



Defining An Operational Space for NGOs

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Photography of Mark Williams/WPA

More than 10,000 cattle died or were displaced in Louisiana after Hurricane Katrina passed through the area.

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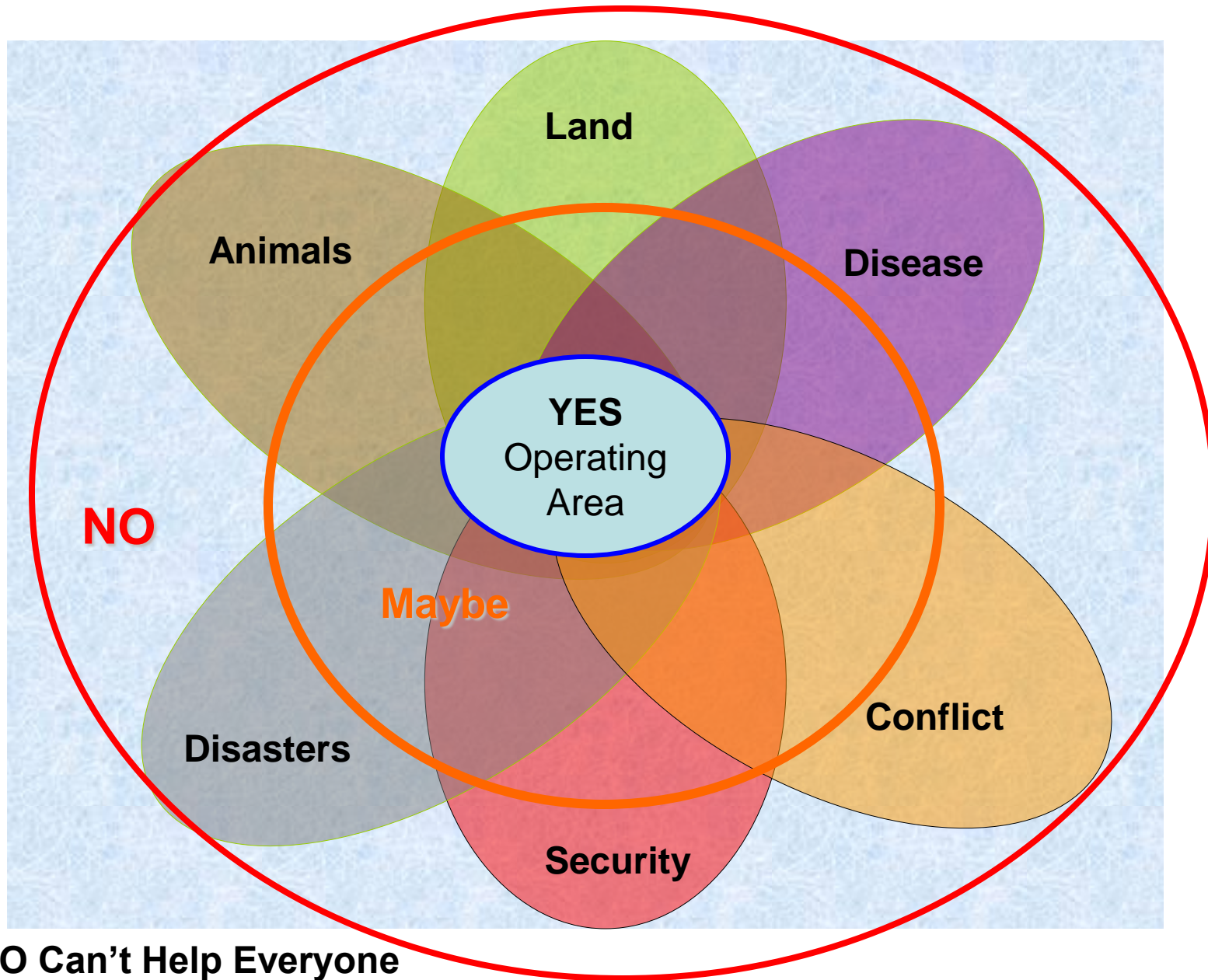
How to Use Presentation

- The Presentation was used at the 2004 World Conference on Disaster Reduction and later in briefings to NGO involved in Hurrican katrina.
- The orientation is towards an animal welfare NGO; but the topic might be people, or in the case of an NGO that protects cultural items, perhaps Museums, works of art, etc. The logic is the same.
- Know in advance of a crisis what you are prepared to do, where and under what circumstances.

Build a Decision Matrix

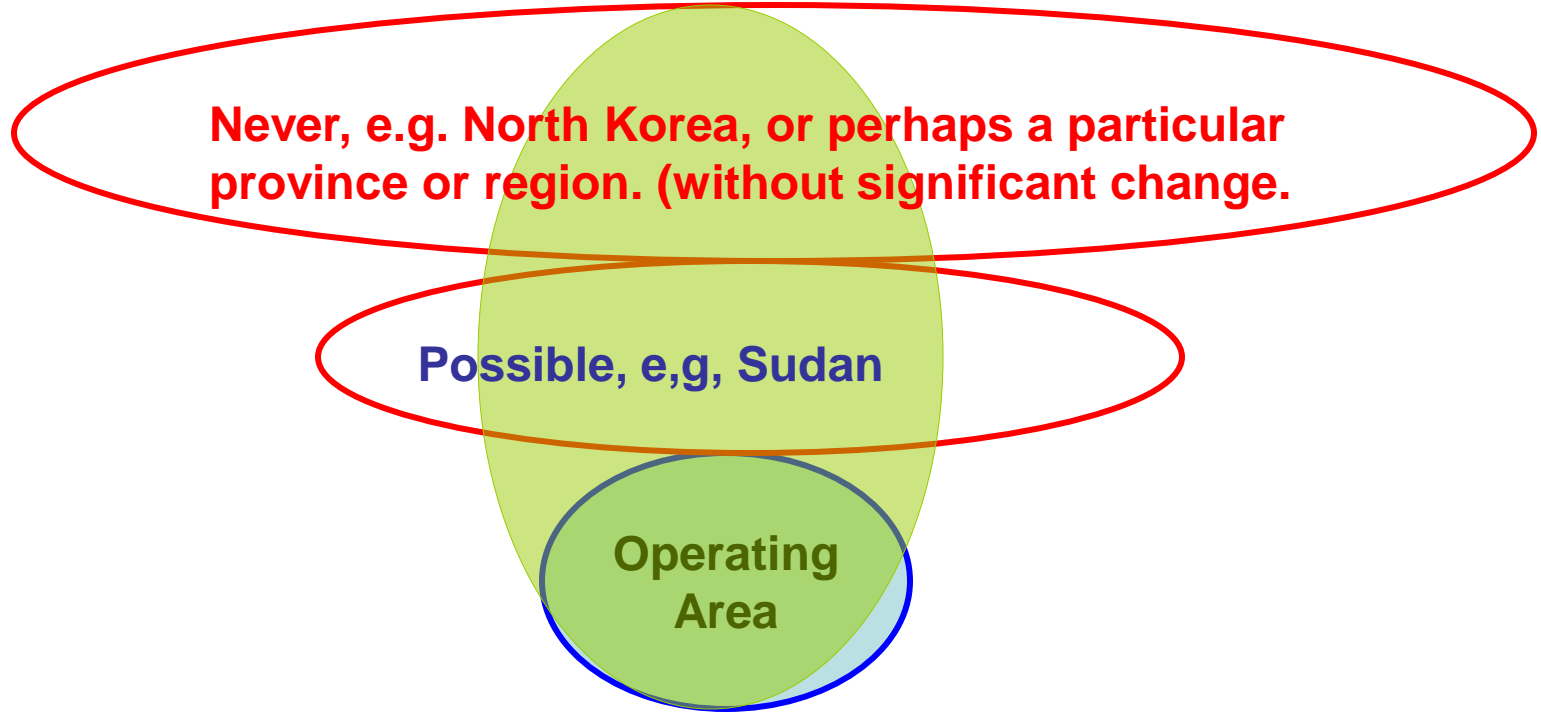
- Ovals show classes of questions
- The answers should be depicted in a matrix.
- This approach will greatly simplify decision making on resources, when or where to deploy and who best to send by defining the Operational Space in which an NGO might operate.
- Sample questions are provided in Ovals. Others could be used.
- Once the operational space is defined, the job isn't over. Questions on available resources, talents and other issues will also limit the space under a wide variety of circumstances.

How does the NGO Decide Who to Help, Who is Most at Risk



One NGO Can't Help Everyone

Choosing Nations -- First Filter



First choose the nations the NGO will not work inside without significant changes, e.g. North Korea.

Next choose countries which under special circumstances, the NGO might operate, like Sudan.

This leaves the rest of the world. (Operating Area,). The NGO is willing to operate in any of these nations, except as further filtered by the rest of the questions.

Second Filter – Which Animals Does the NGO Care For?

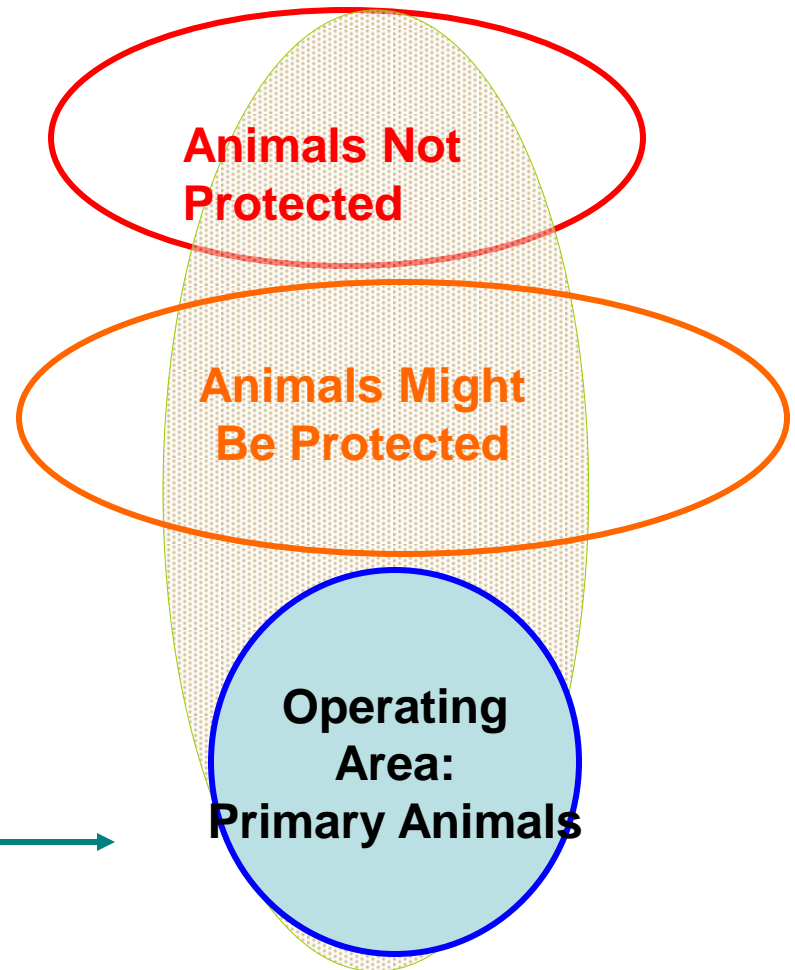
First choose the animals the NGO does not protect, e.g. insects or fish (even in countries the NGO operates in).



Next choose animals which under special circumstances, the NGO might protect.



This leaves the rest of the animals. (Operating Area). The NGO will protect all of these, except as filtered out by other questions. For example, even if an animal would otherwise be helped, the NGO will not if the animal is in a country the NGO can't otherwise operate inside of.



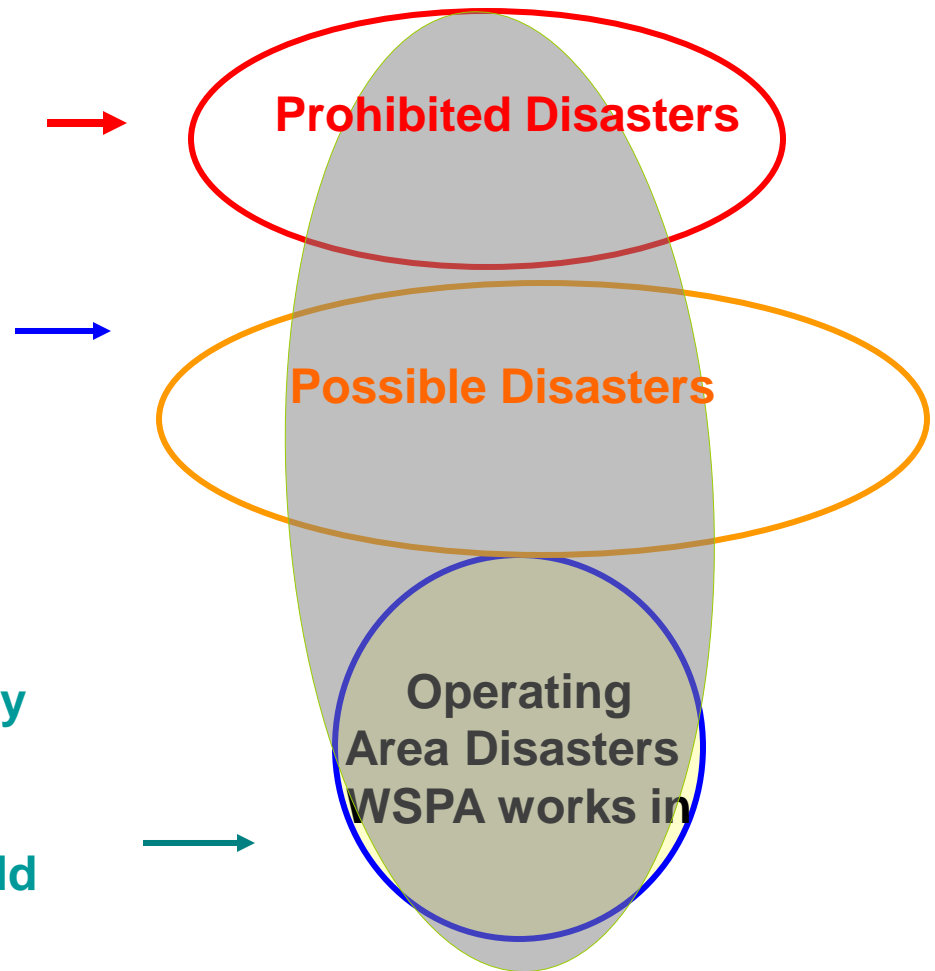
This slide is orientated towards an animal welfare NGO; but the topic might be people, or in the case of an NGO that protects cultural items, perhaps Museums, works of art, etc. The logic is the same

Third Filter – Which Disasters Does WSPA Deal With?

First choose types of disasters NGO does not operate in e.g. oil spills, nuclear or kinds of disease like hemorrhagic fever (even in countries WSPA operates in.

Next choose disasters which under special circumstances, NGO might handle, e.g. drought.

This leaves the rest of the disasters. (Operating Area). NGO will protect any animal in these disasters, except as filtered out by other questions. For example, even if a type of animal would otherwise be helped in a specific country, WSPA will not intervene if the animal is harmed by an oil spill.



Fourth Filter – What Diseases or Injuries Will WSPA Treat?

First choose types of diseases or injuries NGO will not deal with, (even in countries WSPA operates in.



Next choose diseases or injuries which under special circumstances, WSPA might handle.

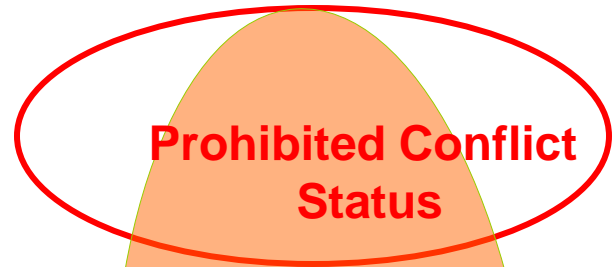


This leaves the rest of the diseases or injuries. (Operating Area). NGO will handle any of these, except as filtered out by other questions. For example, even if rabies or broken bones might be handled ordinarily, they won't be in a prohibited country or circumstance.



Fifth Filter – Levels of Acceptable Conflict

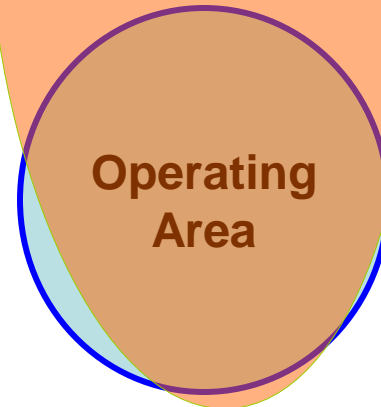
First choose types of conflict that are not acceptable for NGO operations, e.g. open warfare.



Next choose types NGO might operate, e.g. peacekeeping like Afghanistan.



This leaves the rest of the types of conflicts. (Operating Area), political demonstrations, mild civil unrest.



Sixth Filter – Levels of Acceptable Security Risk

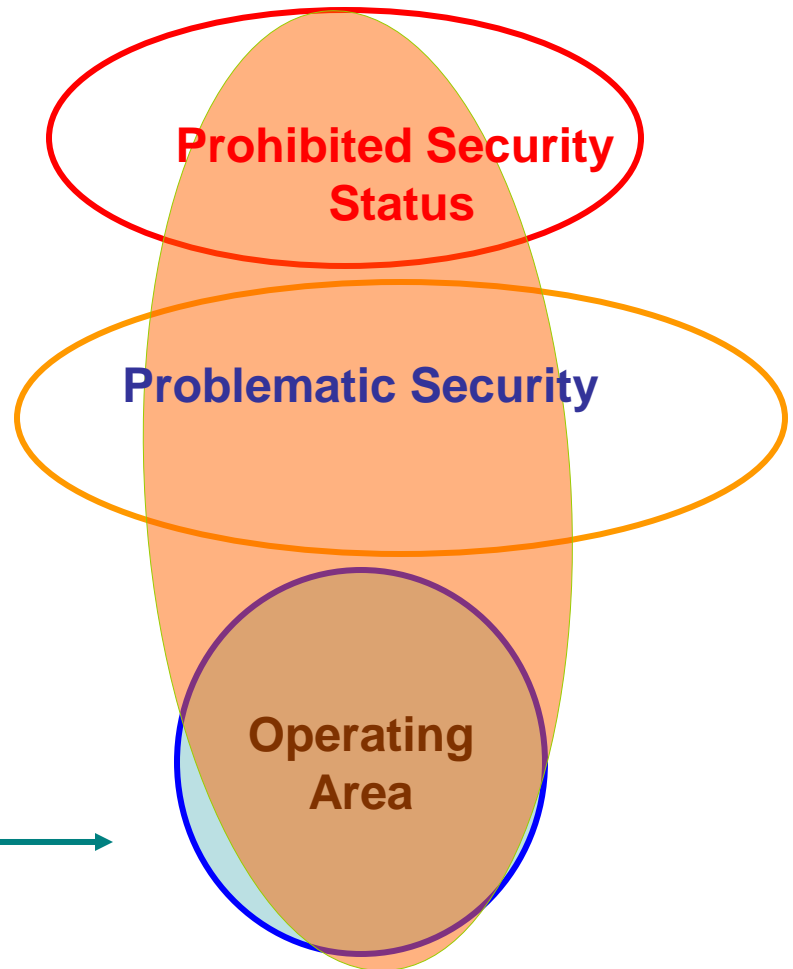
First choose types of security risks that are not acceptable for the NGO's operations, e.g. targeting of NGO's by insurgents.



Next choose types of security risks where the NGO might operate, e.g. high crime.

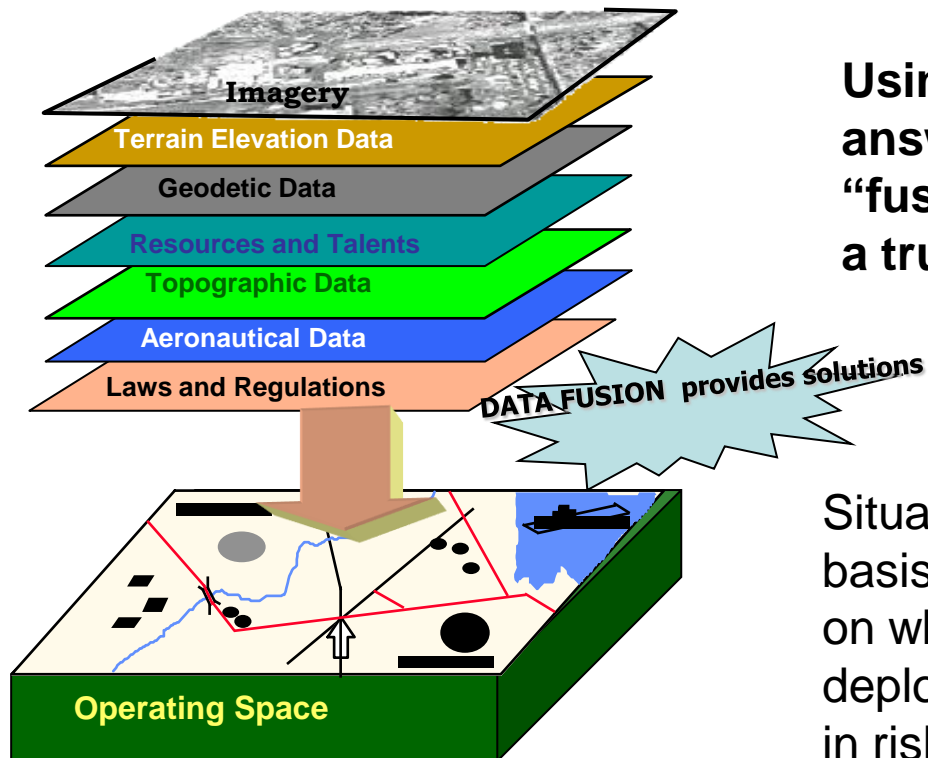


This leaves normal security – low crime, low risks of targeting of NGO's. (Operating Area),



Situation Awareness: A Continual Iterative Process

Once the basic operating space is defined, it needs to be set against a backdrop of other filtering questions, e.g. existence of animal cruelty, national laws, international standards, etc., as the emerging situation in any crisis, availability of funds and talents in member societies. All of these things can be graphed.



Using interlocking graphs, the answers to these questions can be “fused” using GIS software to present a true situational awareness.

Situational awareness provides the basis for providing professional advice on which NGO resources should be deployed before and after a disaster, or in risk reduction.