WHO Conference on the Health Aspects of the Tsunami Disaster in Asia

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Developing Partnerships & Resourcing for Health Intervention in Disasters
How can we do better?

D. Grondin MD FRCPC
Director, Migration Health Department
International Organization for Migration (IOM)
Partnerships in Action for Health Intervention in Disasters

Knowing is not enough; we must apply.
Willing is not enough; we must do.

(Goethe)
Knowing is not enough; we must apply. Willing is not enough; we must do.

How can we do better?

Recommendation # 1

Moving from talks to actions

......we must change
Knowing is not enough; we must apply. Willing is not enough; we must do.

**Building Partnerships**

Complementarities of strengths… → to do more & better

Commonalities of priorities

No duplication of action

Mutual obligation to identify partners’ strengths & limitations
Knowing is not enough; we must apply. Willing is not enough; we must do.

How to bring changes & innovation into active partnerships?

(By people FOR people)

How to prevent that the partners’ empowerment become competition for power, rather than empowerment for a concerted action?

(Organizational BEHAVIOUR)
Knowing is not enough; we must apply. Willing is not enough; we must do.

Organizational Behaviour

Functionality of partnerships ✋ underlying motivating values & beliefs of the partners
Knowing is not enough; we must apply. Willing is not enough; we must do.

Organizational Behaviour

Functionality

Dysfunctional partnership:
** focus on proving themselves rather than helping those in need, undue competitiveness, struggle for funds, visibility, power
** non coordination: duplication, waste
Organizational Behaviour

Functionality

Dysfunctional partnership

Strong partnerships

** Develop & nurture individual partner within the partnership

→→ win-win situation
Functional Organizational Behaviour

- Why are we doing this? … Motivation
- What am I getting out of this? … Win-win
- Who … can I be a partner?
- How can we do this?
Knowing is not enough; we must apply. Willing is not enough; we must do.

How can we do better?

Recommendation # 2a

Develop & adhere to a healthy, highly functional organizational behaviour
Knowing is not enough; we must apply. Willing is not enough; we must do.

How can we do better?

**Recommendation # 2b**

Write up partnership agreements (MOUs) as implementing tools, with an accountability clause – not as a document for shelving.
Partnership in Action

Organizational Behaviour

Effective Partnerships:

Leadership
Management

« Leaders do the right thing.
Managers do the things right »
(Bennis 1985)
Knowing is not enough; we must apply. Willing is not enough; we must do.

**Leadership - a MUST**

« An authoritharian directive is needed if anything of value needs to be accomplished » (Plato)

** Within each partner
** Transactional → transformational (Burns)
** Not an appointment, not linked to job seniority
Knowing is not enough; we must apply. Willing is not enough; we must do.

A LEADER

- has the Capacity to Create a compelling Vision, Translate it into Action & Sustain it
- Inspire
- Keep the focus
- Put Down Fences, Build Bridges
- Within each Partner
Knowing is not enough; we must apply. Willing is not enough; we must do.

**Management**

The partner who knows best how to do it right.

**Within each partner**

**Implementor, operational, logistics**

**Decision making,**

**Coordination**
How can we do better?

Recommendation # 3a

Identify leaders around you & give them a platform
Knowing is not enough; we must apply. Willing is not enough; we must do.

How can we do better?

**Recommendation # 3b**

*Identify the operationals / implementers, delegate & empower, trust & let them do what they know best how to do right – without interfering*
Knowing is not enough; we must apply. Willing is not enough; we must do.

How can we do better?

1. Partnership for Action in Preparedness

• Training exercises/ drills (NY, NATO)
Partnership for action in Preparedness

- **Training**

- **Funding for building capacity within partnership, preparedness exercise, maintenance of partners’ core competence, mitigation programs in high risk areas for natural disasters**
Knowing is not enough; we must apply. Willing is not enough; we must do.

Active Partnership in Preparedness

- Training
- Funds earmarked for building capacity
- Transfer **knowledge** within & between partners to avoid the organizational syndromes of the « eternal student »’ & the « paralysis by analysis »
Knowing is not enough; we must apply. Willing is not enough; we must do.

Partnership in action in Preparedness

- Training
- Funds earmarked for building capacity
- Transfer knowledge

- Integrate funding within the broader picture of development – MDG’s
2. Establish non-conventional partnerships

**Military : Rescue & response:**
- For their capacity for rapid deployment, strategic planning & logistics/operations

**Private Sectors: Rehabilitation & reconstruction:**
- For their focus on long term goals & strategies for sustainability, management

Both for focus on results & matching expertise

**Media**
- For strategic communication & a tool for intelligence gathering & dissemination. Accessible to all partners
Knowing is not enough; we must apply. Willing is not enough; we must do.

3. Resources: synergy

**Partner** ⇄ **partner**

**Partner** ⇄ **donor**

- **Human**: joint position, secondment, associate experts, internships, young professionals, ...

- **Financial**: pooled funds, joint fund raising

- **Material/Tools**: Training by experts
Knowing is not enough; we must apply. Willing is not enough; we must do.

What about WHO?

- **The Leader** in what it does best
  (Technical advisor; global health policy, setting up standards/guidelines/recommendations; research, analysis, liaison with government, academia,…)

- **A Partner** to guide & support field operations

- What lay ahead?
EXCELLENCE

Excellence can be yours if you...

Care more than others think is wise
Risk more than others think is safe
Dream more than others think is practical
Expect more than others think is possible