

Rising to Tomorrow's Humanitarian Challenges

STEPHEN O'BRIEN

SINCE THE END OF THE Cold War, the humanitarian landscape has changed immeasurably, and the pace of that change has persistently increased, presenting continual challenges to the humanitarian sector. To keep up with this dynamism, and to ensure that we deliver meaningful support to the world's most vulnerable 145 million crisis-affected people, we in the humanitarian sector have recognized that humanitarian actors, governments, development institutions, and their partners need to fundamentally change the way we approach crisis and vulnerability. Let me start by exploring some of the many factors that are shaping today's humanitarian crises and contributing to people's extreme vulnerability.

The failure to prevent and end conflict and the inability to forge peace are the most powerful contributors to humanitarian suffering. Conflicts now last years, even decades, with few political solutions in sight. Of the 37 countries that received humanitarian assistance over the past decade, six have launched humanitarian appeals for funding for 10 or more consecutive years, namely the Central African Republic (CAR), Chad, the Democratic Republic of the Congo (DRC), the occupied Palestinian territory, Somalia, and Sudan.¹ The vast majority—97 percent—of humanitarian suffering is driven by what we somewhat euphemistically call “complex emergencies”: emergencies caused by a combination of conflicts, violence, fragile institutions, endemic poverty, and climate change.² But at the same time, there has been a growing sense of exasperation across the international community with addressing civilian suffering in countries of conflict.

Within these conflicts, warring parties, including state and non-state armed

237

STEPHEN O'BRIEN served as the United Nations Under Secretary General for Humanitarian Affairs and Emergency Relief Coordinator from June 2015 to September 2017. Previously, he was a Conservative Member of Parliament in the United Kingdom for 16 years and acted as the Prime Minister's Envoy and Special Representative for the Sahel from 2012 to 2015.

Copyright © 2017 by the *Brown Journal of World Affairs*

actors and their international backers, are displaying an increasing disregard for international humanitarian and human rights law. This has forced civilians to absorb an even greater proportion of the suffering, and has highly constrained humanitarians' ability to reach the most vulnerable people. From Aleppo to Sana'a, Juba to Kabul, civilian women, children, and men are killed, raped, sexually assaulted, injured, and maimed by warring parties in attacks involving bombs, shelling, sniper fire, and chemical weapons. With rape and sexual assault systematically used to humiliate and dominate, womens' and girls' bodies have become battlegrounds. Civilians are subject to arbitrary detention, torture, sexual assault, abduction, forcible recruitment, starvation, and denial of access to aid or medical care.

Most fighting now takes place in towns and cities, which heightens risks for civilians. We see the deadly results of this in Ar-Raqqa, Maiduguri, Sana'a, and Mosul. When explosive weapons with wide-area effects are used in towns and cities, 92 percent of the casualties are civilians.³

As respect for the rules of war collapses, aid and health workers and the assets they provide also come under direct attack. In 2016, some 288 attacks killed or wounded 158 aid workers, while 979 health workers were injured or killed during the same period.⁴ In the last three months alone, relief workers have been shelled, shot at, kidnapped, and killed in Afghanistan, CAR, DRC, Somalia, South Sudan, and Syria. These attacks not only put lives at risk, but they also deny help to people who need it most. Our convoys are looted, bureaucratic impediments are set up to slow down or stop our response, or passage is outright denied by both governments and non-state armed groups.⁵ In Syria, 4.5 million people are denied or provided severely limited access to aid because of blockages by warring parties and the medieval practice of besiegement.⁶

These dynamics have led to levels of forced displacement inside and across state borders not seen since the Second World War. Sixty-five million people are currently displaced due to conflict and violence, two-thirds of them internally displaced.⁷ On average, forcibly displaced people will remain displaced for close to 20 years, obliged to rebuild their lives amid deep-seated vulnerability and fractured or nonexistent support networks.⁸

On top of that, climate change has ushered in our hottest decade on record and led to more volatile, unpredictable weather patterns, including chronic drought in regions such as the Horn of Africa and the Sahel. In 2016, some 24.2 million people were freshly displaced by sudden onset natural disasters.⁹ The emerging effects of climate change include shifts in disease-morbidity patterns and mounting pressure on natural resources, leading to chronic droughts and

severely hampered food production. In 2016, the crippling droughts linked to the 2015/2016 El Niño episode—compounded by climate change—caused food insecurity to sharply rise. This scenario is more alarming when we consider that food production will need to rise by 60 percent to meet the needs of the world's 9.7 billion people by

2050.¹⁰ Natural disasters linked to climate change are also heightening poverty for the already poor. According to the World Bank Group, natural disasters

On average, forcibly displaced people will remain displaced for close to 20 years, obliged to rebuild their lives amid deep-seated vulnerability and fractured or nonexistent support networks.

disproportionately affect poor people and have more devastating impacts than previously understood. In the 117 countries studied, natural disasters led to the equivalent of a US\$520 billion loss in annual consumption and well-being, as measured using a metric to capture their effects on both poor and non-poor people.¹¹

Many of these already vulnerable people grow more and more fragile every year. While the number of people living in extreme poverty has dropped by 114 million over the past year, the proportion of people who live in extreme poverty and are at risk of crisis continues to rise.¹² The result is that 87 percent of people living in extreme poverty—661 million people in total—are now more concentrated in fragile countries, and consequently most need humanitarian assistance.¹³

Looking to the future, many of these trends will accelerate, while others will come to the fore. Continuing globalization, combined with the rise in urbanization and changes in the environment, will fuel the capacity of infectious diseases to spread quickly across borders as well as across the human-animal barrier.¹⁴ Pathogenic organisms that humans share with animals cause more than 60 percent of human infectious diseases and were responsible for HIV, Ebola, and SARS.¹⁵ Governance failures and economic fragility combined with demographic shifts will continue to deliver inadequate livelihood opportunities for a growing youth population.

Technology will continue to bring the world closer together while also sowing division and hate. Almost two thirds of the world population now owns a mobile phone, and access to information and technology is considered a life-line in a crisis. Technology and social media companies now routinely partner with humanitarian agencies to digitally connect refugee camps, produce disaster

maps, identify survivors in an emergency, and deliver early warning messages. At the same time, social media is being used to disseminate and amplify hate speech, promote incorrect information, and enable small groups of radicals to convene and descend on cities, often leading to the harrassment and bullying of vulnerable communities.

This complex set of challenges has undermined the resilience of already vulnerable communities and societies, and has sharply increased levels of humanitarian need. In the past decade (2006–2016), the number of people the UN and partners targeted with humanitarian aid has tripled to reach 96.6 million out of 133 million in acute need.¹⁶ In 2017, the number of people in need rose further to 142 million, catalyzing the largest appeal in the history of the UN at \$22.2 billion for 2017.¹⁷ Each year, we struggle to raise sufficient funding to respond to these needs. Last year, despite unprecedented donor generosity, we were left at year-end with a record funding gap of \$10.7 billion.¹⁸ How many people have suffered and died whose lives could have been saved?

A NEW EMPHASIS ON CONFLICT PREVENTION

240

To meet these challenges, leaders throughout the international community have passed a series of ambitious global initiatives over the past several years. They have recognized that we need to anticipate and mitigate risk to prevent crises from occurring, rather than address their aftermath. These initiatives include the 2030 Sustainable Development Agenda, the Paris Climate Change Agreement, the Sendai Disaster Risk Reduction Framework, and, in the humanitarian realm, former Secretary General Ban Ki-moon's Agenda for Humanity. The current UN secretary general, António Guterres, is putting prevention at the forefront of an ambitious reform agenda, aligning the UN's peace and security, development, and human rights pillars to prevent conflict. I fully endorse this focus on prevention.

Under this reform agenda, the UN will direct more of its time and resources to helping countries avert the outbreak of crises by identifying and responding to early signs of tension through mediation and preventive diplomacy. Mediation is, of course, not new to the UN—it is engaging in active mediation in conflicts or incidents of rising tension throughout the world, from Qatar and Mozambique to Syria and Yemen. For instance, amid rising tension in Burkina Faso last year, the UN helped avert a crisis by adopting a sustainable peace strategy. This focused on four pillars: supporting political stability; maintaining international attention on stability; addressing the key drivers of the conflict;

and supporting the justice and rule of law sectors. Efforts such as these now need to be central to the UN's prevention strategy, spanning political, peacebuilding, humanitarian, and development pillars.

In my position as the emergency relief coordinator and under secretary general for humanitarian affairs, I repeatedly saw that prevention and resolution are not working well enough. Over the past two years, I briefed the Security Council dozens of times on the hideous aftermath of conflicts in CAR, South Sudan, Syria, Yemen, and beyond. In these briefings, I called on warring parties and their proxies to respect international humanitarian law and to refrain from bombing and shelling civilians, detaining and killing aid workers, cutting off entire populations from food and medicine, and targeting the hospitals, schools, markets, and water-pumping stations that sustain civilian life. Ultimately, it is up to fighting parties—both state and non-state—and their backers to abide by international humanitarian and human rights laws. These are the legal requirements. Ultimately, it is up to political leaders at the highest levels to back international and multilateral initiatives and institutions that seek to hold violators of these laws to account, which will prevent a culture of impunity from setting in.

EXAMPLES OF ONGOING HUMANITARIAN CRISES

241

The following are a few examples of the humanitarian suffering that occurs as a result of today's conflicts.

In Syria, conflict continues between the Syrian Defense Forces and their backers and Syrian opposition-affiliated groups and their allies, as well as with the Islamic State of Iraq and the Levant (ISIL) and their allies. As a result of six years of relentless fighting, 13.5 million people need emergency aid inside the country, 6.3 million are internally displaced, and another 5 million people have fled across Syria's borders.¹⁹ Hundreds of thousands of people have been killed, including, at the very lowest estimate, tens of thousands of children, while millions have been injured and have had their homes and entire lives destroyed.

Yemen today is facing a triple-headed crisis of conflict, hunger, and cholera. The conflict has placed almost 21 million people—74 percent of the population—in need of humanitarian assistance, with 7 million facing the risk of famine and over 900,000 having contracted suspected cholera.²⁰ Control of the country is being fought over by forces loyal to the government of President Abdrabbuh Manour Hadi, backed by a Saudi-led coalition, and groups that are allied to the Houthi rebel movement. War tactics include destroying homes and deliberately damaging or destroying civilian infrastructure, such as hospitals, health clinics,

electricity plants, and ports. Humanitarian access and relief delivery are heavily restricted by fighting parties on both sides, but in November 2017 the flow of humanitarian supplies—food, medicine, and chlorine to clean water and fight cholera—ground to a near halt due to a Saudi-led blockade on air and sea ports. Should the blockade continue, famine will become a reality in Yemen.

In South Sudan, political tensions escalated into conflict in 2013 between groups loyal to President Salva Kiir, an ethnic Dinka, and those loyal to the deputy whom he sacked, Riek Machar, an ethnic Nuer. The violence has largely played out along ethnic lines, exposing the civilian population to targeted killing, mass rape, burning of entire villages, forced recruitment of children, and rampant criminality. Government soldiers and opposition militia act with complete disregard for the rule of law. Humanitarian needs are rapidly escalating as the political and security crisis deepens, with 7.5 million people, or some 60 percent of the population, in urgent need of assistance in 2017 and 4 million people displaced due to the conflict, half as refugees. Although localized famine was reversed in 2017, severe food insecurity has continued to increase for the fifth consecutive year, and there is a risk of return to famine conditions again in 2018. At the same time, South Sudan remains extremely dangerous for aid workers, and insecurity coupled with bureaucratic access impediments continue to curtail humanitarians' ability to meet people's needs.

In DRC today, the situation is rapidly deteriorating, with an electoral crisis compounded by a significant socio-economic decline and the spread of conflict to traditionally peaceful parts of the country. Some 1.4 million people have been displaced in the Kasai region, bringing the number of displaced people across the country to 3.8 million—the largest population of internally displaced people (IDPs) in any single country on the continent. Some 7.7 million people, or 11 percent of the population, are food insecure across the country. DRC also hosts 460,000 refugees.²¹ The crisis in Kasai began in August 2016 in Tshimbulu (Central Kasai) due to a violent uprising of the local militia “Kamwina Nsapu” against the state security forces. The crisis quickly spread to the neighboring provinces of Kasai, Kasai Oriental, Lomami, and Sankura, involving attacks by the Kamwina Nsapu against symbols of central power and violent clashes with state security forces. The crisis also worsened preexisting intercommunity disputes that took on concerning ethnic dimensions, including recasting provincial boundaries, eroding traditional power structures, and local manifestations of national-level political rivalries.

In CAR, which faces a resurgence of intercommunal violence largely along ethnic lines combined with weak state infrastructure, the humanitarian situa-

tion is rapidly deteriorating. Violence initially broke out in 2013, involving the government, rebels from the largely Muslim Seleka coalition in control of the north, and anti-Balaka militias, who were mainly Christian and controlled the south. The Seleka were disbanded in 2014, and fighting has mounted between ex-Seleka factions, with civilian militias joining them. Nearly 2.4 million people in CAR—almost half the population—still depend on humanitarian aid to survive. More than one million people are displaced, with 600,000 IDPs and half a million refugees in neighboring countries.²²

THE AGENDA FOR HUMANITY

Conflict resolution and crisis prevention were central to the agenda of the landmark 2016 World Humanitarian Summit in Istanbul (WHS), which gathered 9,000 participants—including 55 heads of state and 180 member states—to commit to delivering better solutions for crisis-affected people.²³ In the lead up to the WHS, then Secretary General of the UN Ban Ki-moon called on world leaders to put more effort into finding solutions to five key areas. These were: preventing and resolving conflicts; upholding international law and strengthening the protection of civilians; reducing and ending need; investing in solutions and developing new financing models; and leaving no one behind, including the forcibly displaced.²⁴

At the summit, stakeholders made 3,700 commitments to advance these five core responsibilities. Eighteen months after the summit, it is clear that the direction set by the Agenda for Humanity was the right one. It has set in motion a multiyear change agenda. “At the summit, nine UN agencies, with the endorsement of the World Bank, signed a commitment to action, agreeing to adopt a New Way of Working, through which they agreed to transcend the humanitarian-development divide to collaborate to reduce vulnerability and need.”²⁵ Since then, the World Bank and other development institutions have increased their investment and risk financing in fragile situations.

Through the summit, agencies and governments committed to doing a better job of responding to both refugee and host community needs, not only in the first phase of crises, but also over the longer term. The summit was followed by the 2016 New York Declaration for Refugees and Migrants, which represents important progress toward more equitable responsibility sharing for refugees and migrants.

In another key mark of progress, at the WHS, 50 of the biggest donors and humanitarian and development agencies signed on to a “grand bargain”

to transform aid financing, recognizing that the humanitarian sector is over-reliant on short-term, project-based funding to support crisis response efforts that last not months, but years—even decades.²⁶ Through the grand bargain, donors committed to more flexible, multiyear funding, including support for innovative models—such as cash distributions rather than in-kind aid—and aid agencies committed to greater transparency, efficiency, and accountability in their spending. The grand bargain has led to a more transparent humanitarian financial tracking system for publishing all financial data; has increased the use of cash-based programming in many crises; has reported a significant shift toward multiyear planning; and has upped the proportion of aid that is channeled directly to national NGOs. For instance, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) has channeled 21 percent of its pooled humanitarian funds directly to national NGOs this year.

While these practical initiatives spell progress, other areas of the Agenda for Humanity need more high-level backing to make headway. First, we still need to see much more political and financial investment in preventing and resolving conflicts. The Security Council is the world's highest body with the diplomatic, political, and peace-and-security capacity to prevent and resolve conflicts, and it must do a better job of living up to this supremely important duty. Too often, member states are unwilling to compromise national self-interest, such that they use their diplomatic role at the UN to pursue self-serving goals rather than to seek common ground.

Second, with internally displaced people making up two thirds of the forcibly displaced, they must be higher on the agenda. The historic opportunity to include IDPs in the New York Declaration for Refugees and Migrants resulted in only a mention. The UN has called on governments and international partners to work toward halving internal displacement by 2030. In our recently released report *Breaking the Impasse: Reducing Internal Displacement as a Collective Outcome*, we outline priority actions that need to be taken to improve the lives of these protracted IDPs, recognizing that responding to their needs requires development and political solutions, even as conflict continues.²⁷ National governments must take the lead to provide solutions to internal displacement, which must involve affected local authorities, IDPs, and host communities, as well as international partners—and their development strategies and legal frameworks—so that IDPs can access schools, housing, and land. Without these durable solutions, IDPs will simply live in the shadows, with weak social networks and inadequate protection systems, dependent on assistance that will eventually dwindle.

Third, violations of international humanitarian law continue unabated and without repercussion. States and warring parties have a legal obligation to respect international humanitarian law and protect civilians. A failure to do so undercuts the very moral and legal foundations of our international order. In his protection of civilians report, issued this year, Secretary General Guterres laid out three protection priorities, including enhancing respect for international law and protecting humanitarian and medical missions. I fully endorse both the former and current

secretary generals' protection of civilians' agendas. Secretary General Guterres has called on the Security Council to

States and warring parties have a legal obligation to respect international humanitarian law and protect civilians.

use all the tools at its disposal to strengthen the protection of civilians, including UN peace operations and targeted sanctions. It is clear that only by redoubling our collective efforts to ensure accountability for violations of international humanitarian law will we bring an end to the rampant culture of impunity that pervades today's conflict zones. As emergency relief coordinator, I made legal obligations to uphold IHL very clear in all of my advocacy with member states and warring parties. I also stand by the secretary general's call to prioritize the investigation and prosecution of violations, including referring situations to the International Criminal Court when national jurisdictions fail to act. Member states must also place more pressure on warring parties to both abide by the laws of war and to investigate and prosecute violations. Member states must be encouraged to ratify or accede to the Arms Trade Treaty and avoid arms transfer where they are likely to be used to commit serious violations of international humanitarian law or human rights.

The Agenda for Humanity sets out a bold agenda for change. What we now need is more political energy and resources put behind its implementation. Through our online platform, OCHA will continue to monitor reporting from all stakeholders on the progress they have made on the Agenda for Humanity since the World Humanitarian Summit.

A FOCUS ON PREVENTION

The New Way of Working that was adopted at the World Humanitarian Summit catalyzed a fundamental shift in the way that the humanitarian and development sectors address resilience and fragility. States, international agencies, regional

bodies, civil society, and the private sector are now coming together to adopt comprehensive approaches to anticipating and managing risk, recognizing that unless we reduce vulnerability at its source, the gap between need and response will only continue to grow.

This new approach is already being implemented in all types of crisis situations. For instance, the UN has supported joint analysis and planning with development partners, including the World Bank, the UN Development Programme, and development ministries of national and donor governments in CAR, Chad, DRC, Myanmar, Pakistan, and Yemen to develop a common understanding of needs, vulnerabilities, and priorities.

In Cameroon and Sudan, humanitarian and development partners are working together to develop collective outcomes. In Cameroon, CAR, Chad, DRC, Haiti, Somalia, and Sudan, partners are developing multiyear humanitarian strategies that complement development frameworks. This is also intended to encourage multiyear financing from donors (some of which has already emerged) to ensure greater predictability in the response and support during these protracted crisis settings.

The new approach has been key to the famine prevention efforts underway in Nigeria, Somalia, South Sudan, and Yemen. In each of these countries, the UN and the World Bank are implementing programs to reduce needs and vulnerabilities, while also building resilience through restoring basic services and generating livelihoods. In Yemen, for instance, World Bank grants are preserving some basic institutions, but they are also paying the salaries of many health workers in crisis-affected areas to support the crippled health system.

The New Way of Working rests on the members of the humanitarian community reasserting our limits about what we will and will not do. We must reinforce our life-saving role in protecting people from harm and delivering life-sustaining assistance. At the same time, the wider international community, including governments and development partners, as well as the private sector, scientists, and academics, need to commit their expertise, capacity, and resources to take on the longer-term challenge of helping people to recover from shocks and building their resilience to them over the long term.

Going forward, we need to focus on supporting leaders at the country level to apply the New Way of Working. Making this a success will drive our progress on achieving the 2030 Sustainable Development Goals. But the New Way of Working also goes further to enable us to better anticipate and prevent risk. Natural hazards become disasters when combined with vulnerability and insufficient capacity to reduce risk or prepare for their impacts. Preventing the human

and economic impact of disasters is not only a humanitarian concern—it is also a major development imperative. Likewise, any workable development strategies must be risk informed to prevent intercommunal tensions from erupting into crises. The international community is making important changes to adopt this anticipatory approach. The global humanitarian response to the 2015/2016 El Niño episode mobilized more quickly than in previous episodes, with partners scaling up based on risk data before the impacts were fully felt. For instance, the International Federation of the Red Cross leveraged forecast-based financing to mitigate El Niño risks in Peru.²⁸ The Food and Agriculture Organisation analysed the possible impact of El Niño as early as 2014 as part of its Global Information and Early Warning System.²⁹ World Vision International launched projects in response to their early warning systems in many of the El Niño-affected countries.³⁰ This year, humanitarian and development partners are collaborating to analyze the potential for a 2017 El Niño by establishing an El Niño Southern Oscillation (ENSO) Cell, which has identified 19 at-risk countries.

Global risk-mitigation partnerships are now being formed. Recognizing that not all countries are starting at the same point when it comes to anticipating and preparing to meet risk, 20 at-risk countries have formed the Vulnerable Twenty Group and established a Global Preparedness Partnership to leverage international capacity and finance to help some of the most vulnerable countries attain a minimum level of disaster readiness by 2020.³¹ Additionally, the Global Alliance for Urban Crises brings together more than 50 organizations with local government and municipal authorities to help cities prepare for disasters.

247

CONCLUSION

It is all too clear that we face enormous challenges, but humanitarians are ready to do their part to meet these challenges. Major reform efforts are already underway following the World Humanitarian Summit, including in OCHA itself, to improve the effectiveness and efficiency of our response-and-delivery models. But to achieve change at the very widest levels—to build more resilient and peaceful communities and societies—everyone, including governments, development actors, academics, and the private sector, must play their part. None of these efforts will be possible unless we lay the foundation for a more sustainable and suitable financial model to support them. By utilizing the unique set of skills, capacity, and experience of this diverse group of players, we can work together to build a future in which the world's 142 million crisis-affected people can not only survive, but thrive. 

NOTES

1. "Humanitarian Aid Contributions," UNOCHA Financial Tracking Service, <https://fts.unocha.org/>.
2. UNOCHA, *World Humanitarian Data and Trends* (New York: United Nations, 2016).
3. Jennifer Dathan, "Explosive Truths: Monitoring explosive violence in 2016," Action on Armed Violence, 2017, <https://aoav.org.uk/wp-content/uploads/2017/05/AOAV-Explosive-Monitor-2017v9.pdf>.
4. Abby Stoddard, Adele Harmer, and Monica Czwarno, "Behind the attacks: A look at the perpetrators of violence against aid workers," Aid Worker Security Report, <https://aidworkersecurity.org/sites/default/files/AWSR2017.pdf>.
5. Ibid.
6. "About the Crisis," UNOCHA, <http://www.unocha.org/syrian-arab-republic/syria-country-profile/about-crisis>.
7. "Global trends, forced displacement in 2015," UNHCR, <https://s3.amazonaws.com/unhcrsharedmedia/2016/2016-06-20-global-trends/2016-06-14-Global-Trends-2015.pdf>.
8. Walter Kälin and Hannah Entwisle Chapuisat, "Breaking the Impasse: Reducing protracted internal displacement as a collective outcome," UNOCHA Policy and Studies Series 2017, <https://www.unocha.org/sites/unocha/files/Breaking-the-impasse.pdf>.
9. Internal Displacement Monitoring Center, *Global Report on Internal Displacement 2017* (Geneva: IDMC, 2017).
10. *How to Feed the World in 2050* (Rome: FAO, 2009).
11. Stephane Hallegatte et al., *Unbreakable: Building the Resilience of the Poor in the Face of Natural Disasters* (Washington, D.C.: World Bank and Global Facility for Disaster Reduction and Recovery, 2016).
12. "Development Initiatives Global Humanitarian Assistance Report 2017," Development Initiatives, <http://devinit.org/wp-content/uploads/2017/06/GHA-Report-2017-Full-report.pdf>.
13. Ibid.
14. "Global risks 2016," World Economic Forum, <http://reports.weforum.org/global-risks-2016/global-disease-outbreaks/>.
15. Peter Daszak, "Anatomy of a Pandemic," *The Lancet* 380, no. 9857 (2012): 1883–4.
16. *Global Humanitarian Overview 2017: A Consolidated Appeal to Support People Affected by Disaster and Conflict, June Status Report* (New York: UNOCHA, 2017).
17. Ibid.
18. *World Humanitarian Data and Trends 2016* (New York: United Nations, 2016).
19. "Syrian Arab Republic," UNOCHA, <http://www.unocha.org/syria>.
20. "Yemen," UNOCHA, <http://www.unocha.org/yemen>.
21. "Democratic Republic of Congo," UNOCHA, <http://www.unocha.org/drc>.
22. "Central African Republic," UNOCHA, <http://www.unocha.org/car>.
23. UN Secretary General Ban Ki-moon, "Outcome of the World Humanitarian Summit," from *Report of the Secretary-General* (New York: United Nations, 2016).
24. Ibid.
25. "Commitment to Action: Transcending Humanitarian-Development Divides," UNOCHA, <https://www.agendaforhumanity.org/initiatives/3837>.
26. "Initiative: Grand Bargain," UNOCHA, <https://www.agendaforhumanity.org/initiatives/3861>.
27. "Breaking the Impasse: Reducing Protracted Internal Displacement as a Collective Outcome," UNOCHA, June 2017, <https://reliefweb.int/report/world/breaking-impasse-reducing-protracted-internal-displacement-collective-outcome-enukru>.
28. "Forecast-based financing: Changing the paradigm, acting faster," ICRC, <http://climatecentre.org/downloads/files/NotaTecnicaFEN%20-%20Ingles%2020set2016.pdf>.
29. "El Niño Collection," FAO, <http://www.fao.org/giews/reports/el-nino-collection/en/>.
30. Maggie Ibrahim and Andrew Kruczkiewicz, "Learning from Experience: A Review of Early Warning Systems," http://www.wvi.org/sites/default/files/WV_EWEA_Doc_FINAL_Web.pdf.
31. Vulnerable Twenty Group of Ministers of Finance, "V20: The Vulnerable Twenty Group," <http://www.v-20.org/>.