

Strategy development and deliberations 2019

1. Issue. How Team Rubicon UK (TRUK) positions itself to increase its humanitarian impact following 4 major responses in 2019 and how we continue to deliver aid for the next 5 years?
2. Aim. The aim of this paper is to give staff, Trustees and external audiences background information to assist the development of a robust strategy to sustain and grow Team Rubicon UK up to and beyond 2025.
3. Format. This strategy document is designed through the triangle of ends, ways, and means: the right ways and means are needed to achieve the intended ends; if insufficient means exist immediately, new means need to be found, the ends need to be sequenced in time, or the ways changed. The CEO and his executive team have conducted a situational review and mission analysis previously. This document is structured to assist the organisation to frame, forecast and diagnose the problem.
5. Timeframe. Now to 2025.
6. This paper is structured as follows
 1. Summary
 2. Background
 3. Forecast – a vision on how the future might unfold
 4. Diagnose – where and why value & funds are won?

Summary

7. Nature of disaster

- i. TRUK's current core competency is Disaster Response, Recovery and Resilience. Fundamental to that is our bespoke Training programme utilising the best of a combined military and humanitarian approach. Demand for this core competency will likely grow because the impact of climate change is increasing the number of natural events resulting in large scale disasters.
- ii. The requirement to respond to disasters will increasingly rely on funding available. The funding must also take into consideration the necessity of HQ costs, staff numbers and volunteer selection, operating principles, training, equipment and risk appetite.
- iii. Long-term shifts in the balance of global economic and military power will change the world fundamentally over next 10 years resulting in an ever more complex, intertwined, volatile and urbanised operating environment.
- iv. The donor fatigue from increased disasters reduces our ability to deliver our core competencies and increase reliance on strategic corporate funders and influencers.
- v. Policy makers are increasingly being led by climate change, population growth, cyber threats, and conservation priorities.

b. TRUK and Donors

- i. TRUK has grown organically in the last 5 years with X responses and XX beneficiaries.
- ii. Disaster Response in many countries may be uneconomic despite the humanitarian benefit, but leaving post response without projects agreed for Recovery phase may lead to accusations of unfinished work or cessation of effective Disaster Risk Reduction. Elegant exit strategies, involving national capacity and Government relationships need to be developed.
- iii. Donors want operators to demonstrate scaled, long-term aid impact, sustainability and value for money.

iv. Donors are increasingly requesting comprehensive schemes and frameworks that demand vast administrative activity. Governments seek fused solutions such as the DfID project criteria's and processes. These will lead to further more cross-sectoral partnerships, collaborations and frameworks e.g. DFIDs International Multi-Disciplinary Program (IMDP) resulting in organisations adapting operating models.

v. Donors will increasingly seek to localise solutions, take ownership and seek positive PR. Their agenda's will shape funding mechanisms and in turn shape how TRUK conducts interventions, builds capacity, and implements ethical exits.

c. Aid funding

i. The UN led 2030 Agenda has resulted in new aid funding frameworks across the EU and UK, designed to improve aid effectiveness by strengthening partnerships and consortium programming.

ii. The Humanitarian Development sector needs better synergies and collaborations between aid actors; TRUK should position itself to exploit this opportunity.

iii. Increase in Venture Philanthropy as new wave influencers and giving platforms i.e Facebook gift in kind advertising.

Background

8. The threat posed by natural disasters is increasing; therefore, beyond 2025, the need for TRUK's core competencies will remain and grow in demand.

9. The work has been historically conducted in disaster rather than post response but we are building partnerships and collaboration to fulfil a robust Recovery and Resilience programme that bridges a gap between response and long term recovery. This creates challenges for a humanitarian organisation but fits the sector's need and TRUK capabilities. This need requires the selection of volunteers who are able and willing to operate in such environments; it requires robust training, consistently reviewed operating procedures, updated equipment and an appropriate appetite for risk.

10. The appetite and opportunity to fulfil the post disaster recovery frameworks are being identified and relationships forged. TRUK programmes work with development partner NGOs to build capacity and resilience through the provision of training and education, logistics, infrastructure, shelter, renewable power and WASH. Programmes completed to date in Nepal, Mozambique, Sierra Leone, Indonesia and the Caribbean.

11. New threats such as climate change, wildlife conservation, population growth and cyber threats are leading policy makers to prioritise prosperity and sustainable development over other traditional humanitarian interventions. By 2050, estimates suggest 50% of the world's population will live in sub-Saharan Africa. This region is not only the most likely to experience effects from climatic shocks, but it is also the most likely region to suffer the greatest insecurity fuelled by war, disease, youth unemployment and migratory pressures. In addition the World Bank report -

12. Governments funding opportunities could still offer solutions that orchestrate different effects to achieve primary policy objectives. The UK's new National Security strategy, the 'Fusion Doctrine', acknowledges that many capabilities can contribute to national security and lie outside the traditional departments. There is therefore a need for stronger partnerships across government and with the private and third sectors. Collaboration in line with our humanitarian principles and independence could be crucial to TRUK accessing government funding.

With diminishing domestic appetite and constrained budgets, donor governments are forming partnerships with commercial actors and local and international Non-Governmental Organisations. The new International Multi-Disciplinary Programme (IMDP) Framework implemented by DfID is the latest example of this approach being adopted. Donors are ultimately seeking to manage fewer but larger contracts more nimbly in line with fusion strategies.

13. Recently there has been an intensive period of reform in some INGOs due to the increasingly complex and quickly evolving challenges in the aid sector. A question being widely considered is; are INGOs 'fit for purpose'?

There are some valid criticisms of INGOs capacity to respond to present/future challenges and their legitimacy. The previous Secretary of State for International Development, Rory Stewart, reasons in his Yale lecture on 'Fragile States; How not to fix them', that the traditional model of aid, sharing best practices (Knowledge), capacity building (Training), and instilling political will (Drive) is out dated and has not worked. This approach has assumed aid recipient countries are ignorant, unskilled and idle. The aid sector has ultimately over-emphasised Us and not focussed enough on Them. He firmly believes the aid sector should concentrate on what INGOs do well, but that they need to innovate how it is done. Critics are now calling for INGOs to step back from sectoral leadership and instead increasingly adopt facilitating and supportive mentoring roles. This aligns fully with TRUK's ambition to continue delivering disaster risk recovery and risk reduction programmes in country to build resilience to future disasters in highly vulnerable countries.

14. In this increasingly complex context, demonstrating TRUK's impact has become significantly more important. DRR programmes will need to improve the identification and development of complementary activities in order to add greater value and demonstrable impact to sustain relevance beyond 2025.

Forecast

15. The aim of this section is to develop further some of the key emerging trends and set out the implications for TRUK's future operating environment up to 2025. The intention is to assist the development of a vision for how future challenges may unfold.

16. Conflict Challenges. The long-term shifts in the balance of global economic and military power will change the world fundamentally over the next 10 years. The recent UK National Security Capability Review identified challenges that will be relevant to TRUK as a result of the evermore complex, intertwined and volatile threats posed to global stability:

- a. increased threats posed by terrorism, extremism and instability.
- b. resurgence of state-based threats; and intensifying wider state competition.
- c. erosion of the rules-based international order, making it harder to build consensus and tackle global threats.
- d. impact of technology, especially cyber threats and wider technological developments.
- e. ongoing growth in serious and organised crime and its impact.
- f. diseases and natural hazards.

17. Threats such as climate change, population growth, and cyber are fundamentally changing the nature of the delivery of aid both in response, recovery and resilience. The separation between national, overseas, and online digital threats will be increasingly blurred. Antagonists will continue to develop capabilities and exploit vulnerabilities across borders, and between cyber and physical worlds. Robust technologies, data and imagery collection must be paramount in TRUK's commitment to secure data protection.

18. The key driver of conflict is competition for resource thereby perpetuating global fragility and instability where TRUK will be mindful of areas of hostility and vulnerability for our volunteers. Tensions over the allocation of wealth from oil or other precious minerals will increasingly plague the Middle East and North Africa (MENA) region and the effects of climate change will hit this region the hardest and only exacerbate tensions over land use and access to water. This in turn could create access options and relationships in these areas will be managed and developed with time and consistency.

19. Elections will continue to prompt violence, tensions and prolonged periods of deadlock, notably in Africa. Citizens' groups and other non-state actors have taken to the streets or taken up arms against governments seen as being illegitimate this will directly impact on our opportunity to return in the recovery phase of disasters as we have recently witnessed in Mozambique.

20. One-third of the world's population continues to live in fragile and conflict-affected states (FCAS) and 30% of aid is spent in these countries. Few of these countries are expected to achieve significant progress towards the Sustainable Development Goals by 2030, as a result. TRUK will work to balance need versus risk on a case by case basis.

21. The EU Commission plans to allocate €123 billion to overseas spending in the next seven years. This is an increase of close to 30%. However, the budget now includes the €30 billion European Development Fund. The UK's overall aid budget is £14 billion; DFID allocates 73% while Non-DFID departments (including CSSF) allocate the remaining 27% of ODA.

22. Indicative forecasts for TRUK programme streams is set annually. This is a simplification and illustrative as it takes a broad account of likely international disaster responses aligned alongside to our core competencies.

Organisational Structure Implications

23. The nature of INGOs work in developing countries and post conflict states is already changing. A regional focus and self-reliance are themes beginning to govern the aid sector. This is resulting in INGOs being considered as funding conduits rather than direct implementers. The response sector has yet to adopt such a strategic shift, but by 2025 could shift in this direction and TRUK will review our capabilities within these themes.

24. Ethical exits from response with a view to staged recovery will support donors increasing focus on 'building back better'. This will increasingly influence how TRUK conducts recovery, builds capacity and implements activities through local implementation partners.

Private Fundraising

25. Given the relatively large figures involved, and given that the costs of Response have historically been borne by LIBOR Funding, private fundraising has hitherto played a relatively marginal part in TRUK's overall financial model. This is compounded by the relatively high overheads of private fundraising, concerns that private donors must meet TRUK's ethical standards, and the tendency for private funds to be restricted rather than unrestricted.

26. But with growing threats to public fundraising streams and with a desire to diversify TRUK's income streams to spread financial risk and maintain independence from a small group of donors to increase our operational output TRUK has sought to improve its ability to raise private funds from International donors whilst continuing to be mindful of DfID opportunities. TRUK's current fundraising capacity is split between a Trusts and Foundations Manager, New Business Manager and Community Fundraising Manager.

27. The principle sources of private money are:

- a. High Net Worths.
- b. Corporates.
- c. Foundations.
- d. Public giving.
- e. Events

28. To improve the realisation of funds raised, TRUK needs to address the following questions:

- a. What is the global balance of effort between the Africa, Indonesia and the Caribbean? Where are the funding opportunities?
- b. What gaps/desires of relationships either in country or in collaboration.
- c. What up-front investment of time and staff administration should be committed to Government funding opportunities and what realistic return on investment can be assumed?
- d. What mix of public and private funding is realistic and is it possible to rely exclusively on private revenue to fund programmes?
- e. diagnostics investment into the most appropriate and effective international and national funds

Diagnose – where and why value & funds are won?

Contextual Analysis of the Aid Operating Environment

29. TRUK's ability to adapt in an increasingly complex humanitarian and development sphere will be key to continued success. Central to this will be the ability to deliver impact in line with global needs and SDGs national and international priorities demonstrating our impact to stakeholders. Ultimately measuring impact is how donors monitor aid effectiveness (cost per beneficiary) and the ethics to justify to OECD taxpayers the Official Development Assistance (ODA) spending commitment of 0.7%. ODA is financial aid provided by governments and other agencies to support the economic, environmental, social, and political development of developing countries. It can also be defined as 'aid expended in a manner that is anticipated to promote development, whether achieved through economic growth or other means'. It is different from humanitarian aid by focusing on alleviating poverty in the long term, rather than as a short-term response.

30. Understanding how TRUK can add value within international frameworks - designed to improve aid effectiveness - will help maintain TRUK's relevance in an increasingly competitive funding environment. The New Deal for Fragile States, the Sustainable Development Goals and the UN Sustaining Peace resolutions provide a policy platform for supporting inclusive, nationally led efforts to build resilience, promote sustainable development and prevent conflict via resilience.

31. Traditional lines between humanitarian aid and development cooperation have become increasingly blurred. Humanitarian emergencies have become more volatile, protracted and complicated. This has tested the traditional division between short-term humanitarian relief and longer-term development. TRUK advocates to bridge this divide and collaborates with key actors to enable smooth handover from response to recovery in post disaster settings.

32. A renewed understanding of the humanitarian-development interface, is leading donors to restructure funding mechanisms. The EU Commission in 2017 published an approach, which recognised a need to move away from crisis containment to a more structural, longer term, non-linear approach to manage global needs. In 2018 the EU Council reiterated the Commission's findings. The new EU Multi-annual Financial Framework 2021-2027, recognises that there are direct linkages between sustainable development, humanitarian action, conflict prevention, and peace building. The framework is likely to enlarge its current scope and focus on specific areas such as security cooperation and climate change. TRUK is committed to bounce forward rather than bounce back approach that looks to build sustainable resilience in communities through innovative Disaster Response and Recovery methods.

33. This revised aid funding approach is designed to encourage humanitarian and development actors into multi-year planning and programming cycles, joint risk and vulnerability analyses, joined-up planning, and coordinated programmatic methodologies. Commitments by aid actors to strengthening the 'nexus approach' will likely lead to increased regional partnerships and consortium-led aid programming. Evidence of this is already apparent across DfID funding and TRUK will continue exploring avenues for collaboration for multi-year opportunities.

34. TRUK core capabilities provides needs based aid to the most remote and vulnerable. A greater understanding of the frameworks adopted by international donors, partners and actors regionally and globally will help to improve TRUK's competitiveness as a humanitarian actor.

35. Navigating the challenges of delivering aid in complex crises will require TRUK to increase its joint approaches, levels of coordination and collaborative programming. Developing partnerships at the regional and global level will be essential for swift efficient delivery of aid.

36. Developing complementary activities such as Energy Resilience may broaden the organisation's offer to donors and beneficiaries. This type of diversification will require additional skills and capacity, new strategic partnerships (at a global and country level), relationships with new donors and engagement with different sectoral development partners. TRUK's vision remains constant, but how the organisation delivers its vision may need to change in response to the changing context.

37. Annual Ambition

- a. TRUK will continue to respond to the most severe natural disasters. Focussing on assisting the most vulnerable and remote communities.
- b. TRUK will continue to identify and deliver Disaster Risk Reduction programmes in line with SDGs and national development priorities to nations with highest exposure to natural disasters and lowest coping capacity/resilience.
- c. Continue to deliver expert training programmes combining the best of both military and humanitarian approaches to ensure sufficient volunteers are available to meet the ever growing demand.
- d. Raise sufficient funds to realise our potential.
- e. Continue to push the boundaries of technology and innovation to ensure our capabilities remain at the cutting edge of the humanitarian sector.