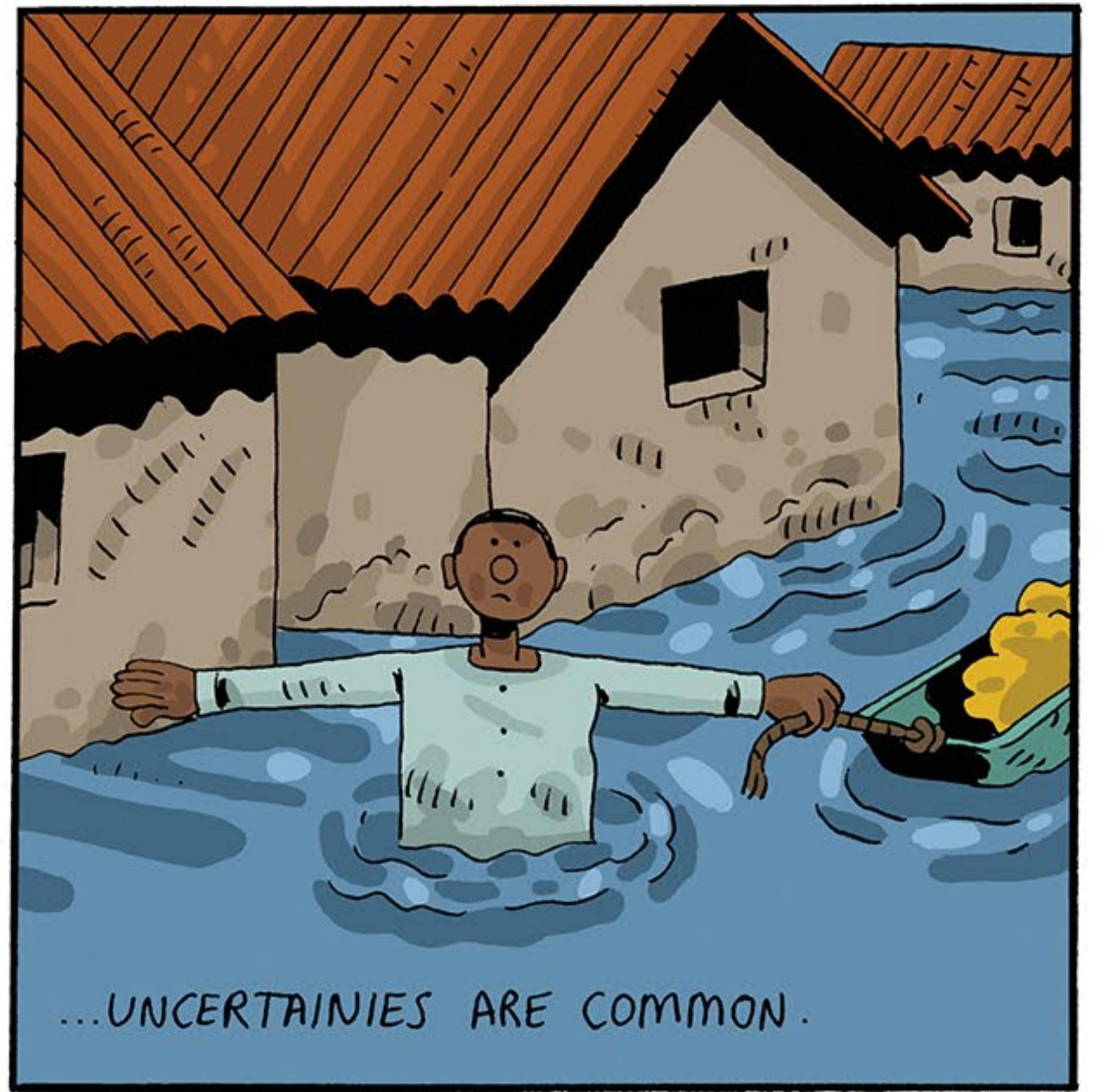
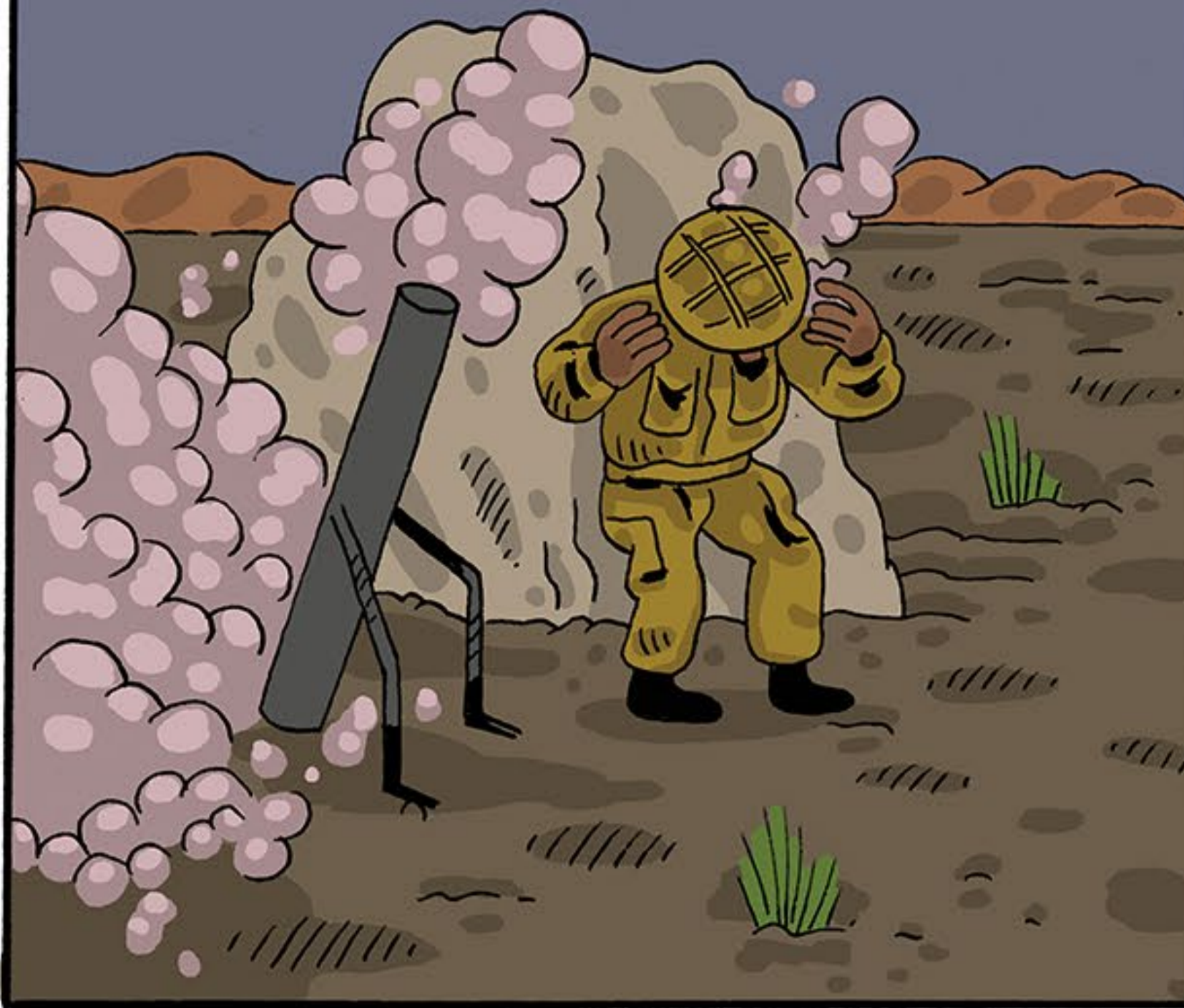


Uncertain Worlds

Social Assistance & Humanitarian Relief



IN CRISIS AND CONFLICT SETTINGS, WHERE STATE CAPACITIES ARE WEAK...



...UNCERTAINTIES ARE COMMON.

SO WHY ARE SO MANY HUMANITARIAN, SOCIAL ASSISTANCE AND DISASTER RELIEF OPERATIONS BASED ON RISK ASSESSMENT AND MANAGEMENT...

...WHERE STABILITY AND PREDICTABILITY ARE ASSUMED?



THE STANDARD FOCUS IS ON TOP-DOWN PLANS AND TARGETING, RATHER THAN FLEXIBLE LEARNING AND COLLABORATION.

IN CONFLICT AND DISASTER SETTINGS, THINGS ARE UNPREDICTABLE...



...AND ALWAYS IN FLUX. SOMETIMES SURPRISES HAPPEN.



WHEN THE WORLD IS UNCERTAIN, DIFFERENT APPROACHES ARE NEEDED.

RATHER THAN FIXED PLANS, AID PROGRAMMES NEED TO EXPERIMENT, IMPROVISE, ADAPT AND LEARN.



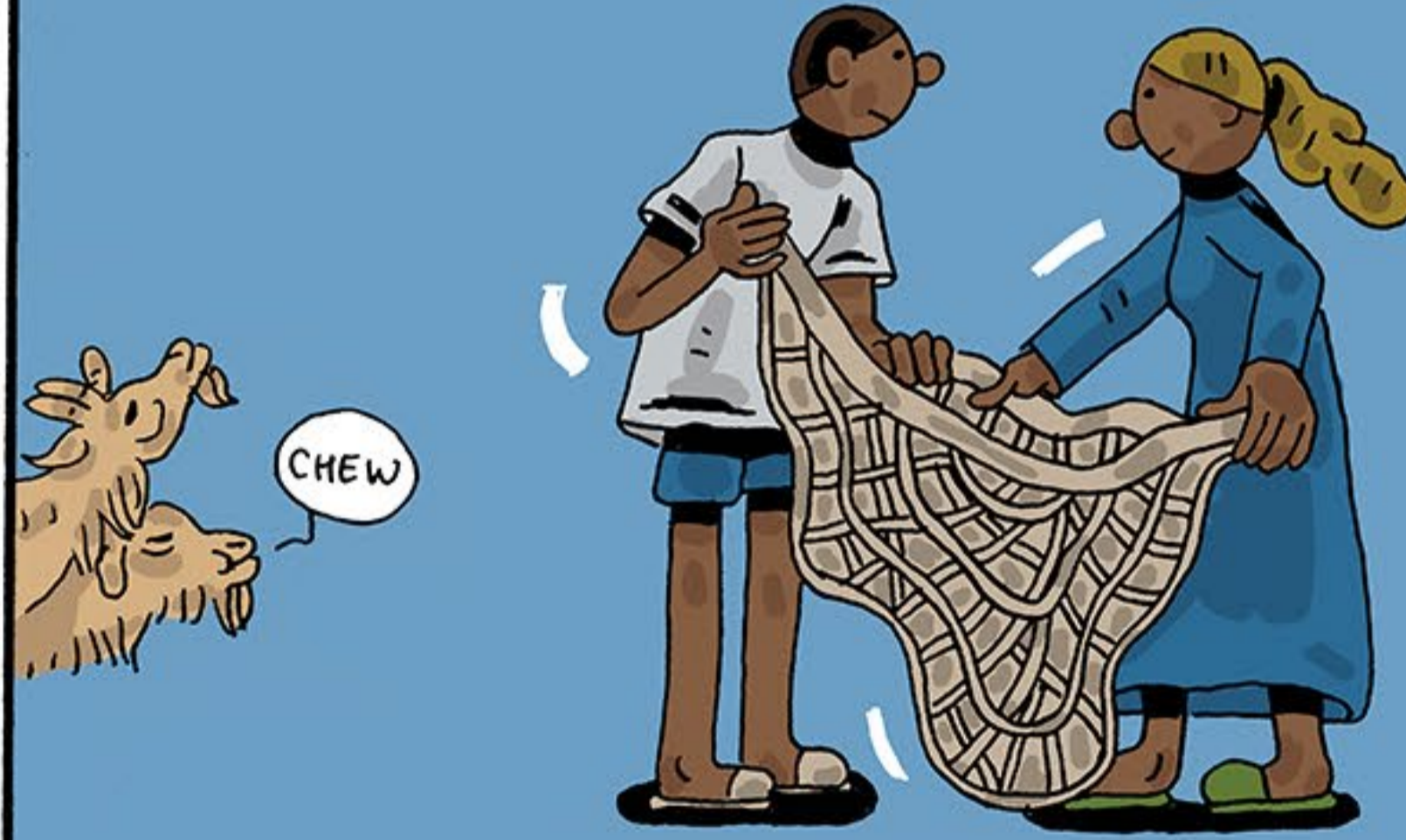
THE BEST WAY TO DO THIS IS TO KEEP IN CLOSE TOUCH WITH WHAT'S HAPPENING ON THE GROUND.



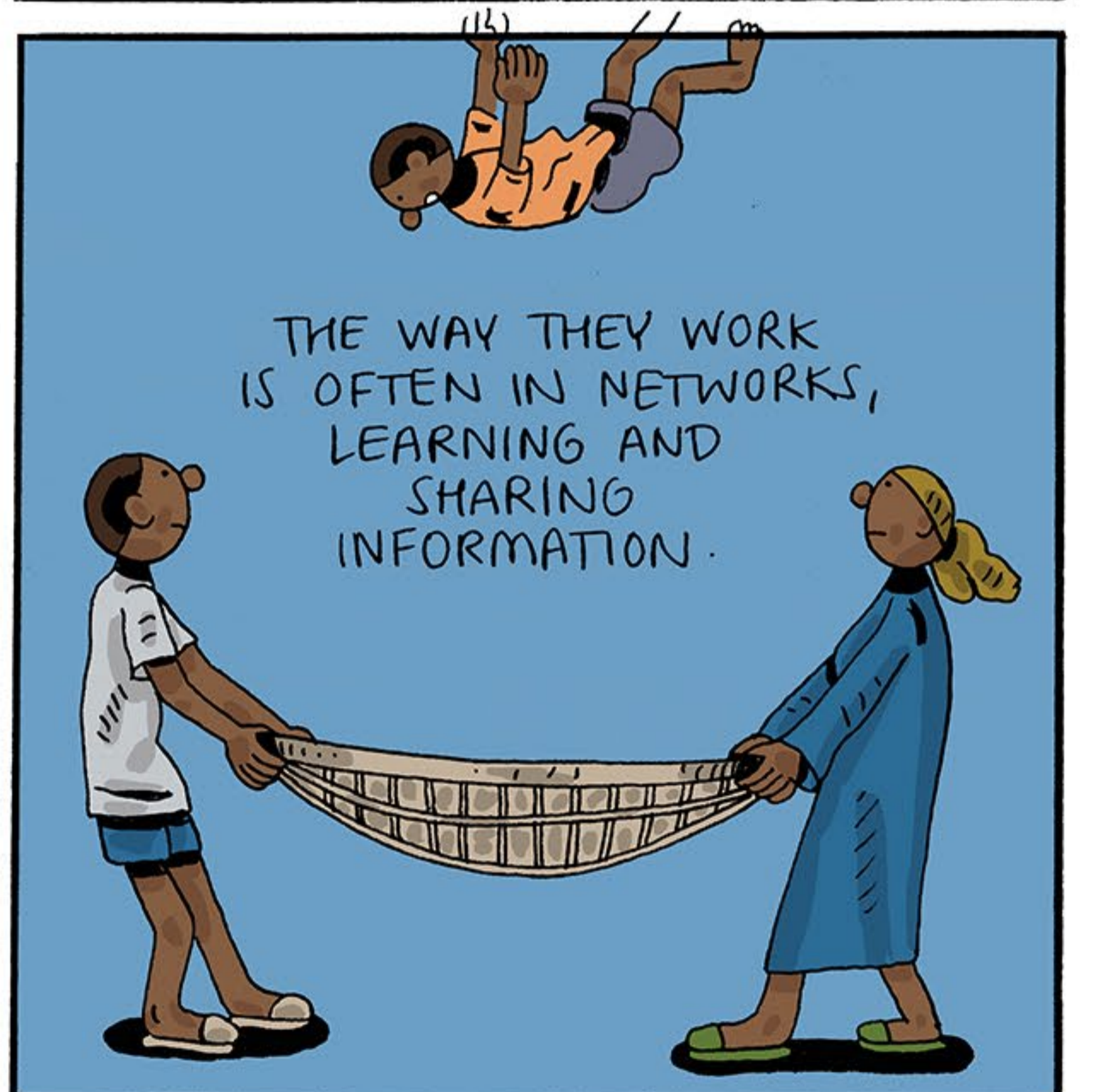
IN CONFLICT-PRONE LOWLAND AREAS IN ETHIOPIA, WORKING WITH PASTORAL COMMUNITY LEADERS IN SAFETY NET SOCIAL ASSISTANCE PROGRAMMES IS IMPORTANT.



THE SKILLS THEY DEVELOP ARE IN EXPERIMENTING, ADAPTING, IMPROVISING AND RESPONDING.



THE WAY THEY WORK IS OFTEN IN NETWORKS, LEARNING AND SHARING INFORMATION.



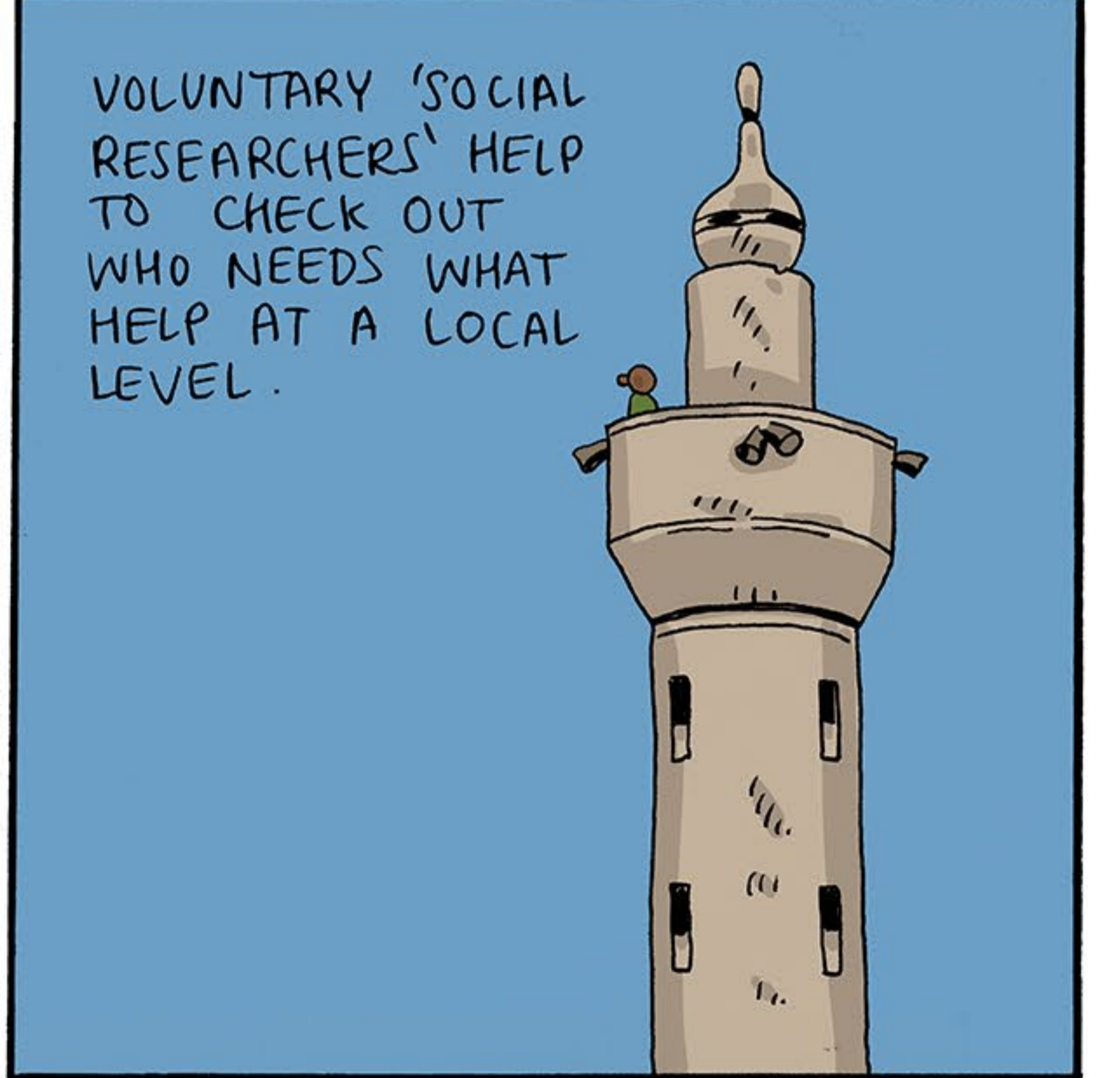
THEY UNDERSTAND THE UNCERTAINTIES BEING FACED, ARE AWARE OF LOCAL NEEDS AND HAVE IDEAS ABOUT HOW ASSISTANCE SHOULD BE FAIRLY DISTRIBUTED.



IN LIBYA, IT'S MOSQUE LEADERS WHO ACT AS BROKERS AND FACILITATORS FOR PROVIDING FUNDING FOR SOCIAL ASSISTANCE THROUGH ZAKAT (ISLAMIC CHARITABLE RELIEF).



VOLUNTARY 'SOCIAL RESEARCHERS' HELP TO CHECK OUT WHO NEEDS WHAT HELP AT A LOCAL LEVEL.



SINCE FUTURES ARE UNKNOWN...



...FIXED BUDGETS, STANDARDISED TARGETING AND UNIFORM PROTOCOLS DON'T WORK.

INSTEAD, FLEXIBLE CONTINGENCY PLANNING...

...AND WORKING TOGETHER WITH LOCAL PEOPLE IS ESSENTIAL IN CRISIS AND CONFLICT SETTINGS.



ANTICIPATORY FINANCING IS IMPORTANT...