

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

**Phuket, Thailand
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Organization**

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

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Partnerships in Action

for Health Intervention in Disasters

Knowing is not enough; we must apply.

Willing is not enough; we must do.

(Goethe)



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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'
strength & limitations



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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



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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**



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Organizational Behaviour

Functionality

Dysfunctional partnership

Strong partnerships

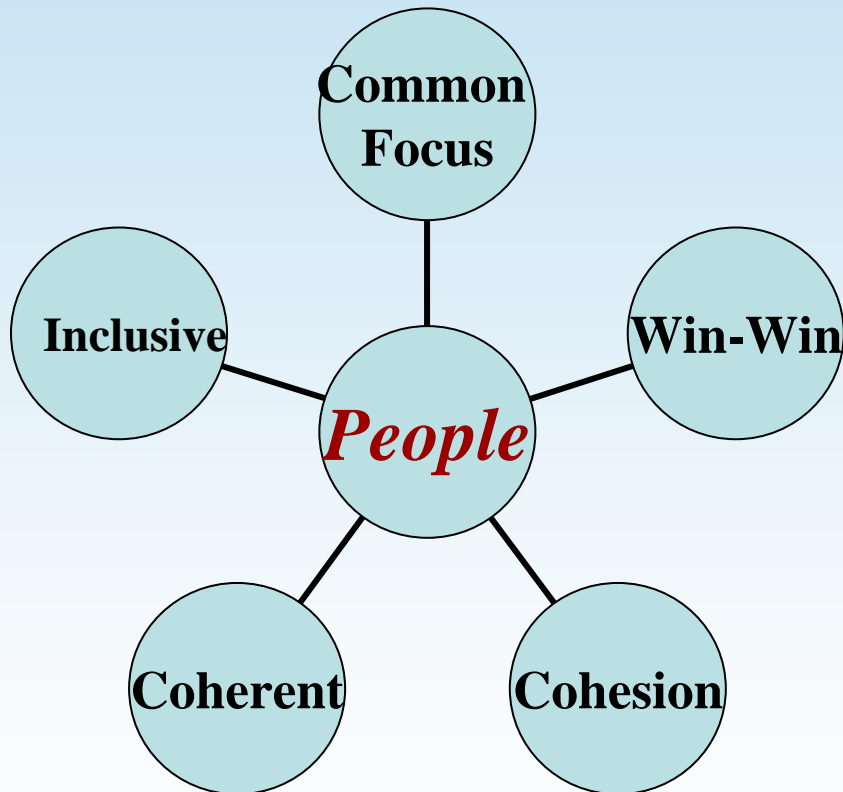
**** Develop & nurture individual partner within the partnership**

→→ win-win situation



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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?*

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How can we do better?

Recommendation # 2a

Develop & adhere to a healthy, highly functional organizational behaviour



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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



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Partnership in Action

☞ Organizational Behaviour

Effective Partnerships:

☞ Leadership

☞ Management

« Leaders do the right thing.
Managers do the things right »

(Bennis 1985)



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Leadership - a MUST

« **An authoritarian 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***



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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***



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Management

**The partner who knows best
how to do it right.**

- ** Within each partner***
- ** Implementor, operational, logistics***
- ** Decision making,***
- ** Coordination***



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How can we do better?

Recommendation # 3a

*Identify leaders around you &
give them a platform*



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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*



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How can we do better?

1. Partnership for Action in Preparedness

- **Training exercises/ drills (NY, NATO)**



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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**



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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 »**



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Partnership in action in Preparedness

- *Training*
- *Funds earmarked for building capacity*
- *Transfer knowledge*
- **Integrate funding** within the broader picture of development – MDG's



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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



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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



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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**

