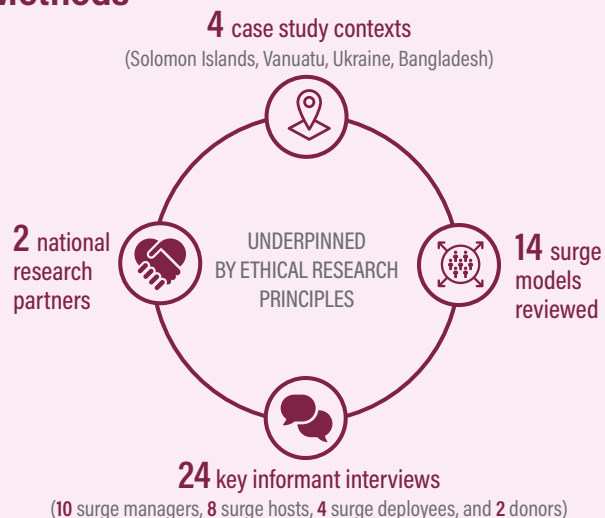




Overview

Surge practices are shifting in both fundamental and subtle ways due to the influence of multiple external drivers. Drivers this paper considers include the role of the pandemic, the localisation agenda, and growing environmental awareness, which have forced organisations to rethink their approaches to surge. However, many humanitarian actors have also proactively designed new practices, helping to drive change. This practice paper looks to capture both the default and the designed processes involved in creating a new surge landscape for the humanitarian sector. This paper explores the evolution of surge practices through default and designed processes. It seeks to document lessons from the recent rapid changes and suggest a pathway for contemporary humanitarian surge.

Methods



What we found

- International deployments reduced as the pandemic spread globally
- Surge models moved online
- Local and regional surge capacities and models have been given more space and opportunity to lead
- International surge actors increasingly consider their role as supporting and facilitating the response, rather than leading it. Figure 1 below highlights best practice for defining surge needs with local actors
- There has been a significant increase in the number and diversity of models and mechanisms through which humanitarian surge can be mobilised

Figure 1: Best practice: Defining surge needs with local actors



Improving surge through design

The paper considers the shifts that have occurred in the past five years and the associated learnings to suggest intentional design features that could support a strengthened surge system. It also builds on previous learnings from relevant research on humanitarian surge conducted over the past seven years.

- As COVID-19-related restrictions are easing, drivers of localised surge practices need to be maintained and enhanced through intentional design
- Remote and hybrid surge models can provide excellent support in response operations, but they need to consider the enablers and barriers, and appropriateness to needs
- There is an opportunity to share learning across surge mechanisms on how to overcome the systemic barriers that are delaying broader localised surge practices
- Identifying the right role and set of skills for deployees is a complex task that needs to involve local actors, host organisations and a diverse range of community representatives
- Surge mechanisms need to better coordinate to reduce duplication, promote efficiencies and best practice, and minimise the burden on in-country host partners

Read the full paper [here](#). If you'd like to learn more about our work, please contact: [info@humanitarianadvisorygroup.org](mailto:info@humanitarianadvisorygroup.org)