



BILL & MELINDA
GATES foundation

THE RULES OF ENGAGEMENT

in Humanitarian and
Development Work

EXECUTIVE Summary

The country's context and topography provide the backdrop for the significance of humanitarian and development sectors in the Philippines. The risks and vulnerabilities of the country to natural and human-induced hazards present the nature and character of humanitarian crises faced by humanitarian sector. Over the years, with an enabling environment brought about by the disaster risk reduction and management policy, the country has continuously improved its responses and interventions in humanitarian emergencies and development interventions.

The booklet contains the experience of those who responded to the PhilPrep's survey which provided basis to the different areas of concern in humanitarian action and development. The respondents' long years of experience in humanitarian emergencies gave the booklet the living examples of how they are really doing it in various phases of disasters.

When tackling the rules of engagement, the various approaches and methodologies to enhance the work is presented. The varying engagements ventured by the different organizations as they enjoined actors and stakeholders in collaboration, partnership, networking, and coordinating are also captured in this booklet. Recognizing and appreciating the need to work together in solidarity with partner-communities made the whole work empowering, and meaningful.



The short tackling of localization is critical to engaging the communities. Mobilizing local actors makes a lot of difference in the whole response intervention. It makes actors conscious of the value and significance of this agenda, which is to veer away from the influence and control of the relationship between the North and South. The current economic and political systems perpetuate institutions that benefit the interest of the global North more. Said institutions and influences deepened the inequalities at the national and local levels. Fortunately, communities nowadays, in various situations, are building their local knowledge and local capacity to shift the mindset and power.

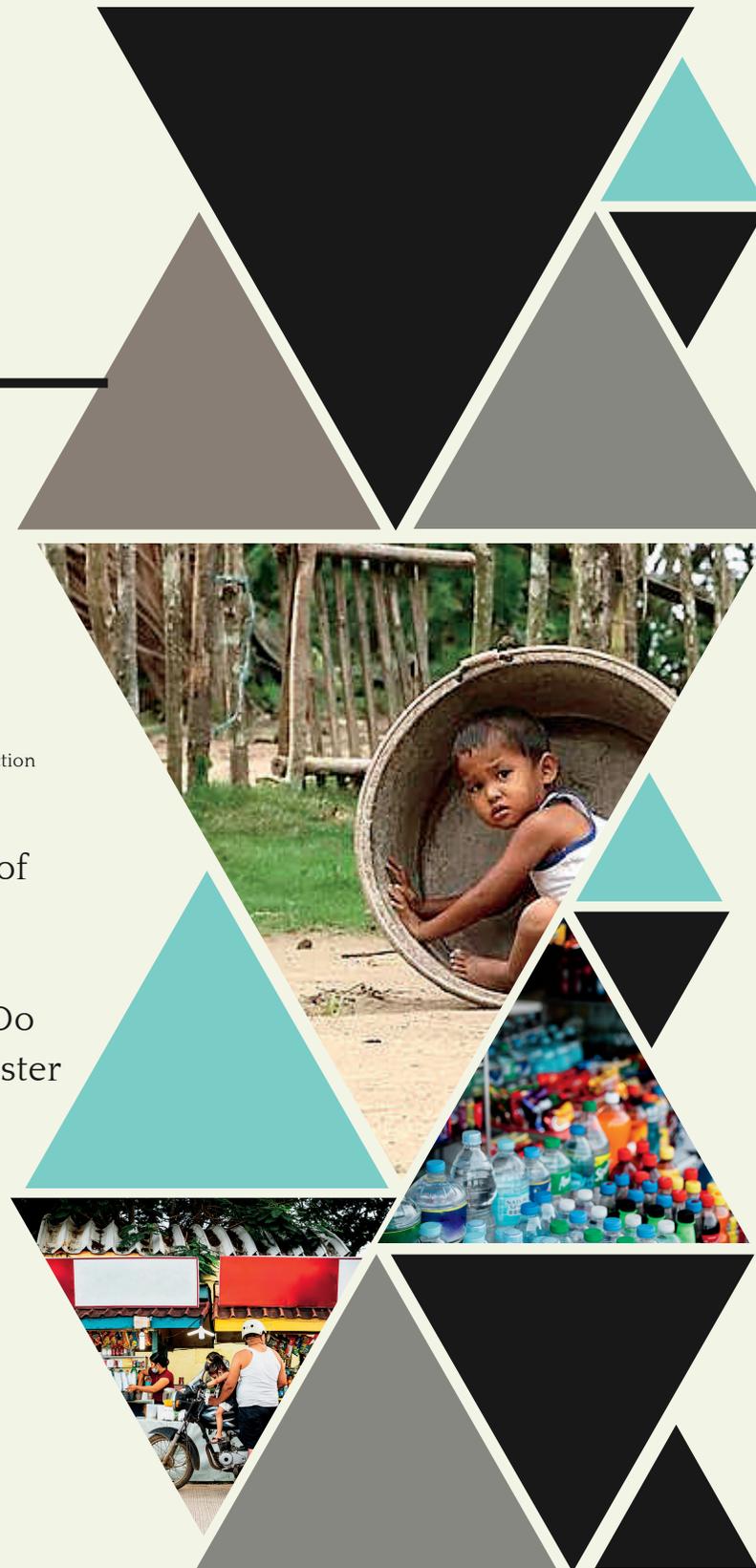
The sharing on the various tips on how organizations are doing things in different phases of disaster are very useful for the target audience of the material. They would have ideas on how engaged organizations are operationalizing it based on their mandate, purpose, and capacities.

Finally, the key to a successful engagement is having a clarity of purpose. As such, all the rest follows. Once this is clear, the other steps such as choosing the kind of collaboration, inclusion of the right people, attaining 'buy-in' and nurturing collaborative behavior would follow suit.



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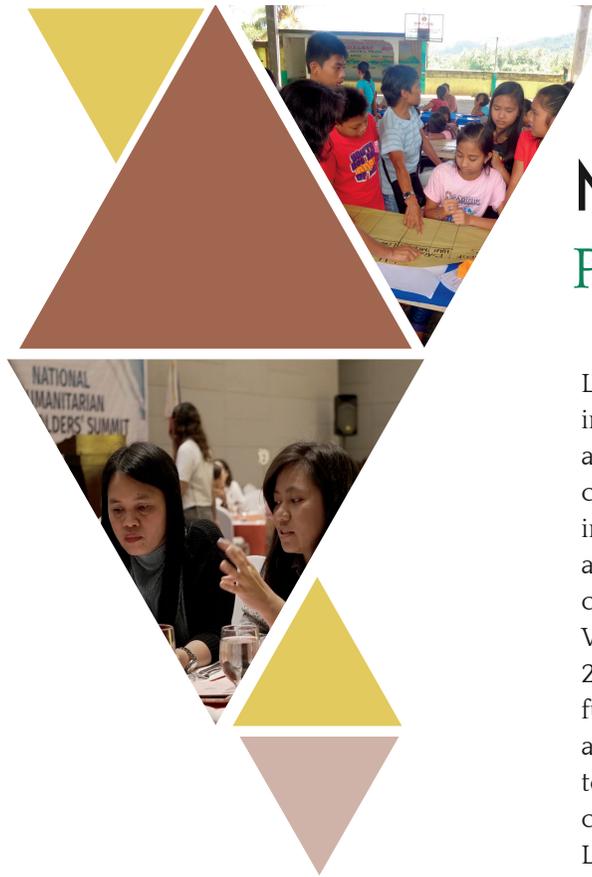


Acknowledgement and Dedication

This booklet serving as a guidebook is made possible from the generous sharing of responses by PhilPrep partners through survey questionnaires. There are at least four civil society organizations who responded to the survey, which composed of one national CSO, two local CSOs and one people's organization. For the government, there are two national agencies and two local government units. Furthermore, there is one respondent from the academia and another from an organization with a hybrid nature.

The booklet was primarily developed from the sharing and input of the respondents to the survey. Their inputs and sharing provided the basis of the content of the whole guide booklet.

Both the humanitarian sector and the development sector is envisioned to benefit from this booklet. Furthermore, the booklet is dedicated to the brave women and men in different parts of the country who are selflessly taking on the roles and responsibilities of attending to the needs and situation of the affected communities in times of humanitarian emergencies. They are the organizations, both national and local, government and non-government organizations, continuously striving to explore various ways and means to elevate the work towards exploring the exciting opportunities and challenges of coordinating, cooperating, collaborating, partnering and networking.



MESSAGE FROM THE Philippine Preparedness Partnership

Localization is not a totally new concept in the context of the Philippines. There are various narratives and experience capturing local and community-led initiatives to help and support one another, most especially in times of crises and emergencies. During the World Humanitarian Summit back in 2016, the space and opportunity were fully maximized by national and local actors from different countries in order to make headway and help chart the course of humanitarian action. Localization is about people-led action to ensure the timeliness and effectiveness of response. It is not only about funding being influenced by local organizations but on building their capacities to be resilient to the extent of reforming the system towards putting the people at the center of humanitarian action. The localization agenda became a national platform for civil society actors in the country for advocacy towards transforming the humanitarian aid system and its corresponding architecture. It is therefore incumbent upon national and local actors to have clarity of the expected outcome. Localization is a shared humanitarian agenda for sustained humanitarian action that is built on the basis of existing opportunities, enhancing the central role of government and local actors at different levels.

Localization models have different types: one is the national and local actors' initiative of gathering together, and capacitating fellow national and local actors. Other similar initiatives came into the picture, one of which is the Asian Preparedness Partnership (APP) and the Philippine Preparedness Partnership (PhilPrep) initiative. The Asian Preparedness Partnership is established through a partnership between the Asian Disaster Preparedness Center (ADPC) and the Bill and Melinda Gates Foundation with the aim of improving the preparedness and emergency response to disasters in Asia by strengthening humanitarian leadership and technical capacity of national governments, local humanitarian, and private sector organizations.



As the country partnership for the Philippines in the APP program, PhilPrep provides a strengthened leadership of national and local actors in humanitarian preparedness and response. The partnership of the Office of Civil Defense (OCD) from the government, the Center for Disaster Preparedness (CDP) for the CSO component, the Philippine Disaster Resilience Foundation (PDRF) from the private sector, and the University of the Philippines Resilience Institute (UPRI) for the academe sector provides an example of collaborative partnership that demonstrate positive collaboration, with access to resources including an enabling policy environment. It works on the capacity building of the sectors; initiating adherence to international standards, adapted and implemented at national and local levels; and promoting adaptive and flexible programming in humanitarian emergencies.

PhilPrep since its inception has been showcasing coordination, collaboration, and partnership. It contributes to building community resilience, risk reduction, and adaptation to changing climate through saving and sustaining lives, preventing people's suffering, and upholding human dignity. Community resilience is anchored on the right to life with dignity. PhilPrep strikes at a time when real collaboration and true partnership between the government, CSOs, private sector, and the academe is not only more possible, but likewise urgently needed.

INTRODUCTION

Both development and humanitarian work has already developed ways of working and doing things. These methodologies have been proven through the years in varying degrees. One of the key lessons why this is truly important is that no organization is an island, it needs the support and collaboration from all other organizations working in the same area or thematic concern.

With the introduction of international frameworks and agreements at the global level, methodologies and approaches were adopted that proved to be helpful and useful for all stakeholders, whether government, civil society, or the private sector and the academe on the whole of society and whole of nation approach. This is a major departure in the usual silo system. But now, working together and building solidarity for community and nation's resilience is the paramount goal and agenda.

In the aftermath of climate change impacts, disaster risks intensification, and the extraordinary situation of the pandemic, what became a common concern and agenda of multi-stakeholders in humanitarian and development field is cooperation, collaboration, and partnership. Gone are the days of a monopoly engagement. Now, the call of the times is for solidarity, working together, collaboration, and partnership. This is fostered and fortified in an all of society and all of nation approach as promoted by the Sendai Framework for Disaster Risk Reduction (SF-DRR) and the Sustainable Development Goals (SDG).

In the context of putting the affected people and communities at the heart of humanitarian and development response, it is important that they are developed to become active participants in the whole process of engagement, putting forward their real situation and needs in their changing contexts. In whatever response action to be undertaken, it is incumbent that the communities lead and drives the development process or pathway.



THE FOUNDATION OF the Rules of Engagement

The experience of engaging, coordinating, collaborating, partnering requires guidelines or rules. The usage of the rules of engagement has been popularized from among military forces when they used it in the internal rules or directives afforded to the military forces (including individuals) with which the circumstances, conditions, degree, and manner in which the use of force or actions have been defined but the application might be construed as provocative. The rules provide an authorization for and/or limits on, among other things, the use of force and the employment of certain specific capabilities. For some nations, the articulated rules of engagement have the status of guidance to the military forces, while in other nations, the rules of engagement constitute a lawful command. The rules of engagement do not normally dictate how a result is to be achieved but will indicate what measures may be unacceptable. While the rules of engagement are used in both domestic and international operations by some militaries, the rules of engagement is not used for domestic operations in the United States. Instead, the use of force by the US military in such situations is governed by the Rules for the Use of Force (RUF). (Wikipedia)

Humanitarian and development work borrow the utility of the rules of engagement to capture and describe what governs the engagement between and among actors in both humanitarian and development partnership interventions. The usage of the rules of engagement is in fact apt and fitting in development and humanitarian work as whether formal and informal, relationships and partnerships between and among actors and stakeholders need to be guided by certain rules, principles, and frameworks to make the relation, partnership, and cooperation work. Before delving into the crux of the matter and elaborating how this is shaping up from experience and praxis, it is important to discover the ins and outs of how this works and how this can be moved forward. The main modality of actually building the working relationship between and among stakeholders and actors in this field is collaboration and working

together and therefore it would be best to have certain rules of engagement.

Through the years of humanitarian and development work, collaboration and working together became embedded in ways of working of actors and stakeholders in this kind of work. It is already in the system of actors and stakeholders and enact without even thinking what it really is or how they can do it better. What are the fundamentals, and at the same time, what the future of collaboration looks like? To work together and collaborate is to commit to the possibility of producing an outcome greater than one which would have been developed in a silo.

All About Collaboration and How it Works

Collaboration is a partnership; it is uniting or having union; it is the act or making something together. Collaboration can happen at the minimum between two people. It can be among friends, colleagues, or strangers. A collaborative partnership has everyone of equal status. There is no hierarchy no matter how senior some of the collaborators may be. It is engaging everyone, within one's organization from among various teams or with outside organizations and in networks.

Collaboration is a great way to encourage people to share knowledge and resources. It serves as an avenue to pool one's negotiating power, to coordinate strategies or to create new output or knowledge product from the collaborative experience and endeavors. Collaboration also provides great opportunities for cross-skilling and networking and can improve staff engagement levels. A study showed that people

who work collaboratively stick to their tasks 64 percent more than those who work alone.

From literature, collaboration is a process of participation through which people, groups, and organizations work together to achieve desired results. Collaborations accomplish shared vision, achieve positive outcomes for the audiences they serve, and build an interdependent system to address issues and opportunities. Collaborations also involved the sharing of resources and responsibilities to jointly plan, implement and evaluate programs to achieve common goals. Members of the collaboration must be willing to share vision, mission, power, resources, and goals.[1]

Collaboration benefits organizations too. It helps organizations collaborating to be more cost effective, creative, and competitive in the positive sense. The organizations that promote collaborative working are five times more likely to perform well. They tend to have lower staff turnover levels and higher satisfaction and fulfillment from those that do not collaborate.

And so, the goal of collaborations is to bring individuals, agencies, organizations, and community members themselves together in an atmosphere of support to systematically solve existing and emerging problems that could not easily be solved by one group alone. Collaborations should focus on increasing capacity, communication and efficiency while improving outcomes.[2]

In a survey conducted by PhilPrep in line with culling the experience and praxis of organizations with regards developing an understanding and practice of the rules of engagement in humanitarian response, around twelve organizations shared what collaboration means to them. Their responses of understanding and undertaking collaboration revolves around the following themes:

- **A common goal:** a cooperative effort is established from among individuals to accomplish certain task to achieve the set collective goal/s. There is working together for a common goal and direction and an agreement to work with other stakeholders for complementation of work and resources. This is done through working, implementing, monitoring, and evaluating together with partners on the ground.

[1] <http://crs.uvm.edu/ncco/collab/framework.html>

[2] Ibid

"... through partnership, their enhanced capability can already mobilize CSOs, community leaders and stakeholders for actions that benefit them."

- **The significance of complementation:** the understanding of what each other is doing and working to complement and further strengthen an overall response that would likely benefit the partner-communities and affected population. There is the essence of collective life, being participative, and the usage of 'we' in the English language. Coordination is vibrant which smoothens and facilitates the work of one another including dealings with one another and those being served.
- **Strategic engagement:** one respondent shared their experience on how they made their strategic engagement to be very instructive for parties involved – as they engage key stakeholders in terms of identifying research and development (policy gaps, barrier analysis, reform agenda) and extension issues (capacity building agenda) which are well within the competency areas of their institution, but at the same time beneficial to the stakeholders engaged.
- **Resource pooling:** resources are pooled together by two or more organizations to cover more geographic areas and partner-communities on the ground who are least reached and least served.

Forging collaboration may be simple and easy for some organizations but difficult and challenging for others. Nevertheless, in the work of humanitarian and development, it's a must to learn and employ an important strategy and approach on engaging various stakeholders and partners. For those who have put value and significance in partnership engagements, it is striking to see how far and wide-ranging their involvement and experience have reached so far. There is the formalization of linkages and partnership through a memorandum of understanding or agreement especially if the level of partnership and linking is already at the institutional level. Having achieved this level of engagement, the open lines of communication have been established and working smoothly for both parties. Furthermore, through partnership, their enhanced capability can already mobilize CSOs, community leaders and stakeholders for actions that benefit them. They are able to proactively take part in the delivery of the needed support actions in times of emergencies.

Organizations that are into partnerships also work on their visibility and establishing good relationships on the basis of unity and rapport with one another and with community partners. In looking at certain geographic consideration, meetings with other actors and responders may happen in certain localities for the planned intervention. This will help familiarize the understanding of the community and locality in order to hasten the process of implementation of humanitarian preparedness and response.

The participating organizations in the survey continued to share that they have been collaborating for more than ten years with an international partner-organization. The collaboration has been fantastic all those years. Their experience, especially pertaining to the collaborative undertakings that they have worked together, could not be found in the books. It is a joint learning experience for both parties. Another good sharing is the collaboration and partnership between an organization and various stakeholders for data collection can also be used for policy and inquiry into the burning issues on disaster risk reduction.

As organizations understand the whole gamut of collaboration, there are two types of collaboration that organizations can utilize for their purpose, mandate, and objectives at certain points in time of their development and need.

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The first is open collaboration wherein people are invited within and outside the network for a co-creation to generate ideas or to problem solve. This type of collaboration works best for big, wide-ranging challenges as everyone, and anyone are allowed to respond. This provides the opportunity and space as it enables and allows access to a diverse spectrum of opinion and expertise.

The second is closed collaboration which works best when an organization has a specific problem to solve that requires specialist skills or knowledge. As such, this is a much smaller group than the open one.

The Importance of Collaboration in Disaster Risk Reduction

Still, there are other types of collaboration that may be explored which includes:

- Cross-functional collaboration which involves working with different people who have different job functions (advocacy, communications, research) to achieve a common goal.
- Cross-cultural collaboration is about working with people from other countries or cultures to learn more about different markets and encourage innovation.
- Virtual collaboration particularly in the wake of the COVID-19 pandemic, working from home has become the norm for many organizations. Applications like Skype, Miro and Google Docs have made it easier than ever for people to come together and collaborate, even if they work in different offices or countries.

The Principles of Collaboration (adapted from Community Collaboration) [3]

1. Start with a unifying purpose
2. Create, maintain, and revisit Mission and Vision statements. The vision represents a picture of the future and should be written in the present tense. The mission describes the purpose of the collaboration – it is the fundamental reason for the collaboration's existence.
3. Set measurable goals and objectives
4. Set high expectations – expect the best with whom you are working with.
5. As a group, identify leaders for the collaboration who are open minded and willing to share leadership to empower others.
6. Show respect for members of the collaboration (consider people's time, transportation, childcare needs, access, and comfort, acknowledge the contributions of others, and be flexible.)
7. Foster open and honest communication – remember that everyone needs to be heard.
8. Obtain feedback and evaluate the efforts of the collaboration.
9. Stick with it, persevere and support each other!
10. Celebrate success.

[3] http://www.communitycollaboration.net/did22_m.htm

The survey captured the respondents' sharing on how helpful collaboration is in disaster risk reduction and management. For the simple reason that one organization cannot do all the work alone especially for disaster risk reduction and management, all available support and cooperation on the basis of capacity are needed to prevent, anticipate, prepare for, to build the resilience of communities. Support to one another and collaboration across sectors are essential and is at the heart of an all of society approach and people's mobilization. The complementation of expertise, data analysis and sharing including resources is present.

Disasters' effects are all encompassing; therefore, it is only right and fitting to approach disaster risk reduction and management in a multi-faceted angling and handling. The planning with the community is very important.

Data collection, consolidation, and analysis with the community, and with local governments must take place so that the accurate needs and vulnerabilities of communities are considered in the targeting of an effective relief. Even as there are challenges in collaboration, one respondent pointed out that ultimately, collaborating is the most effective way to build a culture of resilience.

Another respondent shared that working with various sectors such as academia, private sector and other rescue groups for capacity development and response is inspiring and rewarding. Another raised appreciation on the importance of undertaking emergency response that basically collaborates with other local government units for information gathering and disseminating accurate data to the people. Still, one notable sharing was the research conducted by one of the respondents in terms of mapping and doing the barrier analysis on

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humanitarian action which is about financing in the Philippines that identify the fund flows from various sources of humanitarian financing. This is very helpful in line with understanding risk financing. Another good thing is the referral to the international consortium of universities.

Disaster risk reduction and management is everybody's business. Therefore, everyone has a role to play and need to partake on the roles and responsibilities. This is where the all-of-society approach is of paramount significance. And as such collaboration is brought into the picture. Depending on the nature of the pillars of disaster risk reduction and management, the extent, depth, and breadth of collaboration is appraised and measured. For some organizations, they like to collaborate to a limited extent only with just few as they believe that too much cooks will spoil the broth. Working with local government units and the communities are important in the preparation and for mitigation purposes. For response, the private sector's role is important, but it has high transaction costs vis-à-vis impact.

The national agencies are important to collaborate with. The NDRRMC and CCC member agencies including DILG and DOF on climate and disaster financing are the mandated agencies implementing policy actions on climate and disaster vulnerability reduction (CVDR). Vulnerable local government units and sectors are also important because they are partners who need the climate and vulnerability and disaster reduction products and services the most.

The usual starting point is at the local level or very ground level due to the proximity and vulnerability. This is because DRR work requires a sense of urgency – as well as tapping and working

at the local level with the corresponding local government unit in-charge alongside the other civil society organizations that work and advocate for DRR work at that level. Collaborating with international networks especially funding agencies is likewise a key and important consideration because of local bureaucracy that impedes or limits the mobility. There are times or occasions when the international community is faster in responding than the local and national government. Humanitarian clusters such as education, shelter, protection are important mechanisms for collaboration as well.

At the very local, grassroots level, the collaboration between and among local organizations with one another must happen particularly in line with capacity building towards more proactive post-disaster response and towards creating a

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more empowered community with their constituents. As they work and collaborate with one another, they should be on equal footing especially on decision-making, planning, assessment of activities, campaigns, and about the project that they will be working with together. Collaboration with one another could take the form of sharing data and information; sharing of resources, and most importantly, the plan for logistics. Within collaborative engagement and partnership, the parties involved can lead by example. They may be open to suggestions and ideas and the needed prioritization of response interventions and identifying the geographic focus. There can also be an agreement on assignment of specific task for each collaborating sector/ organization (i.e., in charge for food, accommodation, transportation, etc.). There is respect in the mode of communication. It is best if the concerned local government unit sets up the mechanism for collaboration and resource sharing so that each stakeholder's role is recognized.

The respondents shared some of the key important learnings and lessons from collaboration which include: Resources are equitably shared and distributed to all disaster survivors. If there are several

collaborators, a strong partnership management unit is necessary, aside from having a well thought out and highly coordinated execution plan. To begin with, a well-crafted partnership agreement must be formalized, or a strategic engagement clearly forged. It is always enriching and inspiring to have collaborative endeavors that highlights the importance of group effort with selfless service. The different lens and perspective that comes out in the course of interaction and conversations are viewed as positive point rather than a hindrance.

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An Understanding of Partnership and Networking

From the very simple understanding of partnership to be one of a give and take engagement where there is working together with shared responsibility; to the more complex understanding of it on allowing negotiation for the terms relating to both gains and losses that allow for resources and expertise of the other partners. Relationship is established between and among people/stakeholders or communities in pursuit of development action. There is allocation and distribution of the task/work to achieve a common goal.

There was one sharing that this does not exist in the humanitarian industry as it is mainly a contractual relationship which is fine if and when the contract is mutually negotiated and provides mutual benefits.

Partnerships may be a by-product of networking or networking can bring about forging of partnerships. The same goes with collaboration; networking is linking together people and organizations for a common good and/or in one mission. The process of interaction for exchange of information in networking is to serve the people with mutual interest. For organizations, partnership is working together between and among organizations to recognize or act upon an opportunity that will assist in attaining the goal of change. Networking helps the efforts to expand the reach and make

connections with potential organizations and people that will allow for the impact to increase.

In a certain sense, it is a development process of reaching or connecting with individuals, groups, and organizations to build relationships that will eventually facilitate change and opened opportunities. Through networking, stakeholders are engaged for various purposes. From scanning, knowing, and having an inventory of policymakers, to implementers and target organizations and communities to benefit from the shared goals or common objectives. In the end, such engagements should be



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assessed by those involved in networking whether the engagement should ripen into a partnership or simply for tactical alliance. What is good about networking is the fact that, it serves as an avenue and space for organizations to thrive as it fosters new ideas to sustain long term relationships and mutual trust.

Both partnership and networking have its benefits for organizations and individuals engaged. It creates a bigger pool of resources and increased capacity to provide humanitarian assistance. In addition, many people and stakeholders get involved and participate in development action. Many sectors can contribute to change, resources may be mobilized and tapped, and urgent actions can be made. A virtual assembly of people is one good platform and space where sharing of good ideas contributes to increased capacities and impact the work, such as advocacy and campaigning which have been broadened and recognized.

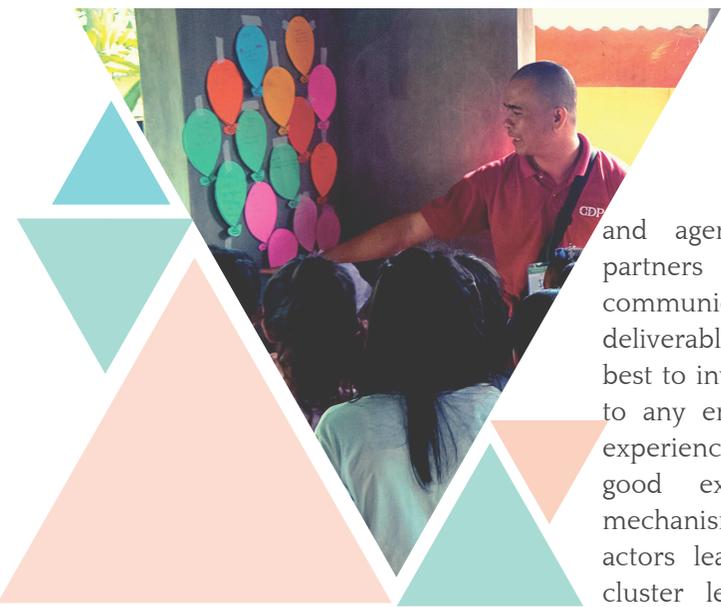
Diversity is evident due to the enormous potential of working with many people and various partners. Networking provides strength in numbers, thereby establishing visibility, good rapport, and influence which may attract more interested organizations to link up. Being a part of networks contribute to the

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widening of knowledge base and connections for fresh ideas and gaining new and different perspectives. The added benefits aside from what was already pointed out are the easing of the burden of work, the shared costs and therefore reduction in individual organization's costing, the optimization of opportunities and in the course, and the building of more strategic alliance and partnerships. Steadily and surely, the long-lasting relationships are developed which may be personal, organizational, or both.

The question of increasing or expanding networks and partnerships would always depend on the purposes and plans of every organization. There are no hard and fast rules. The rule of thumb is: what would help to promote the agenda that contributes to changing the system and builds the nation's resilience?

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and agenda are understood by all partners involved. There is good communication, division of task, and that deliverables by all engaged are clear. It is best to invest in good coordination prior to any emergencies or disasters. From experience, the cluster system is another good example of a coordination mechanism to synchronize, allowing the actors learn from one another at the cluster level. Some examples of this would be the shelter, livelihood, and protection clusters. In one of the big projects shared, coordination is important for all the actors involved and there are constant regular meetings to ensure alignment of their roles and target deliverables.

As always, any undertaking especially the collaborative ones can continuously be improved. The call of synergy, synergy, synergy is not a call without substance. The essence of it is the reality of the need for sustained efforts for effectiveness and efficiency to achieve greater impact. With the all of society and all of nation approach in the DRRM law, the different layers and levels of the government particularly the local governments have learned to collaborate with civil society organizations as well as engaged or involved the communities. Improvement can only happen with clear mechanisms installed at varying levels. The visibility of coordination mechanisms with notification of meetings provides a good avenue for real coordination and collaboration to happen.

The Value and Significance of Coordination

Coordination is both a measure and a stepping-stone to collaboration and forging partnership. Survey respondents pointed out that with or without collaboration and partnerships, coordination engagements have been established for many years already. It is difficult to beat a coordination that is already established for a decade.

Similar to collaboration and partnership, coordination purposes vary. In the humanitarian context, it is of paramount significance in times disasters for purposes of responding to an emergency situation. The important thing in coordination is that, goals, focal persons

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Coordination allows the opportunity for a combination of centralized and decentralized decision-making depending on the particular place or region in disaster risk reduction and management work. The principles of change management can also be integrated or embedded into the processes of communication, goal setting, and in line with transparency. The good communication between parties involved in coordination results in substantive gathering of information and when there are exchanges like in conversations, the respect for each other is definitely established, and forged. Feedbacking is equally important. Last but not the least, coordination of groups that have less resources provides a condition for organizations with resources to invest in supporting coordination, both human and financial.

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THE LOCALIZATION AS AN ARENA in Rules of Engagement



The 2016 World Humanitarian Summit was a landmark event for the humanitarian sector. At the summit process, the localization agenda emerged powerfully and successfully. As such, it became the focal point of the global humanitarian agenda. In the Philippines, the localization agenda continues to be the main concern of civil society organizations, in both the humanitarian and development field. It is greatly linked to the empowerment of national and local actors to be able to lead humanitarian preparedness and response. The need for a power shift from international to local is also a part of the agenda.

Localization is one of the many questions addressed by the survey respondents. For them, localization is thought to be ensuring the participation and not forgetting the sitios and not to focus merely on barangay affairs. If the barangay is the focus of attention, there is a tendency to not consider and to not bring the needs and condition of the least served and least reached sections of the barangay which are the sitios to the table. Localization is truly an opportunity for the communities to have the chance and the space to help themselves, plan how they will prepare, respond, mitigate, and recover when disasters happen.

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Localization is about engaging local actors to address the humanitarian needs of the grassroots who are most affected. Some international donors and aid organizations act as intermediaries to support the locally led humanitarian action by strengthening the capacity of local actors. They provide more support and funding tools for local and national responders. This contributes to realizing the agenda of localization. Once capacitated, national and local actors can be engaged by international actors in a partnership arrangement, not as subcontractor of projects for implementation on the ground, but as partners with equal relation. The raising of capacities of local partners, including the survivors, in resource mobilization and management in humanitarian situation is a critical factor to consider. Working at the very local, grassroots level means working with the local dynamics which include varying opinions, culture, and tradition of the locale.

It is the local organizations built at the local level with their own independent mandate who should be designing and leading and implementing their responses. Technical and financial support may be provided from external sources, but these should all be in response to the needs and situation defined by the local and grassroots communities. From a planning perspective, this is supported by various laws that empower local government units to enact decisions for their locality. While these laws were not made specifically for humanitarian response, it is still applicable. The principle of subsidiarity is applicable in localization

"It is the local organization built at the local level having their own independent mandate who should be designing and leading and implementing their responses."

wherein the primacy of local governments in policy implementation takes paramount significance. In the context of civil society organizations, the community-based, people's organizations are at the center of both humanitarian and development efforts. A shift in power should be happening among stakeholders involved.

The Importance of Localization

Again, the survey respondents reiterated engaging the sitios and communities in the most far-flung areas. Those who are least reached and least served whenever humanitarian emergencies do happen. The people in the communities are the ones needed to be involved in order to reduce, if not eliminate, zero casualty in times of disaster. As such, recovery and rehabilitation can happen only for a short period of time. Based on the localization agenda, everyone involved in disaster risk reduction and management would have the chance and opportunity to be engaged in order to identify the needs and solutions that can address the main problem.

Localization leads to a change in donors' and aid organizations' work process by increasing funding and harmonizing the reporting requirements towards improving transparency and reducing management costs. The effective and efficient implementation of humanitarian response is best carried out by those who specialize in it, given that they know the vulnerabilities of their communities in addition to knowing their terrain as locales. This is aside from the fact that they are more familiar with their own disaster profile and risk assessment. It makes response faster. Localization also allows decisions to be made by people who know a community better than an outsider.

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There are observations that the localization agenda is taking a long time for changes and impact to be felt and experienced for the benefit of the grassroots organizations and communities. There are some thinking that "the only way for localization to be pushed effectively is to just do it...and that requires singularity and resolve". There are good experiences in the more recent Typhoon Goni and Rai which could initially serve as a proof.

"...the only way for localization to be pushed effectively is to just do it...and that requires singularity and resolve."

The localization progress today will give all local stakeholders the necessary tools, information, agency, and power that they need in enhancing their participation, influence, control, and power over processes that affect their lives and in holding institutions to be more accountable. This is the start of shifting the power – it always starts as local as possible and as international as necessary.

Five years after the summit, the humanitarian sector has failed to transform, and continues to face the fundamental challenge of providing effective, efficient, and accountable aid. This was the conclusion of the three-year research project that said: 'the underlying failure to transform is rooted deep in the structures that underpin global humanitarian assistance. The obstacle is not that we have been setting the wrong goals, but rather that we have not altered the architecture tasked with delivering on them' (Saez, Konyndyk, and Worden (2021).[4])

[4] Kelly, M., Pardy, M. & McGlasson, M. (2021) Listening and Localisation, the Centre for Humanitarian Leadership, Deakin University in partnership with Save the Children Australia

TIPS ON WHAT ORGANIZATIONS DO Before, During and After Disaster

What does your organization do before a disaster?

There are lots of things to prepare for prior to a disaster, as individuals and as organizations, especially for those who are responding. For those who perennially experience hazards such as tropical storms and typhoons with the resulting floods and flash floods, there is one organization who shared about their fabrication of rescue boats which serves not only the organization, but also the communities. There are respondents who shared that they purchase accident insurance, additional life vests, rescue ropes, sandals, poncho raincoats, medicines, and first aid kits. Another organization shared that they provide capacity development on DRRM to the basic sectors as they look for more financial and human resources for disaster preparedness, response, relief, and rehabilitation.

One respondent pointed out that, as they are both a humanitarian and a development organization, they work with communities and local government units in implementing projects, programs, and other initiatives. They also build relationships to fund their warehousing and response capacity.

The rest of the respondents do the likes of the following:

- Community/partner education on disaster preparedness, community profiling and diagnostic, consultation with partners - communities/stakeholders
- Networking and coordination
- Development planning
- Conduct of for a and consultations
- Publish disaster advisories/knowledge products through the social media
- Present knowledge products in various platforms
- Educating and building the capacities of communities for a more proactive response

It is important to note that collaboration takes centerstage when funds are available, though in some cases it may be a one-shot deal. What is evident is the existence of collaboration with CSOs, national, regional, and local government as well as with the basic sectors. A respondent shared that they usually collaborate with the national agency for more trainings and tap their personnel for them to have the chance to be a part of various trainings.

Another important collaborative engagement is having partnerships with local government units and experts.

One academic institution regularly enters into partnerships and agreements with various stakeholders (NGAs, LGUs, CSOs, international development partners, other academic institutions) in relation to its mandates on CCDRR. Another respondent regularly receives invitations to lecture or present in various fora on the full range of CCDRR topics. Other organizations partner with local barangays through trainings and organizing in the communities. They promote GBDRRM (Gender Based Disaster Risk Reduction Management) through the trainings with them.

Other steps consist of the following: One sharing is on getting more in touch with their members. They would revive the

"Emergency preparedness drill is an important preparedness measure that needs to be done prior disaster."

good practice of quarterly General Assemblies. Another one pointed out that more linkage with local government is very useful, including having a planning process with the communities. Some organizations saw the need of engaging international organizations more. Emergency preparedness drill is an important preparedness measure that needs to be done in preparation for disasters. Working with universities and colleges including SUCs was indicated as another important target for purposes of resource mobilization.

What does your organization do during a disaster?

It is great to imagine how response in a disaster happens and each organization's conduct and efforts are unique and different to their context, mandate, and priorities. At least three organizations are put in focus on what they do during disaster.

Organization A: They usually conduct rapid assessment, resource mobilization, delivery of HELP assistance, and conduct of preventive education for trafficking in persons/illegal recruitment/ GVB/Child Protection. They also conduct a series of psychosocial activities, and observes coordination with clusters of CSOs & the government.

Organization B: They assess, analyze, and implement initial response, moving towards stabilization before a transition to early recovery. The following are important consideration: WaSH, Shelter, Food Security, emergency Livelihood, protection etc.

Organization C: In times of disasters, their office is actively involved. They provide immediate response and make sure that the community and their personnel are safe.



The rest of the respondents do the usual which includes the following:

- DNCA Conduct
- Coordination Activation
- Flood Watch
- Research and Information Dissemination
- Early Warning Publishing – followed by response team deployment

Some organizations readily activate their ten DRR teams when disaster strikes. They activate their evacuation center and their community kitchen. Others immediately respond by providing immediate relief to affected communities through coordination with the National Anti-Poverty Commission – Victims of Disasters and Calamities (NAPC-VDC). On the basis of resources and capacities, relief operations ensue from the data collected through monitoring. In the case of an organization operating in the port, they provide a skeletal force for continuous operation in the area.

When the respondents were further asked about their experiences in collaboration in line with what they do during disaster, they indicated that: One organization just

coordinates in line with the early warning system with regards to the flood level of the river. There is no other collaboration that is active and undertaken by the barangay. Another organization shared how they are trying to connect with other sectors in the areas where typhoon had badly hit, and try to provide some leverage for seeking assistance to national and regional government agencies. One respondent who are into research shared that they usually enter into agreements and partnerships on CCDRR activities, given its mandate to provide public service to stakeholders. Some organizations greatly coordinate and mobilize for needs assessment and that they usually collaborate with the affected communities and local government units.

Related efforts and initiatives in line with what was initially discussed include the following:

- Updating of the ten-year old participatory disaster risk map of their focus barangay
- Involve more communities and local government units
- Conducting drills and exercises
- More capacity building on the use of tools and reporting process
- Mental Health and Psychosocial Services
- Learning from each other through conversations and exchanges
- Fast action in times of disasters
- Human resource planning, etc.
- They turn disaster contracts into fast track agreements with private and non-government organizations in order to mobilize responses quicker – they are usually bogged down by cash flow due to some organizations not having the capacity to process contracts quickly even if they are humanitarian agencies – This leads to them having to borrow money in order to implement in a timely manner
- Engage international organizations more

What does your organization do after a disaster?

The work of responding to a disaster is not only demanding prior to and during a disaster. It commands an equally demanding time and effort even during post disaster. There may be more demanding requirements after a disaster. Here are some of the activities and intervention that organizations do post disaster:

- Disaster impacts monitoring, documenting. And reporting.
- An evaluation regarding the kind of assistance that were most effective to a particular community and/or disaster
- The post operations reports/ assessment of damages to facilities
- The conduct of Post DNCA
- Relief distribution with psychosocial counseling/ activities
- The sharing of information which are captured in reports
- Recovery programming with LGUs in WaSH
- Post-disaster assessment, research, etc.
- Data gathering is undertaken for the final report and the things that were provided to the communities are accounted for
- Coordinate and send out response teams to help those in need as they conduct disaster assessment and studies
- Relief operations continued even after the disaster. Monitoring and data gathering is os conducted, as well as stress debriefing.

"Feedback gathering becomes integral to the organization's enhancement of programming for response."

The other steps being taken by respondent organizations are the following in line with continued work on disaster risk reduction. The capability building from among teams to document, and report the extent of disaster impacts is continuously done to provide opportunity for exposure and experience on how to go about humanitarian emergencies. Culling out from the experience, the lessons of the current mode of logistics are assessed and mapped out to make it more efficient the next time around. The trainings, drills and simulation exercises are undertaken in a sustained manner to prepare new and more actors in the next round of hazards turning into disasters

as it becomes part of the life of partner-communities. Feedback gathering becomes integral to the organization's enhancement of programming for response.

It is useful to take note of the many other concerns being addressed by the organizations into the humanitarian work from the experiences and praxis.

After the emergency response, some organizations explore opportunities for funding access, and this time around, for recovery and reconstruction. The growing significance of the mental health and psychosocial services becomes an urgent concern, especially during the pandemic and the impact of the uncertainty of the situation. The way of communicating needs to be continuously enhanced on the basis of data collection. In humanitarian emergency situations and even thereafter, human resource planning needs thoroughgoing consideration in order to be adaptive and flexible. Lastly, it is important to note the significance of engaging international development partners. This must be viewed on the basis of a framework that places emphasis on a global village, operating in one ecosystem.

"After the emergency response, some organizations explore opportunities for funding access, and this time around, for recovery and reconstruction."





THE KEY TO SUCCESSFUL Rules of Engagement

Engaging the proper people and organizations for a good collaborative engagement normally results in new, creative, and innovative ideas with new discoveries. But if organizations fall into the pitfalls of a poor kind of engagement, it can be more detrimental to the organizations involved. For the engaged organizations, there is waste of time, energy, money, and resources which could have been utilized in more productive and meaningful endeavors.

As organizations ponder and seek to know if they could be helping or hindering a collaborative effort, here are some diagnostic questions for those venturing into engagements an undergoing collaboration.

An organization may ask these questions for the people in their organizations who are into engaging and collaborating:

1. Are you considering yourself to be part of a team?
2. Are you motivated to solve problems and bring a shared understanding to your group?
3. Are you consulting with others before making a decision?
4. Are you open and willing to negotiate and compromise?
5. Are you sharing your ideas and expecting others to share theirs?
6. Are you ready and open to set aside your own ideas for someone else's?

These questions together with the five keys for considerations will aid those who are already into collaborating or looking to go into a collaborative engagement. This is a significant engagement and needs to be guided by certain rules to prevent faltering and increase the chance of success.

The five keys for considerations in the rules of engagement to succeed are the following which can serve as a rule of thumb:

1. Clarifying your Purpose

A strong shared purpose is first and foremost needed. When the organization knows what they wanted to work on, this is where productive collaboration starts. Before any important undertaking or setting up a collaborative project, it is important to have some time to think through to identify and clarify what the group would like to achieve collectively. This provides the people the focus and direction for the work.

2. Selecting the kind of collaboration (either open or close)

Finalizing the choice type of collaboration depends on the problem that will be solved or tackled by the collaboration. If the organization wants to get ideas and feedback for a new idea or service to be undertaken, it may do well to invite responses from various kinds of people across the humanitarian or development sectors, including the communities and the affected population. In this situation, the type of collaboration that is most suitable would be an open one.

If the purpose is to somehow perfect or finalize a process that necessitates a more specialized knowledge of the subject matter, then close collaboration may likely work best. This is due to the value of limiting the number of collaborators to those who have in-depth knowledge of the subject matter.

3. Including the right people

Once the goals are set, the next part is choosing and including the right people who are best placed to achieve the set goals. This is particularly important in the usage of closed collaboration. The organization has to identify people with relevant expertise, experience, and skills who are good at challenging assumptions and could contribute various perspectives.

Taking into consideration that collaboration values equal participation, it would still be useful to pinpoint or elect a focal person to organize and lead the project/endeavor in order for it to stay on track. It is important to assign roles within the group. Studies have shown that this encourages people to take responsibility and prevents wasting of time on negotiating responsibilities or 'protecting turf'.

4. Attain 'Buy-In'

While some people jump at any opportunity to collaborate, others may not be as keen or enthusiastic. They might see it as an imposition on their time and be worried about the extra work or stress that it could bring.

Before an organization asks someone to collaborate, it is important to think about how it can benefit the collaborator. Identifying the wider strategic goal and fine-tuning the process to increase visibility or recognition can be persuasive. The outlining of personal benefits to individual collaborators such as recognition, the opportunity to learn new skills, career advancement, or the chance of a bonus could all be very enticing for the target collaborator/s.

5. Nurture collaborative behavior

Collaboration can be a very demanding task. This requires being open-minded, listening to other people's opinions, and putting one's personal agenda to one side. As such, it is essential to encourage collaboration starting with one's own organizations and practicing it within. This can be done through the following:

a. Leading by example.

People may not be conscious that they are being observed by colleagues or fellow leaders. If you are not afraid to listen to new ideas and other solutions, especially innovative ones that may make you vulnerable, then you might be unwittingly encouraging others to do the same.

b. Building trust.

It is important to take note that collaboration can stall when people are unable to open up. This can be managed by conducting team building activities and encouraging people to give honest and constructive feedback. This helps strengthen the bonds to create a sense of shared responsibility and to give people the confidence to speak up.

c. Harnessing different spaces.

If feasible, it would be best to set up fun, relaxed spaces for collaborative work that could invite creativity and collaboration. Examples of this are meeting pods or 'chill out' areas. This helps to instigate 'random collisions', or casual encounters between colleagues. If this is not feasible, an alternative could be to book conference rooms, arrange walking meetings or allow people to just be on the off-site.

d. Fostering a creative culture.

Good collaboration brings about creative thinking. It helps to drive innovation and allows the organization to avoid groupthink. Creativity tools and processes encourage the unleashing of this behavior.

The benefits of the rules of engagement may be immediate or long-term; direct or indirect. It is Important to note that some members of the collaboration may benefit more from others. The benefits of rules of engagement cum collaboration include:

- Improved programming delivery
- Opportunities for professional development
- Improved communication and enhanced information
- Increased use of programs and resources available in the community
- Elimination of duplication
- Comes in many different shapes, sizes and are of varying duration – one size does not fit all
- Increased availability of resources
- Improved public image

On the other hand, it is equally important to understand the barriers to collaboration so that organizations can be guided by it:

- Turf issues and turf mentality
- Lack of staff or time to participate in collaboration
- Conflicts with organizational focus and priorities between the collaboration and its members
- Mistrust of organizations
- Slowed decision-making
- Limited resources or lack of willingness to share existing resources
- Position statements that are inconsistent with policies of individual coalition or consortium members
- Withdrawal of support as a result of outside pressures from individuals or groups
- Decreased levels of cooperation among collaborators during a crisis.

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All images used in this booklet are taken from CDP project photos and Canva stock photos.

