

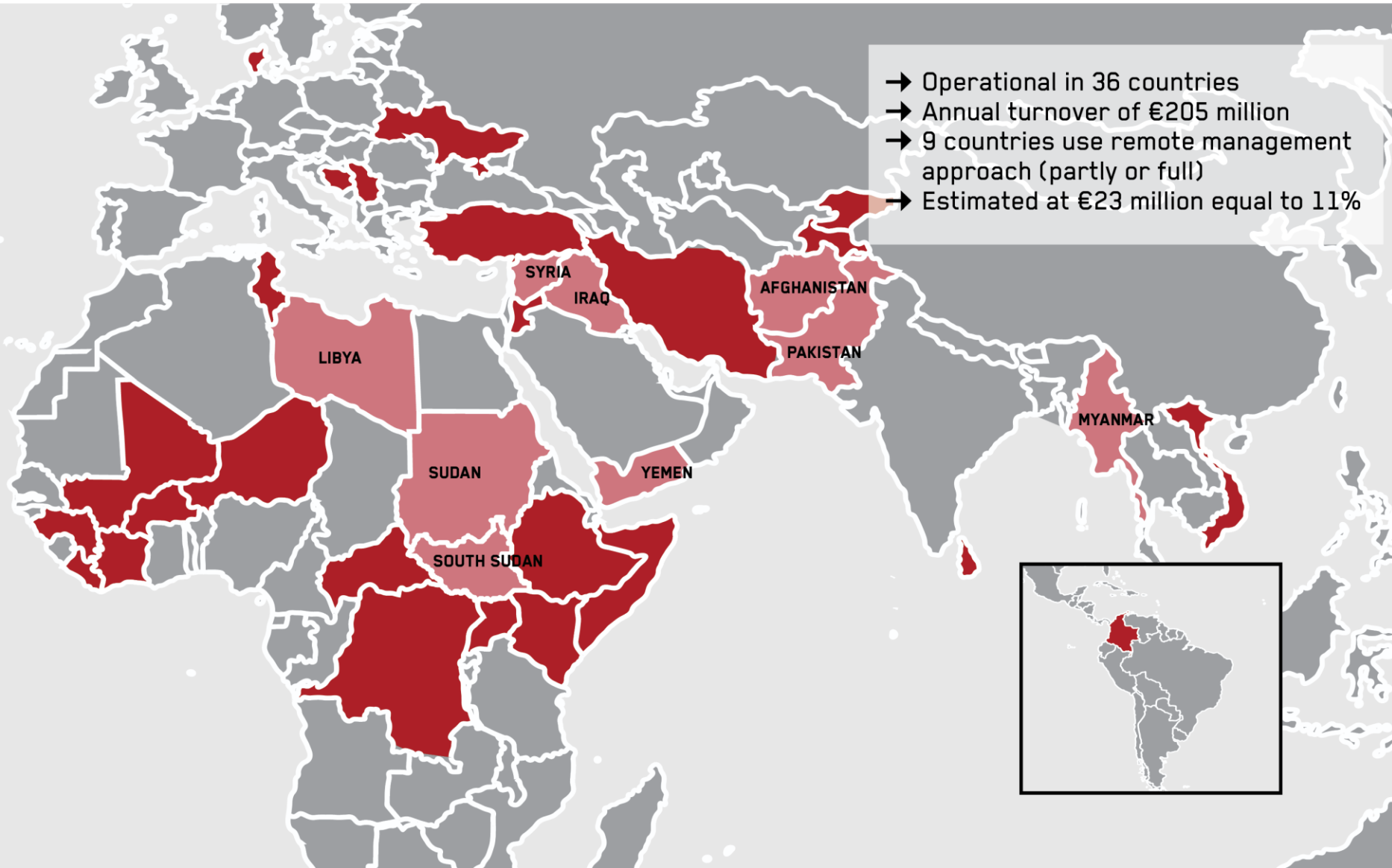
ECHO Partners Conference 2014

Remote Management – the DRC Syria case

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OPERATIONS USING REMOTE MANAGEMENT



DRC Syria

- Annual turnover of 17 million EUR
- Employing 55 national, 150 volunteers and 6 international staff
- Expatriate staff based in Damascus
- Operating in Daraa, Damascus, Rural Damascus, Homs, Idleb, Aleppo

Operational modality

- Direct implementation modality and expatriate access to activities within:
 - Community Services / Centers, Education, Shelter and WASH
- NFI-distribution implemented by Remote Management with restrictions related to:
 - Safety concerns
 - Bureaucratic obstacles
 - Define target criteria and location
 - Monitoring and confirming impact
 - Employing national staff and obtaining visa / work permits for international staff

Most important for DRCs Remote Management in Syria

- Know the context
 - Having been operational in 6 years working with the same partners provides insight, understanding capacity and mutual respect.
- Challenge imposed restrictions
 - When encountering especially *bureaucratic* restrictions, insists to understand and continually challenge these.
- Enough is enough
 - Being aware about and continuously revisit your red line. Compromising on quality and accountability needs to be measured against assistance and impact offered.
- Insist on transparency
 - To avoid getting entangled in internal politics leading to you choosing side.

Reflections – When considering to fund a partner proposing RM modality

- The humanitarian imperative comes first
 - The severity and scale of the humanitarian suffering needs to be considered. We should be held accountable for what we do, but as much consider the consequences when we decide to pull out.
- Presence in itself cater for improved access
 - Building trust, challenging restrictions, influencing the humanitarian agenda in-country; it makes a difference and needs to be seen as an investment.
- The consolidated impact of multiple and complementary entries
 - The shortcomings of one agency and the compromises that it accepts should be seen in the perspective of the consolidated contributions of all agencies.

Concluding remarks

- The guidelines and the 7 principles are relevant and appreciated!
- Applied with the necessary attention to the different and complex operational contexts and how these change over time.

Working in partnerships

- From delegating responsibility to sharing responsibility.
 - How to become better at challenging bureaucratic restrictions together.
- From transferring risks to sharing risks.
 - The financial risk increases and accountability is made more difficult when the operating by remote.

Thank you

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