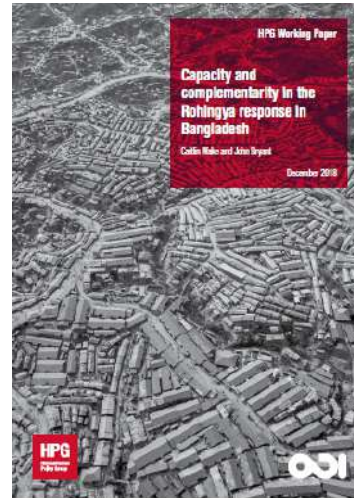




# **CAPACITY & COMPLEMENTARITY IN HUMANITARIAN RESPONSE**

# ***HPG Research Project: capacity and complementarity***

- How can capacity be better understood and applied to support more complementary and collaborative humanitarian response?
- What are the opportunities for and obstacles to harnessing the capacity of and forging more effective complementarity among local, national, regional and international actors responding to humanitarian crises?



# Case studies

**Bangladesh: Response to the Rohingya displacement in Cox's Bazar**



**Democratic Republic of Congo:  
conflicts in South Kivu and Kasai**



**Models of complementarity: British Virgin Islands Red Cross, INGO brokering role, mixed consortium and more**



*Complementarity is defined as an outcome where all capacities at all levels – local, national, regional, international – are harnessed and combined in such a way to support the best humanitarian outcomes for affected communities*



## Defining capacity: key findings

Who defines capacity leads to **unequal power dynamics** and **narrow definitions** of capacity

A lack of consensus on definitions means it is **difficult to decide how local responses** can be



## Assessing capacity: key findings

Who decides who has capacity? Power dynamics need to be addressed in how capacity is assessed

Burden of evidence on local organisations to demonstrate they are better, cheaper, and more effective

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Policy Group



# Strengthening capacity: key findings

A process generally done for the purpose of delivering projects as **implementing partners**

Capacity 'strengthening' not systematic, and focuses on **technical skills and standards**

Little reflection on the **ability of international actors** to strengthen capacities

# Capacity strengthening: ways forward



Define capacity with a **wider range** of stakeholders

Develop a **context-wide mapping** of capacity



Fill gaps through **complementary** approaches





## Questions for discussion

1

How can capacity be assessed in a manner that better informs local responses?

2

How can actors be included who do not meet funding and partnership requirements?

3

How can we address power dynamics, trust deficits and perceptions of legitimacy?

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