Guidance for Collaborating with

FORMAL HUMANITARIAN ORGANIZATIONS

DH digital humanitarian network

This guidance is intended for Volunteer and Technical Communities (V&TCs) and tech companies that have a desire to collaborate with Formal Humanitarian Organizations. It best fits the needs of V&TCs and tech groups that seek practical advice on how to develop projects with formal humanitarian organizations or how to further strengthen pre-existing collaborative relationships.

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Guidance for Collaborating with

FORMAL HUMANITARIAN ORGANIZATIONS

by

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DH digital
humanitarian
network

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FORMAL HUMANITARIAN ORGANIZATIONS

This guidance is intended for Volunteer and Technical Communities (V&TCs) and tech groups that have a desire to collaborate with Formal Humanitarian Organizations. We hope that it best fits the needs of V&TCs and tech groups that currently seek practical advice on how to develop projects with formal humanitarian organizations or how to further strengthen pre-existing collaborative relationships. We hope that this Guidance helps V&TCs better understand the modus operandi of humanitarian organizations so that they may better formulate requests for partnerships and maximize the benefits of collaborative relationships.

-The Authors,
July 2013

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INTRODUCTION

I am consistently surprised by how little I knew about the field of humanitarian assistance[1] when I started down the path to what could be called – somewhat charitably – a career in it. To a certain degree, this is understandable since experience is the best instructor. However, I think this field can be especially mystifying simply because of the wide variety of things that humanitarian assistance actually encompasses: policy; communications; information management; logistics; sectoral expertise in everything from AIDS to war; IT, ITC, ITC4D, and an entire language full of other acronyms; accounting (lots of accounting); advocacy; research; politics; and a whole host of others. Saying you work in international aid and relief is a bit like saying you work "with the Internet": it is a wild generalization. Moreover, a wide variety of actions must be sequenced to formulate and implement humanitarian response. These actions are held together by an intricate web of rules and policies that govern the process, which, in turn, traces back to international and domestic law, diplomatic relations, and political decisions that are esoteric or even unknown to a large portion of the public.

I did not understand any of this in 2010 when, along with members of the Haitian diaspora in Atlanta, Georgia, I launched an initiative called *Quartier par Quartier*[2] in response to the devastating earthquake of that year. The idea, inspired by a Haitian woman named Agatha who had pioneered it, was to support and map locally-conducted rapid needs assessments at the neighborhood level and make the data available to responders via an online platform. Building on the well-established research around participatory mapping methods, my work using satellite imagery to enumerate displaced populations, and the emergence of tools like OpenStreetMap and Ushahidi, we launched an initial round of surveys - carried out entirely by the local population - that covered more than 700 households. We were unable to map any of it. The platform we were using wasn't appropriate for the job; our methodology was patchy at best; and we had no clear communications strategy or chain of command. We were, literally, figuring it out as we went. Still, many responders wanted our data despite not knowing exactly who we were or how exactly to work with us. It was clear that we were (or would have been) filling an important need. Our operation was entirely volunteer and those of us coordinating much of the effort were based in the United States. Other organizations with travel funding and support who – unfortunately – "represented us" in the field, were the least capable of doing so. While the idea still has

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1 Here we use "humanitarian assistance" as a relatively broad term to include disaster prevention and preparedness designed to save lives, alleviate suffering, and maintain and protect human dignity. The classification of different elements of foreign aid and assistance cchanges among actors and we have intentionally chosen this term to encompass as many interpretations as possible. For more information on "development/disaster" cycle, see Page 43 in the Annex.
2 See the video on Quartier par Quartier: *http://www.youtube.com/watch?v=eRdNUAqEilU*

an enormous amount of merit in my eyes, the project itself was a failure: no data were disseminated; we only added to the confusion around who was doing what; and – most unforgivable – members of the affected population wasted valuable time helping us and had their expectations broken. I have always tried to honestly communicate and draw meaning from this event lest I repeat those same mistakes.

I would say that "we broke every rule in the book" but, at that time, there was no book. This document is a first step towards that book. The aim is not to present a detailed step by step of how humanitarian assistance operates, but instead to provide a foundation for understanding and engaging with the organizations that generally coordinate or implement much of the humanitarian response. This document is meant to help you begin thinking about all of the things that I did not so that you can learn more about them as they pertain to your particular engagement. It is best understood in conjunction with the Digital Humanitarian Network's *Guidance for Collaborating With Volunteer and Technical Communities*[3], which is aimed in the other direction: to help the formal organizations better understand a changing information landscape in which the increased diffusion of news about humanitarian events coincides with tremendous advancements in internet and telecommunications technology that allow a wide-range of "non-traditional" actors to engage in the response.

This new landscape presents both enormous challenges and opportunities and, despite my early failure, I have been fortunate enough to bring that understanding into a more traditional role at the U.S. Agency for International Development (USAID), where I have continued to explore this new landscape with – I am relieved to report – remarkable success. The projects with volunteer and technical communities (V&TCs) that I have implemented at USAID have created valuable aid data[4] and also established important organizational precedents for working in a new way[5]. Additionally, there is evidence that the public engagement inherent in this process brings USAID's work to a much larger audience[6]. I am grateful to be part of an emerging effort to increase linkages between formal organizations and V&TCs, such as the Humanitarian Information Unit's "Imagery to the Crowd[7],"

3 See http://digitalhumanitarians.com/collaboration-guidance.
4 See complete online maps, open data, and meta data for USAID's Development Credit Authority at: *http://www.usaid.gov/results-and-data/progress-data/data/dca*
5 See the complete case study here: *http://transition.usaid.gov/our_work/economic_growth_and_trade/development_credit/pdfs/2012/USAIDCrowdsourcingCaseStudy.pdf*
6 See our analysis at: *http://www.usaid.gov/sites/default/files/documents/15396/USAID_GeoCenter_social_media_impact_brief.pdf*
7 For more information, see: *https://hiu.state.gov/ittc/ittc.aspx*

which greatly facilitates volunteer mapping for humanitarian response in OpenStreetMap. I attribute these successes to the volunteers who contribute their valuable time, energy, and skills and my tireless colleagues, who both support my efforts and take the bold step of launching their own.

Indeed this document is of limited value without those personal and professional relationships, the responsibility for which rests with all of us. It is my hope that this document will be an illustrative and concrete first step for far more detailed conversations. The mutual education of needs does not happen solely via a document but through long hours of human-to-human communication carried out with a healthy dose of respect, patience, and commitment. Begin those conversations now.

Finally, while binary distinctions such as "formal" and "informal" are helpful to illustrate basic differences between the sorts of actors engaged in humanitarian response, I find them of limited use beyond that. Many of the individuals in formal organizations that I became acquainted with in 2010 have become members of volunteer and technical communities or have begun to work closely with them. Conversely, "non-traditional actors," such as myself, have taken roles within "formal organizations." Still others remain active in both contexts as researchers or agents of change. While organizational affiliation can, and does, have very real implications, it is neither a motivating nor defining factor for who we are as individuals. Within each of us is a mysterious universe of experience whose internal forces propel us to be moved by, and respond to, the needs of others. It is this important factor that binds us: let us not lose sight of our commonalities even as we begin to understand our differences. Put more eloquently by the great humanist Albert Camus, "We all carry within us our places of exile, our crimes, and our ravages. But our task is not to unleash them on the world; it is to fight them in ourselves and in others."

I look forward to joining you in that fight.

Shadrock Roberts
United States Agency for International Development

PART ONE
UNDERSTANDING FORMAL HUMANITARIAN ORGANIZATIONS

THE BASICS

Characteristics

No two formal humanitarian organizations are alike. Each organization originated from a specific humanitarian need, filling a gap within the international humanitarian community. Although each organization is unique, they all share some characteristics that distinguish them from their private-sector counterparts. Understanding these basic characteristics can help V&TCs understand how to best develop collaborative relationships with these organizations. In general, humanitarian organizations:

Follow the established Humanitarian Principles. Most formal humanitarian organizations strive for the key principles of humanity, neutrality, impartiality, and independence[1]. The humanitarian community views these core principles as critical to maintaining access to affected populations during crises, especially as much of humanitarian response occurs in complex political environments.

Have set organizational and management structures. Many of the principal organizations[2] have a long history of humanitarian response. Over time, many internal mechanisms and structures have formalized in response to "best practices" and "lessons learned" from previous crises, and sometimes in response to the needs of donors and the demands of managing such large institutions. To some, these structures are viewed as lacking flexibility, however, they are crucial to ensuring an overall consistency within humanitarian operations[3]. Although the structures remain relatively consistent over time, many organizations periodically review their processes and tailor their agendas to changing humanitarian needs.

Have a global footprint. Humanitarian organizations may centralize their headquarters in one location (often close to the donor community). However, because their work focuses on populations with the greatest humanitarian needs, their core operations occur in many locations throughout the world. The humanitarian sector views these non-headquartered locations ("the field") as the true theater of humanitarian response.

Maintain a donation-based financial system[4]. Even though the financial structures may vary, humanitarian organizations, for the most part, receive their funding from donors: regional organizations, national governments, the private or public sector, or individuals. Although the direction of their work is not dictated by the personal or political needs of the donors, they must provide continuous documentation to the donor community on the progress of their work and must maintain close relationships with entities whose core mission may or may not be humanitarian by nature.

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1 Office for the Coordination of Humanitarian Affairs. (2012). Humanitarian Principles. Retrieved from *https:// docs.unocha.org/sites/dms/Documents/OOM- humanitarianprinciples_eng_June12.pdf*
2 For more information on the specific principal humanitarian organizations, see the humanitarian list compiled by University of California, Berkeley*: http://www. lib.berkeley.edu/doemoff/govinfo/intl/gov_humane.html*

3 In some cases, although the individual regional or country offices may have set management and organizational structures, they may differ from each other.
4 In the case of government humanitarian entities, they are often the donors.

Models

They may share their core beliefs, but there are many different types of organizations. When establishing relationships with humanitarian entities, it helps to understand the type of organization so that you can know how to best work with their structure, processes, internal cultures, and needs. There are three principal types of humanitarian organizations: UN organizations (and associated agencies), NGOs (international, national, and local), and government humanitarian agencies. The following section explores the basic attributes of each type of organization.

UN Organizations and Agencies: Despite the United Nations' overarching mandate and principles, the UN is an intricate system of agencies each with their own defined mandate and principles[5], and sometimes overlapping agendas. UN organizations have hierarchical internal structures with highly centralized management, enabling them to expand while maintaining their culture and ideological consistency. UN organizations (along with some International NGOs) share the coordination responsibilities of crisis response through the Cluster Approach[6]. To fully understand how to collaborate with UN agencies, learn about the key cluster actors, and how your volunteers' work can best fit within the established humanitarian sectors.

NGOs: Like the UN, NGOs are central to humanitarian response. Although NGOs conduct many cross-sectoral programs, many principal organizations (such as MSF and Save the Children) have established their niche within the humanitarian community[7]. Some NGOs are centralized and hierarchical, similar to UN agencies, whereas others are lean and flexible, closer to the structure of V&TCs. The very established NGOs have a similar presence to the UN during humanitarian response, with some organizations holding leadership positions within the cluster system. In recent years, global crises have generated a surge of NGO responders. For example, three days after the Haiti earthquake, there were already 400 NGOs active in the health sector alone[8]. With coordination, the multitude of NGOs can create a powerful humanitarian force to respond to the needs of crisis-affected populations.

Government Humanitarian Agencies: Although often less visible in the field during international crisis response, government humanitarian agencies are no less important, often supporting UN agencies and NGOs with critical emergency funding[9]. Government humanitarian agencies also differ in their experience with collaboration. Many local or national agencies have deep collaborative experience with

5 For more information on the composition of the UN System, see the organigram available at: *http://www.un.org/en/aboutun/structure/pdfs/un-system-chart-color-sm.pdf*
6 See page 14 of this document.

7 Stoddard, A. (2003). Humanitarian NGOs: challenges and trends. HPG Briefing, No. 12. Pg. 1. Retrieved from: *http://www.odi.org.uk/sites/odi.org.uk/files/odi-assets/publications-opinion-files/349.pdf*
8 Stumpenhorst, M., Stumpenhorst, R, & Razum, O. (2011). The UN OCHA Cluster Approach: Gaps Between Theory and Practice. Journal of Public Health, Vol. 19, Issue 6. Pg. 587.
9 Although separate from the Government Humanitarian Organizations (such as USAID or DFID), there has been a recent increase in the involvement of military actors in humanitarian assistance. For more information see: *http://www.globalhumanitarianassistance.org/report/counting-the-cost-of-humanitarian-aid-delivered-through-the-military*

volunteers, however many of the bilateral organizations aren't used to unpaid assistance, as they were principally designed to fund humanitarian projects[10]. Many of the response functions of these organizations are influenced by the policies and procedures of their governments.

Breaking Down Humanitarian Response

During humanitarian response, organizations generally employ the Cluster Approach[11]. The multitude of crisis responders can create coordination issues, such as duplication of services, unintentional neglect of certain populations, and prioritization issues[12]. In 2005, the UN developed the Cluster Approach to respond to these issues, assigning leadership responsibility of specific humanitarian sectors to key actors[11]. With this formalized approach, humanitarian activities can be organized based on areas of focus during a crisis[13]. The UN Office for the Coordination of Humanitarian Affairs (OCHA) plays a central role coordinating between the clusters[14].

In general, humanitarian organizations respond to three main types of humanitarian crises: sudden-onset, slow-onset, and protracted crises. The difference between these categories is subtle--a situation can begin as sudden- or slow-onset and become protracted over time. The needs of an affected population and thus the response mechanisms will differ depending on the nature of the crisis.

Sudden-Onset Crisis[15]: A sudden-onset crisis is defined by a short, high-intensity initial shock, such as an earthquake or a tsunami. During a sudden-onset crisis, humanitarian response is activated immediately, and continues until the most pressing needs of the population are met. The response is generally short-term and dynamic, however a sudden-onset crisis can become protracted when the immediate needs of an affected population continue over time. During a sudden-onset crisis, humanitarian organizations prioritize the urgent situation on the ground, which can make it difficult for V&TCs to initiate activations. However, this is often the time when organizations are most open to launching new projects.

Slow-Onset Crisis: A slow-onset crisis is defined as one "that does not emerge from a single, distinct event but one that emerges gradually over time, often based on a confluence of different events[16]," such as a drought or famine. What distinguishes slow-onset crises is that they can be mitigated by early response. However, they may receive less media attention and funding due to their persistent nature. In contrast to a sudden-onset crisis, the slow-onset crisis may be longer term and have a lower

10 Natsios, A. (2009). Public/Private Alliances Transform Aid. Stanford Social Innovation Review, Fall 2009. Pg. 46.
11 See the cluster approach visualization on page 44.
12 Jahre, M. & Jensen, L.M. (2010). Coordination in Humanitarian Logistics Through Clusters. International Journal of Physical Distribution & Logistics Management, Vol. 40, No. 8/9.
13 Please note that in refugee response emergencies, the Cluster Approach is not applied.
14 OCHA is only one feature of coordination. It's important to look at "intra-cluster" information management within a sector. See the Operational Guidance on Sector Cluster Leads: http://clusters.humanitarianresponse.info/document/iasc-operational-guidance-responsibilities-sector-cluster-leads-and-ocha-information

15 This can also be referred to as rapid-onset crisis.
16 Office for the Coordination of Humanitarian Affairs. (2011). OCHA and Slow-Onset Emergencies. OCHA Occasional Policy Briefing Series, No. 6. Retrieved from: http://reliefweb.int/sites/reliefweb.int/files/resources/report_36.pdf

Obstacles to Collaboration[1]

This document underscores the many rules, regulations, and general red tape surrounding collaborative partnerships. But what are these obstacles? Why are organizations hesitant to collaborate with V&TCs?

- **Payment:** Many agencies, especially Government Humanitarian Organizations, are not used to working with unpaid volunteers. For this reason, there may be extra paperwork and contracts that need to be signed off on by the volunteers in order for humanitarian organizations to viably "use" their services.

- **Privacy Concerns:** Some organizations are bound by law or mandate to protect certain elements of their data sets. The conversation of privacy and data protection issues needs to occur before a project begins.

- **Data Standards:** Most organizations have specific data standards in order to maintain the quality of the information that they disseminate. Before working with humanitarian organizations, understand what their standards are in order to ensure that your products and services will be fully used.

1 For more information see Crowdsourcing to Geocode Development Credit Authority Data: A Case Study: http://transition.usaid.gov/our_work/economic_growth_and_trade/development_credit/pdfs/2012/USAIDCrowdsourcingCaseStudy.pdf

intensity response. Given the less immediate nature of the response, responding actors may be more available to initiate activations with V&TCs.

Protracted Crisis: A protracted crisis is defined as "environments in which a significant proportion of the population is acutely vulnerable to death, disease and disruption of their livelihoods over a prolonged period of time[17]." During a protracted crisis, national governance can be weak, with controlling powers "having a limited capacity or willingness to respond to or mitigate the threats to the population, or provide adequate levels of protection[12]," such as during a violent conflict. Because of the fragile nature of such a crisis, humanitarian actors may be hesitant to initiate new relationships with V&TCs.

Aside from the three principal types of cri-

ses, formal humanitarian organizations also concentrate on emergency preparedness. Emergency preparedness is defined as the "knowledge and capacity developed by governments, recovery organizations, communities and individuals to anticipate, respond to and recover from" crises[18]. In strengthening emergency preparedness within a region or country, humanitarian workers are better able to deliver cost-effective and immediate relief when a crisis unfolds. However, only 1%-3%[19] of humanitarian funding is directed at preparedness activities. The lack of attention presents an opportunity for V&TCs to provide much-needed technical assistance, especially related to creating common baseline data[20].

18 See UN OCHA background on preparedness: http://www.unocha.org/what-we-do/coordination/preparedness/overview
19 OCHA Policy, Development, and Studies Branch, "Humanitarianism in the Networked Age." (2013). United Nations: New York. Pg. 97.
20 OCHA Policy, Development, and Studies Branch, "Humanitarianism in the Networked Age." (2013). United Nations: New York. Pg. 33.

17 For more information see: http://www.odi.org.uk/sites/odi.org.uk/files/odi-assets/publications-opinion-files/279.pdf

THE BENEFITS

Establishing strong relationships with formal humanitarian organizations can amplify the influence of V&TC work, as well as the work of the organization. In essence, the collaboration embodies an "alignment of missions[21]," magnifying the objectives of both partners' mandates and minimizing the potential for duplication and redundancy[22]. Despite some of the challenges that may surface during a collaboration[23], these partnerships can increase impact, visibility, and access, enabling the work of volunteers and organizations to reach affected populations more directly and more efficiently.

Increased Impact

Collaborating with humanitarian organizations increases the local and global impact of V&TCs and organizations. Formal humanitarian organizations have extensive experience responding to the specific needs of affected populations during crises and conflicts. This comprehensive experience has established them as experts in developing some of the best processes for humanitarian response. Working with these organizations can potentially provide more awareness of how the skills and the passions of your volunteers can most directly meet the needs of the affected population.

Visibility

With many formal humanitarian entities comes the public eye. Partnerships can boost the visibility of your volunteers' work within the greater humanitarian community. It provides your community with a platform to demonstrate the capabilities and hard work of your volunteers, as well as generating some publicity to enlist future collaborations and partnerships, interested volunteers, and, potentially, donors. Greater visibility has the potential to translate into innovative projects, which could translate into future growth.

Access & Legitimacy

Not only can humanitarian entities increase the access of individuals to affected populations, these organizations can provide access to normally closed or hidden channels of data. Additionally, the formal organizations can provide a sense of legitimacy to the work of the V&TCs in the eyes of sometimes skeptical regional and national governments. In essence, the humanitarian organization's reputation of reliability and accountability is shared with its V&TC partner during collaboration, providing greater credibility and thus opportunities to their volunteers.

21 Meesters, Kenny. Tilburg University. (June 3, 2013). Skype Interview.
22 Hanleybrown, F., Kania, J. & Kramer, M. (2012). Channeling Change: Making Collective Impact Work. Stanford Social Innovation Review. Available at: *http:// www.ssireview.org/blog/entry/channeling_change_ making_collective_impact_work?cpgn=WP%20DL%20-%20 Channeling%20Change*
23 UN OCHA, Harvard Humanitarian Initiative, and The UN Foundation & Vodaphone Foundation Partnership. (2011). Disaster 2.0: The Future of Information Sharing in Humanitarian Emergencies. Pg. 34, Retrieved from: *http:// www.unfoundation.org/assets/pdf/disaster-relief-20-report. pdf*

PART TWO
GUIDANCE FOR COLLABORATION WITH FORMAL HUMANITARIAN ORGANIZATIONS

DEPLOYMENT STAGES

A collaboration with a Formal Humanitarian Organization during a crisis or disaster typically has four principal stages: Pre-Activation, Activation, Deployment, and Post-Deployment. Each of the four principal stages of collaboration introduces new aspects into the partnership that should be considered before an activation. The following points should serve as guiding suggestions from prominent members of the digital humanitarian community. These suggestions should be reflected upon at any point of the collaboration process. As the relationship between a V&TC and a humanitarian organization progresses, these suggestions should be adapted to fit your needs.

PRE-ACTIVATION

INITIATING THE RELATIONSHIP

In order to develop the best possible partnerships with humanitarian organizations, V&TCs should focus on finding an organization that fits both their mission and needs. As organizations become increasingly weighed down by the escalating velocity and volume of data[24], they have less capacity to step outside of their familiar humanitarian circles to build partnerships with technical communities. Therefore, V&TCs should be proactive when establishing relationships with humanitarian organizations. Additionally, some of the larger organizations will only work with V&TCs who have a successful track record or with whom they have an established working relationship. Therefore, take on smaller and more manageable projects before moving on to more complex global crises. Build the relationship before building the project.

To start building relationships with the right organizations, take advantage of the best avenues, including conferences, meet-ups, online networks, and forums.

"Every organization is made up of people. It's about knowing a lot of people, and caring about what they do[25]."

Conferences & Meet-ups
Attend conferences to meet other V&TCs and internal champions from humanitarian organizations. Learn about past collaborations and hear about future projects. The majority of collaborative relationships grow out of face-to-face environments, where collaborative partners have an opportunity to put a face to a name. Trust and reliability are critical elements of the humanitarian system, so establish collaborative relationships in person and within a trusted community setting to solidify the relationship. Be proactive. Most actors from

24 UN OCHA, Harvard Humanitarian Initiative, and The UN Foundation & Vodaphone Foundation Partnership. (2011). Disaster 2.0: The Future of Information Sharing in Humanitarian Emergencies. Pg. 9, Retrieved from: *http://www.unfoundation.org/assets/pdf/disaster-relief-20-report.pdf*

25 Brugh, Willow. Geeks Without Bounds. (June 2, 2013). Skype Interview.

the formal humanitarian sector will not reach out to the V&TCs due to their limited capacity or a lack of knowledge of the capacity of the V&TCs. Conferences and meet-ups provide V&TCs with an open door to the humanitarian community.

"We want to inform other humanitarian organizations that V&TCs like the Digital Humanitarian Network have established formal and predictable procedures for engagement and activation[26]."

Online Networks and Forums

Take advantage of online networks and forums, such as the _Digital Humanitarian Network_ or _CrisisMappers_, and *Information Management forums* in disaster prone places. Research which members of the formal sector have been active participants in the networks and reach out to them with projects that relate to their focus or mandate. Make your community's skills known to the network, especially what kind of projects your volunteers would be interested in. Share examples of your projects with the community, and gather feedback. Once you share your volunteers' work with the community, your group will begin to accumulate trust, which could eventually translate into helpful connections.

BEST TIME FOR COLLABORATION

Although most humanitarian organizations stress the importance of developing collaborations before humanitarian disasters, many internal champions within the humanitarian

sector view times of crisis as "moments for innovation[27]." During a crisis, many traditional entities are more open to external partnerships, providing V&TCs with an opportunity to participate more directly with disaster response. However, there are key considerations to reflect on when establishing relationships with humanitarian organizations during a crisis.

"People are so busy during an event, if you don't have predefined rules of engagement there is less chance for success[28]."

Availability

Although actors from the formal sector are interested in collaborating with V&TCs during a crisis, the organizations' involvement in the project may be limited by their focus on events in the field. Humanitarian responders are "too busy to both perform their jobs and lobby for the use of V&TC tools during an emergency operation[29]." Their limited availability may cause the collaboration to seem unbalanced, as the V&TC may feel that they are giving more time, resources, and attention to the collaborative project than the humanitarian organization. However, this limited availability is not due to a lack of belief in the importance of the work of the volunteers, but is dictated by their perceived immediate pri-

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26 Meier, Patrick. iRevolution (June 10, 2013). Skype Interview.

27 As best stated by Cat Graham (Humanity Road): "At the point when you're in a disaster, it's not the best time to be starting something new, and introducing new processes, however, it's usually the time when innovation happens." (2013).
28 Blevins, Chad. USAID. (June 6, 2013). Skype Interview.
29 UN OCHA, Harvard Humanitarian Initiative, and The UN Foundation & Vodaphone Foundation Partnership. (2011). Disaster 2.0: The Future of Information Sharing in Humanitarian Emergencies. Pg. 33, Retrieved from: _http://www.unfoundation.org/assets/pdf/disaster-relief-20-report.pdf_

orities. To manage the lack of availability during a crisis, clearly determine your deliverables and deadlines and illustrate the needs of your volunteers before an activation.

"Many of us dropped off the listserv because we were hitting the field[30]."

Communication
As a result of unpredictable circumstances in the field, formal humanitarian actors may not always have the most stable communication resources, such as access to high-speed Internet. The limited communication channels indicate that field staff may not have access to flows of information from V&TCs[31]. For this reason, it is crucial that, during a crisis, your community provides "clear, concise, and low-bandwidth[32]" updates. Also, they should be patient when receiving responses from your focal points in the field and should try to build relationships with key connectors at headquarters, who may be able to better communicate the needs of the responders in the field. In addition, make sure that critical, time-sensitive information, which often underpins vital decisions, is not limited by the movements of unavailable personnel[33].

"There is no substitute for personal

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relationships prior to disaster[34]."

Understanding of Needs
The combination of the limited availability and limited communication access compounds in a limited understanding of needs. It is often difficult to touch base with the formal humanitarian actor and discuss the details of the project, therefore it is important to gain an in-depth understanding of the needs of the humanitarian community as well as the needs of your volunteers before your humanitarian focal point shifts their primary focus to field response.

ACTIVATION

LEARNING ABOUT YOUR PARTNER
Before a collaboration begins, start your working relationship with an understanding of the process and structure of the formal humanitarian organizations that you are working with. Although your volunteers may not need to comprehend the formal details of the organization that you are working with, the project coordinators need to have a sense of the mechanics of the formal entity in order to better understand their needs and how best to communicate with them.

"You have to adhere to systems of standardization and process to react to things that happen in the scale that they are. It's about understanding what process is and why it is the way it is helps to choose the

30 Chan, Jennifer. Harvard Humanitarian Initiative, (June 4, 2013). Skype Interview.
31 UN OCHA, Harvard Humanitarian Initiative, and The UN Foundation & Vodaphone Foundation Partnership. (2011). Disaster 2.0: The Future of Information Sharing in Humanitarian Emergencies. Pg. 33, Retrieved from: *http://www.unfoundation.org/assets/pdf/disaster-relief-20-report.pdf*
32 Brugh, Willow. Geeks Without Bounds. (July 7, 2013). Correspondence.
33 Hattotuwa, Sanjana. ICT For Peace. (July 7, 2013). Correspondence.

34 Graham, Cat. Humanity Road (June 3, 2013). Skype Interview.

best path[35]."

Process

Research the process of the formal humanitarian organization. Each type and subtype of organization has a different process for disaster response. For this reason, the coordinators of the V&TC should research the specific methodology that the organization uses to be aware of how to best align their processes[36] with those of the organization. It is important to note that alignment does not signify that the V&TC should drastically change their ways to match those of the humanitarian entities. Rather, alignment should suggest that V&TCs understand how their processes compare with those of humanitarian organizations in order to improve efficiency in workflow.

"You have to understand who it is, how they are creating the plan, why, what kind of process do they have in order to work with them[37]."

Structure

Research the unique structures of the organizations you are working with. These structures can be very centralized and hierarchical compared with the more fluid and flat models of V&TCs. Thus, these organizational structures can seem antithetical to the definitive elements of V&TCs. However, collaboration is still possible by obtaining a mutual understanding of organizational structure. Understanding what is the hierarchy, who are the decision

makers and the internal digital champions, and how flexible and open is the organization to innovation can greatly aid a V&TC during a collaboration. Provide them with an engagement model that works with their structure[38].

"Understand what are the needs of the organizations. Just because you can collect data doesn't mean that we have to know this data[39]."

Research

Research the entity. Review their website and request documents that illustrate their processes and structures. Ask for after-action reports of past collaborations. If working with a new cluster, such as protection or WASH, read the cluster assessments and meeting notes that are available on *reliefweb.int* and *humanitarianresponse.info*. These notes will provide a detailed perspective of the organization's needs as well as gaps and limitations in the cluster. Ask if there are training manuals or workshops that could be available to your coordinators or volunteers, so that they are more involved with the crisis and collaboration. If your community has limited experience with disaster response, take advantage of free online courses and webinars on disaster management. Once the research has been accumulated, create a repository of information for future volunteers and coordinators. Consider creating your own training guides for how to work with specific organizations.

35 Brugh, Willow. Geeks Without Bounds. (June 2, 2013). Skype Interview.
36 Meesters, Kenny. Tilburg University. (June 3, 2013). Skype Interview.
37 Ibid.

38 Brugh, Willow. Geeks Without Bounds. (July 7, 2013). Correspondence.
39 Nissen, Lars Peter. ACAPS. (June 15, 2013). Telephone Interview.

DEFINING THE PROJECT

Once you have decided on which humanitarian organization to partner with, organize a meeting with the principal focal point at the organization to discuss the details of the project. This initial meeting is a requirement of any activation and critical to the success of your project. When defining the project before a deployment, consider the following points.

"You need to understand the common goals, purpose, and objectives[40]."

Objectives

Find out exactly what you and the formal humanitarian organization wants to accomplish with this collaboration. Do they want products, such as maps or statistical research? Or do they want mined crisis data? What is the deliverable format? What is the duration of the project? Who are the intended users of the products? How does this relate to the larger picture of the crisis? Developing the goals and scope of the product is the responsibility of the focal points from both the V&TC and the humanitarian organization. Once the project has been defined, it is up to the coordinators to parse up and distribute the work to the volunteers in a clear fashion that provides them with an understanding of their work in the larger picture.

"When you have an organization and a V&TC ready to help each other out, it can be difficult to get your arms around what can this V&TC do and what can we expect from them[41]."

Define Your Products

In developing collaborations with V&TCs, reliability and predictability have become recurring issues. Before a deployment, humanitarian organizations desire a clear understanding of the exact services and products a V&TC has to offer. Some V&TCs have very straightforward prototypes of their products, however other V&TCs are less explicit of what the final product will be. This latter approach provides excellent flexibility for the collaboration during often unpredictable crisis scenarios. However, for the more formal humanitarian entities that exist within a hierarchical framework, this flexibility can be interpreted as a lack of reliability. For this reason, it is helpful to provide templates, prototypes, or past examples of what services or products your V&TC is able to create.

"We ask many questions to clarify what the volunteers have to do; we try to identify the tasks and remove uncertainties as much as possible[42]."

Specification

With the initial activations, focal points of the collaboration may want to keep the project open-ended and "see where it goes," which works well in a non-time-sensitive situation. However, for maximum efficiency for both the volunteers and formal organization, it is critical to specify the details of the project as much

40 Chan, Jennifer. Harvard Humanitarian Initiative, (June 4, 2013). Skype Interview.

41 Chang, Natalie. Internews. (June 10, 2013). Skype Interview.
42 Elhami, Shoreh. GISCorps. (June 5, 2013). Skype Interview.

as possible. This is a refining process, in which asking specific questions is key. Attempt to understand on the most simple terms what are the needs and expectations of the organization and your volunteers. Become the bridge between the two ends and translate organizational language into coherent actions.

DEPLOYMENT

ON COMMUNICATION

Strong communication is the most important element of collaborative projects. Without reliable and firm communication channels, a project can face setbacks due to miscommunication and general confusion. To facilitate strong communication, the collaboration should emphasize the importance of clearly defined focal points, direct communication channels, and open perspectives on data and information sharing.

"The challenge is not on the outward engagees, but how the point of contact communicates that out to their agencies and peer groups. Often they won't understand the nuances, and this is such a new field[43]."

Focal Points

Assign key focal points to the project. If the project has a large scope (either during a complex global crisis or with an activation of a large group of volunteers), assign two focal points: one technical coordinator, who will help develop the most appropriate technological framework for the project, as well as one administrative coordinator to manage the volunteer

work and ensure quality and timeliness with the deliverables. High reliability and organizational standards are key attributes for these two members. Establish these two focal points before a deployment begins.

"Without any exception, we get on the phone with anyone who requests volunteers. So that we can get to the bottom of the request[44]."

Direct Communication

Create a direct communication channel between your community's focal points and the humanitarian organization. Make sure that your initial meeting is a dialogue, rather than an email request form. Initiate skype or instant message groups so that you have direct and quick methods of communication, rather than relying on email updates. Direct communication will help strengthen personal relationships between your community and the humanitarian organization.

"V&TCs need to help humanitarians change—to make them more open, more dynamic[45]."

Open Data/Information

With the growing abundance of data and information in the world, data must be accessible to all, or "open[46]" to capitalize on its potential. Data must be *physically* open and available to "use, reuse, and redistribute[47]." Additionally, data must be *technically* open, "avail-

43 Chan, Jennifer. Harvard Humanitarian Initiative, (June 4, 2013). Skype Interview.

44 Elhami, Shoreh. GISCorps. (June 5, 2013). Skype Interview.
45 Capelo, Luis. Digital Humanitarian Network (June 3, 2013). Skype Interview.
46 OCHA Policy, Development, and Studies Branch, "Humanitarianism in the Networked Age." (2013). United Nations: New York.

able in standard, editable file formats, easy to access and download, searchable and catalogued[47]." However, many humanitarian organizations are not yet accustomed to open data policies, either as a result of their structure or routine processes. Few organizations have begun to develop a cross-organizational data lexicon, challenging the process of data sharing. Additionally, data protection protocols and standards are in their early development stages, and many organizations are in the midst of grappling with the complexity of data security and privacy issues[48]. V&TCs should be aware that although there is movement toward more open data policies, this transition is a gradual process and needs active encouragement from the V&TC community. Show them why open data policies are critical to humanitarian assistance. Build trust and reliability to show that your community can handle potentially sensitive data. Gradually, internal structures and processes within humanitarian organizations will shift in that direction.

ON PROCESS

After strong communication, understanding the processes of humanitarian response is crucial to developing successful and sustainable relationships with humanitarian organizations. Without a nuanced understanding of the various mechanisms and methodologies in disaster response, the project can leave actors from both the humanitarian organization and the V&TC frustrated. Four key elements to maintaining strong processes include involvement, analysis, self-awareness, and patience/flexibility.

"If they were not available, then we

wouldn't do the work for them[49]."

Require Balanced Involvement
Establish at the beginning of the project how much and what kind of involvement you need from the humanitarian organization. Clearly state your expectations of the organization during deployment. Your relationship with the formal entity should be a partnership, not an exercise in outsourcing. Require that both your community and the humanitarian entity define what they are bringing to the partnership. This will create a more balanced environment, emphasizing for volunteers the importance of their contribution for the collaboration.

"There is an underlying assumption that the requesting entities lack data, but what we lack is analysis. If you have a lot of data you have to be able to make sense of it[50]."

Analysis, Not Just Data
Provide analysis with your data. Humanitarian organizations, especially the key decision makers, are bombarded with new data at a rapidly escalating pace. No time is this more apparent than during a crisis. Instead of increasing the amount of data that humanitarian actors have to review, provide analysis with your results. Analyze the data with the needs of the organization in mind. To know what you need to know, know what they need to know.

"There is a lot of frustration around the perception of V&TCs consisting of superwomen and supermen, able

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47 Ibid
48 Chan, Jennifer. Harvard Humanitarian Initiative, (June 7, 2013). Correspondence.

49 Petras, Rebecca. Translators Without Borders. (June 4, 2013). Skype Interview.
50 Nissen, Lars Peter. ACAPS. (June 15, 2013). Telephone Interview.

to deliver anything. We need to be aware of technology limitations[51]."

Self-Awareness

Clarify specifically what your organization and volunteers are capable of. If you are activated for projects that directly take advantage of your community's strengths, the success rate will likely be higher and the relationship is more like to be sustainable[52]. As traditional humanitarian entities gain experience with digital volunteers, they will begin to understand what and how much they can ask of V&TCs. However, at this point, V&TCs should continue to be clear about the capacity of their volunteers, so that their volunteers and coordinators do not burn out.

"We are very much taken by internal projects, information management, and coordination between different sectors of the same organization, and with established partners. This takes a lot of energy, so we have to balance the management of new partners and channels of information with the need to reinforce the management of information we already collect and share with established partners[53]."

Patience & Flexibility

Be patient. Many actors within the formal humanitarian system have numerous internal responsibilities, especially during a crisis. The key focal points within the traditional humanitarian agencies are often investing their own personal time to engage with the digital volunteers. Therefore, it may take some time to receive updates or information from your humanitarian counterpoints. Be flexible. Although your organization's mandate may be underpinned by innovation, there are times when the process of collaboration may benefit from compromise. Compromise does not necessarily signify concession.

POST-DEPLOYMENT

FEEDBACK & ACKNOWLEDGEMENT

At the beginning of a collaboration, clarify for the humanitarian organization what you expect from them in terms of feedback and acknowledgement. During a crisis, humanitarian organizations may not realize how important feedback is for improving the collaborative efforts of the V&TCs as well as how crucial acknowledgement is for the volunteers.

"They forget that what we're doing is done by volunteers, and they need to thank that volunteer[54]."

Require Feedback & Acknowledgement

Require what kind of feedback and acknowledgement you would like from the organization at the beginning of the collaboration. As the project is in the final stages, send a reminder email to your focal point that kindly suggests the best methods for thanking the volunteers and providing feedback.

51 Hattotuwa, Sanjana. ICT For Peace. (June 11, 2013). Skype Interview.
52 Chapman, Kate. Humanitarian OpenStreetMap Team. (June 10, 2013). Correspondence.
53 Bircher, Romain. ICRC. (June 13, 2013). Skype Interview.

54 Petras, Rebecca. Translators Without Borders. (June 4, 2013). Skype Interview.

"What's the best way to give feedback? Sometimes a formal document, but often times, others want to hear things quicker. For example, there's 'great job we loved it' and then there are things that dive deeper[55]."

Create Forms and Examples

Understand that in-depth feedback could take some time, especially when an activation occurs during a crisis. Therefore, create some helpful guidelines or examples of what you expect to receive from your collaborative counterpart. Create surveys and forms for your focal points to help them deliver the most helpful feedback for your community. In terms of acknowledgement, make it clear if you would like a public or private formal document from the humanitarian entity, or if you would be satisfied with an email to volunteers or a blog post.

IMPACT EVALUATION

A key element of a collaborative project that is often overlooked by both V&TCs and some formal humanitarian entities is evaluating impact. Many entities view impact measurement as an unnecessary step in the collaboration. However, the process of measuring what impact represents for your organization and how impactful the collaboration was to the communities affected by a crisis can be a much needed step in increasing the awareness of and interest in V&TCs.

"Some of the most compelling information is when the V&TCs analyze data after an event to show how accurate their data was compared with data collected using traditional methods[56]."

Measurement

Discuss ways within your community to measure the impact of your work. Sometimes an impact evaluation can make the difference between an interesting idea and effective action. Ask key questions: how did your project bring about positive change to the affected community? How would the response have been different without the work of your community? Although impact is often difficult, if not impossible, to quantify, it can be an important part of creating sustainable relationships with traditional humanitarian entities.

"We need to start thinking how to measure impact as a by-product of the processes that we put in place to do the work that we do[57]."

Impact-Based Work

Set-up processes or indicators that can evaluate impact during the activation and deployment. Determine which data should be monitored during a collaboration, and create clear methods to track it. Be aware of capturing not only the quantitative figures, but the just as valuable qualitative outcomes as well. The evaluation will not necessarily tell you if your project "worked," but it hopefully will encourage you to think critically about your project, and to continue to pivot your community's structure and processes to best align with the needs of the affected population.

55 Chan, Jennifer. Harvard Humanitarian Initiative, (June 4, 2013). Skype Interview.

56 Blevins, Chad. USAID. (June 6, 2013). Skype Interview.
57 Olafsson, Gisli. NetHope. (June 4, 2013). Skype Interview.

THE CHALLENGES

Although no two humanitarian organiations are the same, there are several recurring issues that surface during collaborations with traditional entities. However, by developing a deep understanding of humanitarian entities, many V&TCs have developed methods to work around some of the limitations. In the following section, the principal limitations are introduced as well as recommendations for how to best navigate these challenges.
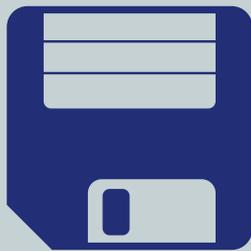
Challenge:
Hard to Change

For some formal humanitarian organizations, their size or structure may inherently create internal obstacles to change and innovation.

Recommendation:

Within all humanitarian organizations, champions of innovation and forward thinking change-makers can be found. Find out who the internal champions are through online communities and conferences, and get in touch with these individuals.

"There is so much opportunity for the traditional humanitarian entities to embrace us, but we don't fit into the model of the traditional entity."

-Shoreh Elhami, GISCorps[58]

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58 Elhami, Shoreh. GISCorps. (June 5, 2013). Skype Interview.

Challenge:
Difficult to Connect With

Humanitarian organizations can often be saturated with requests for collaboration from external groups[59]. Therefore, they often will not respond to inquiries if they don't have a personal relationship or common link to your community.

Recommendation:

Find common connections through digital humanitarian communities and attend conferences and events where you can meet and discuss potential collaborations with representatives from the formal sector.
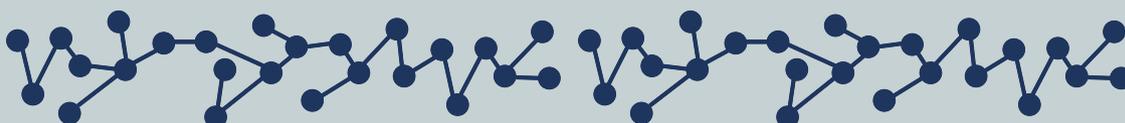
"There is no shortage of people in the V&TCs contacting you: it's more about how you find the best fit."

-Shadrock Roberts, USAID[60]

59 It is not uncommon for actors in the formal sector to receive - literally - more than one hundred e-mails on a normal day and during emergencies, this increases exponentially: some have reported receiving a phone call every 30 seconds. See ICCM talk from Nigel Snoad: *http://www.youtube.com/watch?v=J97ZhIuGW94.*
60 Roberts, Shadrock. USAID. (June 10, 2013). Skype Interview.
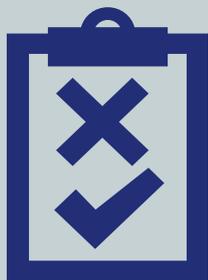
Challenge:
Too Many Rules

Compared with many of the flat and open decision making processes of V&TCs, the amount of rules that govern humanitarian organizations can seem astounding. However, the many rules and regulations allow for decisions made at high levels to be implemented reliably at all levels.

Recommendation:

Be patient and flexible—although many of the rules may seem unnecessary and hindering humanitarian response, they create reliable response mechanisms, which are critical to the humanitarian relief.
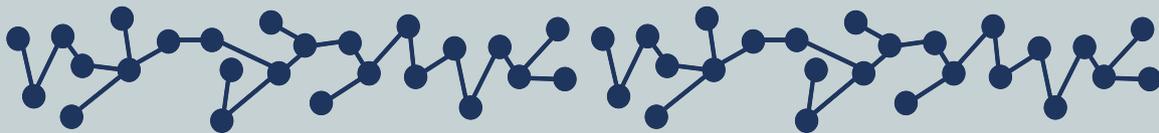
"You have to be a chameleon to a certain extent with supporting different agencies. At one point you have to conform to their structure. It's difficult to meet everyone's structure."

-Cat Graham, Humanity Road[61]

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61 Graham, Cat. Humanity Road (June 3, 2013). Skype Interview.

Challenge:
Volunteer Relationship

Humanitarian organizations welcome the expertise of digital volunteers. However, in some scenarios, due to the large number of volunteers, it can be difficult for the organization to personally communicate with the volunteers. This may be off-putting to some volunteers, who would like a more direct relationship with the organization and a greater sense of the crisis at the ground level.
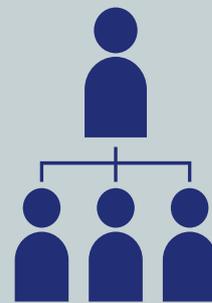
Recommendation:

Clarify at the beginning of an activation what kind of involvement you expect of the humanitarian organization with your volunteers. Do you expect them to post a public thank you to each individual volunteer for their work? Or would a mass email to the volunteers work better?

"The challenge is how the point of contact communicates with their partner agencies and peer groups. Often they may not understand the nuances, and this is such a new field, how this plays out with volunteering."

-Jennifer Chan, Harvard Humanitarian Initiative[62]

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62 Chan, Jennifer. Harvard Humanitarian Initiative, (June 4, 2013). Skype Interview.

Challenge:
Slow Moving

Initiating a formal collaboration with an external entity can take a lot of time, often because the project may have to receive approval from higher up authority who may be hesitant to trust external volunteers. V&TCs can end up spending a lot of time doing big projects with partners who are not willing to really advocate for change on the inside.

Recommendation:

Suggest an informal pilot project first without requiring a formal collaborative agreement. The success of this project will convince the organization's higher ups of the importance of your work. Collaborations should be to set precedents (political, technological), pushing the formal organization to overcome barriers. Pick somebody who's going for a larger agenda: not just a one-off project.

"A humanitarian event is fast moving and these are slow moving by the book organizations."

-Charles Conley, iMMAP[63]

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63 Conley, Charles. iMMAP. (June 12, 2013). Skype Interview.

Challenge:
Varying Views of Technology

Organizational perceptions of the value of data and technology are very heterogeneous across the different groups of traditional humanitarian organizations and V&TCs. Some humanitarian organizations are innovation centers whereas others may not fully understand what technology can do for them and are hesitant to integrate technological change into their processes.

Recommendation:

Inform organizations not just what products and services you can deliver—spell out how and in what situation organizations can use your work.

"They don't have a deep enough understanding of what technology can do for them."

-Gisli Olafsson, NetHope[64]

64 Olafsson, Gisli. NetHope. (June 4, 2013). Skype Interview.
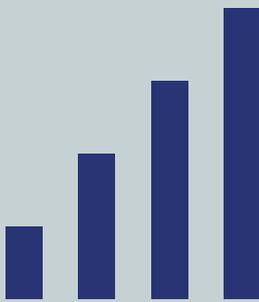
Challenge:
Reliability Over Innovation

Because the information gathered is through new channels or the structure of the project involves new technology, organizations may not have full confidence in its accuracy or reliability, and therefore will not implement it into their processes.

Recommendation:

Provide evaluations that show the accuracy of your data. Establish long-term dependable relationships between specific volunteers and organizations so they have an opportunity to build trust in not only the volunteers, but their work as well.
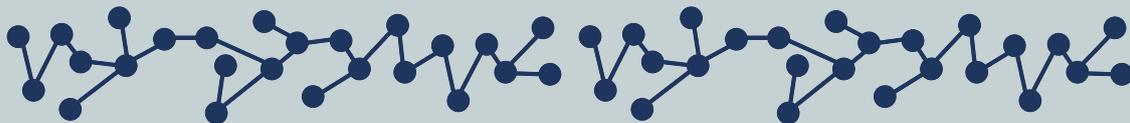
"There needs to be some kind of organization on the V&TC side so that it can deliver a predictable and reliable service."
-Lars Peter Nissen, ACAPS[65]

65 Nissen, Lars Peter. ACAPS. (June 15, 2013). Telephone Interview.

Challenge:
Obscure Needs

As the community of digital humanitarians grows, humanitarian organizations will have a greater sense how they can incorporate the work of the V&TCs into their organizations. However, many organizations have difficulty understanding how to communicate their needs to the V&TCs because they are not sure in what ways the V&TCs can assist them.

Recommendation:

Find out what the gaps are within the organization and how your volunteers can provide services to fill those gaps. Ask questions to find out the problems before suggesting a solution.

"The more defined the V&TCs can make a requirement, the better information you will get from your volunteers."

-Chad Blevins, USAID[66]

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66 Blevins, Chad. USAID. (June 6, 2013). Skype Interview.

Challenge:
Ambiguous Goals

In general, the majority of humanitarian organizations share the goal of meeting the needs of the affected population. However, getting organizations to specify their objective into tangible goals can be difficult.

Recommendation:

Clearly discuss the expectations of the partner before the activation begins. What tangible results does the organization hope to achieve? What larger impact does the organization hope to have with the project? What are the benchmarks to measure if the objectives of the collaboration were met? Perhaps these goals will shift during an activation, but it's important to encourage the humanitarian organization to develop this before an activation.

"For disaster response, data requirements are difficult to define because the needs are constantly changing."

-Chad Blevins, USAID[67]

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67 Ibid.

Challenge:

Data Restrictions

Many organizations are beginning to grapple with the sensitive issues related to data collection and analysis, namely privacy and security. This can hinder many collaborations that are dependent on open data or protocols.

Recommendation:

Understand their official and normative data standards and work within their framework, rather than being frustrated by their often "closed" protocols.
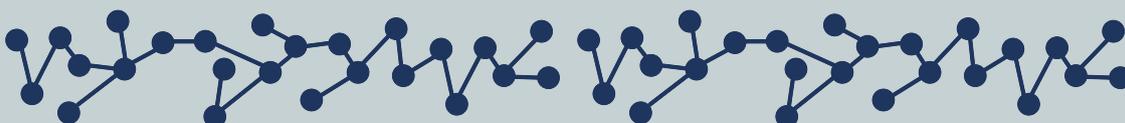
"Many formal humanitarian organizations require cyber-security restrictions on their IT systems, which prevent the acquisition of newly developed hardware, the installation of free and open source software, the ability to collaborate and exchange data in an easy or transparent manner, and the development or adoption of innovative technology strategies."

–Dennis J. King, Humanitarian Information Unit, United States Department of State[68]

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68 King, Dennis. Humanitarian Information Unit, US Department of State. (July 8, 2013). Correspondence.

COLLABORATION ESSENTIALS

➡ **Be proactive.** Attend conferences and create relationships with other V&TCs and digital humanitarian champions from within the formal humanitarian sector. Demonstrate with past examples and prototypes the capacity and talent of your volunteers. Join digital humanitarian groups, such as the Digital Humanitarian Network and CrisisMappers, to be aware of notable projects and initiatives.

➡ **Reach out before a crisis happens.** Establish relationships with humanitarian organizations before a disaster strikes. Build trust with these organizations so that when a crisis does occur, these organizations will be able to rely on your community. Create action plans for your community's protocol for emergencies to build your reliability.

➡ **Learn about your humanitarian partner.** Understand how your collaborator responds during a crisis. Read documents from the organization that illustrates their past experiences collaborating with traditional humanitarian entities.

➡ **Clearly and realistically define your project.** Clarify the purpose, the objectives, and the common goals of the collaboration. Sit down with the humanitarian organization and encourage them to define what products they expect to receive and in what timeline.

➡ **Designate collaboration focal points.** Assign one or two experienced individuals to be coordinators of the project and intermediaries between the humanitarian organization and the volunteers.

➡ **Be patient and flexible.** Recognize that when working with formal organizations, the response time may be longer. Be prepared to be flexible if the humanitarian organization is unable to meet the specific needs of your community.

➡ **Provide analysis, not just data and products.** Share knowledge with your humanitarian partners, not just data and information. Analyze the outcomes of your activation and provide simple observations along with your end products.

➡ **Require feedback and acknowledgement.** Request that your humanitarian partners share feedback with your community and volunteers. Emphasize the importance of acknowledgement after a project, and illustrate the best method for your volunteers to receive this acknowledgement.

➡ **Measure your impact.** Evaluate how you will recognize that your project is making a difference. Reflect on how to make your community's work have a greater impact.

PART THREE
THE ANNEX

PREVIOUS DEPLOYMENTS

There have been many successful collaborations between V&TCs and formal humanitarian organizations. The following list does not attempt to provide readers with the most successful deployments or all past collaborative activations. Rather, this list intends to provide readers with a small sampling illustrating the range of possible collaborations that can occur. One of the best ways to learn how to improve your collaborative process is by studying the processes of others. We hope that this list serves that purpose.

CartONG

• *IOM Mapping in Haiti:* CartONG worked with the International Organization for Migration (IOM) to create maps as well as maintain spatial data for disaster preparedness and general operational needs in Haiti. CartONG supervised and organized data collection, analysis and production of suitable maps and web content related to IDPs. For more information, see: *http://www.cartong.org/project/iom-haiti-2011*

• *Refugee Analysis for UNHCR:* CartONG produced a statistical analysis from UNHCR Refugee data. CartONG worked to strengthen UNHCR's MENA database (300,000 refugees) and analyze features (age, gender, religion, province of origin, ethnic group, date of arrival, waiting time before registration of UNHCR, etc...) depending on country. For more information, see: *http://www.cartong.org/project/mena-refugees-analysis*

Geeks Without Bounds:

• *Hurricane Sandy Response:* Geeks Without Bounds deployed with the FEMA Innovation Team for Hurricane Sandy response in November of 2012, helping to bridge the formal and informal response efforts. They spent half their time in the field in the Rockaways, Staten Island, and Breezy Point, and half their time operating from co-working spaces and from FEMA's offices. They also worked with Occupy Sandy to streamline its exchanges with FEMA and other formal organizations. For more information, see: *https://communities.firstresponder.gov/DHS_VSMWG_Lessons_Learned_Social_Media_and_Hurricane_Sandy_Formatted_June_2013_FINAL.pdf*

GISCorps:

• *Niassa National Reserve Project:* The Niassa National Reserve, a non-profit organization located in northern Mozambique, requested a GISCorps volunteer to assist them in two capacities: conducting a GIS Needs Assessment of their existing GIS (remotely), and training their local staff on the use of ArcGIS software for 3 weeks. Established in 1954, Niassa is one of the oldest Reserves in Mozambique and holds the greatest abundance and variety of wildlife in the country. For more information, see: *http://www.giscorps.org/index.php?option=com_content&task=view&id=103&Itemid=62*

• *USAID Crowdsourcing Deployment:* United States Agency for International Development (USAID) requested the assistance of GISCorps volunteers for USAID's first-ever crowdsourcing event to open and map data. USAID wanted to geo-code non-

standard location information of loans, with the support of USAID's Development Credit Authority (DCA). For more information, see: *http://www.giscorps.org/index. php?option=com_content&task=view&id=116&Itemid=63*

• *Cyclone Nargis:* UNOSAT, the UN Institute for Training and Research (UNITAR) Operational Satellite Applications Programme, activated GISCorps, requesting 20 volunteers to assist UNOSAT and the UNJLC (United Nations Joint Logistics Center) in their support to the international humanitarian relief effort and local government agencies during Cyclone Nargis. For more information, see: *http://www.giscorps.org/index2. php?option=com_content&do_pdf=1&id=74*

Humanitarian OpenStreetMap Team (HOT):

• *Cap-Haitien Mapping Project:* HOT collaborated with USAID in the northern departments of Haiti with a group of volunteers and Haitian mappers. HOT trained 60 young people from the local communities to map and worked with them to map their region and eventually build a strong OSM local group rooted in the University of Limonade. For more information: *http://hot.openstreetmap.org/updates/2013-04-02_starting_ osm_in_cap_haitien_haiti*

• *Mapping Refugee Camps*: HOT worked with the U.S. Department of State and the U.S. Agency for International Development to obtain current high-resolution satellite imagery during humanitarian emergencies. They produced detailed vector data for refugee camps, including roads and footpaths in and around the camps. For more information: *http://hot.openstreetmap.org/updates/2012-05-18_first_use_of_new_im- agery_agreement_join_hot_to_trace_refugee_camps_in_kenya_and_e*

• *Mapping Mali*: In 2013, United Nations Office for the Coordination of Humanitarian Affairs for Mali (UNOCHA-Mali) activated HOT to map parts of Mali. To support the cluster coordination system and the humanitarian community, HOT was asked to assist with the base mapping of Mali and to contribute to the geolocation of existing datasets for basic services. For more information: *http://hot.openstreetmap.org/up- dates/2013-02-01_mali_activation*

Humanity Road:

• *Hurricane Pablo:* Humanity Road worked with UN OCHA & Standby Task Force during Hurricane Pablo. Their task was to rapidly consolidate and analyze OCHA data, and compile a customized Situation Report for OCHA's team in the Philippines. The map that they created was the first ever official UN crisis map entirely based on data collected from social media. In addition to several UN agencies, the government of the Philippines has also made use of this information. For more information see: *http:// newswatch.nationalgeographic.com/2012/12/19/digital-disaster-response/* and *http://assessments.humanitarianresponse.info/Philippines_Pablo*.

• *Quick-Nets Collaboration:* Humanity Road collaborated with Quick-Nets[1] in Febru-

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1 A collaboration among the U.S. Federal Government and many non-governmental organizations

ary 2011 and provided volunteer support to fill the microtasking role. Tasks involved in microtasking included filtering, categorizing, geo-mapping, and processing incidents. For more information: *http://www.humanityroad.org/partner-profiles/quick-nets-1*

iMMAP:

• *Pakistan Floods 2010:* Funded by USAID, iMMAP aimed to provide humanitarian responders with effective methods for reliably capturing, reporting, sharing, and analyzing information concerning the humanitarian situation according to baseline indicators and population needs. They provided this support with an integrated approach through the Pakistan National Disaster Management Authority (NDMA). For more information see: *http://immap.org/index.php?do=operations&view=donor&d_id=29*

• *Afghanistan Mine Project:* In 2006, iMMAP provided Information Management System for Mine Action (IMSMA) technical assistance to the United Nations Mine Action Centre for Afghanistan (UNMACA), in Kabul, Afghanistan. For more information: *http://immap. org/index.php?do=operations&view=donor&d_id=4*

MapAction

• *Central African Republic Project:* MapAction has deployed two volunteers to Yaounde, Cameroon, at the request of UNICEF to support with the response to the on-going violence and insecurity in the Central African Republic (CAR). For more information: *www.mapaction.org/deployments.html*

• *Typhoon Pablo (Bopha) Deployment:* A team of two MapAction volunteers deployed to the Philippines in readiness for Typhoon Pablo (Bopha). The deployment arose from a request from the United Nations' Disaster Assessment and Coordination team (UNDAC). For more information: *http://www.mapaction.org/deployments/depldetail/216.html*

• *Madagascar Floods:* MapAction deployed a team of volunteers at the request of the Madagascar Government's National Bureau of Risk and Disaster Management, to boost the agency's GIS capability. For more information: *http://www.mapaction.org/ deployments/depldetail/208.html*

Standby Task Force

• *Typhoon Bopha/Pablo:* UN OCHA activated both Standby Task Force and Humanity Road during Typhoon Bopha in 2012. Their task was to rapidly consolidate and analyze OCHA data, and compile a customized Situation Report for OCHA's team in the Philippines. The map that they created was the first ever official UN crisis map entirely based on data collected from social media. In addition to several UN agencies, the government of the Philippines has also made use of this information. For more information see: *http://newswatch.nationalgeographic.com/2012/12/19/digital-disaster-response/* and *http://assessments.humanitarianresponse.info/Philippines_Pablo* and *http://standby-taskforce.wordpress.com/2012/12/09/how-the-un-used-social-media-in-response-to-typhoon-pablo-updated/*

• *Democratic Republic of Congo (DRC) Data Collection:* Standby Task Force collabo-

rated with ACAPS in an activation to find disaster preparedness data. For more information on this activation, see Sara Farmer's ICCM 2012 talk: *http://www.youtube.com/watch?v=aM1hW2tupsI*
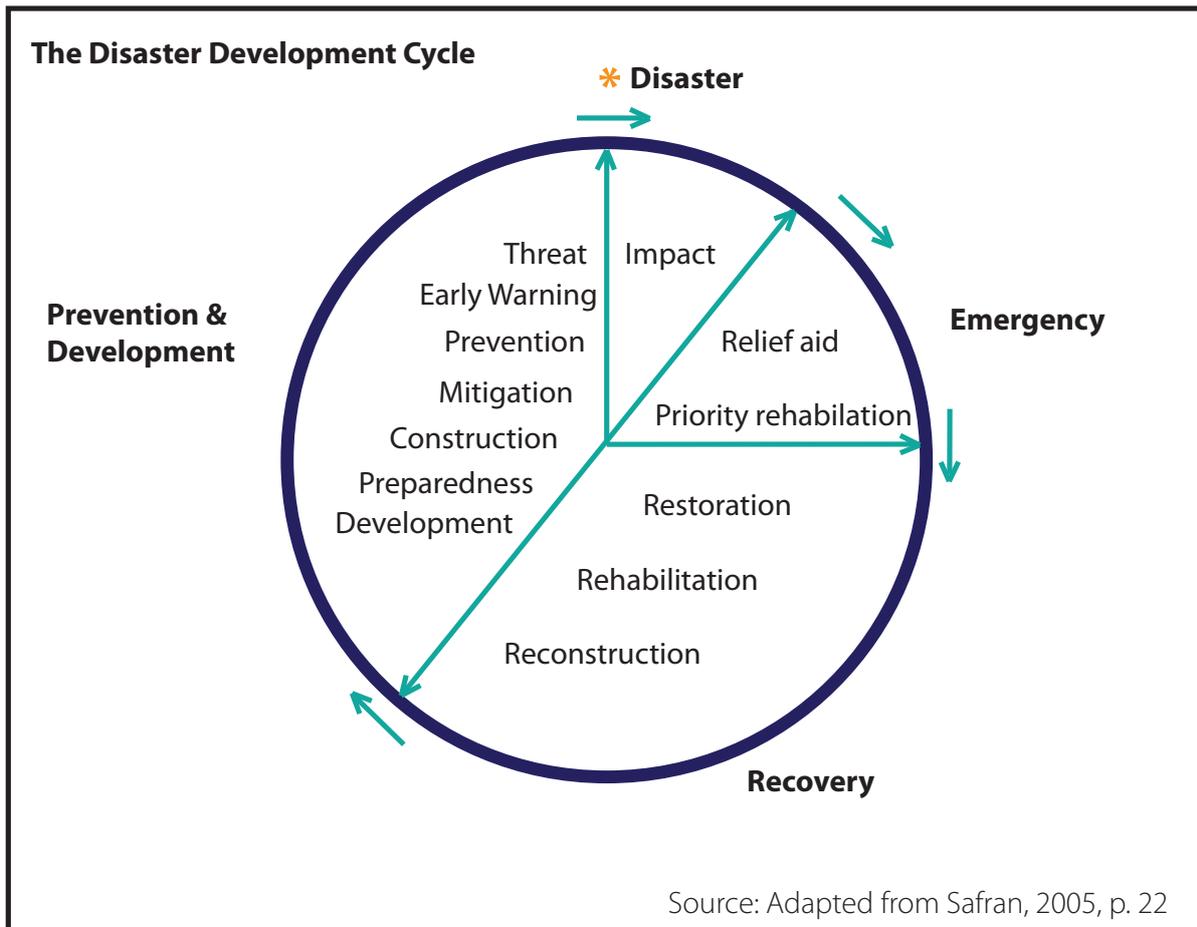
Statistics Without Borders:

• *The Sierra Leone Project:* Statistics without Borders worked with UNICEF to evaluate health interventions in Sierra Leone. They assisted with designing a baseline survey, cleaning data, and weighting surveys. They worked on data analysis and have plans for a post-intervention survey. For more information see: *http://community.amstat.org/StatisticsWithoutBorders/SWB_Projects/PastProjects/HighlightedprojectSierraLeone*

• *The Haiti Project:* Statistics Without Borders volunteers advised SciMetrika, LLC, an 8(a) firm that focuses on providing solutions to advancing human health. They assisted with the design and execution of a survey in Haiti after the 2010 Haiti Earthquake. For more information, see: *http://community.amstat.org/StatisticsWithoutBorders/SWB_Projects/CurrentProjects/Haiti1*
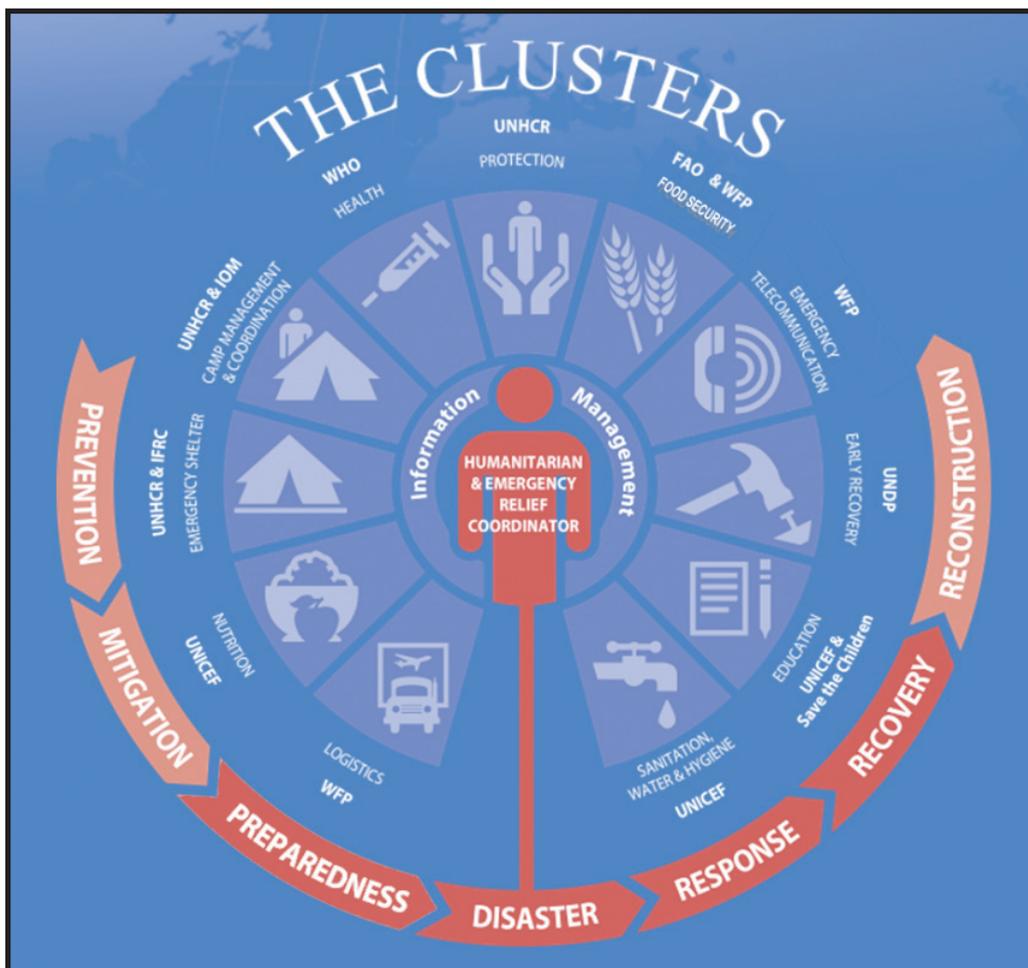
Translators Without Borders:

• Translators Without Borders have established over 200 successful partnerships with organizations, ranging from small NGOs to large United Nations agencies such as UN OCHA and UNHCR. To see a list of all of their clients: *http://twb.translationcenter.org/workspace/clients/list?page=1*

SUGGESTED READINGS & RESEARCH

The Disaster-Development Cycle (as mentioned on Page 8, Introduction):

The Disaster Development Cycle

✳ Disaster

Prevention & Development

Threat | Impact
Early Warning
Prevention | Relief aid
Mitigation
Construction | Priority rehabilation
Preparedness
Development | Restoration

Rehabilitation

Reconstruction

Emergency

Recovery

Source: Adapted from Safran, 2005, p. 22

The Cluster Approach (as mentioned in Part 1):

Suggested Readings & References:

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Stoddard, A. (2003). *Humanitarian NGOs: Challenges and Trends*. London: Overseas Development Institute.

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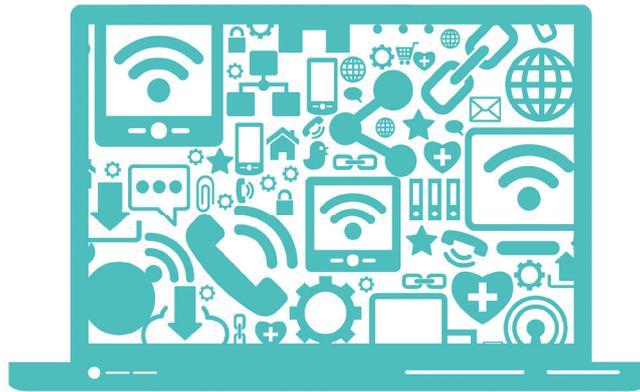
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Interviewees:

**The interviews labeled with an asterisk have been made available to the public at the time of publication. To view these interviews, please visit *http://bit.ly/18A9s4n*.

Andrew John Alspach	*United Nations High Commissioner for Refugees*
Cathy Furlong*	*Statistics Without Borders*
Cat Graham	*Humanity Road*
Chad Blevins	*United States Agency for International Development*
Charles Conley	*iMMAP*
Chris Albon*	*Ushahidi*
Dennis J. King	*United States Department of State*
Einar Bjorgo*	*UNOSAT (UN Operational Satellite Applications Programme)*
Elise Bouvet	*UN Volunteers*
Erica Gralla	*George Washington University*
Gary Shapiro	*Statistics Without Borders*
Gisli Olafsson	*NetHope*
Heather Blanchard	*Former Crisis Commons*
Heather Leson*	*Ushahidi*
Jarrod Goentzel	*MIT Humanitarian Response Lab*
Jennifer Chan	*Harvard Humanitarian Initiative*
John Crowley	*Harvard Humanitarian Initiative*
Jonny Douch	*MapAction*
Kate Chapman*	*Humanitarian OpenStreetMap Team*
Kenny Meesters*	*Tilburg University*
Lars Peter Nissen	*ACAPS*
Luis Capelo*	*Digital Humanitarian Network*
Minu Limbu*	*UNICEF Kenya*
Natalie Chang*	*Internews*
Nicolas Chavent	*Humanitarian OpenStreetMap Team*
Patrick Meier*	*Standby Task Force, Digital Humanitarian Network*
Rebecca Petras	*Translators Without Borders*
René Saameli	*International Committee of the Red Cross*
Romain Bircher	*International Committee of the Red Cross*
Ryan Burns*	*University of Washington*
Sandra Sudhoff*	*CartONG*
Sanjana Hattotuwa*	*ICT For Peace*
Séverin Menard*	*Humanitarian OpenStreetMap Team*
Shadrock Roberts	*United States Agency for International Development*
Shoreh Elhami*	*GISCorps*
Wilhelmina Welsch	*ACAPS*
Willow Brugh	*Geeks Without Bounds*
Yaelle Link	*UN Office for the Coordination of Humanitarian Affairs*
Yann Rebois	*International Committee of the Red Cross*

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