

Committee: Social, Humanitarian and Cultural Committee (GA3)

Issue: The issue of bureaucracy in the effectiveness of humanitarian aid

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Position: Co – Chair

PERSONAL INTRODUCTION

Dear Delegates,

My name is Natalia Dandoura, I am an IB1 student at Pierce – The American College of Greece and it is my utmost honor to be serving as a Co – Chair of the Social Humanitarian and Cultural Committee in this year’s American College of Greece Model United Nations. Over the past three years, I have participated in 8 MUN conferences overall and this will be my third time chairing. I can assure you that MUN is a world anyone would want to get into. It has given me the chance to delve into current affairs, develop my character and debate skills, and understand the impact international collaboration has on overcoming serious issues of our century. I hope you will all get to experience that as well.

This year’s agenda for the GA3 touches upon topics that are of vast importance, especially nowadays. Specifically, this study guide analyses the issue of bureaucracy in the effectiveness of humanitarian aid, a pervasive challenge that can hinder the timely and efficient delivery of assistance to those in need. Several key issues arise from bureaucratic procedures in humanitarian aid that will be analyzed further in the study guide. I strongly advise you all to thoroughly read through the study guide but it is vital that you bear in mind that while it is a useful source of information on the topic, it should not be your only one. You ought to further research the topic in general and your country’s stand on the issue. Should any questions arise while studying, please feel free to email me at n.dandoura@acg.edu. I wish the best of luck to you all and I’m really excited to get to work with you in March.

Sincerely,

Dandoura Natalia

TOPIC INTRODUCTION

The word bureaucracy originates from the French word bureaucratie, which itself was formed by combining bureau (“desk”) and -cratie (a suffix denoting a kind of government). The English word refers to an entire body of unelected government

officials or to the problematic system that may result from administration by bureaucrats. From its earliest appearances, bureaucracy has carried a distinctly negative connotation. When it comes to the provision of humanitarian aid, bureaucracy refers to all the regulations, procedures, and rules that an organization must adhere to, which sometimes lead to delays and insufficiencies in the delivery of humanitarian aid.

It is important to note what is referred to as bureaucratic red tape and the effect it has on communities. The excessive and often unnecessarily complex rules can lead to the misallocation of resources, waste of supplies and further exacerbate the challenges that communities are faced with. Additionally, other problems such as the lack of local engagement, high administrative costs and inflexibility further contribute to the issue.

Groups affected by this phenomenon are often faced with crises or emergencies that have resulted in a significant impact on their everyday lives and well-being. More specifically, these groups could include victims of natural disasters such as floods, earthquakes, hurricanes, tsunamis, etc.

Another group of individuals directly affected by the issue also includes refugees and Internationally Displaced Persons (IDPs). Especially nowadays, with the current war situations all around the world, more and more people are seeking a safe place after having been forced to flee their homes. They are constantly faced with bureaucratic challenges that impact them significantly such as delays in processing asylum claims, barriers to accessing essential services, and lack of legal rights and protection.

Efforts to address such bureaucratic challenges and improve the efficiency of administrative procedures can significantly enhance the effectiveness of support provided to vulnerable populations. Promoting inter-agency coordination through facilitating collaboration among different humanitarian organizations and non – governmental agencies can help create a more cohesive and holistic approach to addressing these challenges and thus providing aid more efficiently and quickly.

DEFINITION OF KEY TERMS

Administrative overhead ¹

The portion of an organization's resources that are not involved in the development or production of goods or services but are rather dedicated to managing administrative tasks and functions such as salaries, wages, and commissions.

Bureaucracy ²

Bureaucracy is a specific body of government officials who are not elected but form an administrative policy-making group. More specifically, it is a form of organization defined by complexity, division of labor, permanence, professional management and legal authority. In its ideal form, bureaucracy is impersonal and rational and based on rules rather than ties of kinship, friendship, or patrimonial / charismatic authority. Bureaucratic organizations can be found in both public and private institutions. The United Nations functions as a system of international bureaucracies through its specialized agencies and departments which operate on a specific mandate and hierarchy to address global challenges. Due to its bureaucratic elements, the UN is able to coordinate efforts, implement policies and facilitate cooperation among Member States.

Capacity building ³

Capacity building is the process by which individuals and organizations improve and retain the skills, knowledge, tools, and resources needed to better respond to and recover from crises and to foster sustainable development and resilience over the long term.

Centralization ⁴

Centralization refers to the concentration of administrative power and decision-making authority in a central government or top level of an organization, often characterized by a strict chain of command.

Corruption

¹ "Administrative Overhead Definition — AccountingTools." *AccountingTools*, 26 Oct. 2023, www.accountingtools.com/articles/what-is-administrative-overhead.html.

² "Bureaucracy | Definition, Characteristics, Examples, & Facts." *Encyclopedia Britannica*, 20 July 1998, www.britannica.com/topic/bureaucracy.

³ "What Is Capacity Building and Why Is It Important?" *Candid Learning for Funders*, learningforfunders.candid.org/content/takeaways/what-is-capacity-building-and-why-is-it-important/.

⁴ "CENTRALIZATION Definition & Usage Examples." *Dictionary.com*, www.dictionary.com/browse/centralization.

Corruption refers to “illegal, bad, or dishonest behavior, especially by people in positions of power”⁵

Disaster relief ⁶

Disaster relief refers to the process of responding to a catastrophic situation and to providing humanitarian aid to people and communities who have suffered from some form of disaster. It also refers to the process of supporting and rebuilding society when natural or human – made disasters occur.

Hierarchy ⁷

Hierarchy describes a system in which people or things are put at various levels or ranks according to their importance. There are two main types of hierarchy, social hierarchy and political hierarchy. Social hierarchy is a ranking system that organizes societies, so some people have greater social status than other while political hierarchy refers to the system of organization within a political entity such as a government.

Internationally displaced person (IDP) ⁸

Individuals or groups of individuals who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized state border.

Non-Governmental Organization ⁹

A non-governmental organization (NGO) is a group that functions independently of any government and is usually not for profit. NGOs are sometimes called civil society organizations and are established on community, national, and international levels to serve a social or political goal such as a humanitarian cause or the protection of the environment.

⁵ "Corruption." *Cambridge Dictionary | English Dictionary, Translations & Thesaurus*, www.dictionary.cambridge.org/dictionary/english/corruption#google_vignette.

⁶ "Disaster Relief." *Research Begins Here - New World Encyclopedia*, www.newworldencyclopedia.org/entry/Disaster_relief.

⁷ "Hierarchy." *Cambridge Dictionary | English Dictionary, Translations & Thesaurus*, dictionary.cambridge.org/dictionary/english/hierarchy.

⁸ "Refugees and Internally Displaced Persons." *We Are the Nation's First Line of Defense - CIA*, www.cia.gov/the-world-factbook/field/refugees-and-internally-displaced-persons/.

⁹ "Non-Governmental Organization (NGO)? Definition, Example, and How It Works." *Investopedia*, 14 Jan. 2013, www.investopedia.com/ask/answers/13/what-is-non-government-organization.asp.

Refugee ¹⁰

Refugees are people who have fled war, violence, conflict, or persecution and have crossed an international border to find safety in another country. They often have had to flee with little more than the clothes on their back, leaving behind homes, possessions, jobs, and loved ones. Refugees are defined and protected in international law.

Red tape ¹¹

Red tape, by definition, refers to an official routine or procedure and/or regulations and formal rules or standards which are claimed to be excessive, rigid or redundant, or to bureaucracy claimed to hinder or prevent action or decision-making. The term is usually applied to government, corporations, and other large organizations and can include filling out paperwork, obtaining licenses, having multiple people or committees approve a decision, and various low-level rules that make conducting one's affairs slower and more difficult. Red tape has also been proven to affect organizational performance and employee well-being. Internal red tape, imposed directly by an organization itself on its employees, was identified as particularly harmful.



Figure 1: Syrian refugee family in Uskudar, Istanbul¹²

¹⁰"UNHCR, the UN Refugee Agency." *UNHCR*, www.unhcr.org/what-refugee.

¹¹ "Definition of RED TAPE." *Merriam-Webster: America's Most Trusted Dictionary*, 1 Nov. 2023, www.merriam-webster.com/dictionary/red%20tape.

¹² "Syrian Refugees in Turkey Begin to Wear Out Their Welcome." *Time*, 8 May 2014, time.com/92343/syrian-refugees-in-turkey-begin-to-wear-out-their-welcome/.

BACKGROUND INFORMATION

The concept of aid effectiveness

Aid effectiveness is defined as the degree of success or failure of international aid. It has been noticed that for quite some time now, the provision of local, national, and international aid has been lacking due to a variety of reasons. The question of aid effectiveness has been highly contested by academics, commentators and practitioners. According to econometric studies, aid effectiveness has been proven to be either minimal or negative. A global movement in the name of aid effectiveness started in 2003 and focused on four high-level forums on aid effectiveness.

The high-level forums for aid effectiveness elaborated a set of good practices concerning aid administration and were held as a part of a “continuous effort towards modernizing, deepening and broadening development cooperation and the delivery of aid.”¹³The movement, after 8 years, was subsumed in one that concerned a broader with effective development cooperation and was embodied by the Global Partnership for Effective Development Co-operation.

Bureaucracy can significantly impact the effectiveness of aid distribution. It is bureaucratic procedures that often make available aid ineffective because of delays that involve paperwork and multiple stages of approval. Additionally, because of non-organized communication and lack of collaboration and coordination, there might be inefficiencies in resource allocation and distribution which lead to the overall ineffective allocation of aid.

Factors that limit aid effectiveness

It is thought to be extremely easy for aid effectiveness to be limited and distributed poorly as well as wrongly. Corruption is the main reason for this event. The accountability of the government is undoubtable since corrupt officials are often the ones signing off aid funds with the intended purpose of the aid thus being hampered and its effectiveness being undermined. The lack of participation, collaboration, and local ownership also play a vital role in aid effectiveness. Since the recipients of aid are seldom involved in the planning and implementation process, aid distribution is often not tailored to the local community and is thus less effective.

Aid providers also play a crucial role when it comes to the correct distribution of aid. Conditionalities and donor priorities often act as a barrier for the recipient countries. They might implement stringent conditions that may not align with the

¹³ "Just a Moment..." *Just a Moment..*,
www.oecd.org/dac/effectiveness/thehighlevelforaonaideffectivenessahistory.htm.

priorities of the recipient country and therefore not address the actual needs of the populations.

Lastly, the lack of communication and harmonization between organizations and donors often leads to inadequate or extreme efforts that address a certain issue. The lack of coherence in some programs or the duplication of efforts for a certain cause without addressing other crucial topics reduces the overall effectiveness.

Assessing how the bureaucratic system affects the timely delivery of aid

Excessive bureaucracy often leads to delays in the distribution of aid. The timely and sometimes obsolete legal formalities that come with the provision of aid often act as catalysts when it comes to aid reaching its receivers at the needed time. The slow processing of paperwork, lengthy approval processes, and delays in decision-making and court cases result in aid not reaching those in need promptly.

The lack of flexibility also plays a crucial role. Rigid bureaucratic structures hinder responsiveness and make it challenging for organizations to quickly adapt to urgent situations. Moreover, bureaucratic red tape increases the delay in the provision of aid. The process not only becomes timely, but also costly, and thus many providers are discouraged from providing aid since the process often turns into a burden.

Assessing how the bureaucratic system affects the correct allocation of resources

Bureaucratic processes impact the efficient allocation of resources in multiple ways. Bureaucratic structures are not always adjustable to fast-changing circumstances or emerging needs. That, for example, leads to the collection of goods, , but not at the right time, and hence can cause a mismatch between resource allocation and the actual requirements on the ground.

Transparency

Through achieving transparency in bureaucratic processes, it can be ensured that material goods, money, etc. are not misused nor misallocated. Officials and employees would have a sense of being inspected by a higher authority and thus they would make sure that their work was correct.

Especially when it comes to collaboration, if bureaucratic entities are not transparent with their work, they can't work closely and efficiently with other agencies to achieve the best outcome.

When it comes to funding, it is extremely easy for entities to misallocate their funds if there is no transparency. Even the collaboration of two or more entities for their own profit can be motivated by the misallocation of funds that they have been given through donations, charities, etc. for humanitarian aid.

Lastly, if bureaucratic entities were to be transparent with society and not just with each other and with other government entities, the community would trust them more. Transparency would enhance society's trust in such entities, which benefits them. The amount of donations of money, material goods, and services could drastically increase seeing that the community would now be aware of their purpose and use.

MAJOR COUNTRIES AND ORGANIZATIONS INVOLVED

United States of America (USA)

The United States of America is the largest provider of humanitarian assistance worldwide. In the year of 2021, the total U.S. humanitarian assistance reached \$13 billion worldwide¹⁴. The country's goal works around saving lives and alleviating suffering by ensuring that vulnerable, displaced and crisis-affected individuals worldwide, receive the necessary assistance and protection.

Russia

Russia is a country known for its complex bureaucratic systems which lead to an overall ineffectiveness of many of its systems. Not just in aid efficiency but in simple, everyday tasks such as getting a cab and getting your clothes dry cleaned, the citizens of Russia have to tackle a great amount of paperwork and questioning because of the bureaucratic character of the country. Additionally, it is characterized by extensive red tape, and thus makes navigating government procedures time-consuming and cumbersome.

Norway

Norway plays a pivotal role in the provision of humanitarian aid, especially in emergency response situations. It contributes largely to the UN Central Emergency Response Fund (CERF) and helps ensure that assistance reaches people affected by humanitarian crises quickly. Additionally, it provides funding for underfunded emergencies under an agreement between the recipient country and CERF. After the United Nations announced an increased need for humanitarian aid in 2020 due to

¹⁴ "Refugee and Humanitarian Assistance." *United States Department of State*, 2 Oct. 2023, www.state.gov/policy-issues/refugee-and-humanitarian-assistance/.

armed conflicts and recent extreme weather events, Norway decided to provide NOK 420 million (\$ 38.9 million) to the CERF and NOK 90 million (\$ 8.3 million) to the United Nation’s Office for the Coordination of Humanitarian Affairs (OCHA).¹⁵

Japan

Japan is the second largest aid donor worldwide after the U.S., as it has provided over \$200 billion dollars¹⁶ over the past 30 years for development as part of its official assistance program. Seeing its location, the top recipients of Japan’s aid seem to be countries in East and South Asia but also several African countries.

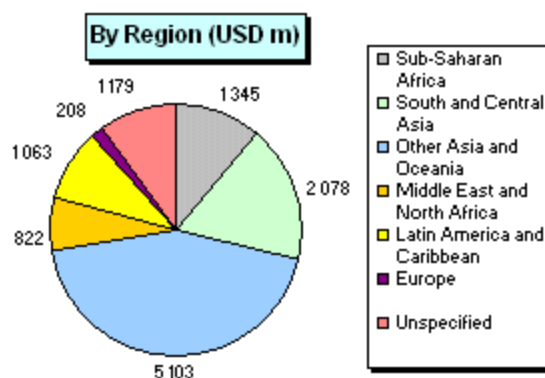


Figure 2: Distribution of Japan’s humanitarian aid¹⁷

Syria

Syria is one of the countries that are in desperate need of humanitarian aid because of the ongoing conflict in the country. The number of people in need of such assistance has increased by 21% in 2021 and has reached a total of 13.4 million people with approximately 1.48 million in “catastrophic” need. According to the UN Office for the Coordination of Humanitarian Affairs (UNOCHA), only 1% of the country’s total population has been fully vaccinated against COVID–19 and there are concerns about the government's ability to distribute vaccines equitably within all areas.¹⁸ A large

¹⁵ "Norwegian Support for UN Humanitarian Aid Efforts." *ReliefWeb*, reliefweb.int/report/world/norwegian-support-un-humanitarian-aid-efforts.

¹⁶ "Development Assistance from Japan." *World Bank*, 30 Aug. 2016, www.worldbank.org/en/country/japan/brief/development-assistance-from-japan#:~:text=Japan%20is%20the%20second%20largest%20aid%20donor%20in,of%20the%20largest%20donors%20in%20several%20African%20countries.

¹⁷ "Just a Moment..." *Just a Moment..*, www.oecd.org/dac/.

¹⁸ "World Report 2022: Rights Trends in Syria." *Human Rights Watch*, 12 Jan. 2022, www.hrw.org/world-report/2022/country-chapters/syria#:~:text=At%20least%2013.1%20million%20Syrians%20need%20humanitarian%20aid,

amount of Syria's population relies on the cross-border flow for food, medicine, and other lifesaving equipment. Aid workers said that even though the contribution of non-UN agencies is important, they are nowhere near able to provide the country with the necessary supplies. The UN provides aid to millions of people, without which the survival of Syrian populations would be impossible.

Association of Southeast Asian Nations (ASEAN)

ASEAN is a political and economic union of 10 states in Southeast Asia and represents a population of over 600 million. Its primary objectives are "to accelerate economic growth, social progress, and cultural development in the region", and "to promote regional peace and stability through abiding respect for justice and the rule of law in the relationship among countries in the region and adherence to the principles of the United Nations Charter."¹⁹It plays a crucial role in the coordination and provision of efficient and quick humanitarian aid in the continent.

United Nations High Commissioner for Refugees (UNHCR)

The UNHCR was established in 1950 to address the refugee crisis that resulted from the war. Its role lies in aiding and protecting refugees, forcibly displaced communities, and stateless people, and simultaneously assisting them in their voluntary repatriation, local integration, and/or resettlement to a third country.

In many cases, it is refugees who seek humanitarian aid in the form of temporary housing, food, water, medical care, and even asylum. It is because of lengthy bureaucratic processes that they often don't get the chance to integrate into their new countries and are faced with multiple problems such as not being able to find work or education or having to face racist and discriminative behaviors. Because of the UNHCR, refugees get the chance to better integrate and resettle, and simultaneously be supported through the lengthy bureaucratic processes they must deal with.

TIMELINE OF EVENTS

Date	Description of event
10 October 2012	Electronic Food (e-Food) Card Programme is officially launched in Turkey

[medicine%2C%20and%20other%20lifesaving%20assistance%E2%80%94including%20the%20Covid-19%20vaccine.](#)

¹⁹ Guerrero, Rosabel B. *Bank for International Settlements*, www.bis.org/ifc/publ/ifcb32c.pdf.

23 May 2016	The Grand Bargain is launched at the World Humanitarian Summit
1 January 2021	The ESSN project in Lebanon provided cash transfers and social services to vulnerable populations affected by crises.
7 September 2021	The Grand Bargain 2.0 is launched
17 December 2021	The UN General Assembly adopts resolution A/RES/76/124 on Strengthening of the coordination of emergency humanitarian assistance of the United Nations

RELEVANT UN RESOLUTIONS, TREATIES AND EVENTS

- General Assembly resolution on Strengthening of the coordination of emergency humanitarian assistance of the United Nations, (A/RES/76/124)17 December 2021²⁰
- Security Council resolution on humanitarian situation in the Syrian Arab Republic and the establishment of a monitoring mechanism (S/RES/2165), 14 July 2014²¹
- Security Council resolution on the protection of civilians in armed conflict (S/RES/1674), 28 April 2006²²

PREVIOUS ATTEMPTS TO SOLVE THE ISSUE

The Grand Bargain²³

The Grand Bargain was launched at the World Humanitarian Summit in May 2016 and is an agreement between humanitarian donors to make humanitarian aid more effective and efficient. It aims to reach more people in need while spending less money on administration and overheads. Additionally, its goal is to improve the

²⁰ "Strengthening of the Coordination of Emergency Humanitarian Assistance of the United Nations :." *United Nations Digital Library System*, www.digitallibrary.un.org/record/3895819.

²¹ "Security Council Resolution 2585 (2021) [on Humanitarian Situation in the Syrian Arab Republic and Renewal of Authorization of Relief Delivery and Monitoring Mechanism for a Period of 6 Months]." *United Nations Digital Library System*, 9 July 2021, www.digitallibrary.un.org/record/3931766.

²² Resolution 1674 (2006) /." *United Nations Digital Library System*, www.digitallibrary.un.org/record/573969.

²³ "Grand Bargain." *European Civil Protection and Humanitarian Aid Operations*, 12 2023, www.civil-protection-humanitarian-aid.ec.europa.eu/what/humanitarian-aid/grand-bargain_en.

overall design and delivery of humanitarian aid by bringing together local and international non-governmental organizations (NGOs), donors, the Red Cross and UN agencies.

The Grand Bargain has set 51 commitments that range from increasing the use of cash – based programming to harmonized reporting requirements and greater transparency, to be able to achieve its goal.

In 2021 the agreement between donors was furthered with the Grand Bargain 2.0. This made delivering aid even more focused, and efficient and included quality funding, localization, and participation. The concept of political caucus was also introduced in the latter agreement, which addresses humanitarian challenges at a political level. A new Grand Bargain is being launched for 2023 – 2026, after careful review and evaluation of the previous ones, to continue delivering aid, quality funding and strengthening the overall efficiency of financing mechanisms and anticipatory action.

Lebanon's Emergency Social Safety Net (ESSN)

The ESSN is a US \$246 million 3–year project, that was approved by the World Bank Group's Board of Executive Directors to help poor and vulnerable populations of Lebanon that were affected by the economic and COVID – 19 crises. It provided cash transfers and access to social services to a huge population of Lebanese people. Additionally, the ESSN also supported the development of a unified social safety net delivery system in Lebanon that allowed better and faster responses to ongoing and future shocks.

There is a new US\$30 million package, which is the second additional financing package to the ESSN project. Since the project already benefited from the initial financing, the second additional financing is aimed to further help Lebanon protect its population from a series of crises as well as help the country develop a digital social safety net system.

Turkey's E-Card System

Turkey is one of the countries with the greatest number of refugees in the world. The World Food Programme (WFP) has partnered with the Turkish Red Crescent (TRC) to provide refugees with e-voucher assistance in camps for the purchase of food and non–food items independently. This program is also beneficial for the economy of the country. Since 2012, it has injected US\$217 million into the Turkish economy through the e-Food Card Program.

This program launched in 2021 when e – voucher assistance was used for the first time by WFP. Each household of refugees, receives a card which is topped with

50 Turkish Liras per person, once a month. These cards can be used in shops in exchange for food which provides refugee families with the benefit of choosing their own food items based on their preferences and restrictions while at the same time restoring some independence to their lives.

Since 2012, because of the e-card program, 91% of households have acceptable food consumption, the needs of refugees with diverse diets are met and in more than 84% of households, women are involved in decisions on the use of assistance.²⁴

POSSIBLE SOLUTIONS

Streamlining administrative processes

The simplification of bureaucratic procedures and minimization of paperwork can contribute to the more efficient and effective provision of humanitarian aid. The implementation of user-friendly digital platforms for aid distribution and application processes can reduce the time, resources, and money required for administrative tasks.

This can be achieved through a variety of changes such as the digitalization of paperwork. The implementation of software solutions to automate administrative tasks, reduce paperwork, and facilitate the efficient management of aid-related documentation such as application forms and records can further contribute to streamlining administrative processes. Additionally, providing specialization and training to staff members involved in administrative tasks and equipping them with the necessary knowledge to navigate administrative processes effectively thereby enhances the overall quality of aid delivery.

Advocating for policy reforms

Policy reforms concerning bureaucratic processes are essential for addressing systematic challenges and improving the efficiency of humanitarian aid delivery. Policy reforms ought to focus on challenges that current vulnerable populations are faced with, which can be achieved through extensive research and analysis on the current needs of stakeholders. The evidence-based data can then be used to demonstrate all such needs and to highlight the potential benefits that such policy reforms will have.

It is vital though that if such alterations take place, they are monitored and evaluated regularly. Since the previous legislation has most commonly been in place

²⁴ "E-food Card Programme: Assisting Refugees in Camps in Turkey, March 2019." *ReliefWeb*, <https://reliefweb.int/report/turkey/e-food-card-programme-assisting-refugees-camps-turkey-march-2019>.

for quite some time, wholly altering it could lead to unexpected problems. Assessing the effectiveness of the reforms, identifying areas for further improvement, and advocating additional policy changes and adjustments is of vast importance.

Promoting flexibility and adaptability

Promoting flexibility and adaptability in the context of bureaucratic challenges can significantly enhance the immediate and effective provision of humanitarian aid. Governments and organizations ought to collaborate, research, and effectively implement methods that work towards better training staff, creating new mechanisms, and motivating local communities to provide effective aid in emergencies.

Methods to do so can include contingency planning. Developing plans that consider more possible scenarios in situations and develop response strategies for addressing different humanitarian crises while at the same time being adaptable and flexible, allows for on-call specialized agents to deal quickly and effectively with issues such as incoming catastrophic storms or earthquakes. Additionally, empowering local communities by involving them in decision-making processes while simultaneously encouraging their active participation in the planning and implementation of humanitarian aid can ensure that aid interventions are specifically created for each community to meet their specific needs and cultural context.

Lastly, collaborating with a wide and diverse spectrum of stakeholders such as government agencies, local groups and communities, international organizations and specialized individuals can provide policymakers with a more holistic approach to all issues that can potentially be proven more effective than approaches involving fewer stakeholders.

Knowledge sharing, transparency and capacity development

Knowledge sharing and capacity development initiatives shared among humanitarian organizations can encourage the exchange of ideas, innovative approaches, and common practices that will lead to a more developed legislation system. Such approaches can aid in overcoming bureaucratic challenges and can help foster a culture of continuous learning and improvement within the humanitarian sector.

By sharing knowledge and experiences, best practices for navigating such challenges can more easily be identified. Paired with innovation encouragement, more efficient and adaptable strategies that will improve the effectiveness of humanitarian aid delivery can be discovered. Lastly, through the facilitation of continuous learning, humanitarian organizations can adapt to changing

circumstances, continuously learn from experiences, and thus proactively address bureaucratic challenges that may arise.

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