*

- Check legal aspects related to permissions, copyrights, fees, and immunities
- Ascertain that OCHA's mandate is compatible with the operation and delegate specific activities to other UN agencies where needed

b) *Fiscal Issues*

Check whether taxes are going to be charged, how the funds will be concretely managed and whether the UN can take advantage of fiscal immunities

7.1.4. Delivering the message

a) Slogan

- Create a new catchphrase that should reinforce OCHA's official slogan "Coordination saves lives" and motivate further donations

b) Selling coordination

Team sports: OCHA could use the idea of coordination by referring to the collaboration/coordination between team members required by such sports (e.g.: football/volley/basketball team leaders could be focal points)

Individual sports: these may raise a problem inasmuch as individual players are not supposed to cooperate. One could possibly evoke coordination by focusing on all the resources and staff involved in training high profile athletes (e.g.: video clip: having a famous F1 pilot/football player/swimmer/runner and her/his staff speak about all the collaboration required to have her/him perform outstandingly at a high level competition)

An analogy between the coordination efforts required for training such a high profile athlete and the coordination tasks carried out by OCHA could be developed.

c) Obtaining support and reinforcement from different media

- Television and internet (live/streaming): primary media broadcasting sports events
- Social media: to be used in raising awareness of OCHA's activities and funding campaigns in association with a reinforcement campaign

Assessing WFP's publicity campaign costs and results - "805 million names" is strategic.

7.1.5 Budget and Timeline

Ex: Tokyo Olympics 2020

- 4 years before implementation
 - Start negotiations with the International Olympic Committee (tickets, BTL and legal permissions)
- 3 years before implementation
 - Start negotiations with target countries so as to obtain permissions for branding athletes' uniforms
- 2 years before implementation
 - Design and develop the marketing campaign in association with the IOC and partner countries
- 1 year before implementation
 - Implement the marketing and the PR campaign

7.1.6. Costs

- Human resources' costs for legal expertise and counselling (UN 's HR and partner agencies)
- Communication costs: official logos and images (UN's HR and partner agencies)
- Operational costs

7.2 University Challenge Game

The OCHA University Challenge Game seeks to promote humanitarian assistance awareness among the tertiary education environment by specifically targeting university students, who are encouraged to come up with new fundraising strategies and humanitarian assistance projects in line with OCHA's current priorities. We aim at publicizing a widely positive image of OCHA, as well as providing OCHA with innovative and creative solutions towards obtaining funding for humanitarian assistance. Furthermore, we believe the

challenge would foster the practice of social entrepreneurship among higher education students.

The objectives of this project would be:

- Promote awareness of humanitarian issues and social entrepreneurship among university students;
- Publicize a positive image of OCHA among our target audience and have university students from all over the world understand what OCHA is, how it works and why it is important;
- Encourage students to conceive and develop innovative solutions for obtaining funding for OCHA related causes;
- Thus providing OCHA with innovative ideas and solutions for obtaining additional funding.

7.2.1 Target audience

As future professionals and potential opinion leaders, university students are ideal multipliers for the cause that OCHA stands for. In this projects, OCHA should look for a global and highly diverse audience:

- University students of any course are eligible to apply (as for the age limit, 27 could be the upper threshold, and 18 the lower);
- Prior knowledge of humanitarian assistance or social entrepreneurship would not be a requirement.

7.2.2 Requirements for participants and group membership rules:

- Each university taking part in the challenge will be represented by a group of students;
- Groups should have a min. of X and a max. of Y members. (Probably between 12 and 15);

- Each group can be made up of students coming from different disciplines/backgrounds, as long as the students are all enrolled at the same university;
- The application form should include a list of names/course affiliation and relevant information for each university team members;
- Both graduate and undergraduate students would be allowed to apply for membership;
- To a certain extent, each university may determine a specific set rules guiding its internal selection procedures. However, it must observe general guidelines concerning accountability, diversity, equality of opportunity and transparency. In addition, these specific rules cannot conflict with the general rules established for the game;
- Each group should appoint a university professor to act as its mentor.

7.2.3 Basic Structure

- Online game, with several phases;
- Participants can communicate in any of the 6 working languages of the UN;
- Before the beginning of the game and upon completion of the application process, each group will be receiving an online starter kit, which will contain reading materials and all relevant information needed to assist participants before and during the game;
- Each phase will consist of a series of challenges/tasks for which each group will have to study, work on and prepare;
- After each phase, the successful groups will be selected and ranked according to their performance;
- During the game, groups should conceive and develop an innovative solution for funding towards humanitarian assistance. This project should be presented in adequate detail during the final phases;

- The top 3 groups and their respective mentors will be awarded with a field-trip to the United Nations and will be given the opportunity to present their projects to a selected audience that may include NGOs representatives, government leaders and potential sponsors from the private and public sectors;
- Game sponsors, along with the UN, may define a specific cash prize that would be awarded to the top 3 university teams and which must be used to carry out initiatives in the humanitarian sector.

7.2.4 Technical support/expertise:

- IT support will be necessary for development of the online platform;
- A research team composed of experts in the humanitarian field will be in charge of the elaboration of the study materials.

7.2.5 Timeline

- 1 year before implementation:
 - Announcing a public notice;
 - Contacting potential universities and private partners (SMEs, global companies, tech companies);
 - Hiring a team of IT experts to set up the online platform;
 - Creating a work group to develop the study materials
- 8 months before implementation:
 - Signing sponsorships and university partnerships
 - Developing publicity campaign
- 6 months before implementation
 - Launching the engagement and marketing campaign
- 3 months before implementation

- The reinforcement campaign should be launched at the end of summer. Universities should inform students of the game challenge at the beginning of the academic year or relevant term.
- Final implementation phases
 - The games should occur once a year, during either the spring or fall semesters;
 - The initial phase of the game should take place either in October or April and the final phase of the game should happen either in July or December, so as to fit the various academic calendars both in the northern and in the southern hemisphere and facilitate attendance.

7.2.6 Budget

- Advertising costs (which include elaborating a specific online campaign, setting up a website, coordinating various social media and organizing lectures at universities);
- Hiring an IT support team (eventually, UN human resources could be employed); in charge of setting up an online platform for applications and for the several game phases (one possibility is to contact online platforms that specialize in MOOCs, such as Coursera and Edx, that could act as potential sponsors);
- Establishing a workgroup to develop the study materials;
- Travel allowances and prizes (partnerships with private sector companies are to be taken into consideration – airline companies, hotels, companies specializing in logistics, etc.);
- Establishing partnerships with universities, business incubators and SMEs agencies to help in the challenge (cooperation) for education and social entrepreneurship.

7.3 Effective Altruism

Effective altruism is a philosophy and social movement that uses empirical data and strategic reasoning to determining the most effective ways to improve the world.

“Effective Altruism is a growing social movement that combines both the heart and the head: compassion guided by data and reason. It's about dedicating a significant part of one's life to improving the world and rigorously asking the question, “Of all the possible ways to make a difference, how can I make the greatest difference?”

7.3.1 Goals

Creating a partnership between OCHA and some of Effective Altruism's most prominent representatives so as to facilitate coordination tasks and benefit from their highly influential network of donors, volunteers and NGOs.

7.3.2 The costs of aid: two contrasting examples

a) Prevention Costs – Traffic accidents vs Malaria

In order to prevent one of its citizens from dying in a car accident, Switzerland spends around 5 million dollars in security measures. 3 million are spent in measures that aim at preventing accidents in public transports.

In contrast, in order to prevent someone from contracting and eventually dying from Malaria in a poor country, only 3 dollars are required.

b) Blindness in poor and developed countries – training guide dogs x treating trachoma

In developed countries, approximately 40 000 dollars are required for training a guide dog. However, treating trachoma, an infectious disease that causes blindness, costs only 40 dollars.

7.3.3 Examples of Organizations that work with Effective Altruism

	Organizations	Description (<i>taken from their websites</i>)
1	Giving What We Can	Giving What We Can is a community of effective givers. They inspire people to donate significantly and as effectively as possible.
2	Open Philanthropy Project	The Open Philanthropy Project's mission is to give as effectively as we can and share our findings openly so that anyone can build on our work.
3	Raising for Effective Giving [REG]	Raising for Effective Giving (REG) is a meta charity and community for professionals interested in having a positive impact on the world by donating a fraction of their earnings to the most effective charities.
4	Give well	GiveWell is a nonprofit dedicated to finding outstanding giving opportunities and publishing the full details of our analysis to help donors decide where to give.

7.3.4 Examples of EA's fundraising capacity

- \$350,000,000+ Amount pledged to evidence-based global poverty interventions via Giving What We Can
- 4,000,000+ Number of school children dewormed thanks to funding through GiveWell and the efforts of SCI
- \$10,000,000+ Funds raised for direct cash transfers to the extreme poor via GiveWell and GiveDirectly
- \$3,000,000,000+ Dollars committed to effective giving through GoodVentures by Cari Tuna and Facebook cofounder Dustin Moskovitz
- 8,000,000+ Hours pledged to high-impact careers from over 100 plan changes attributable to 80,000 Hours

- 1,000,000+ Bed nets paid for via GiveWell and Against Malaria Foundation to protect against malaria

7.3.5 Key Representatives in Academia and Staff

ACADEMIA

Will MacAskill, *associate professor at Lincoln College, Oxford University.*

Will MacAskill is a co-founder of both Giving What We Can and 80,000 Hours. He serves as Chairman of the board and President of Centre for Effective Altruism USA Inc.

Peter Singer, *Ira W. DeCamp Professor of Bioethics at Princeton University, and Laureate Professor at the Centre for Applied Philosophy and Public Ethics at the University of Melbourne.*

Peter Singer is one of the most prominent philosophers of our time. Specialized in applied ethics, he approaches contemporary ethical issues from a secular and utilitarian perspective.

STAFF

Seb Farquhar, *Executive Director - Global Priorities Project*

Seb joined CEA to establish the Global Priorities Project. where he focused on public and social sector work. He was on the founding team of 80,000 Hours and wrote the world's first ever statement of what effective altruism was.

Michelle Hutchinson, *Executive Director - Giving What We Can*

Michelle has a PhD in Applied Ethics from Oxford University and is a Research Associate at the Oxford Uehiro Centre for Practical Ethics. She was named a 'Young Global Shaper' by the World Economic Forum.

Benjamin Todd, *Executive Director - 80,000 Hours*

Ben co-founded 80,000 Hours in 2011 and had an internship as an analyst at a top investment fund. Rather than taking the job, he persuaded the Chairman to donate £60,000 to 80,000 Hours.

Tara Mac Aulay, *Chief Operating Officer - Centre for Effective Altruism*

Tara received a graduate degree in Health Economics from Monash University. She has a background in healthcare consulting where she developed efficiency improvements saving 2 million dollars and countless lives in Australian hospitals.

7.3.6 Designing a strategy for approaching EA's key representatives

- OCHA should be concerned with making a case for its capacity to increase effectiveness in delivering humanitarian assistance through needs assessment and coordination efforts.
- It is crucial that EA representatives have relevant data so that OCHA can stand out as potential key partner

7.3.7 Timeline

- First 2 months:
 - Contacting potential partners and producing material for the publicity campaign
- Second 2 months:
 - Campaign and roll-out; engaging donors and volunteers

We aim at obtaining continued and durable partnerships so as to ensure a long-term collaboration.

7.3.8 Budget

Most of the budget will be used for marketing and communication solutions, in keeping with the goal of having a series of high-profile representatives of EA advocating for OCHA's mission and appeals and petitioning donors and partner NGOs to collaborate.

Main costs:

- Advertising costs (implementing a joint OCHA-Effective Altruism publicity campaign, to be broadcast in various media, including OCHA's and UN's official website and social media) using UN human resources from related communication sectors;
- Organization of a series of lectures (eventually including TED talks) delivered by university professors, researchers and NGO representatives, that may be take place in fund-raising events and outreach activities. The costs may include transportation, accommodation and location of venues. Lectures could take place at universities and UN venues.

8. Final Recommendations¹⁶

In this new context, in which the gap between humanitarian funding and the needs for humanitarian response is increasing, a revision to the current OCHA's mandate, the GA Res 46/182 should be made in order to better enable humanitarian organizations to provide the most urgently needed assistance not only to sudden disasters but also to protracted crisis. More specifically, a lobby towards the Secretariat in order to expand OCHA mandate may be encouraged.

The General Assembly Resolution number 46/182 of 19 December 1991 establishes OCHA's guiding principles, the sense of prevention and preparedness, as well as stand-by capacity, consolidated appeals, coordination, cooperation and leadership. In what concerns the funding aspect, it mentions contingency funding arrangements and additional measures for rapid response. The item number 24 may be expanded since it only mentions voluntary contributions and we believe that governments could play a most substantial role. In this sense, OCHA can also incentive governments to have their own

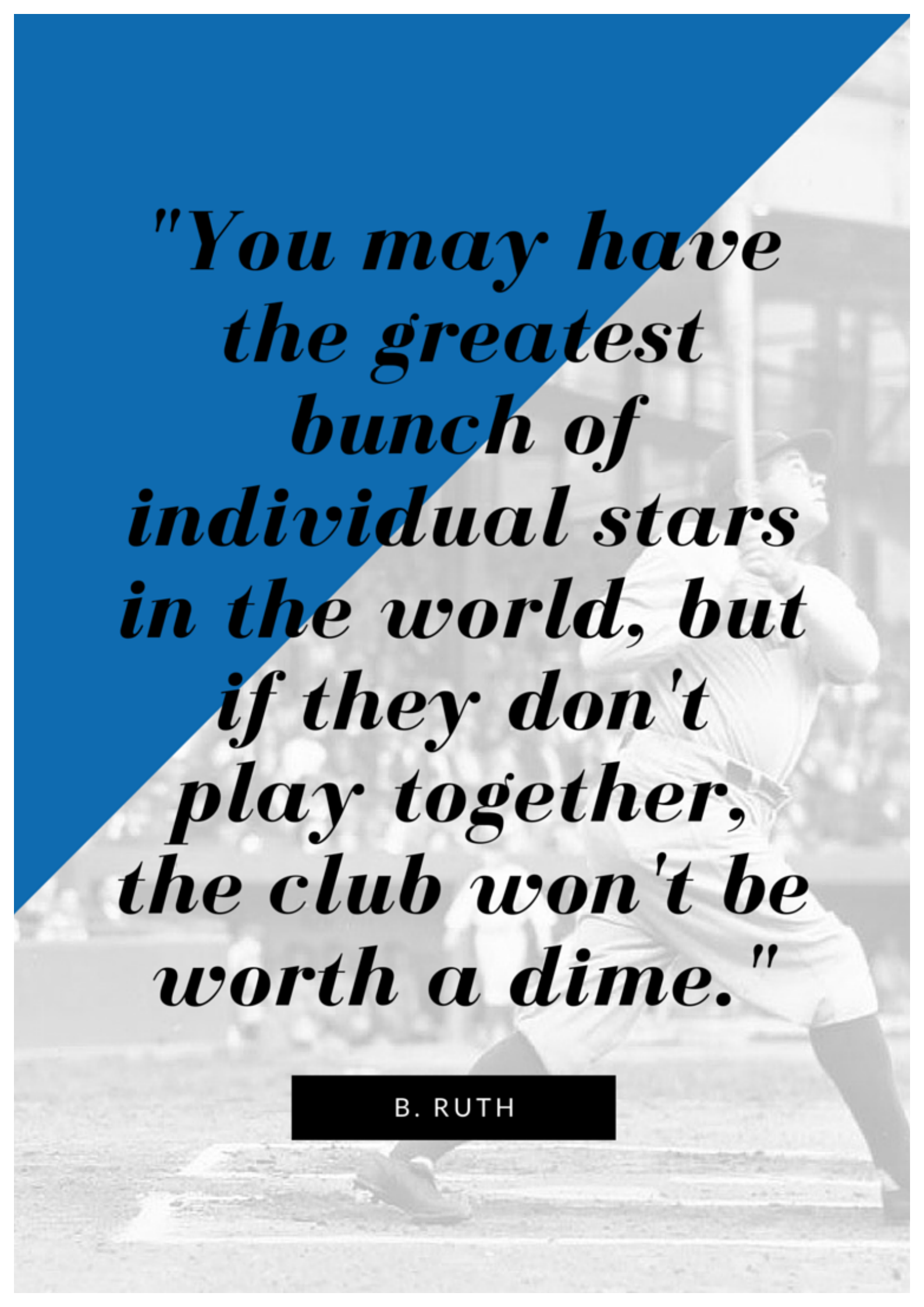
¹⁶ More information available at

<http://www.un.org/documents/ga/res/46/a46r182.htm>

emergency fund, measuring it according to its gross national product or any other different measure.

Additionally, item number 21 “Organizations and entities of the United Nations system should continue to respond to requests for emergency assistance within their respective mandates. Reserve and other contingency funding arrangements of these organizations and entities should be examined by their respective governing bodies to strengthen further their operational capacities for rapid and coordinated response to emergencies” and also the item 4 that clearly establishes that “Each State has the responsibility first and foremost to take care of the victims of natural disasters and other emergencies occurring on its territory. Hence, the affected State has the primary role in the initiation, organization, coordination, and implementation of humanitarian assistance within its territory” support the idea of the need to enhance the collaboration between OCHA and State Members in order to guarantee their sustained funding, especially when it comes to protracted crisis.

The creation of an OCHA’s fund can also bring more resources not only for the humanitarian coordination but also to support the whole humanitarian response financial needs. This action could also expand the donations of the Members State who already donate big amounts and advocate this money as part of its fund for 2016 (for the emergencies happening now).



*"You may have
the greatest
bunch of
individual stars
in the world, but
if they don't
play together,
the club won't be
worth a dime."*

B. RUTH



OCHA

WORKING GROUP GSP54

COORDINATION SAVES LIVES

GENEVA 2016

United Nations 54th Graduate Study Program

IOM Working Group

What will be the face of climate change-induced migration by 2030 & beyond?



Acknowledgements

This Project is the result of the IOM Working Group during the United Nations 54th Graduate Study Program. This report has been written thanks to the supervision of Alice Sironi and Mailan Thai. A special thanks is also owed to Dina Ionesco for her support in framing the parameters of our work.

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Objectives of the Paper

The exercise of scenario-building aims to create visions of possible futures. Unlike conventional projections, scenarios do not attempt to predict what will or should happen in the future but rather what *could* happen. Indeed, scenarios are plausible alternative futures: they allow us to see what might happen under particular assumptions. Based on historic and current trends as well as uncertainties, scenario-building is a tool that allows stakeholders such as governments, international organizations and businesses, to produce visions of possible futures, which is practical in assessing alternative mitigation strategies.

Today and in the foreseeable future, migration constitutes a major subject of concern. It is known that migration plays an important role in the development of countries of origin as well as countries of destination. Further, because the drivers of migration and immigration evolve, the prediction of migration flows, and of how they will be impacted by climate change, is difficult if not impossible. The difficulty to simultaneously provide one single projection on the future of migration and consider the importance of foreseeing the challenges brought by different plausible futures has driven the IOM working group to create different scenarios on four possible futures of migration in the context of climate change. The purpose of our scenario-building exercise was then to identify what the face of migration could possibly be like by 2030 (and beyond). This exercise therefore helps envisage potential measures that governments and international organizations, in particular the International Organization for Migration, could adopt in order to reach the preferred scenario.

Introduction

Foreword

Our discussion on migration is twofold; first the emphasis on climate change and second, a commitment to a fairly global perspective. Our decision to focus on climate change is a direct response to the ways in which the latter has affected and will affect people and the environment in many ways by 2030 and beyond. In recent years, climate change is an issue that has gained visibility on the national and international scene, reflected in a series of multilateral agreements, treaties and action plans such as the Paris agreement adopted in December 2015 as a successful conclusion to the landmark COP21, which are indications of the global character of the issue.

Further, IOM particularly emphasizes the interplay between migration and climate change. Indeed, stronger measures and/or actions to address climate change spotlight the impact of environmental factors on both internal and external migration flows and patterns as well as increased trapped populations. Facilitated migration is one of the possible climate change adaptation strategies that can contribute to prevent displacement.

Finally, the need and importance of alternating perspectives between the global and the local is key to understanding how both, the local and the global, are closely intertwined in the context of climate migration, as well as how the former can impact the latter and vice versa. Our discussion platform therefore lends itself to the multi-layered onion that is migration.

The Scenario-Building process

The scenario building process is a method used to provide “internally consistent and challenging narrative descriptions of possible futures” (Heijden, 2005). Scenarios enable us to consider possible but inherently uncertain futures and to prepare accordingly. The two axes of the scenario-building schemes provide the means to consider different factors and their influence on environmental migration. The two axes of the scheme depict two of the biggest dimensions of uncertainty for the future of environmental migration (Foresight, 2011). These are addressed in each of the four scenarios and include demographic, economic, social and political factors that interact with environmental migration flows. Inclusion of these factors in the different scenarios makes it possible to then analyse the impact that climate change will have on migration.

The **X-Axis** considers the drivers of migration from a policy perspective.

We are considering whether or not policies that will facilitate migration will be enacted.

The variable has been defined as **Sound Migration Policies/Lack of Sound Migration Policies**. The X-axis reflects a spectrum of different policies that could be implemented at a local, regional, or global level. The spectrum of policies ranges from the ones that prevent forced migration and facilitate voluntary migration to the contrary at the other extreme.

The decision to assign the presence or absence of sound migration policies for voluntary migration to the X-Axis has been made based on the assumption that powerful economic, political and social drivers mean that migration is likely to continue regardless of the development of environmental change (Foresight, 2011). These drivers interact with each other and can have different outcomes for environmental migration. Based on the idea that planned, well-managed migration will lead to favourable outcomes in interaction with these drivers, migration will have to be considered as a ‘key respons[e] to environmental and non environmental transformations and pressures (Tacoli, 2009). Migration policies deriving from existing strategies that support adaptation to climate change are most likely to succeed (Tacoli, 2009). Different scenarios will be accompanied by either future development of climate sensitive development policies and policies that support migration or the absence of the latter (Black et al., 2008). Our projects aims to depict the future prospects of migration policy evolution in 2 scenarios: one (A, B) with a lack of sound migration policies, and one (C, D) which depicts the presence of sound migration policies.

The **Y-Axis** considers the drivers of migration from a climate change perspective. We are considering whether or not CO₂ Emissions are increasing or decreasing. The variable has been defined as **High CO₂ Emissions/ Low CO₂ Emissions**. The Y-Axis reflects a spectrum of possible CO₂ Emissions as an outcome of global climate politics. The spectrum of CO₂ Emissions ranges from decreasing to increasing emissions in relation to current emission levels.

The decision to assign increasing or decreasing emission levels to the Y-Axis has been made based on the 2015 COP21 agreement in Paris which aims at “holding the increase in the global average temperature to well below 2°C above pre-industrial levels” (Paris Agreement, 2015). To reach this goal, an important factor is to reduce the CO₂ emissions by

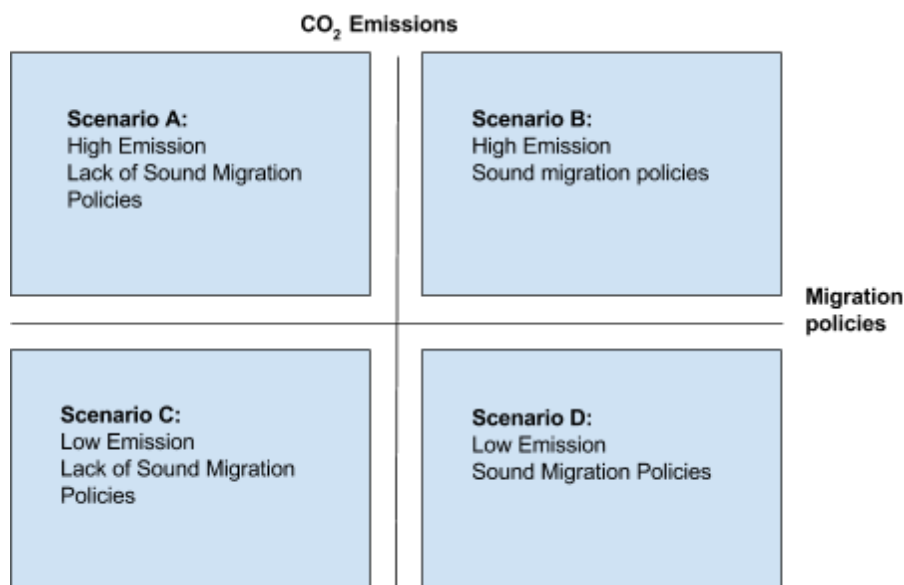
40% before 2030 (Ec.europa.eu., 2016). Scenarios caused by different levels of CO₂ emissions have been described by climate change experts (Climate.nasa.gov., 2016; IPCC, 2014). Different scenarios are accompanied by different levels of threats to the livelihood and well-being of certain populations in certain areas which may create a need to migrate. This axis of the project aims to depict the projected climate change effects in 2 scenarios: one (A, B) with higher CO₂ emissions and another (C,D) with lower CO₂ emissions.

Scenarios	Global Temperature change[1]	Droughts/ Heat Waves/ Wildfires	Floods/ > precipitations/ Hurricanes	Sea Level Rise[2]	Arctic Ice
A, B	> 2°C by 2050 and > 3°C by 2100	+++	+++	25 (2050) to 75 cm (2100)	0 by 2100
C, D	< 2°C until 2100	++	++	20 (2050) to 45 cm (2100)	Decreases; then starts increasing around 2080

[1] Above 1990 levels

[2] Resulting from melting of land ice (expansion in liquid form); 10 cm from 1800s until now

The Scenarios



Scenario A: High Emission and Lack of Sound Migration Policies

- **Demographic Factors**

- Increase in global population
- Migration to urban areas and from developing to developed countries

The global population continues to increase to about 10 billion by 2050. This is followed by a higher need for consumption of energy sources, higher pollution and higher environmental effects. Migrants flee climate change induced catastrophes towards safer areas, preferably in their own countries but also across international borders. Most migrants head to urban areas or more developed countries because of the promise of a better life. Some communities are unable to flee and remain trapped.

- **Economic Factors**

- Reduction of land available for agriculture and agricultural productivity affecting food security
- Necessary knowledge and technology are not passed on from developed countries to vulnerable states
- Migrants suffer from poverty and unemployment

Rich countries do not respect their engagement in regards to the United Nations Framework Convention on Climate Change (UNFCCC). Indeed, the coping capacity of vulnerable states does not improve whilst the frequency of extreme weather events increases affecting the fertility of the land and the agricultural productivity forcing people to migrate due to food security issues. In addition to hunger, migrants often suffer from poverty and unemployment due to destroyed infrastructure in origin countries or inability to work in countries of destination.

- **Social Factors**

- Challenges in provision of education and health services
- Higher risk of disease spread
- Exclusion of migrants in countries of transit and destination

Inability of governments to mitigate disasters, displacement of people and lack of access in countries of destination raises challenges in the provision of education and health services. This probably leads to the emergence of disease and ineffective management of epidemics. In addition, the migrants, often with a different cultural background, have difficulty adapting in their new place of residence and are discriminated against and excluded from the host community.

- **Political Factors**

- Rich countries close their borders and deal with their own issues
- Most affected poor countries are unable to mitigate climate change disasters
- Migrants resort to smuggling and illegal residency or remain trapped

- New conflicts might emerge

Political power is still in the hands of the rich oil countries and there is an increased right wing support in these countries with strengthening of national borders: international climate migrants are not easily allowed in; nationals have economic and security concerns, governments claim they have their own climate change caused issues including displacement of their own population. On the other hand, governments in the most affected developing countries are still weak and unable to mitigate climate change induced disasters. This is why migrants resort to smuggling (safety issues) and migrate irregularly (no rights) to high-income countries or to other developing but less affected countries. It also leads to trapping certain communities (unable to migrate because of low socioeconomic status) in severely affected regions. Finally, there is a risk of new and continuing conflicts over oil extraction (international) but also because of famine (civil) and violence probably related to exclusion of migrants (both parties); these might lead to increased oil extraction and a further increase in emissions.

Scenario B: **High Emission and Sound Migration Policies**

- **Demographic factors**

- Increase of population
- Climate factors continue to drive forced migration
- Facilitating policies and mitigation efforts reduce migration flows

Population continues to increase and high carbon emissions continue to have devastating environmental effects. People are forced to leave severely affected areas. But, local governments are able to mitigate many of the climatic effects and less people have to leave their homes. In addition, international policies protect migrants creating safe pathways and ensuring they thrive in countries of destination.

- **Economic factors:**

- Concerning migrants mostly coming from rural areas and moving to the city: vocational training
- Sustainable and inclusive development: strategies to promote the agricultural sector & farmer associations
- Larger state investment to pool money in migration relief

In this scenario, migrants have been given greater rights and protections. Mechanisms are in place to facilitate migration from areas affected by climate change to safer areas within the migrants' own states and to other countries. Additionally, governments have been proactive in developing new policies in order to assist with the integration of migrants into their new environments and to assist them in accessing the labour market. In particular, migrants are provided with vocational training to provide them with the skills needed to work in new sectors.

The fact that migrants are able to become productive workers quickly means that they are net contributors to the economies of the host states, the GDP of the host states increases and their economies expand. Additionally, funding is allocated on an international level to fund new projects to mitigate the worst effects of climate change.

- **Social factors:**

- **Territorial (re)arrangement**
 - Welcome facilities (short term); infrastructure provision on the medium- to long term
 - Individual initiatives to welcome migrants and potential rebate if so
- **Provisioning of inclusive public services**
 - General schooling programs
 - Health-related: sponsorship programs, general health care, sanitation
 - Creation of community centers

- **Development of the “Commun” (as defined by Roger Martelli)**

Due to increasingly higher emissions, large numbers of migrants continue to arrive in areas less or not immediately affected by climate change. Access of populations to countries of destination is granted and favorable conditions for the relocation and resettlement of migrants are ensured and effectively maintained in accordance with international and regional response plans. The countries of destination develop medium- to large-scale campaigns of population redistribution in order to respond adequately to an accelerated population growth in both rural and urban areas. The goal is to incorporate territories of different types into an agenda for migrant accommodation at the national and regional levels which will provide temporary accommodation before deciding where to settle in a longer time perspective.

Additionally, the growing influx of migrants increases demand for public services, such as healthcare, education and community building initiatives. Fortunately, governments have planned for the increase in immigration and systems are able to cope. Not only do migrants partly bring forth demands for more effective and targeted public services, they also actively participate in collaborative platforms that pave the way for the expression of the “commun”. In other words, identitarian withdrawal and antagonizing normative socio-cultural behaviors are on the wane. Rather, socio-cultural indicators call for an inclusive and cohesive national dialogue. While countries of destination, in collaboration with countries of origin, vouch for social platforms more supportive of migrants, operating costs remain high. Moreover, international as well as regional cooperation is still a top priority to respond effectively to the always higher number of displaced people and recognize the vulnerability of trapped populations who simply cannot migrate. Ultimately, although migrants have been granted greater protections, it will still be necessary for environmental goals to be (re)negotiated in the post-2030 period.

- **Political factors:**

- New international convention that includes the creation of an international fund dedicated to countries most affected by migration and a new international status for climate migrants (“climate refugee”)
- Bilateral conventions between affected countries and states of neighboring areas

A new international convention has been ratified by the vast majority of states which guarantees specific rights and protections for people displaced by climate change. In particular, similar legal protections are now granted to those displaced by climate change as are granted to refugees fleeing political persecution.

The same convention, in line with the Paris Agreement, provides for the creation of an International Common Fund made up of mandatory and voluntary contributions by the contracting states. This Fund will assist the states most affected by climate change to take steps to mitigate the worst effects as far as possible.

Additionally, some affected countries have signed bilateral agreements with other states permitting easy migration from the worst affected countries to safer countries and ensuring that such migrants can access the education system and labour market quickly.

SCENARIO C: Low emission and Lack of Sound Migration Policies

- **Demographic factors**

- Climate factors continue to drive forced migration
- Many of these people continue to migrate in conditions of vulnerability
- Other people are trapped and go on living in conditions of extreme poverty

Droughts, floods and other climate-caused natural disasters continue to drive migration of vulnerable populations from impoverished and disaster-struck areas to less-affected regions in the same country and across international borders. In the absence of policies favouring organized migration, most are migrating in conditions of vulnerability, without having access to reliable information, social assistance, security etc. Many migrants have chosen migration as a last resort. Other people in impoverished and disaster-struck areas simply do not have the means to migrate, and remain stuck in a situation of extreme poverty.

- **Economic factors**

- Transferring to renewable energies increase global gross domestic product (GDP).
- Countries that rely on fossil fuels trade face a decline in GDP.
- Governments provide international support for adaptation to developing countries and the private sector.
- Global temperature affects productivity.

Transferring to renewable energies by 36% increases global GDP by 0.6%. Rich countries experience economic growth thanks to the policies put in place to switch to clean sources of energy and reduce emissions. However, those countries whose economy rely heavily on fossil fuels trade see a decline in their GDP. Governments provide international support for adaptation to developing countries and the private sector, this leads to some economic growth in developing countries which have decreased unemployment and therefore economic migration. Nevertheless, the results remain very variable, especially in southern countries where the increase of global temperature experienced before this period is affecting productivity and therefore the ability of the country to be competitive in the international markets.

- **Social factors**

- States and the civil society worked on climate change adaptation, disaster risk reduction and land use planning.
- The presence of migrants has a significant cultural impact on societies.
- No plans or programs to promote integration and inclusion.
- Media usually plays a negative role when dealing with the migration issue.

The continuing flows of migration brings large contingents of new people to less vulnerable areas. Since there are no well-functioning integration policies, migrants have difficulty learning the local languages, finding jobs and feeling accepted in their surroundings. Local populations have mixed attitudes, and while some view migration favourably and are welcoming to migrants, others are distrustful and hostile. This has led to marginalized populations, which in turn creates high risks of radicalization. Given that governments have taken little action on changing public perceptions of migration the media have not changed their way of presenting migration exclusively as a problem, and this exacerbates the problems of social integration of migrants.

- **Political factors**

- There are no standards treatments of affected people. No consensus on admission, stay and basic rights.
- Insecurity when crossing international borders.
- States invest on climate change mitigation (climate change adaptation) in order to prevent climate change-induced displacements.

States recognized climate change-induced migration, displacement and relocation as an adaption challenge and agreed to enhance their understanding and cooperation in this respect. However, it showed to be more a rhetorical practice since they haven't done any further efforts to protect the rights of the climate migrants. Countries usually see migrants as an economic burden and a threat to their cultural identity.

In fact, States embraced climate change adaptation measures to avoid and reduce displacement. However, an international mechanism of assistance and protection to climate migrants is still in need. Migration continues to take place through smugglers and involves risks of exploitation and human trafficking.

Scenario D: **Low Emission and Sound Migration Policies**

- **Demographic factors**

- Increase of population
- Less need for migration and therefore less flows of people

In 2030, there will be more than 8.5 billion people in the world (based on UN projections) and by 2050 the number will be 9.7 billion. According to our scenario, it is expected that there will be a decrease of migrants worldwide due to the improvement of environmental conditions and thus less need to migrate. In the specific case of climate migrants, there will be a substantial drop in the number of people affected by climate-related disasters by 2050 due to the decrease in greenhouse gases (GHG) emissions.

- **Economic factors**

- Less unemployment
- Less revenues from illegal migration
- Remittances

Due to a more substantial regulation of migration, migrants are more easily and quickly integrated into the economic markets, making the employment system of migrants more effective. According to ILO, in 2010 there were more than 105 million working migrants, which shows the important role that migrants play in the world economy. The effective regulation of migrants will increase the Gross National Income (GNI) of hosting countries. Generally, the remittances coming from hosting countries will increase because there will be more economically active migrants, despite the overall decrease in migration. Migration to richer economies is voluntary, with mainly 'operational' challenges, although political challenges will remain. Pension system of the hosting countries will be reinforced by an institutional structure dealing with migrants (thanks to the increased working population) and it will enable countries to deal with the ageing population.

- **Social factors**

- Pathways (study grants, employment opportunities, etc)
- Cultural identity
- Feeling of belonging

The migrant population generally feels that they are welcome in the country of destination as they are perceived as a factor of boosting economic growth. The countries of destination provide legal and secure pathways such as study grants, working permits, education visas and so forth. Migrants are quickly integrated into the welfare, healthcare and social security systems. Migrants are quickly integrated into the economic system, providing them with regulated employment opportunities. Migrants are effectively integrated also at the cultural level and there has been a significant decrease in xenophobia. Stable and secure national governance provides an effective foundation for regional and international cooperation on migration that improves planning capacity and offsets the medium- to long-term effects of population movements associated with increased exposure to environmental risks while also ensuring protection for more vulnerable groups such as the elderly, women and children.

Whereas the above described scenario is the case for only some of the countries in 2030, the global trend is to move towards such policies. Due to economic issues in the origin countries there are still many “trapped” migrants and IDPs.

- **Political factors**

- Citizenship
- Legal developments (principle of “non-refoulement” in European Court of Human Rights and the 1951 Refugee Convention to include the most vulnerable climate migrants and consider them as climate refugees)
- Integration policies

There are inclusive and effective integration policies implemented by the governments. Participatory politics and respect for human rights such as freedoms of association and expression sustain inclusive and connected governance. Migrants have an opportunity to apply for citizenship. Respect for the rule of law reduces the risks of violent conflicts and instability while promoting the development of cohesive societies and governance structures that are inclusive of migrant and minority groups. In the recent years until 2030, the European Court of Human Rights has been actively developing the law on the principle of “non-refoulement”, which provides more and more protection for anyone who has reached the territory of the Council of Europe countries. This doctrine has been respectively developed in other legal systems around the world. There are initiatives to amend the 1951 Refugee Convention to include climate refugees.

Recommendations

The following recommendations were formulated as an outcome of the scenario-building process and are to be understood as plausible policies to be implemented in order to obtain the conditions most desired, reflected in scenario D of our scheme. Ideally the future will be characterized by lower CO₂ Emissions due to the implementation of efficient climate policies and a substantial increase and development of migration policies that facilitate voluntary migration.

In respect to climate change, the preferred scenario to reach needs the implementation of policies that would derive from the documents of the Paris Agreement, insisting on the importance to hold the increase of the global average temperature to well below 2°C (Paris Agreement, 2015), and thus to reduce the CO₂ emissions by 40% before 2030 (Ec.europa.eu., 2016).

In respect to migration, the preferred scenario to reach needs the implementation of policies that are both climate sensitive and facilitate voluntary migration. Climate Sensitive Policies should include climate change adaptation policies that build local resilience and adaptive capacity, that would reduce the need to migrate for those who do not want to. To do so, new policies that build specific adaptive capacity amongst those concerned and former policies should integrate climate change concerns. Given that a strong increase in urbanisation might be the result of demographic changes, there is urgent need to mitigate the effect of overcrowding in urban areas. Furthermore it is also necessary to recognize policies aimed at preventing migration as inefficient and counterproductive (Black et al., 2008).

In short the following should be done:

At the international level

- The IOM should further encourage the development of legal frameworks in the area of environmental protection, for example the ones designed by the United Nations Framework Convention on Climate Change (UNFCCC).
- Design policies to expand the definition of a 'refugee' to include environmental or climate-change related factors.
- Design policies aimed at defusing tensions where migration exacerbated by climate change may involve the crossing of a sensitive border.

At the level of nation-states

- Incorporate migration into National Adaptation Programmes of Action (NAPA).
- Incorporate both migration and climate change into national development plans.
- Encourage governments to implement policies that will increase climate resilience. These policies should reduce vulnerability to climate related risks

Technical policies

- Design reinforcing policies that aim at endorsing social protection of more vulnerable or poorer migrants.

- Design adaptive policies that build specific adaptive capacity for those who do not want to move.
 - Design policies aimed at those moving to slum areas of large cities.
 - Design policies to support the relocation and resettlement of affected populations.
 - Include further climate sensitive policies
 - Preventing migration policies aimed at
- (Black et al., 2008)

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