NOTES

1. I use the term 'Aid Industry' to embrace humanitarian response activities which typically address short- and long-term major crises and development activities which are aimed at local or wider scale development of the lives and livelihoods of local populations, embracing campaigning, advocacy and influencing activities. INGOs are typically 'multi-mandated', engaged in both arenas. According to OECD, estimated total development aid flows in 2016 amounted to USD 142.6 billion: 'Development aid rises again in 2016 but flows to the poorest countries dip'. http://www.oecd.org/dac/development-aid-rises-again-in-2016-but-flows-to-poorest-countries-dip.htm. Accessed on May 24, 2018.

   The scale of INGO income is compared with that of nations in Morton, B. (2013). *An overview of International NGOs in Development Cooperation*. Retrieved from http://www.cn.undp.org/content/dam/china/docs/Publications/UNDP-CH11%20An%20Overview%20of%20International%20NGOs%20in%20Development%20Cooperation.pdf. Accessed on April 04, 2018.

2. See other publications.

3. Oxfam staff were found to have behaved inappropriately during the humanitarian response to the Haiti earthquake of 2010. Further detail on this is found in Box 1.

4. See Chapters 6 and 8 for more information on GNDR: www.gndr.org.

5. See Chapter 6 for more information on GNDR programmes 'Views from the Frontline' and 'Frontline'. www.gndr.org/frontline.

6. 'UK Research and Innovation' explain the significance of the impact agenda as an aspect of UK funded research work: Excellence with Impact. Retrieved from https://www.ukri.org/innovation/excellence-with-impact/. Accessed on July 02, 2018.

7. The #MeToo campaign which rose to prominence worldwide in 2017 had been initiated to draw attention to sexual harassment of women in 2006 (see https://metoomvmt.org) Its message was appropriated by actors and actresses motivated to name and shame perpetrators of sexual harassment and abuse, particularly in the media industry after revelations about US film producer Harvey Weinstein and others (see, for example, Harvey Weinstein timeline: How the scandal unfolded. (2018, June 5). Retrieved from https://www.bbc.co.uk/news/entertainment-arts-41594672. Accessed on July 02, 2018).

8. Sky News produced a timeline of the initial news revelations concerning Oxfam's Haiti staff. How Oxfam Sexual Misconduct Scandal Unfolded. (2018, February 14). Retrieved from https://news.sky.com/story/how-oxfam-sexual-misconduct-scandal-unfolded-11250070. Accessed on May 21, 2018.

9. In response to the news items, Oxfam made a redacted version of their 2011 report available on their website: Haiti Investigation Report. Retrieved from https://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/haiti-investigation-report. Accessed on May 22, 2018.

10. IRIN news interviewed staff who'd worked alongside van Hauwermeiren in Liberia. Oxfam sexual exploiter caught seven years earlier in Liberia (2018, February 13). Retrieved from https://www.irinnews.org/investigations/2018/02/13/exclusive-oxfam-sexual-exploiter-haiti-caught-seven-years-earlier-liberia. Accessed on May 20, 2018.

11. Oxfam reported that Lawrence resigned as a result of the organisation failing to act on information from Chad as well as Haiti. Oxfam announces resignation of deputy chief executive. (2018, February 12). Retrieved from https://www.oxfam.org.uk/media-centre/press-releases/2018/02/oxfam-announces-resignation-of-deputy-chief-executive. Accessed on May 22, 2018.

12. *The Guardian* reported that Kevin Watkins, Save the Children Chief executive, provided information on cases of abuse to a Commons select committee. Save the children apologises to female employees over Ex-Boss. (2018, February 20). Retrieved from https://www.theguardian.com/society/2018/feb/20/save-the-children-apologises-to-female-employees-over-ex-boss. Accessed on May 21, 2018.

13. *The Guardian* reported Goldring's comments to the select committee. Oxfam scandal linked to sport relief raising a third less on the night. (2018, March 30). Retrieved from https://www.theguardian.com/tv-and-radio/2018/mar/30/oxfam-scandal-linked-to-sport-relief-raising-a-third-less-on-the-night. Accessed on May 22, 2018.

14. *The Guardian* reported that Justin Forsyth resigned as deputy director of UNICEF following publicity about his behaviour at Save the Children. UNICEF Deputy Justin Forsyth Quits Over Inappropriate Behaviour Claims. (2018, February 22). Retrieved from https://www.theguardian.com/society/2018/feb/22/unicef-deputy-justin-forsyth-quits-inappropriate-behaviour-claims. Accessed on May 22, 2018.

15. 22 UK-based agencies including CAFOD, CARE International UK, Christian Aid, Concern Worldwide, UK Global Citizen, Islamic Relief UK, Mercy Corps Europe, Muslim Aid, Oxfam GB, Plan International UK, Practical Action, Save the Children UK, Start Network, Scotland's International Development Alliance, Tearfund, UNICEF UK, VSO, WaterAid, World Vision UK published an open letter outlining their position on safeguarding and steps they intended to take to improve their performance, concluding 'We are truly sorry that at times our sector has failed. We must and will do better'. See Letter From UK Aid Agencies On Safeguarding. (2018, February 24). Retrieved from https://www.islamic-relief.org.uk/letter-from-uk-aid-agencies-on-safeguarding/. Accessed on May 21, 2018.

16. Goldring on BBC *Today* programme Saturday 10 February, *in* Oxfam Faces Allegations Staff Paid Prostitutes In Chad. (2018, February 10). Retrieved from https://www.theguardian.com/world/2018/feb/10/oxfam-faces-allegations-staff-paid-prostitutes-in-chad. Accessed on May 20, 2018.

17. Oxfam announce that Mark Goldring is standing down. Oxfam chief executive to step down. (2018, May 16). Retrieved from https://www.oxfam.org.uk/media-centre/press-releases/2018/05/oxfam-chief-executive-to-step-down. Accessed on May 21, 2018.

18. Author visit to the Metarobi district, Ethiopia, May 2002. Also see Tearfund video 'What do you want to be?'

19. Suzanne Franks provides an in-depth study of the Ethiopian famine of 1984–1985, its reporting, aid agency action and government

behaviour: Franks, S. (2013). *Reporting disasters*. London: Hurst and Company (see pages 117–120).

20. Personal Communication, Addis Ababa, Ethiopia, 2008.

21. United States Geological Survey study of the landslip at la Casitas: Lahar Hazards at Casita and San Cristóbal Volcanoes, Nicaragua. Retrieved from https://pubs.usgs.gov/of/2001/0468/pdf/of2001-0468.pdf. Accessed on May 18, 2018.

22. Author visit to Posoltega, Nicaragua, June 2002. See also 'On Solid Ground' DVD pack, Tearfund, 2003.

23. Author visit to Central Vietnam, October 2015. See also Chantry, G., & Norton, J. (2019) 'Social and economic inequality limits disaster prevention amongst the most vulnerable in Vietnam'. *Disaster Prevention and Management*, *28*(1, Special issue).

24. Telford, J., Arnold, M., & Harth, A. (2004). *Learning lessons from disaster recovery: The case of Honduras*. World Bank. Disaster Risk Management Working Paper Series No. 8. Retrieved from http-//www.preventionweb.net/files/1595_honduraswps. Accessed on May 22, 2018.

25. See executive summary of IFRC report: Key determinants of a successful CBDRR programme Community Based Disaster Risk Reduction Study. pp. 1–4. Retrieved from http://www.ifrc.org/docs/Evaluations/Evaluations%202012/Global/GlobalKey_Determinants_12.pdf. Accessed on May 11, 2018.

26. Davies counters the idea that INGOs are a late twentieth century phenomenon by showing that they have a much longer history, though the term NGO itself emerged post war. Davies, T. (2013). *NGOs: A new history of transnational civil society*. London: Hurst and Company.

27. It should be noted that postcolonial analysis suggests that the persistent 'othering' of the Aid Industry, a separation between 'them' and 'us' may lead to disrespectful and abusive behaviour. Pickering Saqqa highlights an innovative attempt to tackle this tendency: Pickering-Saqqa, S. (2017). Places of poverty and powerlessness: INGOs working 'at home' *Conference paper: EADI NORDIC*. Retrieved from http://roar.uel.ac.uk/7023/1/EADIConference2017%20Places%20of%20poverty%20%26%20powerlessness%20paper.pdf. Accessed on September 28, 2018.

28. Stirrat, R. L. (2008). Mercenaries, missionaries and misfits: Representations of development personnel. *Critique of Anthropology*, 28, 406.

29. A term coined by Graham Hancock in his swingeing condemnation of the excesses of the aid industry: Hancock, G. (1989). *Lords of poverty*. New York, NY: Atlantic Monthly Press.

30. Mark Duffield, with considerable insider experience, discusses the particular and changing nature of development workers: Duffield, M. (2007). *Development, security and unending war*. Cambridge: Polity Press.

31. For example, 57% of Oxfam's income is from institutional sources rather than public giving: Oxfam GB Financial report 2016. (November 2017). Retrieved from http://www.oxfamannualreview.org.uk/wp-content/uploads/2017/11/oxfam-annual-report-2016-17-v2.pdf. Accessed on May 16, 2018.

32. 1.2% of all humanitarian funding to NGOs went to national and local NGOs in 2014. Figure from from *IFRC World Disasters Report 2015*. Geneva: IFRC. Retrieved from http://ifrc-media.org/interactive/world-disasters-report-2015/ p. 105. Accessed on May 23, 2018.

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1 EVOLUTION OF THE INDUSTRY: HISTORY OF INGOS

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36. Data from UNOCHA database for Syria. Figures for NGO engagement are calculated from the downloadable financial

spreadsheets on the site: https://fts.unocha.org/countries/218/sum-mary/2018. Accessed on May 30, 2018.

37. Nel, E., Smart, J., & Binns, T. (2017). Resilience to economic shocks: Reflections from Zambia's Copperbelt. *Growth and Change*, *48*(2), 201–213. Retrieved from https://onlinelibrary.wiley.com/doi/full/10.1111/grow.12181. Accessed on May 30, 2018.

38. Author field visits to Zambia 1993, 1997, 1999, 2002.

39. Article 71 of the UN Charter of June 1945. Chapter X: The Economic and Social Council. Retrieved from http://www.un.org/en/sections/un-charter/chapter-x/index.html. Accessed on May 30, 2018.

40. Davies provides a rich account of the emergence and development of the sector from the late eighteenth century onwards, countering claims that it has developed since the Second World War: Davies, T. (2013). *NGOs: A new history of transnational civil society*. London: Hurst and Company.

41. Davies: 'NGOs', pp. 37–38. Polman, L. (2011). *War games: The story of aid and war in modern times*. London: Viking.

42. Polman; 'War Games'.

43. Davies; 'NGOs', p. 86, Duffield, M. (2007) *Development, security and unending war: Governing the world of peoples* (p. 37). Cambridge: Polity Press.

44. Davies; 'NGOs', p. 108.

45. Davies; 'NGOs' argues that these waves of expansion followed by an over-reaching of ambition and resources have been seen at various stages of INGO history.

46. Davies: 'NGOs'.

47. For an outline of key events in world history post the Second World War, I have relied on Bell, P. M. H., & Gilbert, M. (2016). *The world since 1945: An International History*. London: Bloomsbury Academic.

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49. Duffield; 'Development', p. 38, 47.

50. Author field visit, 1993.

51. Bell and Gilbert: 'The World Since 1945'.

52. Davies; 'NGOs'. Duffield; 'Development'.

53. Montclos recounts the effect of the massive relief operations conducted by Oxfam and others on prolonging the Biafran War and consequent suffering. Perouse de Montclos, M. (2009). Humanitarian aid and the Biafra War: Lessons not learned. *Africa Development, 34*(1), 69–82.

54. Franks's account of the backstory to the massive aid effort in Ethiopia in 1984–1985 reveals the naivety of both the reporting and the management of aid. Franks, S. (2013). *Reporting disasters: Famine, aid, politics and the media*. London: Hurst and Company.

55. Kelemen, 'Modernising Colonialism':

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57. Banks, N., & Hulme, D. (2012). *The role of NGOs and civil society in development and poverty reduction*. Brooks World Poverty Institute Working Paper No. 171. Retrieved from http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2072157. Accessed on February 09, 2016.

58. Schumacher, E. F. (1993). *Small is beautiful*. London: Vintage. (First edition, 1973).

59. Fowler, A. (2011) *Development NGOs*. In M. Edwards (Ed.), *The Oxford handbook of civil society*. Oxford: Oxford University Press.

60. Freire, P. (1970). *Pedagogy of the oppressed*. London: Penguin. (Revised edition, Penguin, 1996).

61. Bell and Gilbert: 'The World Since 1945'.

62. Stiglitz, J. (2002). *Globalisation and its discontents*. London: Penguin.

63. Author interviews with President Frederick Chiluba and other ministers, UK and Zambia, 1993.

64. Nel, Smart and Binns; 'Resilience to Economic Shocks'.

65. The number registered with ECOSOC grew from 724 in 1992 to 2234 in 2002. Changes in the number of NGOs Worldwide Since 1948. (2018). Retrieved from https://www.statista.com/statistics/268357/changes-in-the-number-of-ngos-worldwide-since-1948/. Accessed on May 30, 2018.

66. The international disasters database EM-DAT shows a steadily rising trend in natural disasters. Over the period 1992–2002, the number of

recorded disasters annually according to their criteria grew from 233 to 505. Data from EM-DAT database: https://www.emdat.be/emdat_db/.

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68. Author field visits to Zambia 1993, 1997, 1999, 2002.

69. Grenier, P. (2003). Jubilee 2000: *Laying the foundations for a social movement* in Clark, J. (Ed.). (2003). *Globalising civic engagement: Civil society and transnational action*. Abingdon: Earthscan.

70. As an example of the pressures to compromise faced by INGOs, Baird and Shoemaker's recount of a case of an INGO's complicity with the government in relocating populations to build a dam shows the pressure to respond to government requirements rather than local need: Baird, I., & Shoemaker, B. (2007). Unsettling experiences: Internal resettlement and International Aid Agencies in Laos. *Development and Change*, 38(5), 865–888.

71. See discussion of increasing INGO funding being provided from multilaterals and governments rather than the public, and consequent constraint of their actions: Vaux, T. (2006). Humanitarian trends and dilemmas. *Development in Practice, 16*(3/4). Powell, M., & Seddon, D. (1997). NGOs and the Development Industry *Review of African political economy*. 24(71), 3–10.

72. Davies 'NGOs': argues that these factors led to the third wave of INGO expansion reaching a peak in the 1990s, after which the factors mentioned led to a contraction in the following years, compounded by the financial crash of 2008.

73. Duffield, 'Development': with wide experience in the industry, highlights the shift towards a professionalised industry, whose staff are more familiar with a range of INGOs they hop between and the universities where they train than field contexts. Chambers also highlights the disengagement of INGOs from the contexts they serve resulting from even originally local staff being drawn into this international industry and divorced from particular localities: Chambers, R. (2008). *Revolutions in development inquiry*. Earthscan.

74. 'Psychosocial First Aid' materials for humanitarian workers make striking reading, revealing endemic stress, including 'vicarious stress' resulting from persistent exposure to others' suffering which pushes staff to and beyond breaking point. Headington Institute materials

give an insight into the pressures faced by such workers: Stress and Burnout. Retrieved from http://headington-institute.org/topic-areas/ 126/stress-and-burnout. Accessed on May 22, 2018. An online course published by HLA (part of Save the Children Fund) also takes as its starting point the pressures they face: Wellness and Resilience for Frontline Workers and Managers. (2018, May). Retrieved from https://kayaconnect.org/course/info.php?id=746&utm_source= Academy+Newsletter+2018&utm_campaign=7b531705cb-EMAIL_ CAMPAIGN_NEWSLETTER_MAY2018_2&utm_medium=email &utm_term=0_184305c7d3-7b531705cb-271065329.   Accessed on May 22, 2018.

75. For example, Oxfam accounts show that 57% of their funding came from institutional sources in 2016: Oxfam GB Financial report 2016 (2017, November). Retrieved from http://www.oxfamannualreview. org.uk/wp-content/uploads/2017/11/oxfam-annual-report-2016-17- v2.pdf. Accessed on May 16, 2018.

76. See, for example, Polman's polemic against the complicity of INGOs in war zones: Polman, L. (2010). *War games: The story of aid and war in modern times*. London: Viking.

77. Vaux, 'Humanitarian Trends and Dilemmas', refers to the necessity for INGOs to be bunkered in compounds with the military in situations such as in Afghanistan, sharply eroding their perceived neutrality.

78. Commentators increasingly refer to the weaponization of aid in Syria, by which they mean preventing or allowing aid in different locations can influence the progress of the war. It is claimed that the major warring factions all influence access to aid, and that this has also occurred in other crisis situations (Franks made this case for access to aid in Ethiopia during the 1984–1985 famine: Franks, S. (2013). *Reporting disasters*. London: Hurst and Company.). See also: Berti, B. (2016, July 6). Syria's weaponized humanitarian space. Retrieved from http://carnegieendowment.org/sada/64023. Accessed on May 30, 2018.

79. The control of aid distribution between different areas in Syria is discussed in Meininghaus, E. (2016). Humanitarianism in intra-state conflict: aid inequality and local governance in government and opposition-controlled areas in the Syrian war. *Third World Quarterly*, 37(8), 1454–1482.

80. A video published by the Jubilee Debt Campaign includes material I filmed of Zambian villagers in Balakasau village campaigning to drop the debt: Journey to Justice – Cologne and Balakasau (1999, June). Retrieved from https://www.youtube.com/watch?v=qfjJRSJVP_Y. Accessed on May 30, 2018.

2 THE WHOLE WORLD HAS CHANGED

81. In 1960, 1 billion people lived in cities. In 2017, the figure was four billion according to World Bank dataset: https://data.-worldbank.org/indicator/SP.URB.TOTL?end=2017&start=1960. Accessed on July 04, 2018. In 2008, the percentage of the world population living in cities tipped over the 50% mark and in 2017 had reached 54.7% according to World Bank dataset: https://data.worldbank.org/indicator/SP.URB.TOTL.IN.ZS. Accessed on May 05, 2018. Alkire et al. discusses the lower figure generated using a financial threshold, and the lower figure generated using the Multidimensional Poverty Index: Alkire, S., Chatterjee, M., Conconi, A., Seth, S., & Vaz, A. (2014). *Poverty in rural and urban areas direct comparisons using the global MPI*. OPHI. Retrieved from http://www.ophi.org.uk/wp-content/uploads/Poverty-in-Rural-and-Urban-Areas-Direct-Comparisons-using-the-Global-MPI-2014.pdf. Accessed on July 05, 2018.

82. Information on Uhambingeto from author field visits to Tanzania 1997, 2005 and 2008.

83. See Table 4 showing spike in food price inflation in 2008–2009 in: Lunogelo, H. B., Mbilinyi, B., & Hangi, M. (2009). *The global financial crisis and Tanzania: Effects and policy responses*. ESRF Final Report. Retrieved from http://www.tzonline.org/pdf/odi-esrfgfc.pdf. Accessed on September 23, 2018.

84. Names have been anonymised.

85. For population figures see note 81 above. The estimate of the percentage living in cities in 2050 is contained in the UN report: World Urbanisation Prospects 2018. Retrieved from https://esa.un.org/unpd/wup/Publications/Files/WUP2018-KeyFacts.pdf. Accessed on July 05, 2018.

86. Author field visits to Thailand 1997, 2015.

87. Author field visits to Kathmandu 2014, 2017. Interview conducted by Lara Langston May 2014. Name has been anonymised.

88. Data from: UN Habitat Slum Almanac 2015–2016. Retrieved from https://unhabitat.org/slum-almanac-2015-2016/. Accessed on July 04, 2018.

89. Herrera et al. found rates ranging from 46% to 83% in 11 developing world cities. Herrera, J., Kuépié, M., Nordman, C. J., Oudin, X., & Roubaud, F. (2012). *Informal sector and informal employment: Overview of data for 11 cities in 10 developing countries*. WIEGO Working Paper 9. Retrieved from http://www.wiego.org/sites/default/files/publications/files/Herrera_WIEGO_WP9.pdf. Accessed on July 02, 2018.

90. Author field visit to Cotonou 2009. Also see report in the *Equal Times*: The illegal trade supplying Benin. (2017, May 8). Retrieved from https://www.equaltimes.org/the-illegal-trade-supplying-benin#.WzuMythKhTY. Accessed on July 03, 2018.

91. Author field visit to Mokattam 1998. See also: Egypt's Garbage Problem. Al-Ahram Weekly. (2015, December 9). Retrieved from http://weekly.ahram.org.eg/News/14892.aspx. Accessed on July 04, 2018.

92. Julyssa's case study appears in: GNDR (2015) Everyday disasters and everyday heroes. (2015, March). Retrieved from https://www.weadapt.org/knowledge-base/disaster-resilience/everyday-disasters-and-everyday-heroes. Accessed on September 20, 2018.

93. Information from Author field visits to Nueva Suyapa, Honduras, 2005 and 2015.

94. Data from Table v of: Gibson, T., & Wisner, B. (2016). "Let's talk about you …": Opening space for local experience, action and learning in disaster risk reduction. *Disaster Prevention and Management*, 25(5), 664–684.

95. See discussion of data on page 676 of: Gibson, T., & Wisner, B. (2016). "Let's talk about you …": Opening space for local experience, action and learning in disaster risk reduction. *Disaster Prevention and Management*, 25(5), 664–684.

96. See GNDR, 'Everyday Disasters and Everyday Heroes'.

97. The term informal was coined in this context by Hart in 1976 in a study in Accra: Hart, K. (1973). Informal income opportunities and urban employment in Ghana. *Journal of Modern African Studies*, 11(1), 61–89.

The term was formalised by ILO in 2003: Guidelines concerning a statistical definition of informal employment, adopted by the 17th International Conference of Labour Statisticians, Geneva, 2003. Retrieved from http://ilo.org/public/english/bureau/stat/download/papers/def.pdf. Accessed on July 01, 2018.

There are a range of perspectives on the value and utility of informality in the city economy. See, for example, Table 2 showing these contrasting views in Brown, D., & McGranahan, G. (2016). The urban informal economy, local inclusion and achieving a global green transformation. *Habitat International, 53* (2016). Accessed on July 02, 2018.

The term 'slum' is discussed and defined in: The challenge of the slums: Global report on human settlements. (2003). Retrieved from https://unhabitat.org/books/the-challenge-of-slums-global-report-on-human-settlements-2003/. Accessed on July 02, 2018.

98. See notes 88 and 89.

99. Save the Children Tender Document. Retrieved from https://www.preventionweb.net/jobs/view/51013. Accessed on October12, 2016.

100. Oxfam participatory capacity and vulnerability analysis practitioners guide. (2012). Retrieved from https://policy-practice.oxfam.org.uk/publications/participatory-capacity-and-vulnerability-analysis-a-practitioners-guide-232411. Accessed on July 03, 2018.

101. Provention Consortium assembled a compendium of tools which though produced in 2007 shows the wide range of similar tools produced by different organisations. Retrieved from http://www.proventionconsortium.net/?pageid=43. Accessed on July 10, 2018.

102. David Satterthwaite's Blog: Is urban development too complicated for us? (2018, May 17). Retrieved from https://www.iied.org/urban-development-too-complicated-for-us. Accessed on July 02, 2018.

103. Getting ready for the century of the city: 2013–2016 urban framework report. (2012). Oxfam GB. Retrieved from https://policy-practice.oxfam.org.uk/publications/getting-ready-for-the-century-of-the-city-oxfam-gbs-urban-framework-20132016-337115. Accessed on July 03, 2018.

104. Getting ready for the century of the city: Oxfam.

105. Moser, C., Sparr, P., & Pickett, J. (2007). *Cutting-edge development issues for INGOs. Applications of an asset accumulation approach.* Brookings Institute Asset Debate Paper 1. Retrieved from https://www.brookings.edu/wpcontent/uploads/2016/06/200707INGO_moser.pdf. Accessed on July 04, 2018.

106. Oxfam's senior strategic adviser, Duncan Green, highlights this 'command and control' approach as a challenge to be addressed in a discussion paper: Fit for the future? Development trends and the role of international NGOs. (2015, June 11). Retrieved from https://policy-practice.oxfam.org.uk/publications/fit-for-the-future-development-trends-and-the-role-of-international-ngos-556585. Accessed on July 02, 2018.

107. See, for example, the critiques of participative methods in Cooke, B., & Kothari, U. (Eds.). (2001). *Participation: the new tyranny?* London: Zed Books.

108. Banks and Hulme discuss the limitations of INGOs in poverty reduction: Banks, N., & Hulme, D. (2012). *The role of NGOs and civil society in development and poverty reduction.* Brooks World Poverty Institute Working Paper No. 171. Retrieved from http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2072157. Accessed on February 09, 2016. Power et al. address the challenge of operationalising bottom-up approaches in NGOs: Power, G., Maury, M., & Maury, S. (2002). Operationalising bottom-up learning in international NGOs. *Development in Practice, 12*(3&4), 272–284. Retrieved from https://policy-practice.oxfam.org.uk/publications/operationalising-bottom-up-learning-in-international-ngos-barriers-and-alternat-130573. Accessed on October 11, 2011. The head of CIVICUS, in offering five reasons why funders favour INGOs to direct local funding, highlights the 'lock-in' that INGOs experience as service delivery agents on behalf of large funders: Sriskandarajah, D. (2015, November 9). Five reasons donors give for not funding local NGOs directly. Retrieved from https://www.theguardian.com/global-development-professionals-network/2015/nov/09/five-reasons-donors-give-for-not-funding-local-ngos-directly. Accessed on March 03, 2018.

3 'WHEN THERE'S A CRASH, BLAME THE PILOT': LOCAL FAILINGS OR BROADER PROBLEM?

109. See Box 1 of the introductory chapter.

110. Reuters reported that *MSF* had apologised over allegations of sexual misconduct, including bartering medication for sex, initially reported by the BBC: Medical Charity Msf Apologises After Reports Staff Used Prostitutes. (2018, June 21). Retrieved from https://uk. reuters.com/article/global-charities-harassment/medical-charity-msf-apologises-after-reports-staff-used-prostitutes-idUKL8N1TN2R2. Accessed on July 09, 2018. *Save the Children* stated that stepping back from contracts with DFID whilst dealing with allegations of sexual misconduct would lead to a drop of £67 million, 16.5%, in their income: Save the Children UK expects income to fall by £67 million this year. (2018, July 9). Retrieved from https://www.third-sector.co.uk/save-children-uk-expects-income-fall-67m-year/finance/article/1487279. Accessed on July 10, 2018.

111. Commission reveals surge in reporting safeguarding incidents since Oxfam scandal broke. (2018, July 3). Retrieved from https://www.thirdsector.co.uk/commission-reveals-surge-reporting-safe-guarding-incidents-oxfam-scandal-broke/governance/article/1486853. Accessed on July 10, 2018.

112. *The New York Times* (2018, May 11) reported the case of well-known humanitarian aid worker Peter Dalglish who was accused of using his rural hideaway in Nepal as a base for abusing Nepalese boys: Noted Humanitarian Charged With Child Rape in Nepal, Stunning a Village.

113. Twitter comment: ElizabethleaVos #Aidtoo (2018, July 7). Accessed on July 11, 2018.

114. An in-depth discussion of human error, including cases of pilot error, suggested that the focus on the failure of 'sharp end practitioners' resulted from a hindsight bias – being able to see easily in retrospect what could have been done differently; and a neglect of the surrounding system (procedures, aircraft controls, systems) which increased the likelihood of failure: Woods, D., & Cook, R. (2018). Perspectives on human error: Hindsight biases and local rationality. Retrieved from https://www.researchgate.net/publication/251196331_Perspectives_on_Human_Error_Hindsight_Biases_and_Local_Rationality. Accessed on May 07, 2018.

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    Thrive Worldwide was established in 2017 to 'provide clinical, learning and consultancy services so that people and organisations Thrive Worldwide': www.thrive-worldwide.org. Accessed on July 09, 2018.

127. Some examples are: WHO: Psychological first aid for field workers. (2011). Retrieved from http://www.who.int/mental_health/publications/guide_field_workers/en/ Accessed on July 05, 2018. Wellness and Resilience for Frontline Workers and Managers. (2018) Online training course. Retrieved from https://kayaconnect.org/course/info.php?id=746. Accessed on July 05, 2018. Managing Stress in humanitarian workers, guidelines for good practice. (2012). Retrieved from https://www.antaresfoundation.org/filestore/si/1164337/1/1167964/managing_stress_in_humanitarian_aid_workers_guidelines_for_good_practice.pdf?etag=4a88e3afb4f73629c068ee24d9bd30d9. Accessed on July 05, 2018. Psychological First Aid. Undated online training course available at www.plan-academy.org (requires login). Accessed on July 12, 2018. 'Coping With Traumatic Stress' online learning platform https://ifrc.csod.com/client/ifrc/default.aspx (Requires login). Accessed on July 12, 2018.

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168. For example, China directs its aid towards infrastructure development and requires 50% of construction contracts to be awarded to Chinese firms and 50% of materials to be procured by Chinese business: Apadoca, C. (2017). Foreign aid as a foreign policy tool. In W. R. Thompson (Ed.), *Oxford research encyclopaedia of politics* (pp. 9–11). New York, NY: Oxford University Press. Retrieved from http://politics.oxfordre.com/view/10.1093/acrefore/9780190228637.001.0001/acrefore-9780190228637-e-332?print=pdf. Accessed on August 13, 2018.

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174. Apadoca, 'Foreign Aid as Foreign Policy Tool' illustrates the political motivations underlying aid with the calculation that if EU countries were to allocate aid on the basis of effective alleviation of poverty, they would need to reallocate 70% of the aid budget, suggesting that allocations are based instead on political considerations

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184. An outline of the Logical Framework Approach ('Logframe') is provided here: The logical framework. (2015). Retrieved from https://www.intrac.org/wpcms/wp-content/uploads/2016/06/Monitoring-and-Evaluation-Series-The-logical-framework-12.pdf. Accessed on August 13, 2018.

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TO DECIDE WHO SHOULD AGREE A GOAL*

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