



POLITICIZATION OF HUMANITARIAN AID ALLOCATIONS BY GLOBAL DONORS AND IMPLICATIONS ON SELECTED NON-GOVERNMENTAL ORGANISATIONS' PERFORMANCE IN NIGERIA

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ABSTRACT: *Organisations that focus on humanitarian concerns usually rely on voluntary donations and largesse from multiple ends, without which their operations cannot be implemented. The premise of the paper was established on the fact that humanitarian aid is ultimately complemented by humanitarian funding, which is in itself reliant on donors from multiple ends. As a result of this, it has become difficult to divorce the political nature of the influence of donors' interests in the allocation and focus of the humanitarian funding offered. This has resulted in a dilemma. The study focused on the issue of the politicization of humanitarian funding and how it affects the delivery of humanitarian aid in selected non-governmental organisations in Nigeria. Using a qualitative approach, 10 participants, working with different NGOs in Nigeria and occupying different positions, were recruited to derive data on the topic. Semi-structured interviews were utilised. The data obtained were analysed via thematic analysis to decode the data and derive recurrent themes from it. The results of the study showed that there is a consensus among the participants on the virtually inevitable role of politics in the acquisition and subsequent distribution of humanitarian funding to address issues related to conflicts and disasters among diverse communities across Nigeria. This often negates the principle of independence and autonomy that NGOs should work by where, in most cases, the acceptance of humanitarian funding from donors often leaves their hands tied. The study offered recommendations along the lines of creating mechanisms of transparency and accountability from both donors and recipient NGOs, having local NGOs seek support from their communities to be more involved in humanitarian missions, and heightened collaboration between humanitarian actors to make funding easier, more effective, and less politicized.*

KEYWORDS: Humanitarian aid, Disaster management, Corruption and politics, Universal donors.



INTRODUCTION

The foremost part of humanitarian affairs and system now depends on a budgetary structure that is responsible for the effective running of humanitarian organisations across the global world. Organisations that concentrate on humanitarian issues usually depend on voluntary donations and largesse from multiple ends, without which their operations cannot be executed or implemented. Humanitarian aid, therefore, is considered to be central to humanitarianism across the globe today (Hilhorst, 2018). According to Pringle and Hunt (2015), humanitarian aid remains the driver of humanitarian action considered to be the distribution of aid to save lives and alleviate suffering in the situation of large-scale emergencies. It is therefore, significant to note that humanitarian action is profoundly influenced by the Dunantist (named after Henri Dunant, the founder of the International Committee of the Red Cross) philosophy of humanitarianism that underlines the protection and assistance of vulnerable people under international humanitarian law (IHL) (Barnett, 2011).

As Savage et al. (2007) argue, the contexts where corruption affects the delivery of conflicts the most are nations where corruption fuels the conflicts that necessitate humanitarian aid in the first place. It is significant to note that corruption can be multi-faceted. Corruption on a national scale inevitably trickles down to different sectors of the country. For example, it affects businesses and causes them to increase costs, undermining the reach of humanitarian aid when deployed in such a setting. This has created a worrisome dilemma for humanitarian actors. In most cases, these activities require the efficacy of effective communication to expedite the process. When this is not achieved, the utilisation of aid becomes more complex than it should ordinarily be (Mohd et al., 2018).

According to Abioro, Akinyemi, and Abiodun (2020), collaboration and coordination are often considered the most important elements in the management of humanitarian aid and donations. Being such a sensitive endeavour, however, the challenges that assail the prudent utilisation of aid, in terms of acquiring it, managing it, and effectively disbursing it, are quite many. Patel and Wild (2018) identify some of these as a lack of political engagement between humanitarian agencies and national governments, manipulation from state authorities, and in-house corruption from the humanitarian organisations themselves. With the myriad of problems that assail the intricacies of humanitarian funding in the global system, it is necessary to understand the nuances of the challenges that humanitarian organisations face in acquiring, managing, and distributing humanitarian aid according to the mandate of their operations.

The landscape of humanitarian aid cum assistance has become more convoluted over the past few decades. To trace why this is so, it is necessary to acknowledge the mediating factor of politics and the repercussions that it confers on the process of the acquisition and utilisation of humanitarian aid. Politics, in this sense, refers both to the political nature of funding from government institutions and the nature of the processes by which the funding is accessed and used by the respective humanitarian NGOs. This indicates an internal and external conceptualisation of the factor of politics. While humanitarian action has recorded successes through a plethora of instances, it would be remiss to avoid the reality that the practice of humanitarianism and the funding that propels its principles is largely becoming a political and economic tool for the control of how humanitarian action should be conducted and who it should benefit (De Lauri, 2016). Pursuant to the political hue of funding for humanitarian assistance, many humanitarian organisations have become more institutionalised and politicised, leading to a greater degree of external control. This, in itself, contradicts several



humanitarian principles, foremost of which is the principle of independence. Humanitarian organisations are now bound by the conditions set down by powerful donors, most of which stem from or are affiliated with Western powers (Whittal, 2015). This complicates the central purpose of humanitarianism which is to protect human lives and alleviate suffering.

However, there has been more of a focus on how political interests affect humanitarian action (humanitarian intervention) and less on how such political leanings may affect the acquisition and proper utilisation of humanitarian funding. This paper seeks to explore such a dilemma and how the politicization of the process of acquiring humanitarian funding by humanitarian organisations threatens the sacrosanctity of delivering humanitarian assistance to people who need it the most. To fully grasp the political nature of humanitarian funding, it is necessary to analyse the priorities, motivations, and policies of multiple groups of donors or stakeholders whose leanings often inevitably affect the fair and equitable allocation of humanitarian funding to drive the humanitarianism mandate forward. The paper therefore aims at interrogating the role of humanitarian funding/aid in resolving humanitarian issues in the global system; political nature of the process of acquiring aid by NGOs; role political interest plays in the effectiveness of humanitarian aid applications; and how humanitarian funding from specific donors affects the practice of humanitarian assistance by Nigerian NGOs.

Conceptual Clarification

Humanitarian Aid

Humanitarian aid connotes both the material and logistic support or assistance rendered to people in need and it is usually in the short-term period. The people in need may include: the homeless, victims of natural disasters, wars, and famines and as well the refugees (Patel and Wild, 2018). However, the major goal of humanitarian aid is to save lives, maintain human dignity and alleviate suffering. In recent times, the nature of humanitarian aid has sparked some debate about the financial probity in the utilisation of humanitarian aid. The field of humanitarian affairs now runs the risk of compromise in the face of corrupt practices in the use and management of the aid received from several humanitarian actors (Patel and Wild, 2018).

Humanitarian assistance is typically and ideally geared to offer relief to people in emergencies, yet there have been recorded cases of wide-scale corrupt practices within humanitarian organisations, political bodies with ulterior motives, and the diversion of humanitarian aid by powerful groups (Maxwell et al., 2008). The efficacy of humanitarian organisations and actors is severely limited in cases where humanitarian aid is diverted for personal gain. From one perspective, it is already difficult to provide humanitarian aid to regions and settings that need it the most. From another related perspective, the element of corruption makes the delivery of humanitarian aid more problematic (Carr and Breaux, 2009).

REVIEW OF RELATED LITERATURE

Bell and Carens (2004) bring different ethical dilemmas of human rights and humanitarian NGOs to attention. They used a qualitative method by observing a two-day workshop where representatives of different human rights and humanitarian International Non-Governmental Organizations (INGOs) as well as different academics and practitioners attended. Additionally, Stein (2001) describes different challenges and dilemmas for NGOs



working within complex humanitarian emergencies as well as their implication for conflict resolutions. One of the dilemmas and difficult tasks that humanitarian NGOs are faced with is the fact that humanitarian aid and relief can worsen conflicts, instead of solving them. As civilians become targets in civil wars, it is more difficult for humanitarian workers to keep them protected. Another challenge is the fact that resources from humanitarian NGOs can end up in the hands of actors other than the intended target group (Stein, 2001 :28). Although the practices of NGOs have received some criticism, there have been actions taken to improve the work.

Several international humanitarian agencies have, for instance, adopted the Code of Conduct for the International Red Cross movement and NGOs in Disaster Relief as well as some technical standards related to food aid and water delivery, by the Steering Committee for Humanitarian Response (SCHR). In addition, NGOs have developed models regarding the assessment of needs which take several factors into account (Stein, 2001). Wood and Sullivan (2015) explore some possible negative effects that humanitarian aid can cause in the context of civil conflict. They study this from two perspectives: first, they observe if humanitarian aid can cause one-sided violence towards civilians from rebels, and second if it can be caused by the government (Wood and Sullivan, 2015). The study is quantitative and the used data is from post-Cold War African countries. Several different variables were used to test the hypotheses as well as examine the data from different perspectives (Wood and Sullivan, 2015). The results of their study show clear patterns that the risk of increased violence by rebel groups against civilians occurs in areas where humanitarian aid is allocated. However, it was not as apparent in the situation regarding violence from the government (Wood and Sullivan, 2015).

In addition, the fact that humanitarian aid and assistance can contribute to conflict is brought to attention by Stein who exemplifies this with the situation of Rwandan refugees in Zaire after the genocide. In this case, despite the presence of humanitarian NGOs and the United Nations, perpetrators of the genocide had re-imposed authority over hundreds of thousands of refugees (Wood and Sullivan, 2015:33). It has also been seen that there is a risk of renewed conflict through the relief provided by the NGOs. When such a situation occurs that the humanitarian aid contributes to conflict, Stein states that withdrawal should be considered, which raises questions regarding ethics, strategy and operations.

Preceding studies submit that withdrawal has occurred in cases where infrastructures have been destroyed or when NGO staff members have been harmed or put at risk. Another way of withdrawing can be of more strategic importance, such as a case in eastern Zaire in 1994 (Stein, 2001). The NGOs which withdrew did so due to bad security conditions in the area as well as to put pressure on the international community to respond to the security dilemma (Stein, 2001:13; Carens, 2004:22). Another major finding in the previous research that creates a dilemma is that the allocation of aid is based on self-interest and strategic motives rather than needs (Einardóttir and Gunnlaugsson, 2016; Donini, 2017; Narang, 2016)

Furthermore, in the review of literature, the most commonly identified dilemma is the challenges of providing the highest attainable quality of care and services involving logistical obstacles such as disruptions or shortages of food or medical supplies, personnel, or care services and difficulties getting medicine and providers to front lines to meet communities' needs. Challenges of this obligation, founded on the ethical principle of beneficence, include



disparities in the availability of facilities and supplies in conflict settings as compared to that of many workers' home contexts (Baskett, 1994; Bernthal et al., 2014; Civaner et al., 2017; Hunt, 2008; Hunt et al., 2014), the existence of counterfeit or low-quality supplies and medications (Burkle Jr. et al., 2017; Michael and Zwi, 2002), and policies restricting the administration of care to select populations and blocking access to certain locations (Al-Moujahed et al., 2017; Civaner et al., 2017; Clarinval and Biller-Andorno, 2014; Fouad et al., 2017).

THEORETICAL FRAMEWORK

Social Justice Theory

Social Justice Theory is most applicable in this research work. Social justice is a concept that originates in philosophical discourse but is widely used in both ordinary language and social science. By synthesizing the common elements of various philosophical treatments (Elster, 1992; Feinberg, 1973; Frankena, 1962; Miller, 1999; Walzer, 1983), social justice is a state of affairs (either actual or ideal) in which (a) benefits and burdens in society are dispersed per some allocation principle (or set of principles); (b) procedures, norms, and rules that govern political and other forms of decision making preserve the basic rights, liberties, and entitlements of individuals and groups; and (c) human beings (and perhaps other species) are treated with dignity and respect not only by authorities but also by other relevant social actors, including fellow citizens. These three aspects of the definition correspond, roughly, to *distributive*, *procedural*, and *interactional* justice. A theory of social justice should address at least one of the three definitions. Therefore, social justice is a property of *social systems*—or perhaps a predicate of societies (Frankena, 1962:77).

As suggested also by Rawls (1971) and Toynbee (1976), a just social system is to be contrasted with those systems that foster arbitrary or unnecessary suffering, exploitation, abuse, tyranny, oppression, prejudice, and discrimination. The foremost problem for scholars (or would-be practitioners) of social justice is that considerable disagreement persists, even after centuries of debate, concerning each of the three elements (Boucher and Kelly, 1998; Campbell, 2001; Miller, 1999; Solomon & Murphy, 2000). What is considered a truly fair principle for distributing benefits could be equity, equality, need, or some other principle of allocation. The theory demonstrates how the impact of politics and the dilemma of humanitarian aid operates in the global system, which outcomes or consequences relate to social justice issues, even when these crises are brought upon by natural disasters. Pre-existing inequalities between individuals and social groups within a community affect in important and complex ways the health disparities which result from natural disasters.

Drawing on the thought-provoking work of Paul Farmer, the main hypothesis is that socio-political factors before natural disasters determine 'structured health risks' that humanitarian crises will necessarily exacerbate. To adequately respond to these structured health risks, medical humanitarianism cannot abide by an apolitical approach which mainly focuses on emergency relief. A more comprehensive analysis of the socio-political aspects of the health impact of humanitarian crises indicates that a more comprehensive approach to medical humanitarianism is necessary. This has three implications. First, a coherent account of medical humanitarianism needs to assess the international dimension of structural injustice that leads



to structured health disparities. Second, this comprehensive approach to medical humanitarianism supports the ‘denaturalization of natural disasters’ argument. Third, medical humanitarianism should be organized around a broader and more complex approach of overlapping sequences which bridge emergency relief, reconstruction and development through a better-aligned, orchestrated and coherent international effort.

Research Methodology

The research study utilised a qualitative method to explore and analyse the facets of challenges in the acquisition and utilisation of humanitarian aid by the relevant agencies in the society. The qualitative method allowed the use of semi-structured interviews to meet with selected participants for them to share their personal views, thoughts, and experiences of humanitarian aid vis-à-vis the research questions. Due to the kind of information expected from the participants, the type of interview was the key informant interview because of the anticipated skills and knowledge of the participants. The research was designed as a case study of selected NGOs (Lagos Food Bank Initiative, Tony Elumelu Foundation, Save the Children Fund, LEAP Africa, and Sickle Cell Foundation Nigeria) in Nigeria. The NGOs were selected because they are the leading ones in Nigeria. Participants were chosen via the convenience sampling technique. This allowed the selection of participants who could provide the needed information about the nuances of humanitarian aid and its management. The eligibility criteria for the selection of participants included that they must have been working with an NGO in Nigeria for at least three years and should have considerable knowledge of the intricacies of humanitarian aid. A sample size of 10 was determined by the researchers. The data obtained from the interviews was analysed via Braun and Clarke’s (2021) thematic analysis, using its six steps.

Findings and Analysis of Obtained Data

This study uses semi-structured key informant interviews to draw qualitative data from 10 key informants inside Nigeria who have experience in humanitarian aid work. This research seeks to understand the multifaceted nature of these issues and also how they affect the NGOs’ ability to provide humanitarian assistance in Nigeria through interaction with professionals with the skills, knowledge and experience that come with humanitarian aid operations. Braun and Clarke’s thematic analysis framework will be used on the collected data to systematically identify any notable themes and patterns in the data and provide a better understanding of the complexities surrounding humanitarian aid management in the Nigerian context. Ten respondents’ views are included, highlighting the depth and variety of the data allowing for a thorough analysis of the many factors impacting humanitarian programs. The implication of this type of analysis on the improvement of the humanitarian aid work in Nigeria and the development of policy and practice towards eradicating the outlined challenges is huge.

Participant	Gender	Age	Years Spent in NGO	Role/Position
Participant 1	Male	35	3	Program Manager
Participant 2	Female	40	6	Field Officer
Participant 3	Male	28	3	Finance Officer
Participant 4	Female	45	8	Executive Director
Participant 5	Male	50	12	Project Coordinator
Participant 6	Female	32	6	Communications Officer
Participant 7	Male	38	7	Logistics Coordinator



Participant 8	Female	55	14	Head of Operations
Participant 9	Male	42	12	Monitoring & Evaluation Officer
Participant 10	Female	48	13	Program Director

Source: Research Survey, 2024

Presentation of Themes

S/N	Themes
1	Lifeline for Vulnerable Communities
2	Power Dynamics and Donor Influence
3	Impediments to Effective Aid Delivery
4	Dependency and Accountability

Source: Research Survey, 2024

Based on the objectives outlined, the findings from the discussions surrounding the themes of humanitarian funding/aid, the political nature of aid acquisition, the role of political interest in aid effectiveness, and the impact of donor-specific funding on Nigerian NGOs can be synthesized and discussed as follows:

Objective 1: Examine the role of humanitarian funding/aid in resolving humanitarian issues in the global system.

Humanitarian funding serves as a lifeline for vulnerable communities worldwide, providing essential resources and support during times of crisis. Through semi-structured key informant interviews, participants highlighted the critical role of humanitarian aid in addressing the immediate needs of populations affected by disasters, conflicts, and other emergencies. This theme encompasses the vital importance of humanitarian funding in saving lives, alleviating suffering, and promoting resilience among vulnerable communities. Findings highlight the irreplaceable importance of humanitarian funding as a solution to the ongoing humanitarian crises of vulnerable people. Major manifestations of the mentioned issues are immediate assistance to the affected people, the protection of civilians in the war-torn areas, empowerment of the communities for resilience, and emphasis on long-term recovery and development efforts.

Respondents called attention to the crucial role played by humanitarian aid in delivering immediate relief to the victims, which includes access to food, safe drinking water, shelter and also medical help. They revealed that humanitarian funding enables the organisations to provide lifelines to the communities that are affected by natural disasters, civil wars and also other disasters. In addition, the respondents focused on the critical role played by humanitarian aid in the provision of safety to civilians as well as the support to refugees in the conflict zones. They talked about the many issues of working in volatile environments and the most influential aspect of the funding that allows many organizations to support people in need of assistance.

Furthermore, the participants stressed the need to fund the major recovery and development projects which aim at increasing the communities' resilience. They underscored the importance



of humanitarian funding as a resource to scale up the investments into programs that aim at refurbishing the damaged infrastructure, revitalizing the livelihoods and also strengthening the local communities to endow them with power to recover from crises and build a better future. In general, the responses show the common ground among the participants on the critical place of the humanitarian funding as a lifeline for the most vulnerable communities noting the vital importance of sustaining this aid for addressing the complex issues faced by the most oppressed groups in the world.

Objective 2: Investigate the political nature of the process involved in acquiring aid by the NGOs.

The influence of power dynamics and donor impact as themes were brought out in the context of humanitarian aid procurement and usage by NGOs. Participants have analysed a complex combination of interests, priorities and agendas of donors, recipient governments and humanitarian organisations, whereby the influence of donors on fund allocation is denounced. The answers from the participants indicate the dominating role of the donors in defining the landscape of humanitarian aid as the power dynamics mostly work in the favour of the donors rather than the recipient organisations. Key themes arising from the aid recipient perspective include the foreign imposition of many conditions and priorities, the capacity to stand on their own as the agents of their development, and also the effect of donors on aid effectiveness and accountability.

Findings underlined the critical role of the donors in making the funding selection and also in the resource allocation decisions, whether the conditions attached to the funding sometimes require the organizations to focus their activities towards the interest and the priority of the donor. This can result in many confusing interests and difficulties for the NGOs in balancing donor expectations with the needs and choices of the affected communities. In addition, the participants also touched on the donor-funded NGOs' power imbalance with the recipients, pointing out the many challenges many NGOs experience while attempting to maintain their independence and humanitarian principles in the face of donor pressure. They highlighted the autonomy and also flexibility in programming as indispensable mechanisms that keep the aid delivery responsive to the needs of the populations affected by the crisis.

Furthermore, the respondents also underscored the competition for funding between NGOs, which seemed to have made the power dynamics much worse as well as the donor influence. They talked about how the organizations might have a reason to adjust to the donor requirements to get funding with all such pressures, meaning that they will face a dilemma and will have to make trade-offs in the aid delivery. Overall, among the respondents, there is a general agreement on the increasing power of the donors in the framing of the priorities and the work agendas of the humanitarian organizations, which highlights the need for greater transparency, accountability and also collaboration to address the power imbalances and ensure that humanitarian aid is responsive to the needs of the affected.

The observations revealed the political nature of the process of obtaining aid for NGOs. Participants emphasized the complexity of the relationships between donor interests, recipient governments' priorities, and also humanitarian organizations' agendas. Donors, they suggested, have a huge influence on the shaping of the funding strategies and priorities but also in imposing conditions that may not truly reflect the needs of the affected communities. The forums served to highlight the dilemma of balancing independence and neutrality given donor



influence and pressure, the need for greater transparency and accountability and the need for improved collaboration to address the power imbalances and to make humanitarian assistance more responsive to the affected population's needs.

Objective 3: Interrogate the role that political interest plays in the effectiveness of humanitarian aid applications.

The participants enlisted multiple obstructions to proper aid delivery, focusing, on the challenges and difficulties that impede the timely and efficient provision of humanitarian help to at-risk societies. Right from the bureaucratic barriers to logistical constraints, the existence of these impediments becomes a huge challenge for humanitarian organizations when they try to fulfil the urgent needs of the population, which has been affected.

"Bureaucratic red tape and regulatory barriers imposed by governments and authorities are one of the biggest challenges faced in the realm of humanitarian aid delivery. These obstacles give rise to delay in timely assistance delivery as well as limit the ability to reach the people in need, especially in conflict-affected areas with restricted access." (Interview with respondent, January, 2024).

The responses of the participants represent a host of roadblocks to successful aid delivery which incorporates bureaucratic problems, logistical constraints, security fears, coordination issues, funding limitations, cultural factors and many others. These barriers create very big issues for the humanitarian NGOs attempting to swiftly and reliably deliver aid to disadvantaged communities in the middle of turmoil. Respondents argued that governments were the most significant obstacles to aid delivery, due to the bureaucratic hurdles and regulatory barriers. These barriers might cause many delays in the timely delivery of aid and hinder access to the most vulnerable persons, including the ones in conflict-affected areas with limited availability.

Objective 4: Examine how humanitarian funding from specific donors affects the practice of humanitarian assistance by the Nigerian NGOs.

It was the subject of much discussion that dependability and accountability are most prominent among the Nigerian NGOs involved in humanitarian activities when it comes to donor-funded programs. The participants pointed out that independence and the related issues of accountability and transparency are a challenge in external funding dependency. The dilemma arising out of donor-driven agendas, local ownership and sustainability points towards the need for balancing external aid with local power-building and empowerment.

The responses from the respondents are clear indicators that the Nigerian NGOs which deliver humanitarian aid face the very difficult situation of dependency and accountability that could result from donor-specific funding. The major themes which emerged from their bottom-up perspectives include many issues about maintaining independence and also autonomy, the prioritization of donor interests over local priorities, the promotion of accountability and transparency, the emphasis on capacity building of the locals and sustainability, and the negative effect of donor-driven agendas on aid effectiveness.

It was stressed the inherent problems of relying on external fund sources, adding that the continuous dependence on the donors erodes the independence and also autonomy of Nigerian



NGOs. This point was raised that while the donor expectations are very important, the emphasis on the activities should always be on the core mission and objectives. On the other hand, the participants put much emphasis on the need for accountability and transparency during the delivery of the aid, insisting that Nigerian NGOs should follow high standards of financial management and reporting to build trust and credibility with the donors and also local communities. Local ownership and sustainability were emphasized to foster community empowerment and also resilience. The purpose of increasing the partnerships and also investing in building local capacity was also suggested.

CONCLUSION

International relations on humanitarian assistance and procurement of humanitarian aid have demonstrated the much impact financial support has had on the efficacy of humanitarian problems on the global scale. Humanitarian funding, therefore, serves as the critical source of support for the most vulnerable communities where vital items such as food, shelter, and also health services are distributed during crisis. But while this is the case, the political nature of the aid acquisition also brings along a whole new level of complexity as appears to be the case with the donors which are known to be very powerful in both funding decisions and also priorities.

RECOMMENDATIONS

The study therefore recommends that:

- a. The various humanitarian groups and organisations should endeavour to seek cooperation beyond their national borders and frontiers to gain adequate trends of politics that plays out, to enable seamless humanitarian acquisition and distributions.
- b. donors and humanitarian groups should put more emphasis on open and honest communication about funding decisions, expenditures, and outcomes, nurturing trust and confidence among the actors.
- c. efforts are also needed to bolster the local capability and enable indigenous NGOs to become increasingly more involved in humanitarian missions. This means that resources, training, and technical support are provided to local organisations for them to be able to deploy their capacities in responding to crises and meeting the needs of their communities.
- d. the donor funding mechanisms should be flexible and adaptable to the change in humanitarian conditions and needs, which enable NGOs to adjust their programs and interventions timely.
- e. there should be an opportunity for more cooperation and collaboration among the humanitarian actors, for example, donors, governments, NGOs, and local communities. Through cooperation, coordination and partnership, stakeholders will be able to achieve a greater aid delivery to those who need it the most and avoid unnecessary duplication.



- f. endeavours must be made target the development of a rights-based approach to humanitarian actions where affected populations' dignity, autonomy, and agency get the highest priority. This entails being actively engaged by the local community respecting their cultural norms and values, and involving them in the deciding processes.

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