



ΠΡΟΓΡΑΜΜΑ ΜΕΤΑΠΤΥΧΙΑΚΩΝ ΣΠΟΥΔΩΝ  
**ΣΤΡΑΤΗΓΙΚΕΣ ΔΙΑΧΕΙΡΙΣΗΣ ΠΕΡΙΒΑΛΛΟΝΤΟΣ, ΚΑΤΑΣΤΡΟΦΩΝ & ΚΡΙΣΕΩΝ**

POST GRADUATE PROGRAM  
**ENVIRONMENTAL, DISASTER & CRISES MANAGEMENT STRATEGIES**

## Μεταπτυχιακή Διατριβή Ειδίκευσης

Master Thesis

### **Καινοτομία στις ανθρωπιστικές επιχειρήσεις: αμφισβητώντας τις συνήθειες πρακτικές στην ανθρωπιστική βοήθεια**

Innovation in Humanitarian Action; Questioning the traditional practices of Humanitarian Aid

ΣΩΚΡΑΤΗΣ ΒΛΑΧΑΚΗΣ / SOKRATIS VLACHAKIS

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## Abstract

Humanitarian action has been long developed based on the core principles of humanity, neutrality, impartiality and independence. They are central to establishing and maintaining access to affected populations, whether related to natural disasters or complex emergencies. In today's world of hypermobility and mass migration, humanitarian action is part of a global governance, subjected to governmental funding and political willingness. Undoubtedly, the unprecedented development of standards, procedures and capacities have allowed the humanitarian actors to respond more timely and effectively. In addition, there has been a better planning in emergency responses due to the coordination mechanisms, joint assessments, donorships and complementarity of action established. At the same time, the Humanitarian assistance has become less flexible and less able to address the unexpected, mostly because of the institutionalization of the actors, the intense pressure to deliverables defined in grants partnerships and timeframes, and decision making increasingly disconnected from the field; Innovative approaches in humanitarian interventions are usually hampered from short term funding, lack of risk taking and low prioritization during emergencies. This dissertation aims to outline the inefficiencies of traditional practices of humanitarian assistance in various fields, and highlight the outcomes of best practices and pilot projects that were implemented, through an analysis of those interventions.

## Key words

People in need, Humanitarian aid, Innovation, Traditional humanitarian action

## Περίληψη

Η ανθρωπιστική δράση έχει αναπτυχθεί με βάση τις αρχές του ανθρωπισμού, της ουδετερότητας, αμεροληψίας και ανεξαρτησίας, οι οποίες κατέχουν πρωτεύοντα ρόλο στην δημιουργία και διατήρηση πρόσβασης σε πληγέντες πληθυσμούς, που είτε σχετίζονται με φυσικές καταστροφές είτε με πολύπλοκες καταστάσεις έκτακτης ανάγκης. Με τα σημερινά δεδομένα της αυξημένης υπερκινητικότητας και της μαζικής μετανάστευσης, η ανθρωπιστική δράση αποτελεί μέρος μιας παγκόσμιας διακυβέρνησης, η οποία εξαρτάται από κρατικές χρηματοδοτήσεις και την πολιτική βούληση. Αναμφισβήτητα, η άνευ προηγουμένου εξέλιξη των προτύπων, διαδικασιών και δυνατοτήτων επέτρεψε στους ανθρωπιστικούς φορείς να ανταποκρίνονται πιο έγκαιρα και αποτελεσματικά. Επίσης, υπάρχει πλέον καλύτερος προγραμματισμός σε περιπτώσεις έκτακτων αναγκών, κυρίως λόγω των μηχανισμών συντονισμού, των κοινών αξιολογήσεων, των δωρεών και της συμπληρωματικότητας των δράσεων που έχουν τεθεί σε εφαρμογή. Ταυτόχρονα όμως, η ανθρωπιστική βοήθεια έχει γίνει λιγότερο ευέλικτη και λιγότερο ικανή να αντιμετωπίσει απροσδόκητες εξελίξεις, κυρίως λόγω της θεσμοποίησης των φορέων, της έντονης πίεσης για τα παραδοτέα, που καθαρίζονται από τις συμπράξεις και τα χρονοδιαγράμματα των επιχορηγήσεων, τα σημεία λήψης των αποφάσεων που απομακρύνονται ολοένα και περισσότερο από το πεδίο. Οι καινοτόμες προσεγγίσεις στις ανθρωπιστικές παρεμβάσεις παρεμποδίζονται από την βραχυπρόθεσμη χρηματοδότηση, την έλλειψη ανάληψης ρίσκου και την μη προτεραιοποίησή τους κατά τη διάρκεια καταστάσεων έκτακτης ανάγκης. Η παρούσα διατριβή στοχεύει να υπογραμμίσει τις ανεπάρκειες πρακτικών της συμβατικής ανθρωπιστικής βοήθειας σε διαφορετικούς τομείς, και να αναδείξει τα αποτελέσματα των βέλτιστων πρακτικών και πιλοτικών προγραμμάτων που υλοποιούνται, μέσω της ανάλυσης αυτών των παρεμβάσεων.

## Acronyms

CAD	Computer-Aided Design
CSR	Corporate Social Responsibility
CTP	Cash Transfer Programming
DALY	Disability-Adjusted Life Year
DG ECHO	Directorate General for European Civil Protection and Humanitarian Aid Operations
DIY	Do It Yourself
EKKA	Ethniko Kentro Koinonikis Allileggiis (National Centre for Social Solidarity)
EU	European Union
GCM	Global Compact for Migration
GCR	Global Compact for Refugees
ICRC	International Committee of the Red Cross
IOM	International Organization for Migration
IRC	International Rescue Committee
IYCF	Infant and Young Child Feeding
MUAC	Mid-Upper Arm Circumference
NRC	Norwegian Refugee Council
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PTSD	Post-Traumatic Stress Disorder
R&D	Research & Development
SAM	Severe Acute Malnutrition
UAC	UnAccompanied Children
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
WFP	World Food Programme
WHO	World Health Organization

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## I. Introduction

For the past 150 years, the humanitarian response has always had to adapt to changing realities and overcome continuous challenges related to its effectiveness and acceptance. Many of these challenges still persist in today's state of affairs: extensive humanitarian needs surpassing available resources and capacity, politicizing the humanitarian aid and using it as a vehicle for other agendas; poor coordination and proliferation of humanitarian actors; erosion of multilateralism and humanitarian principles; the changing role of media and public opinion.

Record numbers of people displaced for longer periods, either by natural disasters or escalating conflicts, have challenged the humanitarian system and practice that was formed in 21<sup>st</sup> century. More and more complex humanitarian crises arise today, with the conventional tools of humanitarian relief being unable to bring tangible results. Considering blanket solutions that applies to all contexts and populations, as well as planning responses disregarding the particularities of the affected people, questions the efficiency and the effectiveness of the aid provided. Funding is not targeted impartially and according to actual needs; global funding allocations tend to favor responses in geographically or politically strategic countries over neglected or protracted countries<sup>1</sup>. In a competitive humanitarian arena, with multiple stakeholders, traditional aid actors are struggling to maintain their power and control, making limited room for coordination. Further to that, many of these agencies have been used as tools of political pressure, reflecting this politicized humanitarian assistance in the field.

At the same time new technologies, partners, and concepts allow humanitarian actors to understand and address problems quickly and effectively. The idea of humanitarian innovation, which draws upon concepts from the private sector, aid agencies and actors are increasingly exploring the ways to improve the humanitarian space. In the framework of World Humanitarian Summit in 2016, Innovation was included within Core Responsibility #4 – working differently to end need<sup>2</sup>, and led to the establishment of the Global Alliance for Humanitarian Innovation.

Very often, Humanitarians have been using the term “innovation” to refer to the role of technology, products and processes from other sectors, new forms of partnership, and the use of the ideas and coping capacities of crisis-affected people. However, as with many emerging

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<sup>1</sup> McGoldrick, C., Humanitarianism at breaking point? New roles for local and international actors, Blog on Humanitarian Law & Policy, ICRC, published on August 19, 2016 – Accessed on January 8<sup>th</sup>, 2019 <https://blogs.icrc.org/law-and-policy/2016/08/19/humanitarianism-local-international-actors/>

<sup>2</sup> Commitments to Action, World Humanitarian Summit, Istanbul 23-24 May 2016 - accessed on January 10<sup>th</sup>, 2019 [https://www.agendaforhumanity.org/sites/default/files/resources/2017/Jul/WHS\\_Commitment\\_to\\_Action\\_8September2016.pdf](https://www.agendaforhumanity.org/sites/default/files/resources/2017/Jul/WHS_Commitment_to_Action_8September2016.pdf)

ideas, use of the term in the humanitarian system has lacked conceptual clarity, leading to misuse, overuse, and the risk that it may become hollow rhetoric<sup>3</sup>.

A better understanding of the potential and purpose of the innovation cycle and an innovation mindset can bring great benefits to the humanitarian system. The concept of innovation has multiple definitions and elements that can be interpreted. Firstly, it can be applied to nearly any specialized area, from logistics and supply chain to medicine, child development and protection and may include technology, but not being reducible to it. Secondly, innovation should be distinguished from invention: it need not involve the creation of something absolutely novel, but often takes the form of adapting something to a different context. In addition, a solution does not require a particular threshold of change to qualify as innovation; as it may be “game-changing” in having a high degree of technological progress and market impact, or it may be incremental<sup>4</sup>.

In 2017, a small number of complex crises continue to absorb the majority of humanitarian assistance, with 60% of all assistance channeled to 10 countries only, with 14% going to Syria, the largest recipient, and 8% to Yemen, the second-largest. Conflict continues to feature as a main contributor to humanitarian need. A complex dynamic between poverty, environmental vulnerability and fragility continues to affect significant numbers of people. Of the 753 million people living in extreme poverty, 59% were living in countries affected by either fragility, environmental vulnerability or both. While some countries have shown improved capacity to cope with crises, the lack of subnational data masks significant local variations in community resilience<sup>5</sup>. These figures, as well as the fluctuations in the equation of funding availability and needs, imply that the trajectory of humanitarian assistance is unsustainable (probably due to its urgent-temporary nature). Further, humanitarian tools and services are, in many cases, outdated for modern emergencies. Most tools were designed for rural camp settings and short timeframes. However, more than half of all refugees now live in urban areas, with very different coping mechanisms and basic needs. For many, connectivity and access to information are as critical as access to basic livelihoods. In addition, emergencies are rarely short-lived: in the last eight years<sup>6</sup>, six countries have needed humanitarian assistance every year, while UNHCR reported in 2014 that the average period of displacement is 17 years. Despite the dramatic change in the operating environment, the structure of the humanitarian system has remained essentially closed and unchanged. As a result, pressure is building to fundamentally alter the

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<sup>3</sup> Betts, A. and Bloom, L., Humanitarian Innovation: The State of the Art, UN OCHA, OCHA Policies and Studies Series 009, published in November 2014 – accessed on December 23<sup>rd</sup>, 2018  
[https://www.unocha.org/sites/unocha/files/Humanitarian%20Innovation%20The%20State%20of%20the%20Art\\_0.pdf](https://www.unocha.org/sites/unocha/files/Humanitarian%20Innovation%20The%20State%20of%20the%20Art_0.pdf)

<sup>4</sup> Betts, A. and Bloom, L., Humanitarian Innovation: The State of the Art, UN OCHA, OCHA Policies and Studies Series 009, published in November 2014 – accessed on December 13<sup>th</sup>, 2018  
[https://www.unocha.org/sites/unocha/files/Humanitarian%20Innovation%20The%20State%20of%20the%20Art\\_0.pdf](https://www.unocha.org/sites/unocha/files/Humanitarian%20Innovation%20The%20State%20of%20the%20Art_0.pdf)

<sup>5</sup> Global Humanitarian Assistance Report 2018, Development Initiatives, accessed on January 10<sup>th</sup>, 2019  
<http://devinit.org/wp-content/uploads/2018/06/GHA-Report-2018.pdf>

<sup>6</sup> As of June 2018



way business is done, and many humanitarian actors and donors are looking to innovation as a vehicle for introducing these changes.

Over the last years, the business community has sparked high hopes for supporting aid actors in their work. The private sector was initially seen simply as an alternative source of funding, but since about 2010 the private sector has been acknowledged as playing other roles, most notably in product and process innovation. It has also been increasingly recognized as operating at various scales, from multinational corporations to national companies to small businesses created by refugees and internally displaced persons.

There is a variety of motives and modes of engagement of the private sector, such as philanthropic contributions from foundations or individuals, and CSR initiatives that connect humanitarianism to brand or to existing R&D. Some ventures are motivated by the potential of creating large impact solutions, that could change the economic status quo of impoverished areas. While many humanitarian actors are drawn to the funding and know-how that the private sector offers, some remain hesitant about whether a profit motive compromises the ability to uphold humanitarian principles and to operate in the most resource-scarce conditions. This is something that should be further studied and assessed in order to have concrete results.

The traditional humanitarian actors have been slow to establish partnerships that leverage the assets that each has to offer. From public authorities and institutions, to UN Agencies and Civil Society Organizations, partnership is important not just for coordination within the system, but also as a mean to draw in ideas, good practices, and resources from private technology developers, military - R&D agencies, universities and affected people themselves.

Humanitarian aid actors are fostering innovation through different platforms and mechanisms. The key players in delivering aid and their correlation with innovation are displayed in the table below:

Overview of aid agencies' understanding, and formal implementation of innovation as indicated in their policies and publications<sup>7</sup>

Agency	Definition or use of term "innovation"	Team	Lab	Partners	Fund	Pilots
WFP	Key element in ambition to end hunger	✓	✓	✓	✓	✓
UNHCR	More efficient, effective and creative solutions to challenges facing refugees	✓	✓	✓	✗	✓
UNICEF	Technologies and practices that improve children's lives around the world	✓	✓	✓	✓	✓

<sup>7</sup> Mapping Innovation in Humanitarian Action, Global Public Policy Institute (GPPi), Inspire Consortium, accessed on January 13<sup>th</sup>, 2019 <https://europa.eu/capacity4dev/file/29617/download?token=FW9RrOcm>

ICRC	Path toward improving humanitarian action	✓	✗	✓	✗	✓
IOM	Community-based mechanisms that improve the lives of migrants	✗	✗	✓	✓	✓
NRC	Simple, creative solutions that combine local knowledge and new technologies	✗	✗	✓	✗	✓
Save the Children	A means to create change that improves the lives of children	✗	✗	✓	✓	✓
OXFAM	Long-term solutions that start with the problem, not the tool	✗	✓	✓	✗	✓
IRC	Einstein-inspired innovation now embedded within strategic plan	✓	✗	✓	✗	✗
OCHA	Essential steps toward remaining relevant as humanitarians	✓	✗	✓	✓	✗

## II. Methodology & Limitations

The methodology of this assignment is based on a combination of research reports, periodic articles, programme documents, evaluations, policy and guidelines among others. The aim of this dissertation is to summarize knowledge and practice that is broadly repeated through the referenced documentation and to underscore some good practices, in order to emphasize on the efforts made towards a more innovative and efficient humanitarian assistance.

The primary limitation of this paper is that cites data and resources that have been recently published, with no sufficient time for the wider public (professional or academic) potentially to review or correct any information and input. Specifically, for the innovative projects, which have been implemented within a timeframe of 1-8 years, it should be noted that their actual impact has not been fully assessed; a longer process is required to be able and take into consideration all the factors and elements that contribute to the impact on populations.

In some cases, and locations, regulatory issues may limit the ability of these projects to carry out their activities or maintaining and operating specialized equipment and tools may be difficult to access in developing areas.

Regarding the analysis on the effects of large-scale accommodation for refugees and migrants on their mental health, it is not clear in the primary data and studies if the levels of psychological distress emerged during their stay at the Camp or were developed at some stages prior to their Camp settlement.

### III. Questioning Traditional Humanitarian Aid

#### a. Compartmentalizing aid for Refugees & Migrants

Each State sets its own policies and criteria for the refugee status each one can grant, and this status is crucial for maintaining focus on a specific legal category of people; for the individuals or groups in fear of persecution. Yet realities on the ground have shown that refugees may have multiple identities or even deploy various coping strategies<sup>8</sup>. In the meantime, the same experiences or reasons may have a migrant who does not fit the strict criteria. When both refugees and migrant, however, are on the move, distinctions may matter less when rescuing people at sea for example, but still remain critical when seeking to identify people in need of relocation, resettlement or return. As a result, legal categories are crucial for granting protection but at programmatic level, the legal labels make less sense.

That said humanitarian assistance should function in the gray areas of overlapping legal and social identities, which require it to be more flexible and not relying on policy driven strategies. A more integrated approach would correspond more effectively to the complex issue, but the following barriers have been identified:

Firstly, the large division of people working for refugees and on migration, has established a schism in the aid sector itself<sup>9</sup>. Despite the fact that refugees and migrants often move and stay together, delivering targeted aid to the said groups is unfortunate and unjust, harvesting at the same time a good perception of the refugee versus a more negative image of the migrant. Having witnessed the migratory flows of the recent years, it is vivid that these groups cannot be dealt with separately. Hence, the separate agencies dealing with refugees from the one hand – the United Nations High Commissioner for Refugees, and the migrants from the other - International Organization for Migration, is not giving space to one entity being able to coordinate between them. In addition, it should be noted that refugee issues belong more in the humanitarian field, while migration has been linked to developmental aid.

Secondly, each Agency and Humanitarian actor has its mandate and its responsibilities which seem to be outstripped in specific cases. For example, in the Rohingya crisis, Bangladesh

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<sup>8</sup> Hovil, L., Phillips, M. (Dr.), It's time to stop Compartmentalizing Refugees and Migrants, Refugees Deeply, March 21, 2018 – accessed on November 29<sup>th</sup>, 2018  
<https://www.newsdeeply.com/refugees/community/2018/03/21/its-time-to-stop-compartmentalizing-refugees-and-migrants>

<sup>9</sup> Hovil, L., Phillips, M. (Dr.), It's time to stop Compartmentalizing Refugees and Migrants, Refugees Deeply, March 21, 2018 – accessed on November 29<sup>th</sup>, 2018  
<https://www.newsdeeply.com/refugees/community/2018/03/21/its-time-to-stop-compartmentalizing-refugees-and-migrants>

government selected IOM to lead the response<sup>10</sup>, because of its persistence that Rohingya were 'undocumented migrants' and not refugees. Both UN Agencies have been under pressure in many instances and emergencies, from governments, donors and partners.

Thirdly, the operational and policy divide is also reflected to the Global Compacts and Agreements. On 19 September 2016, United Nations Member States unanimously adopted the New York Declaration for Refugees and Migrants<sup>11</sup>, which expresses *the political will of world leaders to save lives, protect rights and share responsibility on a global scale*. The resolution came at a time when large numbers of people were seeking to reach Europe, primarily through Greece and Italy, either because they fled war and adversities or they were looking for a better professional/economic opportunity.

The Declaration set the ground for another two Agreements which followed a divergent path; on 13 July 2018, UN Member States finalized the text for the Global Compact for Safe, Orderly and Regular Migration and on 11 December 2018, a Global Compact for Migration was adopted as the first intergovernmentally negotiated agreement, prepared under the auspices of the United Nations, to cover all dimensions of international migration in a holistic and comprehensive manner<sup>12</sup>. The second document for which responsible Agency was UNHCR, was the Global Compact on Refugees<sup>13</sup>, however participants and stakeholders were less proactive in its development and finalization.

The fact of creating two separate documents, and thus discussions and courses, fails to address some of the challenges and the needs of modern migration. It is apparent that nowadays the migration has a wide and mixed range of characteristics; despite the different statuses, needs and opportunities, mobility of people is much frequent and flexible, than the legal and technical terms allows them to be. Bypassing these core elements of modern migration, and failing to address the consequent issues, either of the two Compacts will not be able to handle global migration effectively.

These developments have led to the categorization of people on the move but are not comprehensively protected by either Agreement as a whole.

In particular, **people who flee conflict, generalized violence or human rights violations** and are generally considered as being in need of international protection, and not following the

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<sup>10</sup> Parker, B., Bangladesh resists greater UNHCR role in Rohingya crisis, Irin news, 23 October 2017 – accessed on November 30<sup>th</sup>, 2018 <https://www.irinnews.org/news/2017/10/23/bangladesh-resists-greater-unhcr-role-rohingya-crisis>

<sup>11</sup> New York Declaration, United Nations General Assembly, accessed on December 08<sup>th</sup>, 2018 <https://refugeesmigrants.un.org/declaration>

<sup>12</sup> Global Compact for Migration, United Nations General Assembly, accessed on December 08<sup>th</sup>, 2018 <https://refugeesmigrants.un.org/migration-compact>

<sup>13</sup> Global Compact for Refugees, United Nations General Assembly, accessed on December 08<sup>th</sup>, 2018 <https://refugeesmigrants.un.org/refugees-compact>

stricter criteria or the refugee definition of the 1951 Refugee Convention<sup>14</sup>. The Global Compact on Refugees seems to make a narrow and legalistic reference to the international and regional treaties, presenting at a great extend an operational but also a legal risk for those fleeing persecution. Secondly, **the victims of natural disasters, environmental degradation and climate change**, even though were initially included in the drafts of the GCR, were later excluded given the current circumstances and ambiance. The GCM incorporated this component as a separate paragraph under Objective 2<sup>15</sup>, however it lacks in defining the status of these people affected, their rights, needs and specific actions taken to address them. As a third category, **migrants in vulnerable situations without a regular status** are identified; people who do not qualify as refugees but also the non-refoulement principle<sup>16</sup> applies. Due to the Signatory States' lack of willingness to embody this large group of people under their clear responsibility, both Agreements create a gap in the protection of this people, pushing more on securing rights for the so called 'regular' migrants<sup>17</sup>.

The current migratory phenomenon is much more complex in reality than the two dominating stereotypes that migration can be either voluntary or forced, either necessity or choice. Therefore, breaking down further the conglomeration of today's migrants, as the two separate Agreements do, can only widen the compartmentalization of refugees and migrants. Instead the discussion should focus on the human mobility and the perspectives of formalizing this through global agreements and compacts.

## b. Branding aid in Fragile states

Following the September 11 and the 2008 financial crisis, governments, international donors and aid agencies intensified their efforts in branding of aid, aiming at improving their image abroad and receiving the credits for delivering assistance; donors' logos are branded from food supplies, and core relief items to public infrastructure and community centers. The continuously shrinking aid budget, however, is accompanied with a steadily increasing focus on branding and visibility; its benefits and productivity are still questioned. Evidence shows that this correlation may have systemic impacts at societal and political level.

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<sup>14</sup> The 1951 Refugee Convention, United Nations High Commissioner for Refugees, accessed on December 11<sup>th</sup>, 2018 <https://www.unhcr.org/1951-refugee-convention.html>

<sup>15</sup> Global Compact for Safe, Orderly and Regular Migration, Global Compact for Migration, accessed on December 11<sup>th</sup>, 2018 [https://refugeesmigrants.un.org/sites/default/files/180713\\_agreed\\_outcome\\_global\\_compact\\_for\\_migration.pdf](https://refugeesmigrants.un.org/sites/default/files/180713_agreed_outcome_global_compact_for_migration.pdf)

<sup>16</sup> Principle of non-return to a country in which they would be in likely danger of persecution based on 'race, religion, nationality, membership of a particular social group or political opinion' TREVISANUT, S. (2014). The Principle of Non-Refoulement And the De-Territorialization of Border Control at Sea. *Leiden Journal of International Law*, 27(3), 661-675. <https://doi.org/10.1017/S0922156514000259>

<sup>17</sup> Jaquemet, S., Opinion: The Global Compacts should not fail refugees and migrants, Geneva 3 July 2018 – accessed on December 11<sup>th</sup>, 2018 <https://www.icmc.net/newsroom/news-and-statements/how-to-prevent-the-global-compacts-from-failing-refugees-and-migrants>

The core element of every functioning society is the social contract, between the state and its people. The people pay taxes, observe the rule of law and cede certain areas of their lives to the state, while the state in the contrary provides certain public services – security, healthcare, education, infrastructure, law enforcement etc. The functionality and the legitimacy of this system are balanced from the range of acceptance by the state's people. In cases of low-income countries, where the urbanization is more dominant, the state's presence (through services and institutions) is only apparent in the urban settings, while the further one moves from the city centers, the less public services are available to the people.

This gap is even more broadened in natural disasters and post-conflict events, where warring factions use such opportunities to challenge state's power and seek more control of a territory, and at the same time the demanding reconstruction comes with the restoration of the administrative integrity of the state and preservation of its legitimacy. In this complex situation, third-party partners (donors, funds, agencies) provide assistance and brand their interventions. It is undoubtedly expected that these partners are seeking to receive credits for delivering aid, but it has significant negative consequences on the fragile social-contract and the national security interests; as local governments need also trust to maintain their legitimacy with their people<sup>18</sup>. The branded aid could be restricted to specific interventions which are not of vital necessity of the people, while infrastructure projects, social services and public goods should be provided by exclusively by the government.

The reason of existence of visibility practice is also to ensure that justifiable demands for transparency and domestic mutual accountability are met. In order to maintain the public support for aid funds, and to justify and legitimize work efforts to the partner country, a high volume of branding is required. In parallel, visibility helps sustaining peer pressure to prevent that agents act with own interests and pursuits. Recipient governments should take advantage of this momentum and highlight their key messages (power, coordination) to the world and also to the domestic audience.

In humanitarian crises, donor countries are seeking to improve their reputation and increase domestic support, but they also need to ensure that there is sufficient support from the local community and there is no political blowback underway. Technical support to the public authorities, development of surveys and reports measuring local governance could be some examples of interventions that could be branded, which benefits both sides; it results to increased favorability of the donor country while it also lends credibility to the outcomes of the surveys and reports.

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<sup>18</sup> Moor, W. G., The Case Against Branding Development Aid in Fragile States, Center for Global Development, June 5, 2018 - accessed on November 25<sup>th</sup>, 2018 <https://www.cgdev.org/blog/case-against-branding-development-aid-fragile-states>

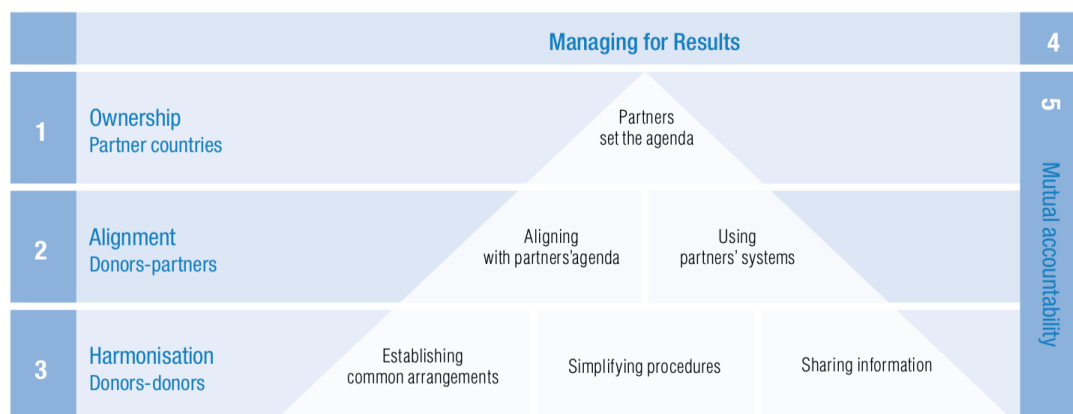
Donor Countries can further develop a new mechanism for branding their aid, a) if they present their interventions as joint efforts with the host country leading to the specific outcomes and impacts, b) if they set strong communication strategies outlining the impact of joint actions on beneficiaries, which increased the effectiveness and the value for money of the aid.

In view of this, during the Second High Level Forum on Aid Effectiveness (2005), where it was recognized that aid could and should be producing better impacts, “*attention was also paid to improving and developing communications on aid effectiveness for long-term development success and broad-based public support*”. The fruit of this summit, which was called Paris Declaration, is a practical, action-oriented roadmap to improve the quality of aid and its impact on development. It is formulated around five central pillars: Ownership, Alignment, Harmonization, Managing for Results and Mutual Accountability<sup>19</sup>. In 2008 at the Third High Level Forum on Aid Effectiveness an even greater number and wider diversity of stakeholders endorsed the Accra Agenda for Action (AAA). The AAA both reaffirms commitment to the Paris Declaration and calls for greater partnership between different parties working on aid and development.

That said, and even though branding of aid was not namely incorporated in the key messages of the Aid Effectiveness Declaration, the core principles and commitments of the latter agreements are shaping the wider framework of communication on funding and donor ship.

#### The Paris Pyramid<sup>20</sup>

##### Five shared principles with actions to make aid more effective



In other terms, visibility is associated with a number of risks which challenges the aid effectiveness agenda:

<sup>19</sup> OECD, Paris Declaration and Accra Agenda for Action, accessed on December 20<sup>th</sup>, 2018 <http://www.oecd.org/dac/effectiveness/parisdeclarationandaccraagendaforaction.htm>

<sup>20</sup> Vollmer, F., Increasing the Visibility and Effectiveness of Development Cooperation; How to reconcile two competing objectives?, German Development Institute, Bonn 2012 – accessed on December 20<sup>th</sup>, 2018 [http://edoc.vifapol.de/opus/volltexte/2013/4405/pdf/Studies\\_67.pdf](http://edoc.vifapol.de/opus/volltexte/2013/4405/pdf/Studies_67.pdf)

1. It constitutes a manipulative tool, which is used politically to foster perceptions and opinions with tailored information that alters true merit
2. The desire for visibility overtakes reasonable arguments for delivering sustainable development outcomes and results, which can be interpreted through targeted visibility of 'attractive' or successful projects and procedures, emphasizing in 'quick gains', components of interventions which can usually be non-sustainable or non-substantial<sup>21</sup>.

### c. Sheltering refugees in large accommodation camps

It was the Syria Refugee crisis that sparked the debate on whether it is beneficial and sustainable to host refugees and migrants in large refugee camps. According to the 2017 Global Results of UNHCR<sup>22</sup>, 31% of Refugees were living in camps; camps are defined as any purpose built, planned and managed locations where refugees are accommodated and receive assistance from government and humanitarian agencies, but also any informal, self-settled camps, transit sites, collective centers and reception centers. From Kutupalong to Dadaab and Zaatari Camp, we are still reminded that camps may never be disbanded and are set up as an urgent and easy solution to big influxes.

World's largest Refugee Camps in 2018 (July)<sup>23</sup>

Name	Population	Location
Kutupalong Camp	886,778	Cox's Bazaar, Bangladesh
Bidi Bidi	285,000	Uganda
Dadaab Complex	235,269	Kenya
Kakuma	184,550	Kenya
Nyagurusu	139,630	Kigoma, Tanzania
Jabalia	119,486	Gaza Strip, Palestine
Zaatari	80,140	Jordan
Yida	70,331	South Sudan
Katumba	66,416	Tanzania
Pugnido	63,262	Ethiopia
Panian	62,264	Pakistan

<sup>21</sup> Vollmer, F., Increasing the Visibility and Effectiveness of Development Cooperation; How to reconcile two competing objectives?, German Development Institute, Bonn 2012 – accessed on December 20<sup>th</sup>, 2018 [http://edoc.vifapol.de/opus/volltexte/2013/4405/pdf/Studies\\_67.pdf](http://edoc.vifapol.de/opus/volltexte/2013/4405/pdf/Studies_67.pdf)

<sup>22</sup> UNHCR Diagnostic Tool for Alternatives to Camps, 2017 Global Results – accessed on January 7<sup>th</sup>, 2019 <https://www.unhcr.org/59b2a6f07>

<sup>23</sup> Secondary Source: Raptim, World's Largest Refugee Camps in 2018 – accessed on January 7<sup>th</sup>, 2019 <https://www.raptim.org/largest-refugee-camps-in-2018/> (primary source enclosed in the hyperlinked article)



A study<sup>24</sup> conducted in Alzatory Camp – in Jordan, showed that Syrian Refugees accommodated in the camp suffered from numerous psychological distresses, while at the same time a high proportion of the beneficiaries reported the presence of acute illnesses – introduced during their stay at the Camp, and the deterioration of chronic medical conditions. In parallel, it is evident that post-conflict refugee populations relocated to large camps of low-income countries in Africa, may develop a high prevalence of PTSD and depression, illnesses which may persist years after the causative events<sup>25</sup>. Mental illnesses severely cripple the abilities of sufferers across a range of domains, reducing their capacity to reconstruct their lives and contributing to poor physical health. Consequently, late identification and treatment of mental illnesses carry an enormous, hidden social and economic cost that may hinder the recovery of the affected populations.

In parallel, the EU structure allows much flexibility in its member states, regarding policies and directives around reception and accommodation of third country nationals. The European Commission in the Migration-Integration field<sup>26</sup>, states that *“housing for refugee poses specific challenges due to the conditions of their arrival, their often-preliminary stay in reception centers or accommodation, prolonged insecurity until final recognition as beneficiaries of international protection, and their limited resources and networks. First-line reception policies, which are increasingly common in response to large numbers of arrivals, must be able to manage fluctuating numbers over time and avoid homelessness for people often arriving from distressing or traumatizing events. Depending on national asylum policies, second-line reception may either provide individual housing solutions or still rely on reception centers. In second-line reception, refugee housing must find solutions for people who are to gain a first foothold in the country, while considering their specific integration needs in dispersal and responsibility-sharing concerns.”*

In a comparative analysis of three case studies<sup>27</sup>, it is outlined that large-scale accommodation has become the dominant response to forced migration and the arrival of refugees in Europe. Several EU member states have introduced the obligatory form of housing refugees and migrants with uncertain residence status for the first months-up to 5 years- after their arrival. In the first case of Athens Capital Region, Attiki, a new role was introduced following the EU-Turkey Statement and the closing of the Balkan route, shifting from a short-term transit spot to a longer-term destination. This transition challenged at a great extend the state’s and city’s capacities to

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<sup>24</sup> Basheti, IA., Qunaibi, EA. And Malas, R., Psychological Impact of Life as Refugees: A pilot Study on a Syrian Camp in Jordan, Revised version: 29 June 2015 – accessed on December 27<sup>th</sup>, 2018 <http://www.bioline.org.br/pdf?pr15222>

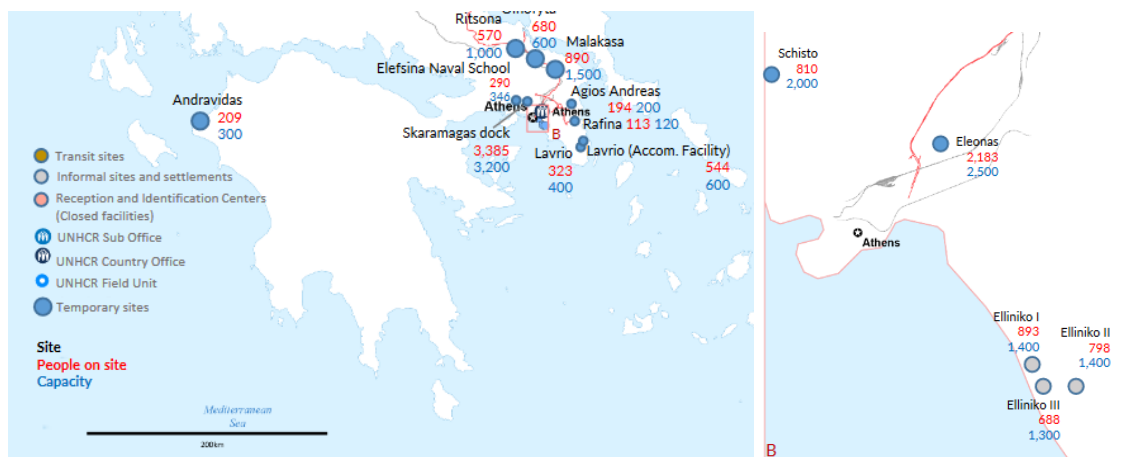
<sup>25</sup> Onyut, L., et. al., “Trauma, poverty and mental health among Somali and Rwandese refugees living in an African refugee settlement- an epidemiological study.”, published: 26 May 2009 – accessed on December 27<sup>th</sup>, 2018 <https://doi.org/10.1186/1752-1505-3-6>

<sup>26</sup> European Web site on Integration, Immigrant housing in Europe: Overview, published 5 September 2016 – accessed on January 5<sup>th</sup>, 2019 <https://ec.europa.eu/migrant-integration/intdossier/ewsi-analysis-immigrant-housing-in-europe>

<sup>27</sup> Kreichauf, R., “From forced migration to forced arrival: the campization of refugee accommodation in European cities, published online 28 March 2018 – accessed on January 11<sup>th</sup>, 2019 [10.1186/s40878-017-0069-8](https://doi.org/10.1186/s40878-017-0069-8)

respond to the increased needs of reception, service provision and housing. As a result, large-scale state accommodation has been developed within the metropolitan area of Athens, and other smaller urban centers in the proximity.

Presence at Sites, 03 November 2016<sup>28</sup>



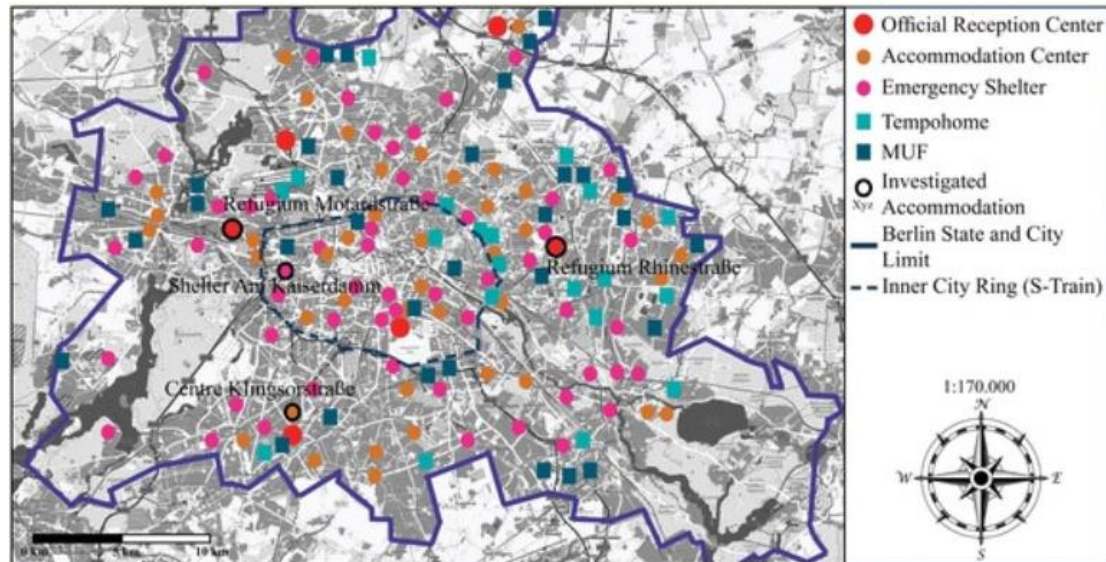
These sites were built up in old Olympic Sports facilities at Athens former airport (Elliniko), old industrial area (Eleonas), military camps (Schisto), naval dock (Skaramagkas) and old naval school (Elefsina) with the main sheltering options being tents - at the first stage, and later on containers including heating, water and supply facilities. The humanitarian services provided by the state were limited, and therefore International Organizations, NGOs, volunteers and grassroots organization stepped in to fill the gaps in humanitarian support, and ensure that the basic accommodation standards are met.

The post 2015 migrant influx also changed the landscape in Berlin's housing for third country nationals. In 2009, around 80% of Berlin's asylum seekers and refugees lived in private apartments, while the city only had six accommodation centers. From 2016, around 60% of the city's asylum seekers were living in large accommodation centers, while the number of the latter were increased to 100. Three forms define the system according to their functions: 6 official reception centers, 45 accommodation centers, and 66 emergency shelters - being the most common accommodation arrangement. Large halls and hangars – places not usually defined as housing – are divided into different segments by walls and tent structures and house up to 2500 people, which by all means do not meet Berlin's minimum reception standards. The objective to develop mobile container or temporary homes ("Tempohomes") and modular accommodation ("MUF") since 2015, further manifests the city's strategy of housing refugees in mass accommodation. Tempohomes are containers used for 3 years as an immediate reaction to the increase of arrivals. The 20 container villages consist of eight residential container complexes, one administrative building, one central supply building, and a gatehouse. The MUF

<sup>28</sup> UNHCR Data Dashboard, published November 3<sup>rd</sup>, 2016 – accessed on December 5<sup>th</sup>, 2018 <https://data2.unhcr.org/en/documents/download/52083>

has better conditions than the usual accommodation centers, but is also equipped and structured with fences, security guards, surveillance, and shared rooms. The five stories and prefabricated buildings house up to 500 refugees.

Schematic map of accommodation forms and their distribution in Berlin in 2016<sup>29</sup>



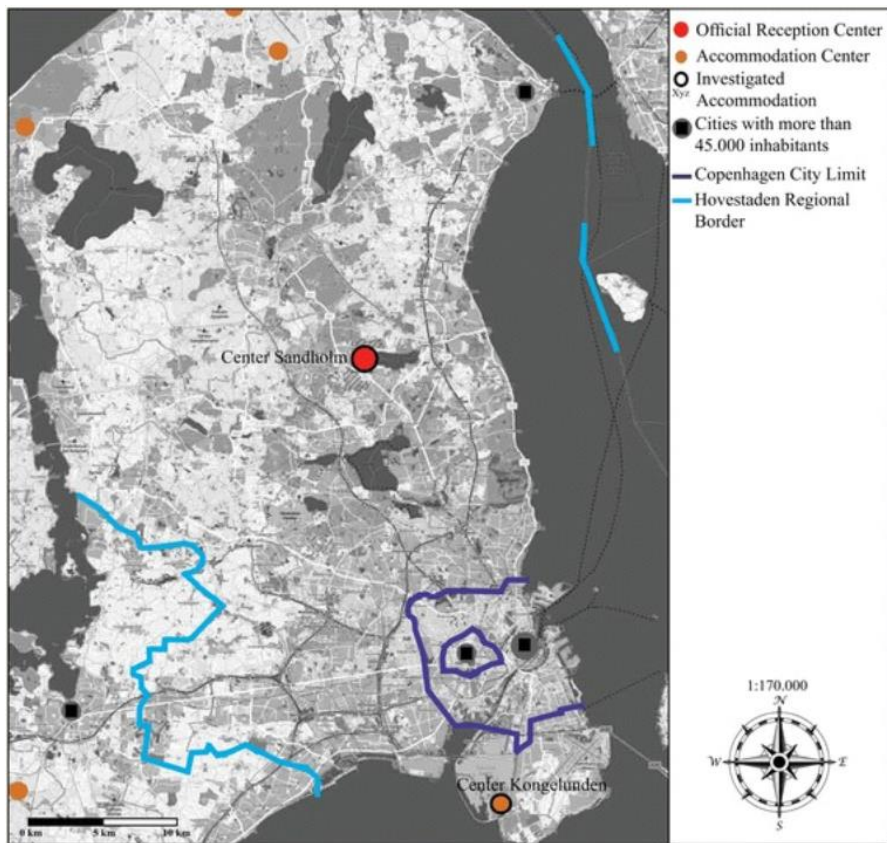
On a separate note, Hovestaden region covers the greater Copenhagen area in the northeast of Zealand and it has a long tradition of accommodating asylum seekers. There are no large accommodation centers in the urban areas with more than 45,000 inhabitants, and they are usually located in former military bases and hospitals, at least 10 but often up to 50 km away from large urban settlements.

The distribution of centers is linked to Denmark's objective to segregate asylum seekers in remote areas outside of urban settlements and to disperse accepted refugees to municipalities with a low immigrant population. The instruments for this policy are quota systems of the Immigration Service that regulate the allocation of accepted refugees to regions (*Regionskvoter*) and municipalities within the regions (*Kommunekvoter*). The number of residents in a municipality relative to Denmark's total population, the number of immigrants in a municipality, and the number of reunified families in municipalities are used to calculate the quota. Large cities with relatively high proportions of migrant populations are termed "0-municipalities." No refugee can move or be distributed to these cities, because "there are already too many immigrants in larger cities and that prevents integration". This quota also affects the distribution of asylum centers to less populated areas with low proportions of immigrants. Since accepted refugees do not have access to larger cities, it would not be feasible to open centers in 0-municipalities. As a result, there is no asylum center in or in the neighboring municipalities of

<sup>29</sup> Kreichauf, R., "From forced migration to forced arrival: the campization of refugee accommodation in European cities, published online 28 March 2018 – accessed on January 11<sup>th</sup>, 2019 [10.1186/s40878-017-0069-8](https://doi.org/10.1186/s40878-017-0069-8)

Copenhagen, because they are all 0-municipalities. Neither asylum seekers nor acknowledged refugees have the legal opportunity to live in Copenhagen and its suburbs.

Schematic map of accommodation forms and their distribution in Hovestaden in 2016<sup>30</sup>



The paradigms of Athens, Berlin and Copenhagen showcase that shelter for non-residents in European cities is characterized by large-camp sites with common elements; architecturally, the camp symbolizes a consolidated and secluded space far away from urban settlements, the land is organized in box-like configuration marked by fences/walls, and it is evident the tendency of centrality with the basic infrastructures/common spaces being either in the entrance or the center of the camp. In terms of functionality, camps in most cases gather reception and registration procedure services, accommodation, detention and low-threshold service provision. With regard to socio-spatial characteristics, encampments illustrate the social differentiation and segregation of its residents, territorializing each population group, as for example in the case of asylum seekers, refugees, migrants, detainees and detainees pending deportation. The act of placing people in need in large-camps is a material expression of the stabilization of a state of emergency and temporality. This fact also reinforces the objective of seeing refugee

<sup>30</sup> Kreichauf, R., "From forced migration to forced arrival: the campization of refugee accommodation in European cities, published online 28 March 2018 – accessed on January 11<sup>th</sup>, 2019 [10.1186/s40878-017-0069-8](https://doi.org/10.1186/s40878-017-0069-8)



migration as temporary phenomenon. A camp becomes permanent solution in order to regulate migrants, but living in a spatially confined way can only be temporarily.

The establishment of large accommodation sites at rural or sub-urban locations, requires the reallocation of plenty of resources and staff, of State agencies, local authorities and aid providers, in order to address the newly sheltered population's basic needs. As a result, residents of these camps are forced to move long distances daily in order to access services; these can range from formal education structures to secondary or tertiary health centers, shops, offices or financial institutions. The sustainability and the longer-term vision of the aid agencies' teams operating at site are also questioned, given that they are deployed for short-term assignments and they only intend to cover their residents needs upon arrival.

In addition, a large-scale arrival and prolonged presence of refugees in camps have negative impacts on the environment, including but not limited to deforestation; de-vegetation; erosion; the destruction, degradation and pollution of water sources and catchment areas; illegal poaching and fishing; and overgrazing<sup>31</sup>. There are cases where locals are required to surrender arable land for the construction of refugee camps or settlement areas; forests may be stripped as refugees need poles for houses and latrines, firewood, medicine, thatching and fodder, and fuelwood<sup>32</sup>. Likewise, road networks available at these locations are not constructed with the specifications needed to endure heavy trucks that transport food and other relief. Refugees are also often allocated in already environmentally-hostile arid locations with minimal vegetation and variable access to sufficient water, particularly for livestock and growing vegetables<sup>33</sup>. Thus, they may be forced to use what they can and thereby contribute to the further depletion of natural resources. Protracted refugee situations, in particular, can exacerbate environmental concerns, including food security and sanitation. The remoteness of the locations hides also other risks, such as sexual and gender-based violence that women may face when they are forced to walk long distances to retrieve firewood<sup>34</sup> or carry out other chores.

After a certain period of time, refugees appear to be some sort of 'urban dwellers in the making' and camps to be a preliminary step towards urbanization. For former blue-collar workers especially, the cosmopolitan make-up of the camps and the change to a sedentary lifestyle play a major role in this regard. Cultural, social, political and economic dynamics are all involved in such a development.

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<sup>31</sup> Rutinwa, Bonaventure and Khoti Kamanga, 2003. "Impact of Refugees in Northwestern Tanzania." Executive Summary, Study by Center for Study of Forced Migration, University of Dar es Salaam, August 2003, accessed on December 13<sup>th</sup>, 2018

<https://repositories.lib.utexas.edu/bitstream/handle/2152/4679/3765.pdf?sequence=1>

<sup>32</sup> Deardorff, Miller, S., Assessing the Impacts of Hosting Refugees, World Refugee Council Research Paper No.4, August 2018, accessed on January 12<sup>th</sup>, 2019

<https://www.cigionline.org/sites/default/files/documents/WRC%20Research%20Paper%20no.4.pdf>

<sup>33</sup> Martin, Susan F., Howard, Douglas A., Smith Lahra, Nili Sarit Yossinger, Lara Kinne and Mark Giordano, Environmental Resource Management in Refugee Camps and Surrounding Areas: Lessons Learned and Best Practices. Environmental Impact of Refugee Camps: Resource Usage and Management Project, Final Report, August 11<sup>th</sup>, 2017, Washington, DC: Georgetown University Walsh School of Foreign Service, accessed on January 11<sup>th</sup>, 2019

<https://georgetown.app.box.com/s/lh8poindaangbo49q73ekmxkaj4ne7cb>

<sup>34</sup> Shepherd, G., The impact of Refugees on the Environment and Appropriate responses, Forestry Programme, September 1995, accessed on January 9<sup>th</sup>, 2019 <https://odihpn.org/magazine/the-impact-of-refugees-on-the-environment-and-appropriate-responses/>

## IV. Innovative approach in Humanitarian assistance; Case studies

### a. Mother monitor and promote the health their children

Severe Acute Malnutrition (SAM), as defined by WHO and UNICEF, can be diagnosed by three independent criteria: the presence of bilateral pitting edema, a weight-for-height z Score (WHZ) of less than  $-3$ <sup>35</sup>, or a Mid-Upper Arm Circumference of less than 115mm. In parallel, Moderate Acute Malnutrition is defined the following parameter shall apply; a WHZ of less than  $-2$  and greater than  $-3$ , or a MUAC of less than 125mm and greater than 115mm.

The weight-for-height measurement has been used for many years for the diagnosis of SAM. However, in more community-standard contexts, with no direct access to health services, MUAC has been the best predictor of mortality because it provides frequent feedback and results, while the MUAC measurement tape is cheap and simple; it allows non-technical staff, and more precisely mothers, to test their children on a regular basis and refer to specialized treatment in a timely manner.

As highlighted by the research of Blackwell et al<sup>36</sup>, Mothers having received minimal training are able to measure MUAC in order to classify the nutritional state of their children. The study was performed between September 2011 and April 2012, the community meeting places in 2 villages in Mirriah, a rural district in the Zinder region of southern Niger. The first village (Magama) had a sampling population of 54 mothers with one of their children while the second village (Berkokia) had 49 mothers with one of their children. This study was conducted by Alliance of International Medical Action (ALIMA) and its local NGO partner Bien Etre de la Femme et de l'Enfant (BEFEN). UNICEF color-coded and numbered MUAC tapes, calibrated in 1mm gradations were used for all the phases of the study. The planned method had involved going door to door, performing a 5-minute training session, however a wider session in each village took place instead. The color-coded classification proved to be more effective in the identification of the malnutrition.

Until recently, trained health workers were using the midpoint of the upper left arm in order to use the MUAC tapes, this project showed that mothers given minimal training can perform and interpret MUAC on young children in a village setting. Furthermore, it suggested that the choice of the arm and the exact location of the tape on the upper arm are not important for screening. This resulted to the range of mass coverage and early intervention for Severe Acute Malnutrition in vulnerable communities.

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<sup>35</sup> WHO Child Growth Standards, World Health Organization 2006, accessed on November 26<sup>th</sup>, 2018 [https://www.who.int/childgrowth/standards/Technical\\_report.pdf?ua=1](https://www.who.int/childgrowth/standards/Technical_report.pdf?ua=1)

<sup>36</sup> Blackwell, N., Myatt, M., Allafort-Duverger, T., Balogoun, A., Ibrahim, A., Briend, A., Mothers Understand and Can do it (MUAC): a comparison of mother and community health workers determining mid-upper arm circumference in 103 children aged from 6 months to 5 years, (2015) 73:26, accessed on December 5<sup>th</sup>, 2018 <https://doi.org/10.1186/s13690-015-0074-z>

The study of Sadler et al<sup>37</sup>, which took place in Bangladesh, led to important findings for a country with one of the highest percentages of stunting prevalence<sup>38</sup>. The community-case management of SAM showcased that it is feasible and could be an effective and cost-effective tool to ensure timely and high-quality treatment, while community health workers using MUAC achieved 90% coverage. The innovation in this project was the use of a network of community health workers that delivered an integrated approach of preventive and treatment interventions at the community level that included the promotion of IYCF and early identification, assessment and treatment of children suffering from SAM. The cost effectiveness component was also analyzed in this study. The cost of this community case management intervention was 165\$ per child treated and 26\$ per DALY (Disability-adjusted life year) averted. This classifies the action as “highly cost-effective” and according to WHO, this intervention is defined as such if it averts one DALY for less than the per capita GDP of a country.

The easy-to-understand tool, the MUAC tape, manages to maintain accuracy and precision of the results and the only classification errors occurred were at the boundaries between normal/MAM and MAM/SAM. A broader study<sup>39</sup> at a health zone level showed that after training more than 13,000 mothers and caretaker, family members performed as well as or even better in some cases than community health workers with regards to both MUAC and checking for edema. That said, through community case management, SAM was detected at earlier stages which lead to fewer hospitalizations among children screened by their mothers or caretakers. In addition, delegating this task to mothers than relying on CHWs, the screening cost is substantially decreased to 1.04\$ versus 3.00\$.

ALIMA, aims to expand the Mother-MUAC intervention to more countries and humanitarian contexts. In view of this, the NGO launched the guidelines<sup>40</sup> for the proper use of the MUAC colored tape and classifications, lessons learned, and a set of tools developed to plan and deliver training sessions for mothers and caretakers.

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<sup>37</sup> Sadler, K. Puett, C. Mothabbir, G. & Myatt, M. Community Case Management of Severe Acute Malnutrition in Southern Bangladesh. Feinstein International Center, Tufts University, 2011 – accessed on December 4<sup>th</sup>, 2018 <http://fic.tufts.edu/assets/Community-Case-Mgt.pdf>

<sup>38</sup> From Promise to Impact; Ending Malnutrition by 2030, 2016 – accessed on December 4<sup>th</sup>, 2018 <https://data.unicef.org/wp-content/uploads/2016/06/130565-1.pdf>

<sup>39</sup> Alé F; Phelan K; Issa H; Defourny I; Le Duc G; Harci G; Issaley K; Sayadi S; Ousmane N; Yahaya I; Myatt M; Briend A; Allafort-Duverger T; Shepherd S; Blackwell N. Mothers screening for malnutrition by mid-upper arm circumference is non-inferior to community health workers: results from a large-scale pragmatic trial in rural Niger – accessed on December 3<sup>rd</sup>, 2018 <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5011948/>

<sup>40</sup> Mother-MUAC, Teaching Mothers to Screen for Malnutrition, ALIMA 2016 – accessed on December 3<sup>rd</sup>, 2018 <https://www.alima-ngo.org/uploads/b5cb311474e9a36f414a69bd64d39596.pdf>

MUAC tape<sup>41</sup>



## b. Cash Based Interventions

Cash Based Interventions (CBIs), which consist mainly of prepaid cash cards and vouchers, are proved to be a flexible mechanism for delivery of assistance that enables Beneficiaries to meet their needs with autonomy and dignity. This modality of aid can be more discreet than in-kind assistance, giving the opportunity of greater choice, addressing people's needs in a more personalized way, and reducing at the same time risks of theft and extortion. In places where markets are functioning, CBIs benefit the local markets and the host communities as well by increasing the economic activities.

The DG ECHO defines the Cash Transfers as “*The provision of money to individuals or households, either as emergency relief intended to meet their basic needs for food and non-food items, or services, or to buy assets essential for the recovery of their livelihoods*”<sup>42</sup>, while it also use the following classification: a) conditional cash transfer, when the beneficiaries shall fulfil a specific obligation or activity in order to receive the transfer (i.e. Cash for Work, Cash for Food and Cash for Training), b) unconditional cash transfers, when beneficiaries are not expected to do anything in order to benefit from the grant, c) vouchers, when beneficiaries are given access to pre-defined commodities or services (those tokens or coupons can be

<sup>41</sup> Mother-MUAC, Teaching Mothers to Screen for Malnutrition, ALIMA 2016 – accessed on December 3<sup>rd</sup>, 2018 <https://www.alima-ngo.org/uploads/b5cb311474e9a36f414a69bd64d39596.pdf>

<sup>42</sup> The use of Cash and Vouchers in Humanitarian Crises, DG ECHO funding guidelines, March 2013 – accessed on December 10<sup>th</sup>, 2018 [http://ec.europa.eu/echo/files/policies/sectoral/ECHO\\_Cash\\_Vouchers\\_Guidelines.pdf](http://ec.europa.eu/echo/files/policies/sectoral/ECHO_Cash_Vouchers_Guidelines.pdf)



exchanged in designated markets and fairs and may be dominated either in cash, commodity or service value).

The key element of the cash-based approach is choice, that is being transferred from the implementing entity to the beneficiaries, and enables them to set their own priorities and satisfy their needs; on the other hand, this flexible and fungible mechanism for delivering assistance eases the control of the agencies over how resources are used.

The Norad Report<sup>43</sup> set five conditions which enable the roll out of a cash-based intervention. The first one is that the commodities for basic and recovery **needs are available locally**, meaning that the gap between demand and availability of goods can be bridged. Secondly, a **private market exists and is functioning** at an adequate level to provide the goods needed, while is able to respond to an increase in demand created by a cash infusion, without affecting inflation or other negative distortions. Third, **beneficiaries have been consulted** on their options in accessing assistance and **have been duly informed** on the use of the modality. Forth, **security situation is permissible enough** for the safe delivery cash and movements of goods. Fifth, **basic financial infrastructure exists** to accommodate this inflow; with options from bank accounts and mobile phones, to prepaid cards and delivery in envelopes.

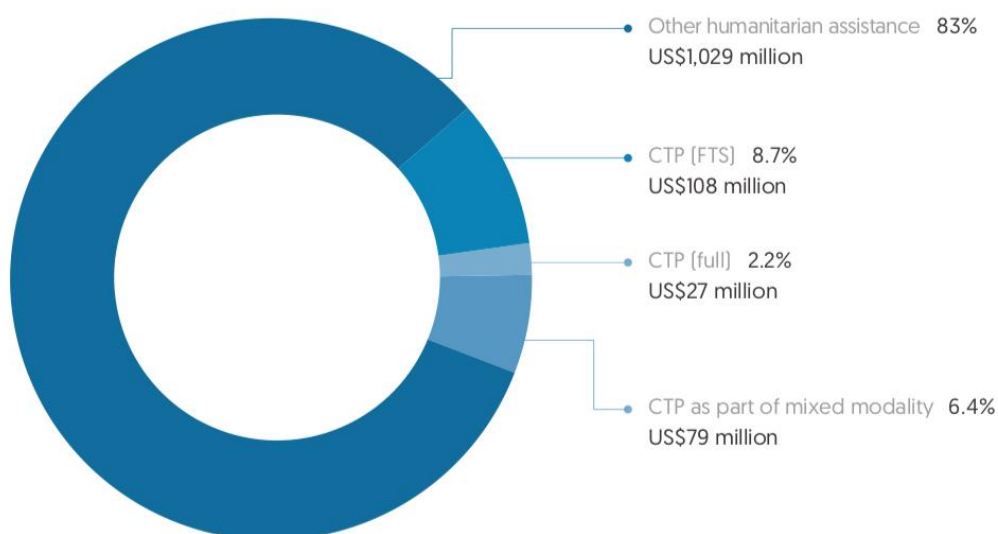
Cash Transfer Modality has been used by many National Governments, such as China (following earthquakes), USA (Hurricanes Rita and Katrina), Sri Lanka (post tsunami) and many donors of humanitarian and developmental Aid.

UN Organizations such as WFP and UNHCR have scaled up significantly their interventions through CTP, with WFP observing an increase of 30% between 2015 and 2016, and UNHCR more than doubling its activities the same timeframe. Both organizations have invested consistently and heavily in structured capacity building, either through establishment of technical Cash Experts, training to partners and beneficiaries, and mainstreaming of CTP expertise within sectoral and operational teams.

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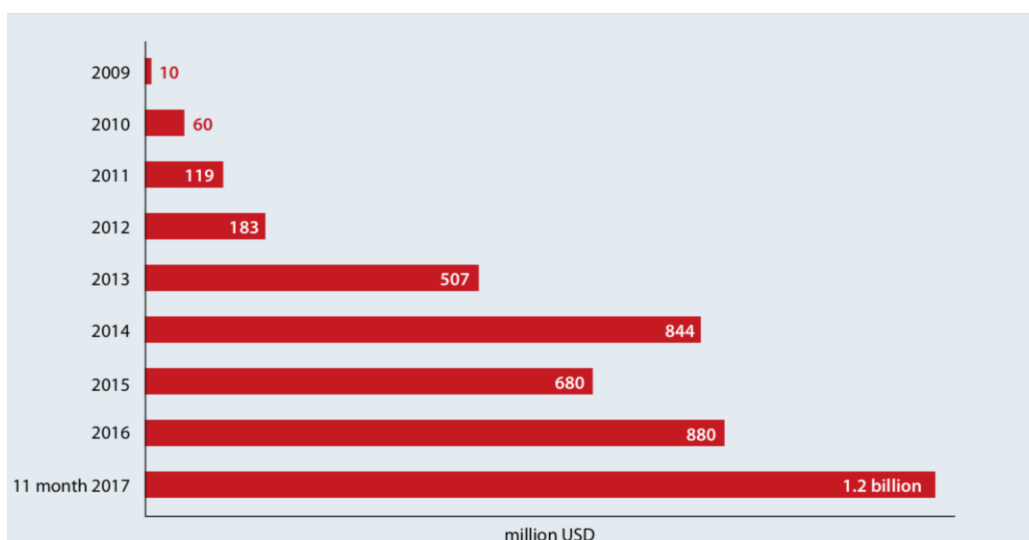
<sup>43</sup> We accept Cash: Mapping Study on the use of Cash Transfers in Humanitarian, Recovery and Transitional Response, Norwegian Agency for Development Cooperation, May 2011 – accessed on January 9<sup>th</sup>, 2019  
[https://themimu.info/sites/themimu.info/files/documents/Report\\_Cash\\_Transfers\\_in\\_Humanitarian\\_Recovery\\_Transitional\\_Response\\_Norad.pdf](https://themimu.info/sites/themimu.info/files/documents/Report_Cash_Transfers_in_Humanitarian_Recovery_Transitional_Response_Norad.pdf)

Cash Transfer Programming in Somalia for 2017<sup>44</sup>



As stipulated in UNHCR's policy on Cash Based Interventions<sup>45</sup>, the Agency's vision is that refugees and other people of concern can meet their needs in dignity, are protected and can transition to solution through the expand use of innovative, efficient and effective cash-based interventions. UNHCR has made specific commitments to scale up the use of CBIs and to have doubled by 2020 the amount of funds programmed for its cash-based interventions.

WFP - Increased Global scale of CTP Interventions<sup>46</sup>



<sup>44</sup> UN OCHA Database for Financial Tracking, accessed on December 15<sup>th</sup>, 2018

<https://data.humdata.org/visualization/somalia-cash-programing-v3/>

<sup>45</sup>Policy on Cash-Based Interventions, UNHCR/HCP/2016/3, 13 October 2016 – accessed on December 15<sup>th</sup>, 2018 <https://cms.emergency.unhcr.org/documents/11982/159474/UNHCR%2C+Policy+on+Cash-Based+Interventions/89b1c28c-fb3e-43c1-bd3d-84dd964b566a>

<sup>46</sup> The Cash Learning Partnership, The State of the World's Cash Report: Cash Transfer Programming in Humanitarian Aid, February 2018 – accessed on December 15<sup>th</sup>, 2018 <http://www.cashlearning.org/downloads/calp-sowc-report-web.pdf>

Cash Transfers can be an efficient strategy for providing humanitarian assistance. Unconditional CTP have a lower cost per beneficiary than vouchers, which in turn, have a lower cost per beneficiary than in-kind food distribution. At the same time, CTP can also benefit the local economy. In a systematic review of the Cash Based approaches<sup>47</sup>, five studies assessed the effects of cash-based approaches, four of which assessed effects on household level food security outcomes. Unconditional cash transfers and vouchers may improve household food security among conflict-affected populations and maintain household food security within the context of food insecurity crises and drought. Studies found that unconditional cash transfers led to greater improvements in dietary diversity and quality than food transfers. Food transfers were found to be more successful in increasing per capita caloric intake than unconditional cash transfers and vouchers. Few studies measure changes in household economic indicators, other sectoral outcomes and cross-cutting outcomes. Unconditional cash transfers may be more effective than vouchers in increasing household savings, and equally effective in increasing household assets. Mobile transfers may be a more successful asset protection mechanism than physical cash transfers.

At the same time, another ten studies assessed the efficiency of cash-based approaches. Cash transfers and vouchers may be more cost-efficient than in-kind food distribution. Studies found that unconditional cash transfer programmes have a lower cost per beneficiary than comparison interventions (either vouchers, in-kind food distribution or both); and vouchers have a lower cost per beneficiary than in-kind food distribution. In-kind food distribution has substantially higher administrative costs per dollar value provided to a beneficiary than unconditional cash transfers.

Cash-based approaches may have positive economic multiplier effects. Voucher programmes generated up to \$1.50 of indirect market benefits for each \$1 equivalent provided to beneficiaries and unconditional cash transfer programmes generated more than \$2 of indirect market benefits for each \$1 provided to beneficiaries<sup>48</sup>.

Cash Transfer Programming could also act as a catalyst for further innovation. A core element of CTP has been the extended use of technological advances, such as the rapid expansion of mobile money, biometrics and digital identities, and the utilization of blockchain technology. However, new technology has not been used extensively, with primary reasons being fragmented demand from humanitarian agencies, uncertain timeframe of implementation, and a proliferation of solutions which address only specific needs.

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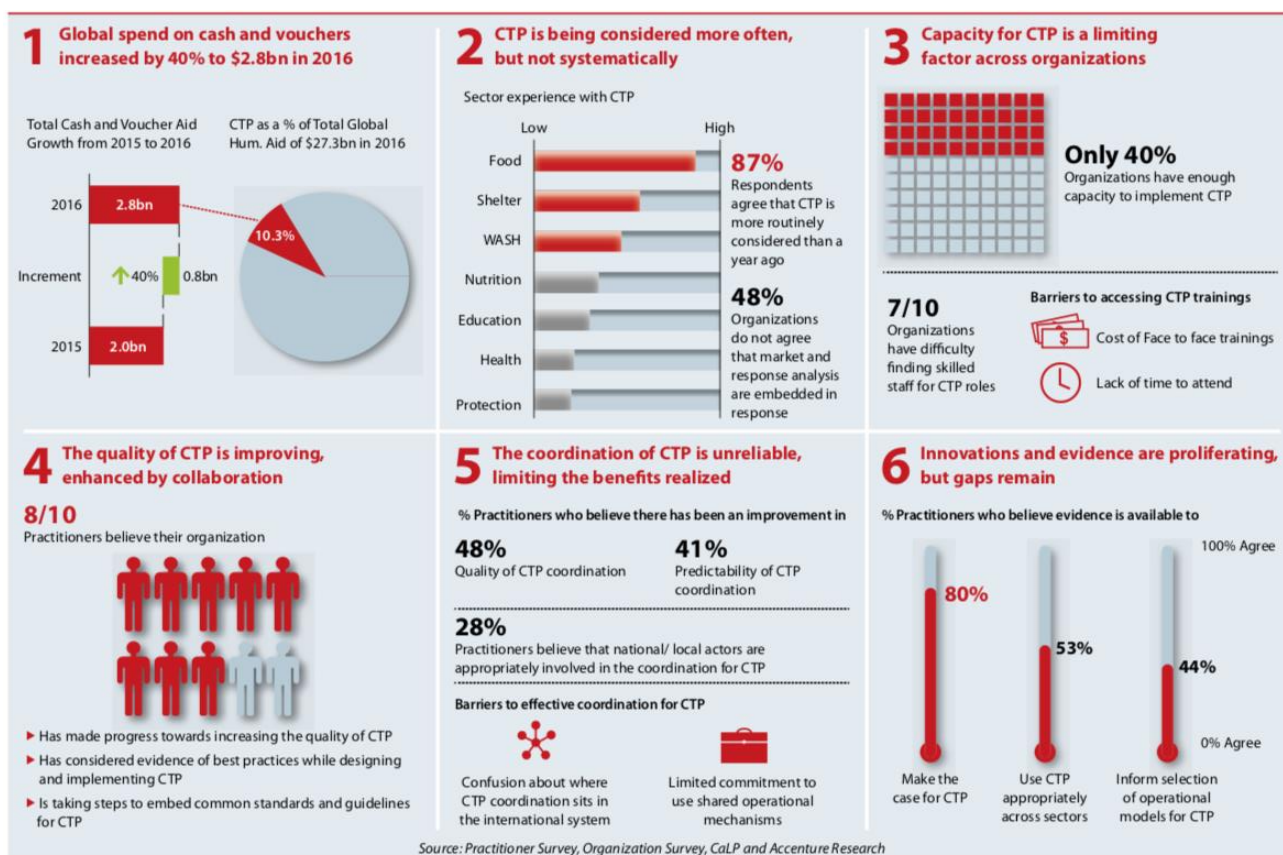
<sup>47</sup> Doocy, S. and Tappis, H., Cash Based approaches in humanitarian emergencies: a systematic review, December 2017 – accessed on December 14<sup>th</sup>, 2018

<https://campbellcollaboration.org/library/effectiveness-cash-based-approaches-in-emergencies.html>

<sup>48</sup> Doocy, S. and Tappis, H., Cash Based approaches in humanitarian emergencies: a systematic review, December 2017 – accessed on December 14<sup>th</sup>, 2018

<https://campbellcollaboration.org/library/effectiveness-cash-based-approaches-in-emergencies.html>

Key findings of CTP<sup>49</sup>



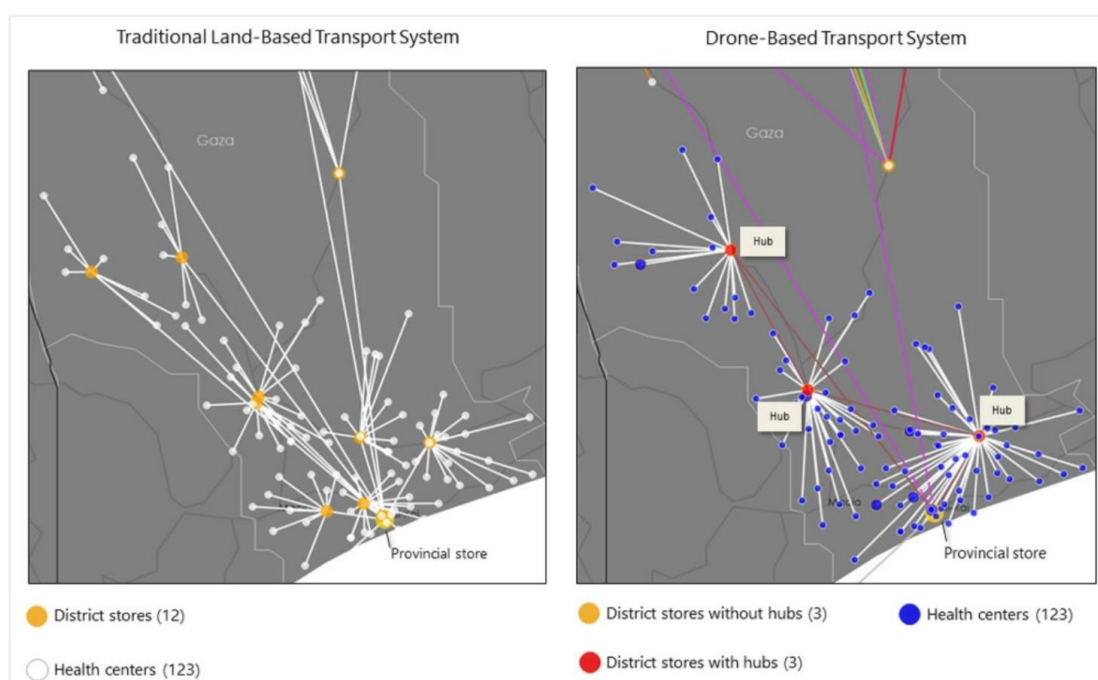
c. Vaccine delivery through drones

Immunization programmes in low- and middle- income countries are facing many challenges, as after entering the country, vaccine vials are being distributed by road through two to four storage locations before they finally arrive at clinics where health workers administer doses to patients. The cold chain is required from the production until the final delivery of the vaccine, and it is estimated that the non-vaccine costs of routine immunizations are expected to rise by 80% between 2010 and 2020, with more than one-third of costs attributable to supply chain logistics. The inefficiencies of this cycle can mean that many vaccines don't even reach the people who need them. Nevertheless, unmanned drones, used primarily for surveillance purposes, have proliferated in recent years because they can replace vehicles, reduce labor costs and reach even remote locations.

<sup>49</sup> The Cash Learning Partnership, The State of the World's Cash Report: Cash Transfer Programming in Humanitarian Aid, February 2018 – accessed on December 15th, 2018 <http://www.cashlearning.org/downloads/calp-sowc-report-web.pdf>

As reported in Vaccine Journal<sup>50</sup>, it was found that using drones to deliver vaccines to the immunization locations, could slightly improve vaccine availability, potentially immunizing 96 percent of the target population as compared to 94 percent using land-based transport. In addition, this shift would produce significant savings: 8 cents for every dose administered (roughly a 20 percent savings). To save money, the drones would need to carry at least 4 liters of vaccines, and the researchers say that the drones could carry at least 1.5 liters. If there were no flight delays for scheduled drone deliveries and the drones carried 1.5 liters, the researchers noted, each flight could cost up to \$8.93, and annual infrastructure and overhead costs could cost up to \$60,000 and still produce savings. As a comparison, the researchers studied the traditional land-based immunization system in Mozambique, which has achieved 94 percent vaccine coverage, but many other countries usually cover fewer than 60 percent of the population using land-based approaches.

HERMES visualizations of the traditional multi-tiered land transport system (TMLTS) for distributing vaccines in Gaza province compared to the unmanned aerial system (UAS) modeled in Gaza<sup>51</sup>



In an effort to ensure that vital supplies are delivered at health facilities and are consistently available, UNICEF partnered with Vanuatu Government in an innovative venture<sup>52</sup> to trial drones

<sup>50</sup> Haidari, L.A., Brown, S.T., Ferguson, M., Bancroft, E., Spiker, M., Wilcox, A., Ambikapathi, R., Sampath, V., Connor, D.L. and Lee, B.Y., "The Economic and Operational Value of Using Drones to Transport Vaccines," Vaccine (June 2016) – accessed on December 19<sup>th</sup>, 2018 <https://www.sciencedirect.com/science/article/pii/S0264410X16304352>

<sup>51</sup> Haidari, L.A., Brown, S.T., Ferguson, M., Bancroft, E., Spiker, M., Wilcox, A., Ambikapathi, R., Sampath, V., Connor, D.L. and Lee, B.Y., "The Economic and Operational Value of Using Drones to Transport Vaccines," Vaccine (June 2016) – accessed on December 19<sup>th</sup>, 2018 <https://www.sciencedirect.com/science/article/pii/S0264410X16304352>

<sup>52</sup> Drones take to the Vanuatu sky to test 'last mile' vaccine delivery to children, UNICEF 06 December 2018 – accessed on December 17<sup>th</sup>, 2018 <https://www.unicef.org/eap/press-releases/drones-take-vanuatu-sky-test-last-mile-vaccine-delivery-children>



for delivering a reliable supply of vaccine to children living in remote communities. The geography of Vanuatu archipelago, the logistics and the high costs of secure access to health service providers consist a challenge for the local people. Only one third of the 83 islands have airfields and road network, and the topography of some villages does not enable the host community to have adequate health services. The project has been funded by the innovationXchange, Australian Government's Department of Foreign Affairs and Trade fund. It has awarded commercial contracts to two drone companies, Australia's Swoop Aero and Germany's Wingcopter, to kick off trials designed to test the viability of using unmanned aircraft to deliver vaccines to otherwise inaccessible areas.

The initial drone trials started on 5<sup>th</sup> & 7<sup>th</sup> of December 2018 from North Efafe island to Siviri football field, and in January 2019, the Vanuatu Government will consider the approval of the use of drones for delivery of vaccines to health facilities in more locations and islands.

Registered nurse, Miriam Nampil, 55 years, receives the first vaccine delivery from Swoop Aero drone in Cook's Bay, on 18 December 2018. Narai Harry, 32 years, registered nurse from nearby Ipota village assists Miriam (UNICEF/UN0265456/Chute)

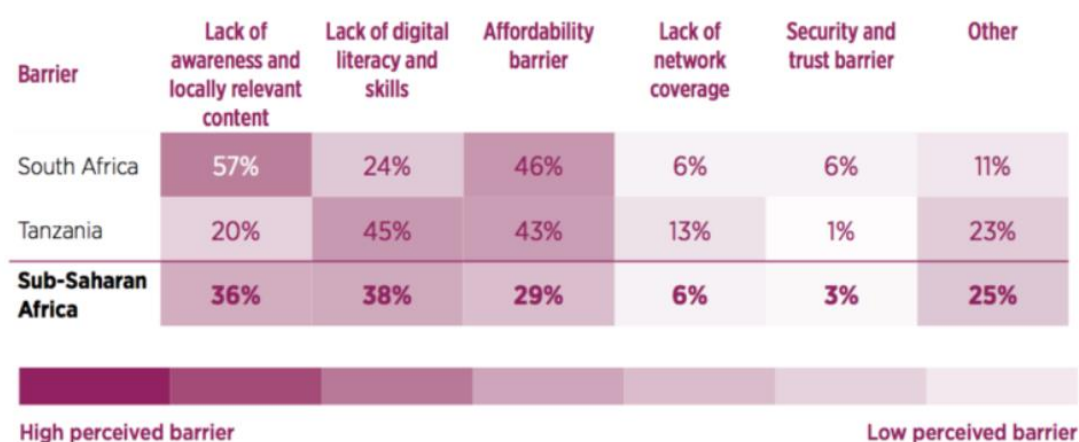


#### d. Child Development mobile application

Child development is one of the most important areas, humanitarian actors are tasked to work on, during emergencies. One of the most promising ways to promote healthy child development for the youngest children, is the use of responsive caregiving and sensitivity to infant behavioral cues, even in underdeveloped communities. Enhanced caregiving skills help the caregivers meet the health, safety, nutritional, protective and emotional needs of children, while it also reinforces child's cognitive, social and affective skills through interactions with adults.

In resources-poor communities it is observed<sup>53</sup> that limited interpersonal communication skills amongst parents and health workers have led to limited communication of early learning and care for Child Development intervention information to families. Internet of Good Things was brought in as a solution in order to improve early childhood development and dissemination of related information, capacity building and support the work of professionals and communities. With this tool parents are able to access important information and apply them during their daily interaction with young children; connecting the most marginalized communities to essential information completely for free. As noticed from the table below, the affordability barrier is the second most reported barrier to getting online in South Africa.

Consumer Barriers to mobile internet adoption in Africa<sup>54</sup>



Note: Represents the share of respondents that identified factor as a barrier to mobile internet adoption. Respondents could chose more than one answer  
Source: GSMA Intelligence Consumer Survey 2015

Hence, early learning messages and care practices embedded on the Internet of Good Things are accessible for free across all of South Africa through Cell-C mobile network, meaning that accessing the tool will not charge or deduct credit from users' phones. UNICEF Regional Office for Eastern and Southern Africe deployed digital media campaigns and offline activities. As a result, between October 2016 and July 2017, close to 400,000 people accessed early learning material on Internet of Good Things in South Africa alone. The initial feedback received from users was that 97% of them believe that tips provided are very or somewhat practical, and 89% that they will do all or most of the activities with their own children. Taken this into account,

<sup>53</sup> Internet of Good Things helps build the foundation for early learning in Eastern & Southern Africa, Guillaume Michels for unicef stories, 13 October 2017 – accessed on December 17<sup>th</sup>, 2018 <http://unicefstories.org/2017/10/13/internet-of-good-things-helps-build-the-foundation-for-early-learning-in-eastern-and-southern-africa/>

<sup>54</sup> Internet of Good Things helps build the foundation for early learning in Eastern & Southern Africa, Guillaume Michels for unicef stories, 13 October 2017 – accessed on December 17<sup>th</sup>, 2018 <http://unicefstories.org/2017/10/13/internet-of-good-things-helps-build-the-foundation-for-early-learning-in-eastern-and-southern-africa/>

UNICEF has decided to scale and widen the availability of early learning material to another 62 countries, and in 13 languages, counting almost 1 Million users on a monthly basis<sup>55</sup>.

Through the platform, children, adolescents, parents, health trainers and caregivers can gain access to localized, updated, quality content on health and sanitation, education, finances and youth engagement and empowerment.

Screenshot of Mobile Application - Example of Zika virus<sup>56</sup>



## How can I protect myself?

Find out how to protect yourself from the Zika virus

Simple measures can lower the risk of getting bitten by a mosquito carrying the Zika virus. These include using insect repellent and covering as much of the body as possible with long, light-coloured clothing.

### No mosquitoes, no Zika!

Eliminating places where mosquitoes can breed and putting screens on windows and doors can also help keep your surroundings safe.

Eliminate mosquito breeding sites:

- Keep clean water in covered storage tanks
- Clean out garbage and waste
- Report leaky pipes to authorities
- Get rid of stagnant or standing water

In times of emergency, a key focus of aid agencies is on community engagement and accountability to affected people and communities — including through communication for development, and platforms for adolescent and youth participation like the Internet of Good Things. UNICEF country offices around the world have worked in this regard to provide information around conflicts, natural disasters, and epidemics:

In at least nine States and Regions of Myanmar, landmines and Explosive Remnant of War (ERW) are left behind from armed conflict or placed intentionally, continuing to cause harm to

<sup>55</sup> Internet of Good Things, Aiming to bridge the digital divide and build knowledge in societies, UNICEF – accessed on December 18<sup>th</sup>, 2018 <https://www.unicef.org/innovation/loGT>

<sup>56</sup> Internet of Good Things website, accessed on January 14<sup>th</sup>, 2019 <https://www.internetofgoodthings.org/>



vulnerable populations, especially children and women. In 2017, at least eight children lost their lives and more than 38 were severely injured from landmines and ERW<sup>57</sup>. Over the past two years, there has been a new victim of landmines, on average, every three days. One out of every three victims is a child. Internet of Good Things has supported the Myanmar country office to raise awareness around this issue. As part of their communication strategy, UNICEF Myanmar's communication team created a site (in Burmese and English) called "Mine action"<sup>58</sup>, designed to bring awareness about the danger of landmines and other ERW. The site includes a list of states and townships where landmines can be found and provide quality information, listing myths and false information about landmines. Since June 2016 – the Myanmar IoGT site has been accessed by 1.7 million users.

In another example, UNICEF is working in close collaboration with the Government of Angola to support the sector response to drought, floods, and diseases (Cholera and mosquito-transmitted diseases such as Yellow Fever, Malaria, Dengue, and Zika). Between October 2016 and March 2017, UNICEF Angola ran a Facebook ad campaign to promote good health practices by driving people to their Internet of Good Things website focusing on Yellow fever and Cholera. UNICEF Angola was able to have their ads reach more than 1.3 million people and point them to IoGT content showing relevant Health and Emergency information and tips on how to help contain the epidemics<sup>59</sup>.

#### e. Hyperlocal Manufacturing & 3D Printing in Humanitarian Response (Field Ready initiative)

Humanitarian supply chain and logistics have a standard flow in which they are segregated in the following phases: planning & needs identification, procurement, shipping, storage & warehousing, distribution and maintenance & disposal. The main aim of logistics is to minimize cost and travel time, and maximize satisfaction of demand points and availability. In cases of huge and unpredictable spikes in demand, often in remote locations, humanitarian supply chains face the usual challenges of stock shortages, irregular quantities and orders, spoilage, damages and in more complex emergencies restrictions on the movement of goods imposed by the various factions are noticed. Frequently, local capacities in a response are not fully

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<sup>57</sup> Michels, G., Providing Life Saving Information during Emergencies with Internet of Good Things (IoGT), Global Innovation Center Initiatives, UNICEF stories published on April 10, 2018 – accessed on December 16<sup>th</sup>, 2018 <http://unicefstories.org/2018/04/10/iogtemergencies/>

<sup>58</sup> To access the site in Burmese please click on the link – accessed on December 16<sup>th</sup>, 2018 <https://mm.goodinternet.org/meta/persona/?next=/sections/emergency-information/>

<sup>59</sup> Michels, G., Providing Life Saving Information during Emergencies with Internet of Good Things (IoGT), Global Innovation Center Initiatives, UNICEF stories published on April 10, 2018 – accessed on December 16<sup>th</sup>, 2018 <http://unicefstories.org/2018/04/10/iogtemergencies/>  
Mobile surveys were used on IoGT Angola to get feedback from users. 93% of users reported learning new information and 63% reported taking action after having read IoGT Emergency information. 43% reported sharing the information with someone in their family or community.

acknowledged, but on the other hand local procurement does not allow for fully customizable and targeted aid.

Nowadays, the benefits of digital technology are increasingly coming to the physical world, and even though many of these advances are at early stage, they are developing exponentially, helped by factors such as the dominance of technology and computing in our lives and the decreased costs.

One of these advances is the additive manufacturing, also known as 3D Printing. This includes a range of technologies and processes that intend to build an object without a predetermined mould. When a plastic filament is heated and extruded to build an object, this consists the most basic form of 3D printing named as 'fused deposition modelling'<sup>60</sup>. Because of their relative simplicity in manufacturing and portability, the flexibility and adaptability due to the manufacturer's proximity to the users, small components and systems may offer the best uses in humanitarian settings. By transporting raw filament and materials, requires limited packaging and less space than finished goods making it more efficient as process. Then 3D printing will take care of the on-spot customization, which meets the unique needs of affected population. One major pioneer in this field, is the US-based NGO Field Ready, which is dedicated to bringing manufacturing to the point of use in humanitarian response.

Practical items that can be produced at or near where they are most needed<sup>61</sup>

3D Printing Items by Sector (FieldReady.org)	
Sector/ Cluster	Printed Items
 <b>WASH</b>	Pipe/hose connectors, spigots, washing points, soap holders and dispensers, latrine hinge-covers
 <b>Health</b>	Medical disposables (e.g. IV bag hooks, oxygen splitters, umbilical cord clamps), combs, medical waste containers, prosthetic limbs, 3D models for planning and patient education
 <b>Camp Management</b>	Durable signs, clipboards and items to secure rope for crowd control
 <b>Shelter</b>	Tent stakes, enclosures, tools and rope clamps
 <b>Food/Nutrition</b>	Measuring cups, specialty utensils and eating ware
 <b>Protection</b>	Pill dispensers, eye-glass repair, family images/figurines, toys, rudimentary locks, whistles, door jams
 <b>Education</b>	Learning tools and models, musical instruments
 <b>Logistics</b>	Spare parts (plastic and rubber), office organizers, tablet stands, keyboard key replacements
 <b>Telecommunications</b>	Connectors, wire wraps, zip ties, equipment holders and organizers
 <b>Early Recovery</b>	Plastic voucher cards, items for home-based employment, agriculture, and sustainable livelihoods

<sup>60</sup> Shrinking the Supply Chain: Hyperlocal Manufacturing and 3D printing in Humanitarian Response, Occasional Policy Paper, UN OCHA Policy and Studies series, July 2015 - accessed on December 20<sup>th</sup>, 2018 <https://www.unocha.org/sites/unocha/files/Shrinking%20the%20Supply%20Chain.pdf>

<sup>61</sup> Shrinking the Supply Chain: Hyperlocal Manufacturing and 3D printing in Humanitarian Response, Occasional Policy Paper, UN OCHA Policy and Studies series, July 2015 - accessed on December 20<sup>th</sup>, 2018 <https://www.unocha.org/sites/unocha/files/Shrinking%20the%20Supply%20Chain.pdf>

Field Ready approach is to place and sustain specialists in a number of technical areas in humanitarian crises and areas that lack stability. Working closely with other humanitarian actors and employing the latest in design technology, they have the following capacities; CAD design and scanning, Rapid tooling and CNC, injection molding, repair of goods, materials and accessories, Training and capacity building, dozens of items that can be made in the field including locally identified solutions, work in all 'program sectors', global reach in both disasters and development. Organizations' vision is guided by a radical transformation in the way that needs are met in disasters<sup>62</sup>; Relief, recovery and reconstruction are done 'faster, cheaper and better', reliance on fragile and costly supply chains is reduced – and the benefits of localization are increased – because of the supplies that can be made locally, aid will be delivered more efficiently and effectively because will always have the supplies they need to do their work, resilience and preparedness is increased because they have access to means of production tools and the capabilities to realize their own recovery with them.

On a three-month trial in Port-au-Prince, Haiti, Field Ready managed to launch a project assisting TB patients, newly born babies and aid workers, by providing mosquito-net closures, tool holders and hooks, as well as trainings<sup>63</sup>. The immediate results were reduction in the risk of neo-natal umbilical sepsis and the likelihood of mosquito-borne diseases, enabling health facilities to consider alternative means of providing prosthetic hands for amputee patients, and finally more efficient (and safer) health worker work spaces and patient areas. Using a range of software and different 3D printers, Field Ready tested a range of medical disposables and other items, including 165 prototype prints, 21 failed prints and 110 items distributed for use<sup>64</sup>.

Refugee Open Ware (ROW) is a network of social entrepreneurs operating through a decentralized governance structure, whose mission is to catalyze investment in humanitarian technology, innovation and entrepreneurship, with and for conflict-affected communities<sup>65</sup>. This joint venture run a 3D-printed prosthetics pilot programme in Jordan, assisting Syrian refugees, Jordanians, Yemenis and other amputees from the Middle East. ROW developed an open-source 3D-printed prosthetic hand, co-created with a 6-year-old Yemeni refugee who was severely burned and lost a hand in a household fire. The hand was 3D-printed in carbon fiber-reinforced co-polyester material for under 75\$ on a 1,700\$ Ultimaker 3D printer. In another case, Asem - a paramedic working in Syria who learned the practice in three weeks, 3D printed a piece of his prosthetic foot, without which he wouldn't be able to walk – reduced cost by over 95% for this initiative.

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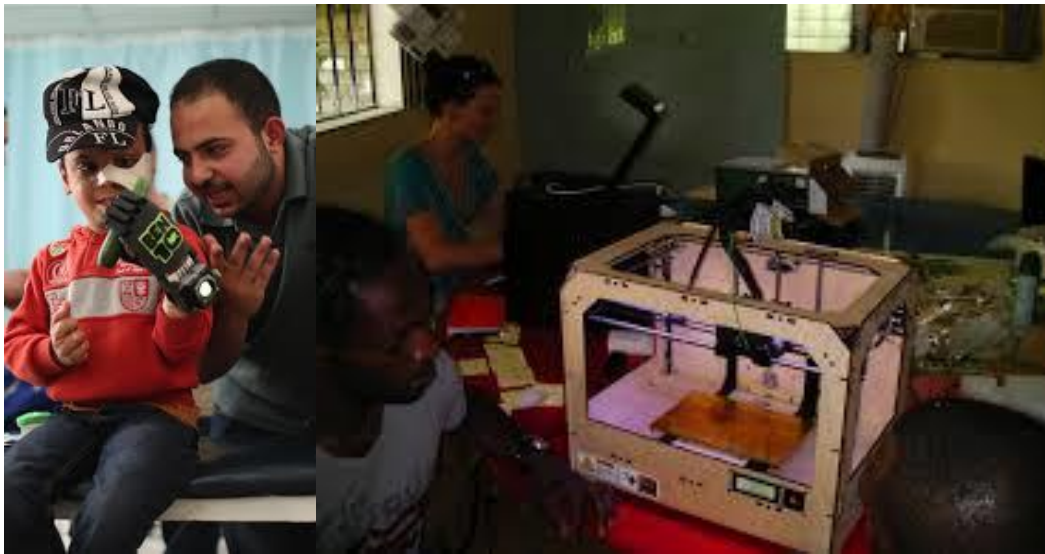
<sup>62</sup> Field Ready vision, accessed on December 6<sup>th</sup>, 2018 <https://www.fieldready.org/vision>

<sup>63</sup> With funding from the Humanitarian Innovation Fund, Field Ready worked with a number of partners on the ground; Real Hope for Haiti and Project Medishare, while critical support was also provided by Haiti Communiterie.

<sup>64</sup> Medical Devices in Haiti, Field Ready, accessed on December 6<sup>th</sup>, 2018 <https://www.fieldready.org/pastprojects>

<sup>65</sup> Refugee Open Ware – ROW, accessed on December 6<sup>th</sup>, 2018 <https://row3d.org>

A six-year-old Yemeni boy who was severely burned and lost a hand in a household fire tests out his new 3D-printed prosthetic limb and Field Ready Staff working set up a 3D Printer in Haiti<sup>66</sup>



Furthermore, Field Ready and ROW launched the Rescue Technology Lab pilot project, rolled out in Syria and Turkey, in which the development of DIY search and rescue equipment would be tested, that would be locally produced and would meet international safety standards – at a fraction of prevailing costs. In parallel, Field Ready experts designed an airbag that lifts heavy debris, such as concrete slabs, weighing several tons, helping significantly White Helmets interventions in Syria. It should be noted that commercial lifting airbags are prohibitively expensive, but Field Ready initiative managed to reduce the costs by one-tenth<sup>67</sup>.

## f. Supported Independent living for UAC

An estimated 69,300 refugees and migrants are currently in Greece<sup>68</sup>, with women and children making up over 37% per cent of the population<sup>69</sup>. The current situation across the country remains problematic, especially for the most vulnerable groups, such as unaccompanied and separated children (UACs). The lack of trained and experienced professionals to promptly take charge of the overall protection of UAC results in a lack of constant and appropriate monitoring of their cases and hinders their access to services and their rights. An additional problem in the

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<sup>66</sup> Shrinking the Supply Chain: Hyperlocal Manufacturing and 3D printing in Humanitarian Response, Occasional Policy Paper, UN OCHA Policy and Studies series, July 2015 - accessed on December 20<sup>th</sup>, 2018 <https://www.unocha.org/sites/unocha/files/Shrinking%20the%20Supply%20Chain.pdf>

<sup>67</sup> Field Ready, Syria – accessed on December 8<sup>th</sup>, 2018 <https://www.fieldready.org/syria>

<sup>68</sup> UNHCR estimation in Announcement for the period 1-30 November 2018, accessed on January 14<sup>th</sup>, 2019, available at: <https://data2.unhcr.org/en/documents/download/67410>

<sup>69</sup> Refugee and Migrant Children in Greece, General data as of November 2018 – UNICEF Refugee & Migrant Response in Greece, Regional Office for Europe and Central Asia – accessed on January 14<sup>th</sup>, 2019 <https://infogram.com/1pzmxe25wepqi2kwmqpwnn99azezn92v>

field of child protection is the lack of sufficient age and gender appropriate accommodation spaces. According to the latest data, 27,000 refugee children<sup>70</sup> are estimated to be currently in Greece and among them 3,741 unaccompanied children (UAC)<sup>71</sup>. Given that the places available in accommodation facilities are 1,064, while according to EKKA as of 31<sup>st</sup> December 2018, 1,983 UAC are in the waiting list for shelter. The UAC on the waiting list for shelter may be in various locations including in detention facilities, Reception and Identification Centers (hotspots), in official and unofficial camps or left homeless on the streets in dire conditions, having experienced or being exposed to risks of violence, abuse, exploitation and trafficking. The large number of UAC without safe accommodation underscores the necessity for existing shelters to continue their operation as well as the need for alternative care arrangements, especially targeted to UAC who are close to reaching adulthood.

METAdrasi, a Greek NGO, is a key actor in the field of child protection, offering a comprehensive safety net of activities for the protection of UAC, which fills longstanding gaps of the national protection system. In April 2017, UNICEF launched a new cooperation with METAdrasi, aiming to continue to provide a holistic range of protective care and individualized services to UAC.

The objective of the Pilot Supported Independent Living (SIL) is to lay the foundations for implementing supported independent living as an additional care modality for UAC in Greece. Moreover, it aims at providing safe accommodation and a comprehensive package of services (psychosocial support, medical care, education, access to guardianship and legal aid, interpretation) including the appropriate level of care and supervision, supporting the minors' self-reliance, the acquisition and development of life-skills and their overall transition to independence and adulthood. According to the selection process and criteria drafted in cooperation with the authorities, METAdrasi worked together with EKKA, Guardianship Network for Unaccompanied Minors and the Public Prosecutors to identify UAC, aged 16 - 18, in order to benefit from the project, with view to remaining in Greece and integrating in the Greek society and educational system.

Caretakers will supervise the UAC in the day-to-day running of their apartments and will assist the resident UAC by teaching them independent living-skills (e.g. cook, clean, wash, shop, financial management) and by supporting them in their everyday activities with view to facilitating a smooth transition to independence and adulthood. A social worker will be responsible for the preparation and regular update of minors' individualized Action Plan, finding educational and recreational activities along with volunteer part-time job, covering issues pertaining to education and health, as well as for their day-to-day social support and integration

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<sup>70</sup> Monthly situation analysis of Refugee & Migrant children in Greece, 31 December 2018 – accessed on January 13<sup>th</sup>, 2019 <https://infoqram.com/1pzmxcge25werpqi2kwmqpwnn99azezn92v>

<sup>71</sup> National Centre for Social Solidarity (EKKA) Dashboard, Unaccompanied Minors in Greece, Update 31 December 2018, accessed on January 10<sup>th</sup>, 2019, available at: <https://data2.unhcr.org/en/documents/download/67534>

needs (case-work). Each of the UAC will also be assigned with a member of METAdrasi's Guardianship Network (GNUM), who will be responsible for the Best Interest Assessment, to ensure his best interest, the follow-up of each minor's Action Plan in cooperation with the social worker. The representation, in the context of the asylum procedure and in general, will be responsible to monitor the minor's progress and to coordinate appropriate service provision and access to rights in accordance with the drafted Role of the SIL Authorized Minors' Representatives (AMR). In consultation with the social worker and members of GNUM, issues pertaining to education, health, psychosocial development will be covered and a pathway plan that maps the future aspirations, interim and long-term goals of each UASC will be developed. The UAC will have access to medical services, psychological support, legal aid and interpretation services, while emphasis will be placed on their education, learning Greek, attending school and vocational training.

This alternative accommodation care has been implemented in other European countries, such as Italy, the Netherlands and the UK, which accommodates all minors, irrespective of their administrative status. The common ground of all projects is the following: a Guardian (usually a Social Worker, or in the event of Italy any certified individual who has taken Child Protection trainings) is appointed for each adolescent, who will be responsible for the development and supervision of the individual Care Plan, meets regularly the minor facilitating access to education, health and psychosocial services and legally represents the beneficiary. After the placement of the Child in one apartment (UK has two-stage facilities; one of high support for new arrivals and the second one with semi-independent living status), the beneficiary receives support services anytime within the week, however with a limited supervision (in the case of the Netherlands, a foster family – usually from the same origin – is tasked to overview the daily life of the minor, as well as facilitate her/his social integration).

Each apartment hosts 3-4 minors, and each one receives monthly up to 300EUR as pocket money, while they are also encouraged to work part time or carry out internships if not interested enrolling to tertiary education. Often young people who have stayed at SIL apartments help with the support and integration of new arrivals. They may provide translation support but also help to settle more smoothly.



## V. Conclusion

Even though the distinction between the refugees and migrants is quite clear in international law, States often conflate the two concepts in practice, arguably to restrict immigration. The term 'economic migrant' has frequently been politicized and used by the media and politicians to criticize the claims of 'self-identifying' asylum seekers. In many cases, States and public have made an implicit assumption that asylum seekers are in fact 'mere' economic migrants, in an attempt to refuse consideration of their claims for protection<sup>72</sup>. In particular, following the big influx of migrants into Europe, that spiked in 2015, a series of discussions took place about dealing with the humanitarian and border crisis; often with a radical rhetoric which sparked broad political tensions<sup>73</sup>.

At the same time, the distinction between the relief provided to economic migrants and asylum seekers leads to the larger question as to whether this differential treatment remains morally justifiable today, given that it is often difficult to unwind political conflicts from poverty - which is one of the of the main drivers for economic migration. It is generally undisputed that refusing protection to a Syrian and forcing this individual to return to the conflict zone is not just legally but also morally reprehensible, as serious threat of death is imminent. By the same logic, then, why should it be legally or morally permissible to send an individual back to an impoverished region or natural disaster zone? It is high time to revisit these legal distinctions in order to better protect all those who need it most, whether they are driven to migrate by persecution, conflict, poverty, health or disaster<sup>74</sup>.

With regards to branding humanitarian aid in developing countries, the main argument is that whenever visibility follows the function of effective development cooperation, then it fulfils its facilitating potential for the aid effectiveness agenda. That said, visibility aligns the shaping of public opinion and perception with evidence-based decision making. Communication initiatives play a key role in deciding what is best for addressing needs case by case and meeting the challenge of visualizing and communicating the content of the cooperation with creativity and

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<sup>72</sup> Shrivasaava, J., Distinguishing between Asylum Seekers and Economic Migrants: An analysis of State Practice, Harvard Humanitarian Initiative, Humanitarian Academy at Harvard, published on January 2, 2018 – accessed on January 11<sup>th</sup>, 2019 <http://atha.se/blog/distinguishing-between-asylum-seekers-and-economic-migrants-analysis-state-practice>

<sup>73</sup> Reference to the public discussions at the following articles: East-west tensions break out over call to share migrant burden, Financial Times, published on August 31, 2015 – accessed on January 11<sup>th</sup>, 2019 <https://www.ft.com/content/ef5179bc-4ff7-11e5-8642-453585f2cfcf#axzz3kSi3wjWA>, 5 Major myths of Europe's Refugee and migrant Crisis debunked, Huffington Post, published on September 16, 2015 – accessed on January 11<sup>th</sup>, 2019 [https://www.huffingtonpost.com/entry/europe-refugee-migrant-crisis-myths\\_us\\_55f83aa7e4b09ecde1d9b4bc?guccounter=1](https://www.huffingtonpost.com/entry/europe-refugee-migrant-crisis-myths_us_55f83aa7e4b09ecde1d9b4bc?guccounter=1), EU Policies put Refugees at Risk, Human Rights Watch, published on November 23, 2016 – accessed on January 11<sup>th</sup>, 2019 <https://www.hrw.org/news/2016/11/23/eu-policies-put-refugees-risk>

<sup>74</sup> Shrivasaava, J., Distinguishing between Asylum Seekers and Economic Migrants: An analysis of State Practice, Harvard Humanitarian Initiative, Humanitarian Academy at Harvard, published on January 2, 2018 – accessed on January 11<sup>th</sup>, 2019 <http://atha.se/blog/distinguishing-between-asylum-seekers-and-economic-migrants-analysis-state-practice>

imagination. Thus, in response of large-scale humanitarian crises it makes sense for donors to brand aid so to improve their reputation and increase domestic support. Likewise, affected countries and governments need to showcase leading and coordination efforts, in order to provide the tangible benefits to the local people and the intangible benefits of strengthening the social impact between the state and its people.

The movement of displaced people to urban agglomerations requires new paradigms for support. In earlier years, the main challenge has been to supply displaced people with basic services in camps and other primarily rural locations. To do this effectively, humanitarian agencies built and operated parallel systems of service delivery aimed specifically at the displaced. These “people-centered” approaches are neither responsive nor effective in urban areas, where the public and private provision of services is often well-established and there are a variety of shelter options, existing service delivery infrastructure, diverse livelihood opportunities, and functioning markets. In urban areas, the most efficient response to the needs of the displaced is to promote their inclusion and integration by scaling up existing services and markets. Introducing place-based approaches that build on existing governance structures and service delivery mechanisms to promote the welfare of all residents, displaced and hosts alike, will help bring long-term development focus and more sustainable solutions. Urban services are shared between the displaced and host communities and therefore require an integrated approach. The sensitivities of the host community must also be taken into consideration when providing aid to the displaced. Host communities often face similar challenges to the displaced in terms of housing, employment, and services. In cities, where it is difficult to identify beneficiaries by displacement status, targeting the displaced for aid can raise social tensions between the hosts and the displaced<sup>75</sup>.

A more integrated approach that promotes service improvements in cities as a whole, can help minimize such tensions. Integrated approaches also improve sustainability in the context of the increasingly protracted nature of displacement. Duration is commonly measured in years and decades instead of weeks or months, which makes indefinite provision of humanitarian assistance increasingly unsustainable. Responses to urban forced displacement often begin with an emergency humanitarian response and then move to sustained engagement that promotes long-term development. Even in urban areas, the immediate response to displacement crises often involves a strong humanitarian focus at the outset. For example, addressing displacement in cities requires an immediate emergency response to shelter that is similar to the camp-based response, such as providing tents to the displaced as temporary shelter. However, the best results are likely to be achieved when humanitarian and development actors work together from the outset. The humanitarian-development nexus has long been seen as sequential, with an initial humanitarian response followed by a development

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<sup>75</sup> Fakhri, Ali and Walid Marrouch. 2015. “The Economic Impacts of Syrian Refugees: Challenges and Opportunities in Host Countries.” Georgetown Journal of International Affairs. November 09, 2015 – accessed on January 12<sup>th</sup>, 2019 <https://www.georgetownjournalofinternationalaffairs.org/online-edition/the-economic-impacts-of-syrian-refugees-challenges-and-opportunities-in-host-countries>



effort when the situation becomes protracted. In fact, rather than replace or succeed each other, both sets of actors can engage in complementary efforts for greater impact throughout the entire period of forced displacement<sup>76</sup>.

The idea is to create a collaborative approach that combines both people-based humanitarian assistance and place-based development response from the beginning. For example, responses to provide temporary work permits needs to be paired with development approaches focused on spurring economic activities and job creation that boost economic growth; the temporary response to provide water supply through tanker trucks needs to be complemented by improving urban service delivery through strengthening and expanding the network; the support to returnees moving to urban centers needs to be accompanied by development assistance to manage the corresponding urban growth, and so on. This entails collaboration between development and humanitarian actors on early transitioning towards government-led and executed modalities for multi-sectoral urban displacement responses. Predictable longer-term financing modalities that international financial institutions can offer to address issues of protracted displacement could be effectively leveraged in this context to promote such a continuum of responses.

Usually shelter reconstruction efforts have repeatedly fallen short, considering the number of people reached, the needs covered, the timeframe of implementation (people in need can wait months or years), the space (which is often congested), the services' sustainability and the cultural suitability. Given the rich history of construction forming part of most cultures around the world, and especially in developing areas where building up settlements is a more familiar and usual task for the communities, shelter options should be abundant in humanitarian situations. A shelter that is low cost, built from local materials, energy efficient and easy to fix holds the key to sustainable post-disaster shelter reconstruction. Humanitarian shelter and settlement work can yield deeper and longer dividends with locally driven approaches where the local communities (or home owners) lead this process, as they are aware of the local context, including culture, materials and knowledge. Even though this is something that has been long discussed and recommended, yet it remains to have a feeble implementation and practice, primarily due to the distance between the places where plans and decisions are made<sup>77</sup>.

Moreover, another essential element is that the primary role in providing humanitarian shelter and settlement support rests with host governments, while aid agencies and actors have a

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<sup>76</sup> World Bank (2017) Cities of Refuge in the Middle East: Bringing an Urban Lens to the Forced Displacement Challenge. Policy Note. World Bank, Washington DC – accessed on January 10<sup>th</sup>, 2019 <http://documents.worldbank.org/curated/en/922371511267498593/pdf/121515-repl-CITIES-OF-REFUGE-01242018webLATEST.pdf>

<sup>77</sup> Sharma, A., Supporting locally driven shelter responses, article published at The State of Humanitarian Shelter and Settlements 2018, accessed on January 5<sup>th</sup>, 2019 <https://www.sheltercluster.org/sites/default/files/The%20State%20of%20Humanitarian%20Shelter%20and%20Settlements%202018.pdf>

supplementary role that is important for identifying and filling gaps. Only governments – that have the resources and capacities - are able to carry out reconstruction of great magnitude, particularly when entire settlements must be rebuilt. The case of urban areas is more complexed, given the involvement of more authorities and levels of government. At the same time, the role of the private sector should be highlighted, as it is an emerging opportunity of great significance for shelter and settlements. Shelter planners should always consider the contribution of local enterprises and the ability of local markets to meet needs expeditiously and appropriately.

On the contrary, more and more innovative approaches have been put forth in the spectrum of humanitarian relief. Technological scarcity is not at the root of most problems in the humanitarian space and more technology cannot be solely the solution. Yet technology-based solutions, from drones to food computers, often attract disproportionate attention and funding. Part of the problem is that much of the innovation grants are bottled up in labs and specialized departments, far from field operations, local partners and the affected people it is meant to help. While the innovation experts may come up with promising ideas, they often struggle to get programme managers to act on them. In a sector where resistance to change is strong, innovative approaches are more likely to get traction when teams across whole organizations are encouraged to experiment together rather than having a select few brainstorming in isolation.

For example, cash transfers and greater accountability to affected people<sup>78</sup>, two of the biggest innovative responses, got early financial support from innovative funders and, subsequently, operationalization from the aid agencies. The alliances that nurtured these new ways of working are today driving better outcomes for people in need of assistance and protection. Ultimately, though, making a difference depends on addressing the cultural customs and structural bottlenecks that hinder the adoption of new ideas across the humanitarian space<sup>79</sup>.

Innovation has been equated with experimentation and this completely opposes to a devoted adherence to the doctrine of “doing no harm” to individuals and communities already suffering adversities. Innovation is simply seen as too risky when there are lives at stake. This is sometimes compounded by contractual relationships between donors and those responsible for implementation. Donors set specific requirements and achievement clauses, as well as the

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<sup>78</sup> Accountability to affected people: Affected people should participate meaningfully in humanitarian decisions; aid agencies should provide communities with information and offer accessible and responsive feedback mechanisms; and the people who are most vulnerable and traditionally marginalized should be included in the process. These points are thoroughly analyzed in the following documents: the [Core Humanitarian Standard \(CHS\)](#) and the [Inter-Agency Standing Committee's \(IASC\) Commitments on AAP](#)

<sup>79</sup> Van Praag, N., Can innovation labs deliver better humanitarian aid?, opinion at Ground Truth Solutions, published on September 27, 2017 – accessed on January 6<sup>th</sup>, 2019  
<http://groundtruthsolutions.org/2017/09/27/can-innovation-labs-deliver-better-humanitarian-aid/>

means of achieving specific targets and results. The alternative position is therefore one of acceptance of the status quo and a lack of incentive to question whether humanitarian responses might be achieved differently<sup>80</sup>.

One of the greatest challenges of being future-focused is that it requires looking beyond the short term and convincing donors and stakeholders to look past immediate needs and quick wins.

Humanitarian aid actors are facing the bottleneck that even though innovation may be encouraged in some cases, field workers often wish to keep their initiatives to themselves rather than sharing what they have learned, for fear of intervention from headquarters. However, innovation needs to be encouraged as part of the work of all humanitarians, within a culture of adaptation, change and constant improvement.

Besides, an innovation mindset can be fostered through changes in incentives and practices: opportunities to reflect creatively; dialogue that transcends bureaucratic hierarchies; connecting field and technical staff with headquarters and with one another; secondments within other organizations and sectors; greater human resource mobility across organizations; and encouraging rather than punishing early failure as a means of learning.

As part of changing mindsets, leaders must ensure practical measures are in place to support, rather than obstruct, their staff's effort to implement an innovation approach. Many staff are in need of information on resources and support throughout the cycle, not solely in financial terms but also through mentorship, tools and training. Organizations should also review any structures and regulations that inhibit innovation, such as barriers to movement into and out of the system to acquire new experiences or skills or procurement rules that limit flexibility to pilot alternative products, processes or partnerships, particularly with the private sector<sup>81</sup>.

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<sup>80</sup> Rush, H., The World needs a more innovative approach to humanitarian relief, The Conversation, published on December 22, 2015 – accessed on January 9<sup>th</sup>, 2019 <http://theconversation.com/the-world-needs-a-more-innovative-approach-to-humanitarian-relief-50614>

<sup>81</sup> Betts, A. and Bloom, L., Humanitarian Innovation: The State of the Art, UN OCHA, OCHA Policies and Studies Series 009, published in November 2014 – accessed on December 24<sup>th</sup>, 2018 [https://www.unocha.org/sites/unocha/files/Humanitarian%20Innovation%20The%20State%20of%20the%20Art\\_0.pdf](https://www.unocha.org/sites/unocha/files/Humanitarian%20Innovation%20The%20State%20of%20the%20Art_0.pdf)

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