

Module 5

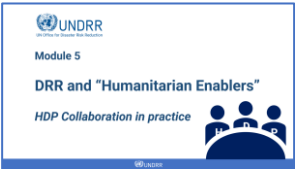
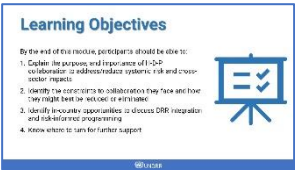
DRR and Humanitarian Enablers: Coordinating with HDP Actors

FACILITATOR'S NOTES


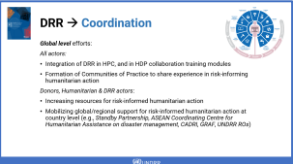
*This module is part of the learning package on the **Checklist: Scaling up disaster risk reduction in humanitarian action**, the whole of which can be accessed here: <https://www.undrr.org/publication/scaling-disaster-risk-reduction-humanitarian-action>*

Module 5 DRR and Humanitarian Enablers: Coordinating with HDP Actors - Facilitator's Note part of the learning package for implementing the **Checklist 2.0: Scaling Up Disaster Risk Reduction in Humanitarian Action: Recommendations for the Humanitarian Programme Cycle**

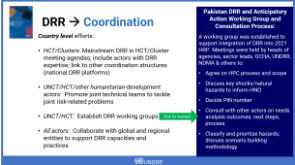

Please note: *Optional* module training content and/or questions are offered in red with the additional time that each option will likely require if presented.

Learning Module:	DRR and Humanitarian Enablers: Coordinating with HDP Actors	
Time and Method	Content	Note
<p>Dialogue 5 minutes</p> <p>Slide 1</p> 	<p>Welcome the participants to this training Module 05, which will take approximately an hour.</p> <p>If they have not already done so (in previous Modules), invite the participants to introduce themselves by name and agency – if in person, by going around the room; if online, by having participants write their info in the chat box.</p> <p>Tell the participants that the Module will take approximately 60 minutes, and that the overall objective is to ensure all participants understand the essential functions of coordination and collaboration in optimizing the potential for DRR integration into humanitarian response – and enable them to conceptualize improvements to current coordination practices in their countries.</p>	<p>It takes approximately 60 minutes to deliver this module using all PowerPoint slides and the accompanying small group work.</p>
<p>Presentation 1 minute</p> <p>Slide 2</p> 	<p>Briefly review the module's learning objectives.</p> <p>Emphasize the first objective: the importance importance of H-D-P coordination and collaboration to address/reduce systemic risk and cross-sector impacts. It is only by bringing together the various stakeholders who plan and carry out humanitarian, development, and peace initiatives that risk drivers and vulnerabilities of communities likely to be affected by disaster can be understood and addressed.</p>	



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Time and Method	Content	Note
<p>Presentation 2 minutes Slide 3</p> 	<p>Show the slide.</p> <p>Quote page 13 of the Checklist here: "An effective humanitarian response depends on the "enablers" of coordination and information management throughout the programme cycle."</p>	
<p>Presentation 2 minutes Slide 4</p> 	<p><i>[Facilitator Note: Assuming the participants are mostly from country offices, don't spend too much time on this slide. Introduce it simply to show that actions to integrate DRR into coordination practices are indeed active and ongoing at the global level.]</i></p> <p>When the slide appears,</p> <p>Review the points. Emphasize that stakeholders are working together, forming COPs to exchange tools and good practices, and share experience in risk-informing humanitarian action</p>	
<p>Presentation 2 minutes Slide 5</p>	<p>When the slide appears,</p> <p>Review the points.</p> <p>Emphasize that making serious efforts to mainstream DRR in regular humanitarian coordination can greatly help the aims of producing collective outcomes and risk-informed programmes and operations.</p>	

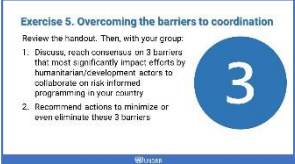
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Time and Method	Content	Note
	<p>Click the green arrow to reveal an example of a working group established in Pakistan to consider DRR might integrated into the HRP and review the points.</p> <p>Ask the participants who has begun such efforts such as those in Pakistan.</p> <p>Take 1-2 responses, if any are volunteered, and ask the volunteers to identify which venues seem most receptive to mainstreaming DRR.</p>	
<p>Presentation 2 minutes Slide 6</p> 	<p>Show the slide.</p> <p>Review the points.</p> <p>Emphasize the need to include DRR in regular information management process and products.</p> <p>Note that when these products are done well and the case for DRR is convincingly made, then such products can serve as effective advocacy tools.</p>	
<p>Presentation with Q&A 1 minute Slide 7</p>	<p>Show the slide title and read the points.</p> <p>Ask the question, but don't take responses. Move on.</p>	

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Time and Method	Content	Note
<p>HDP Collaboration revisited...</p> <p>In Module 4 we talked about the value of HDP collaboration, of jointly working on collective outcomes.</p> <p>Proponents of collaboration call for breaking down the traditional silos of humanitarian, development, and peacebuilding actors. This idea challenges the status quo of the traditional aid system which operates with inadequate coordination between development, humanitarian, and other actors.</p> <p>DRR actors have been attempting to bridge the humanitarian-development divide for some time.</p> <p>The big question remains: Why do these silos exist?</p> 		
<p>Presentation with Q&A</p> <p>2 minutes</p> <p>Slide 8</p> 	<p>Show the slide title.</p> <p>Review the first two points.</p> <p>Stress the questions that offer possible reasons for the silos:</p> <ul style="list-style-type: none"> • Is coordination a priority for those who should be working jointly? • Is there trust among the various actors? • Is coordination leadership viewed as skilled and effective? <p>Again, ask the questions, but don't take responses yet. Move on.</p>	
<p>Small Goup Exercise with Plenary Feedback</p> <p>40 minutes</p> <p>Slide 9</p>	<p>Show the slide.</p> <p>Distribute the handout (appended to this facilitator note).</p> <p>Briefly Review the barriers to coordination on the handout.</p> <p>Note that these have been identified by UN senior managers as key constraints to coordination -not just for DRR discussions, but in numerous other settings as well.</p> <p>Tell the participants that, with their group, they should:</p>	

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Time and Method	Content	Note
	<ol style="list-style-type: none"> 1. Discuss and try to reach a consensus on the 3 barriers that most significantly impact efforts by humanitarian/development actors to work jointly on risk-informed programming in their country 2. Then, recommend actions that could minimize or even eliminate the 3 barriers the have selected. <p>Now, Divide the participants into small groups of 3-5. If possible, organized by country. If there are many more participants from a single country, form multiple groups each with participants from that country.</p> <p>Tell the groups they should each nominate a small group facilitator whose responsibilities are to:</p> <ol style="list-style-type: none"> 1. Encourage participation of all group members 2. Be aware of timing (or appoint a timekeeper) 3. Ensure results are achieved by the deadline. <p>Tell them they should also identify a reporter whose job it will be to report results back to plenary. (Reporters should be prepared to report to plenary their groups' 3 barriers and any recommended actions.)</p> <p>Tell them they will have about 20 minutes to discuss and then return to plenary to present their reports.</p> <p>Ask if there are questions on procedure. If so, answer them. If not, send them to their small group rooms or spaces.</p> <p>Check in with the group facilitators at around the 15 minute mark to see if they are finished or nearly so.. Adjust the exercise close accordingly – if</p>	

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Time and Method	Content	Note
	<p>they don't need the full 20 minutes, close the exercise and bring them back to the plenary session for the group reports.</p> <p>Ask each small group reporter to present the selected barriers and the recommended actions identified by the group</p> <p>Have all group reporters present before you take questions or comments from other participants as you will have only about 20 minutes for this feedback session.</p> <p>As they report, take note of similar barriers reported by different groups and whether or not their recommended actions are similar or very different.</p> <p>After all groups have reported, note clear similarities in recommended actions and encourage participants to carry out those actions as needed..</p>	
<p>Presentation with Q&A</p> <p>1 minute</p> <p>Slide 10</p> <div data-bbox="208 1107 499 1273" style="border: 1px solid black; padding: 5px;"> <p>Getting Support for DRR Integration and Risk-Informed Programming</p> <ul style="list-style-type: none"> • Where to turn for additional support and learning? • UNDRR Regional Offices • UNDRR Risk Knowledge Branch, GRAF Team, Geneva • UNDRR Partnerships Branch • UNDRR Global Education and Training Institute (GETI) <p>https://www.undrr.org/about-undrr/where-we-work</p> </div>	<p>Show the slide.</p> <p>Review the various support options.</p>	
Presentation	Review the wrap-up notes and thank participants for their work.	

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Time and Method	Content	Note
<p>1 minute Slide 11</p> <div data-bbox="210 533 499 699" style="border: 1px solid black; padding: 5px;"> <p>Wrap-up</p> <ol style="list-style-type: none"> 1. Effective HDP coordination and collaboration are essential to optimize efforts seeking to reduce systemic risk and cross-sector impacts 2. Humanitarian or development or peacebuilding actors often find themselves working in silos with little or no input from actors in other fields; these silos, while traditional, are widely unnecessary 3. A dialogue on DRR can help to bridge this humanitarian / development divide 4. Efforts to identify the particular barriers to coordination and collaboration that HDP actors confront in their country of operation can help break down these silos <p style="text-align: center; font-size: small;">© UNISDR</p> </div>		

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Appendix: Exercise 5: Exercise 5. Overcoming the Barriers to Coordination

Be sure to print enough copies of the handout on the following page – or ensure that it is available electronically to all participants.

Exercise 5. Overcoming the Barriers to Coordination¹

The following *Barriers to Coordination* are often cited by UN staff as the most significant. Review the list; then, with your group, reach a consensus on the 3 barriers that most significantly impact efforts to work together on risk-informed programming in your country. Finally, recommend actions that could minimize – or even eliminate – the 3 barriers your group selected.

✓	Barrier	Explanation
	1. Absence of consensus among participants	Disagreements among organisations regarding: <ul style="list-style-type: none"> ▪ the right of one or more organisations to be involved ▪ which organisation should function in which geographic area ▪ which organisation should provide which services ▪ which affected population should be served by each organisation
	2. Coordination viewed as low priority	Members of some organisations think that coordination is not really necessary and, thus, do not follow through with commitments.
	3. Different expectations of different levels of government hierarchy	Different expectations about which populations should be provided with which services.
	4. Diffusion of "credit"	For some staff, recognition is the only personal reward that they receive. In coordinated efforts, recognition of individual efforts can get lost or diffused.
	5. Disagreement among resource providers	People or groups providing resources disagree about needs to be met, services to be provided, and programming approaches.
	6. Fragmentation	Diversity of mandates, policies, procedures, ideologies, values, and interests among organisations leads to fragmentation within the humanitarian system
	7. Highly centralised bureaucratic organisations	Coordination is hindered by agencies that must seek approval from their HQ prior to approving inter-agency goals or committing time and resources.
	8. Ineffectual or inappropriate coordination leadership	Participation in coordination may break down if the leadership is autocratic, imposing their decisions and agenda on the body. Lack of leadership skills or resources will diminish the value and quality of the coordination effort.
	9. Lack of coordination skills, knowledge, and experience	Organisations that do not understand the preconditions and dynamic nature of coordination or that send representatives without needed skills can frustrate - and be frustrated by - coordination efforts.
	10. Lack of trust	Participating agencies may have a history of poor relations leading them to see each other as threats, competitors and/or untrustworthy.
	11. Multiple government, private sector, NGO actors	Coordination is complicated by the presence of too many actors, slowing the process and losing focus.
	12. Professional staff fears	Professionals fear loss of freedom; coordination agreements may require ways of working that differ from their preferred ways.
	13. Resources not available	Some organisations may wish to participate in coordinated effort but have inadequate resources to contribute to the effort.
	14. Staff turnover	Frequent staff turnover threatens policy continuity, coordination agreements and institutional memory. Trust often depends on increased levels of familiarity and contact among parties, which is lost with high turnover rates.
	15. Threat to independence (real or perceived)	Members of organisations fear that coordination will reduce their freedom to make decisions and run programs.
	16. Unilateral donor actions	When donors act unilaterally, politicise aid, or earmark funds for specific populations, international coordinating efforts are undercut.

¹ The *Barriers to Coordination* were originally identified at UN Systems Staff College trainings in Turin.