



FUNDING

# F U N FUNDING G

## HOW TO USE THE CORE HUMANITARIAN STANDARD IN RELATION TO PROJECT FUNDING

Improving a response to communities and people affected by crisis is not just a question of increasing funding. It can also be improved if funding mechanisms contribute to reinforcing the quality and accountability of interventions.

This section provides advice on integrating the quality and accountability commitments of the Core Humanitarian Standard (CHS) during the funding of a project or an organisation.

This section has two parts:

1. The introduction underlines why and how the CHS can be used in connection with the funding of a project or an organisation.
2. Practical advice is provided to underline the key points that should be integrated into the funding process to reinforce the quality and accountability of the projects and organisations that are funded.

It is specifically aimed at:

- Representatives of institutional funding agencies;
- Representatives of operators whose interventions include a funding component (call for proposals, grants, etc.)
- Those in charge of financial monitoring within operators
- Representatives of organisations who establish links between sources of funding and the interventions of operational partners

## INTRODUCTION

### ▲ Why use the Core Humanitarian Standard in connection with funding a project?

The people and organisations in charge of funding a humanitarian or development project or an organisation expect operators to be able to show that there have been positive changes for the targeted population due to the activities that have been funded,



and there is an increasing demand for efficiency and responsibility. In theory, funding a project or an organisation can give you significant leverage to reinforce quality and accountability. Funding sometimes comes with the obligation of using specific Monitoring & Evaluation mechanisms, and/or new approaches (such as “theory of change”), and promotes concepts linked to performance (“Value for Money”). The majority of these initiatives are rational from the point of view of the person and the organisation in charge of funding, but all these initiatives together do not necessarily produce a coordinated, coherent and complementary whole. Many international initiatives have been launched by the donor community to establish a shared framework of good practices. The following initiatives are specifically aimed at interventions in fragile contexts:

- **The European Consensus on Humanitarian Aid** - *Adopted in 2007, the Consensus outlines the policy framework for the EU when acting in response to humanitarian crises. The Consensus sets out why, how and when the EU acts*<sup>27</sup>. In a shifting humanitarian context, this declaration aims to define the priorities of humanitarian action by the European Community: promoting humanitarian principles and law, coherence and coordination between the EU’s different external policies, improving the quality of aid, and reinforcing partnerships and response capacities.
- **The Good Humanitarian Donorship (GHD) initiative** - 23 principles and good practices for humanitarian action were established in 2003 by 18 donors in response to the growing feeling that better coordination and better mutual learning between donors could lead to a more effective humanitarian response. These principles have now been adopted by 41 donor countries.
- **The Grand Bargain** - In May 2016, during the World Humanitarian Summit, 18 donor countries and 16 aid organisations signed the so-called Grand Bargain describing 51 mutual commitments on 10 thematic work streams, all of which aim to improve the effectiveness of humanitarian funding. Numerous other donors and operators have since joined the initiative and have committed themselves to applying the 51 commitments for more global efficiency.
- **The OECD’s New Deal** - Based on the Paris Declaration (2005), the Principles for Good International Engagement in Fragile States and Situations (2007), and the Accra Agenda for Action (2008), the New Deal is an agreement between fragile and conflict-affected states, development partners and civil society to improve development policy and current practices. It was ratified by more than 40 countries and organisations at the 4th High Level Forum on Aid Effectiveness on 30 November 2011 in Busan in Korea<sup>28</sup>. The New Deal was developed to help states and societies affected by fragility and conflicts to make the transition out of fragility and towards peace. In practice, this involves three main points: i) focusing on the right priorities, ii) there needs to be ownership of the transition out of fragility by the country, iii) resources need to be used effectively and need to reinforce local capacities and systems.

These initiatives all underline the following funding issues:

**Transparency** – Being able to share up-to-date, and sufficiently high quality data. The current format being that of the International Aid Transparency Initiative (IATI / IITA).

**Local capacity reinforcement** – Reinforcing countries’ and local communities’ capacity to prevent crises, prepare for them, mitigate their effects and cope with them.

**Efficiency** – Guaranteeing that resources are used properly and reducing management

<sup>27</sup> [https://ec.europa.eu/echo/who/humanitarian-aid-and-civil-protection/european-consensus\\_fr](https://ec.europa.eu/echo/who/humanitarian-aid-and-civil-protection/european-consensus_fr)

<sup>28</sup> <https://www.pbsdialogue.org/fr/le-new-deal/fr-about-new-deal/>

costs by limiting and harmonising demands in terms of reporting and monitoring.

**Relevance** – Distributing funding in a way that is proportional to needs and based on the evaluation of needs, and clear processes and criteria.

**Results-based management** – Balancing demands by reducing the pressure to conform administratively and financially in order to free some time and resources to analyse the effects of the intervention.

**Participation** – Asking operators to guarantee that the population is involved, and accepting that projects can change based on their feedback.

**The flexibility of funding mechanisms** – Being able to assign resources to specific project but also for interventions that have fewer conditions (fewer constraints).

**The humanitarian – development nexus** – Contributing to an approach that is more coherent between prevention, humanitarian assistance and development cooperation.

**Accountability** – Contributing to more responsible interventions, particularly vis-à-vis different population groups.

**Coherence** – Working in a more coordinated, coherent and complementary way between donors.

**Anticipation** – Providing multi-year funding or planning mechanisms for operators in recurring, chronic or protracted crisis contexts.

**Risk / Security management** – Supporting operating partners in their efforts to continually improve their risk management, particularly staff security.

**Critical point – Information management approaches: a poor relation of donors<sup>29</sup> ?**

*The role of donors and public funding in the ecosystem of IM solutions and methodologies remains difficult to measure despite certain limited successes. We can nevertheless observe that, though there are financial lines for the innovation sector, on the one hand the sustainability of these to develop a relevant economic model is often insufficient (mostly “one shot” funding), and on the other hand, these are often directed towards fashionable or sector-based technologies (e-health, e-agriculture, etc.). Despite the high expectations in terms of the quality and quantity of data to be provided (donor accountability), funding for “basic” information management (IM staff, tools, etc.) is often difficult to obtain. What is more, competing initiatives – that are often not interoperable – are regularly supported by different donors or UN agencies, without coordination, thus reducing the efficiency of the sector and increasing its fragmentation. It also appears that the majority of donors have not yet made the shift to IT tools and do not have the necessary competencies to analyse technological proposals by their partners (sustainability, maturity of the technologies used, respecting data protection principles such as with biometrical collection, etc.).*

<sup>29</sup> This sub-section was written by CartONG. For more information about this organization, which provides humanitarian and development actors with specialized support in information management, mapping, analysis and data processing: <http://www.cartong.org>

*Lastly, there are more and more contradictory demands from donors in terms of data management (on the one hand, encouraging or obliging actors to adopt an open data approach, and particularly to have detailed access to the individual data of beneficiaries, and on the other, obliging them to respect data protection principles).*

If we compare these initiatives to the quality criteria of the Core Humanitarian Standard, we can underline the following points that are similar:

**Table - Links between the quality criteria of the Core Humanitarian Standard and the good practices/principles of these donor initiatives for fragile contexts**

CHS QUALITY CRITERIA	DONOR INITIATIVES IN FRAGILE CONTEXTS			
	HUMANITARIAN CONSENSUS	GOOD HUMANITARIAN DONORSHIP	GRAND BARGAIN	NEW DEAL - OECD
1. Humanitarian response is appropriate and relevant	Green	Green	Green	Green
2. Humanitarian response is effective and timely	Green	Green	Grey	Grey
3. Humanitarian response strengthens local capacities and avoids negative effects	Green	Green	Green	Green
4. Humanitarian response is based on communication, participation and feedback	Green	Orange	Green	Grey
5. Complaints are welcomed and addressed	Grey	Grey	Grey	Grey
6. Humanitarian response is coordinated and complementary	Green	Green	Green	Green
7. Humanitarian actors continuously learn and improve	Green	Orange	Grey	Grey
8. Staff are supported to do their job effectively, and are treated fairly and equitably	Green	Orange	Grey	Grey
9. Resources are managed and used responsibly for their intended purpose	Green	Green	Green	Green

Key  Completely relevant in relation to donor initiatives.  Partially relevant.  No particular link/correspondence.

## Critical point – Aid Continuum / Contiguum

*Recovery and reconstruction in the aftermath of a disaster is a major challenge, which requires structural and development action beyond immediate emergency aid. Thus it is important to ensure that humanitarian, development and other relevant aid instruments work better together, in particular in situations of fragility and where communities are seeking to recover from the effects of crisis. Achieving better linkage between Relief, Rehabilitation and Development (LRRD) requires humanitarian and development actors to coordinate from the earliest phases of a crisis response and to act in parallel with a view to ensuring a smooth transition. It necessitates mutual awareness of the different modalities, instruments and approaches on the part of all aid actors, and flexible and innovative transition strategies.*

Extract from the European Consensus on Humanitarian Aid, p. 25

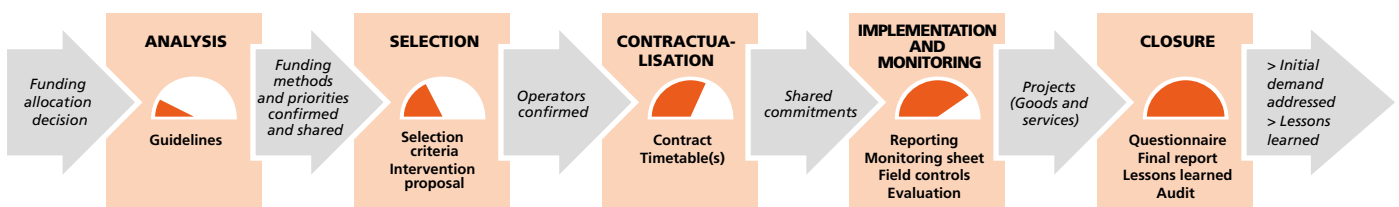
## How can you use the Core Humanitarian Standard in relation to funding a project?

The Core Humanitarian Standard can help people and organisations to provide funding that is appropriate, effective, equitable and flexible. It can do this for the following two complementary funding mechanisms:

- Project funding ;
- Institutional funding

### Project funding

The following funding cycle is for assigning resources to specific projects. It is organised around 5 phases: 1. Analysis; 2. Selection ; 3. Contractualisation; 4. Implementation and monitoring ; 5. Closure



CORE HUMANITARIAN STANDARD'S QUALITY AND ACCOUNTABILITY COMMITMENTS

**Analysis** – This phase ends with the writing and sharing of funding guidelines. It focuses on the intervention and selection priorities and methods.

The nine quality criteria of the Core Humanitarian Standard can be used during this phase to establish the guidelines and provide a coherent overall quality and accountability approach.

### **Experience from the field – El Salvador**

*An earthquake hits El Salvador and the scale of destruction mobilises the international community.*

*Apart from the obvious need for shelter, often replaced by the victims themselves in the days following the earthquake, what people want once they have access to safe shelter (even if it is temporary) is to re-establish basic living conditions : access to basic services (particularly water), economic reinsertion, and access to employment. A social audit which was subsequently carried out confirmed this needs assessment.*

*However, encouraged by the national authorities, the vast majority of NGOs decided to build shelters and housing and implement “mental health” projects”.*

**Commitment 1 – Communities and people affected by crisis receive assistance appropriate to their needs**

**Selection** – This phase involves examining requests in detail to make sure that the resources that are allocated or collected go towards the most relevant projects. First of all, the proposals are checked to see if they are in keeping with the directives. Then the requests are examined in detail before the funding allocation decisions are made.

The nine quality criteria of the CHS can be used during this phase to improve the selection criteria.

**Contractualisation** – This phase involves defining the level, scale and nature of the contractual commitments.

**Implementation** – This phase concerns the implementation and monitoring of the intervention and ends when the activities end.

Though funding is essentially monitored via reporting, the COMPASS’s Project Health Check (see Annexes) can be used to analyse the state of a project during a field visit or to encourage operators to carry out an analysis of the state of a project (often mid-term) that is less restrictive than a classic evaluation.

**Closure** – This phase marks the end of the funding and concludes with a final report and sometimes an audit.

The 9 quality criteria of the Core Humanitarian Standard can be used to establish the questions of a final evaluation.

## ▲ Institutional funding

The idea of responsible funding includes responsibility vis-à-vis:

- The target population, who should be at the centre of an intervention;
- The people who provide the funds (e.g. citizens, with regard to the proper use of public funds);
- The authorities and civil society in the intervention zone;
- Organisations in charge of implementation.

It is useful to be able to assign resource to specific projects, but broader interventions (at the level of an organisation) which have fewer conditions (less restrictive) can also help to meet all these different levels of responsibility.

### **Critical point – Aid localisation**

*One might think that there was a consensus about giving a central role to local actors in crisis response... Experience has shown how essential the role of local actors is in the initial hours and days after a disaster, or to gain access to difficult or contested areas in numerous conflicts, where international operators are not welcome. And yet, the debates about how to put localisation into practice have been more complex than expected.*

*Even the definition of which local actors are concerned by localisation is not so simple, as it cannot be limited to NGOs, and also includes governments, national and local disaster management agencies, and municipal actors. Each of these actors plays a specific role based on their mandate and their capacities. (...)*

*As for local civil society actors, their interaction with “international” actors (which is an inappropriate but revealing term, as they are not “international” as much as “foreign” in relation to “national” actors) are not neutral. The actions and funding of humanitarian organisations shape and transform the civil society of a given country, (...). There is a significant risk of seeing local NGOs turning into clones of NGOs from the global North, and thus losing the value of their “local” nature which allows them to understand precisely “what to do”, and “how to do it”. (...)*

*These numerous and complex issues that have emerged from the field have led to debates at the international level. Indeed, localisation is a collective process that has numerous implications for actors from the global South, but also for the aid system, funding and reporting methods, etc. (...). Aid localisation, which, above all, is a question of regulating the relations of power and respect between actors, can lead to new ways of thinking about solidarity.*

**Extract from Humanitarian Aid on the Move No. 19 – January 2018.**  
<https://www.urd.org/Humanitaires-en-mouvement>

Some funds are used to support operational partners structurally rather than on a project by project basis. In these circumstances, the Core Humanitarian Standard can be used as a framework for the selection, monitoring, capacity building and evaluation of these partner organisations. By providing a global and flexible framework that reflects the quality and accountability challenges of the different stakeholders of an intervention, it can help to establish more agile funding mechanisms that make it possible to monitor not only how resources are managed, but also the results and impact of a number of projects by an organisation.



This method of cooperation can be put into practice via framework agreements which help to avoid multiple controls of organisational, administrative and financial capacity each time a project is financed. These framework agreements, which are of a limited duration, can make it possible to really put into practice quality and accountability commitments that often remain superficial at the level of a project (e.g. Measuring impact). This reinforcement of the dialogue and the relationship of confidence between the organisation in charge of funding and an operator does not prevent controls at regular intervals, but it can make more time and resources available to analyse the effects of the intervention and reinforce the capacities of the different stakeholders.

## PRACTICAL FILES AND TOOLS

This section is organised on the basis of the Core Humanitarian Standard's nine quality criteria, with one page per criterion. For each criterion, there is: an introduction, which looks at how the criterion can be applied to the funding of a project or an organisation, a series of proposed actions for responsible and high-quality funding at the project and institutional level, and links to good practices in fragile contexts.

## 1. HUMANITARIAN RESPONSE IS APPROPRIATE AND RELEVANT

Funding a humanitarian response by ensuring that it is appropriate and appropriate is a guarantee of effectiveness. It is essential in terms of meeting the priority needs of the population while taking into account the specific characteristics of the context, and in terms of using the limited resources available as effectively as possible. This involves checking, supporting and promoting the analysis and understanding of existing needs by the organisation behind the project. The funding mechanism must also allow the project to be adapted based on how needs change. This can also involve supporting the institutional capacity of organisations.

### PROPOSED ACTIONS FOR HIGH-QUALITY AND RESPONSIBLE FUNDING:

#### AT THE PROJECT LEVEL:

##### 1. Support and encourage context and stakeholder analyses

- > Support context analysis at the level of the crisis (joint or coordinated evaluations) and also at the level of the project/programme.
- > Check project documents to see if those behind the project have previous knowledge or have carried out a specific, in-depth analysis of the context and the stakeholders involved.

##### 2. Fund projects sufficiently to cover needs and encourage tailor-made projects

- > Check that there is coherence between the response strategy and the evaluation of risks, vulnerabilities and needs.
- > Check that funded projects do not discriminate against specific groups.
- > Question standardised projects and encourage adaptations to the specific characteristics of the context.

##### 3. Put in place funding mechanisms that allow the intervention to adapt to the characteristics of the context and the way these evolve

- > Stimulate the organisation's capacity to anticipate.
- > Ensure that funding mechanisms are flexible so that the project can be adapted to the social, cultural, political, etc. characteristics of the context, and the way that these evolve.

#### AT THE INSTITUTIONAL LEVEL:

##### 4. Support organisations' institutional capacity to provide appropriate and relevant aid.

- > Encourage and support the adoption of policies committing organisations to providing impartial assistance based on the needs and capacities of communities and people affected by a crisis.
- > Encouraging and supporting the adoption of policies that take into account the diversity of communities, such as the disadvantaged and marginalised, notably via the collection of disaggregated data.
- > Supporting the implementation of processes to guarantee that there is continuous analysis of contexts (policy, tools and methods, staff training).

### LINKS BETWEEN THIS CRITERION OF THE CORE HUMANITARIAN STANDARD AND THE FOLLOWING INITIATIVES:

Good Humanitarian Donorship	Humanitarian Consensus	Grand Bargain
Principles 6 (relevance) and 15 (accountability)	Principles 32 (relevance) and 88 (relevance)	Commitment 5 (relevance)

## 2. HUMANITARIAN RESPONSE IS EFFECTIVE AND TIMELY

Ensuring that funding allows an effective and timely response is obviously a central aspect of donors' responsibility to make sure resources are used properly. This implies that operators and their financial partners should have a high level of reactivity if there is a crisis or that there are specific pre-established emergency funding procedures in place between donors and specialist operators. It also implies that the implementing agency has the appropriate response capacity.

### PROPOSED ACTIONS FOR HIGH-QUALITY, ACCOUNTABLE FUNDING:

#### AT THE PROJECT LEVEL:

##### 1. Encourage and support effective and timely projects

- > Encourage crisis preparedness initiatives.
- > Check whether projects have taken into account constraints and risks and notably whether the activities have been adapted to local calendars (crisis duration, agricultural calendar, etc.).
- > Check the factual basis of the chosen approach (use of good practice, reference to current knowledge of the sector, etc.) in the planning and evaluation of projects.

##### 2. Allow projects to be adapted to improve performance

- > Support and encourage the monitoring of project results/effects and not only the monitoring of activities.
- > Include a continuous improvement mechanism to allow projects to be continuously corrected and adapted.
- > Adapt funding procedures to allow the necessary changes to be made based on how the situation evolves and analysis of project performance.

##### 3. Set up funding procedures that are adapted to how urgent a situation is

- > Adapt the duration of directives and disbursement procedures depending on how urgent the situation is.
- > Think about an exit strategy as early as possible and instigate the transition to longer-term funding.

#### AT THE INSTITUTIONAL LEVEL:

##### 4. Accompany and support organisations to become more effective

- > Propose an institutional framework for links between relief, rehabilitation and development interventions.
- > Encourage the implementation of effective Monitoring Evaluation Accountability and Learning policies.

#### LINKS BETWEEN THIS CRITERION OF THE CORE HUMANITARIAN STANDARD AND THE FOLLOWING INITIATIVES:

Good Humanitarian Donorship	Humanitarian Consensus	Grand Bargain
Principles 5 (reactivity and flexibility of funding), 11 (relevance) and 18 (emergency intervention)	Principles 33 (relevance), 36 (efficiency) and 40 (relevance)	

### 3. HUMANITARIAN RESPONSE STRENGTHENS LOCAL CAPACITIES AND AVOIDS NEGATIVE EFFECTS

Funding can contribute to an effective intervention in an emergency situation (Saving lives) while establishing the initial response to the underlying causes of a crisis, local capacity building and improved management of the risk of negative effects. This responsibility to “do no harm” is shared by operators and financial partners and the goal of long-term, positive impacts is becoming a central issue as specified in one of the commitments of the World Humanitarian Summit: “Change people’s lives: from delivering aid to ending need” which implies better coordination between humanitarian and development donors.

**PROPOSED ACTIONS FOR HIGH-QUALITY, ACCOUNTABLE FUNDING:**

**AT THE PROJECT LEVEL:**

**1. Contribute to reinforcing local capacities and the resilience of local actors.**

- > Check that the local capacities for resilience (structures, organisations, leaders and support networks) have been identified and are involved in the intervention.
- > Support the development of local organisations’ capacities in their role as first responders in the event of future crises.
- > Promote projects that include and/or facilitate capacity building activities and restore services, education, markets and livelihood opportunities.

**2. Identify actual or potential negative effects of the intervention:**

- > Check how well risks, dangers, and vulnerabilities are understood and their integration into the project strategy and the choice of activities.
- > Check that the risk of negative effects are analysed, particularly in the following areas: a. security, dignity and human rights; b. sexual exploitation and abuse by staff; c. culture, gender issues, social and political relations; d. livelihoods; e. the local economy; and f. the environment.
- > Encourage monitoring of the potential negative effects of the intervention and the implementation of avoidance or mitigation strategies.

**3. Contribute to reducing the risk of dependence:**

- > Ask for a clear transition or exit strategy to be developed in consultation with the affected population and the other stakeholders.

**AT THE INSTITUTIONAL LEVEL:**

**4. Support the development and the implementation of policies, strategies and guidelines that make it possible to:**

- > Promote resources and expertise in terms of capacity building.
- > Evaluate, mitigate and manage the potential negative effects of the intervention.
- > Protect personal data in keeping with international standards and local data protection laws.

**LINKS BETWEEN THIS CRITERION OF THE CORE HUMANITARIAN STANDARD AND THE FOLLOWING INITIATIVES:**

Good Humanitarian Donorship	Humanitarian Consensus	Grand Bargain
Principles 8 (local capacity building) and 9 (accountability and humanitarian/development nexus)	Principles 34 (relevance and local capacity building), 42 (accountability), and chapter 5 (principles 75 to 78)	Commitments 2 (local capacity building) and 3 (CASH projects)



## 4. HUMANITARIAN RESPONSE IS BASED ON COMMUNICATION, PARTICIPATION AND FEEDBACK

High-quality and responsible funding can contribute to increasing the involvement of all communities and people affected by crisis during an intervention. This includes, for example, the need to (1) facilitate access to information, (2) guarantee the engagement of the target population, and (3) facilitate feedback mechanisms. Access to information is increasingly being recognised as a fundamental need which is essential for the autonomy and the survival of the population in numerous contexts.

### PROPOSED ACTIONS FOR HIGH-QUALITY AND RESPONSIBLE FUNDING:

#### AT THE PROJECT LEVEL:

##### 1. Facilitate access to information in a respectful and culturally appropriate manner:

- > Ask that the project includes specific mechanisms to share information with communities and people affected by crisis concerning their rights, the organisation and the intervention.
- > Promote the use of communication languages, formats and methods that are easily understood for the different members of the community, particularly vulnerable and marginalised groups.

##### 2. Ensure that there is participation and inclusive and representative engagement by communities and people affected by the crisis during all the phases of the intervention

- > Ask for a precise description of the targeted groups, making it possible to check the quality of the interaction that has already taken place between the communities and the operator.
- > Check that the points of view of people affected by the crisis, including the most vulnerable and marginalised people, are sought and used to guide the design and implementation of the project.

##### 3. Encourage and give communities and people affected by crisis the means to express how satisfied they are with the quality and effectiveness of the intervention:

- > Ensure that mechanisms are in place to collect and use feedback from all groups affected by the crisis. These mechanisms can be formal (group discussions, interviews, questionnaires, etc.) and informal (daily interaction).

#### AT THE INSTITUTIONAL LEVEL:

##### 4. Support the development and application of policies, strategies and guidelines that make it possible to:

- > Share information in a clear and relevant manner with the different stakeholders.
- > Encourage participation on the part of, and listening to, the communities.
- > Communicate externally, including about fundraising, in a way that is factual and ethical, and respectful of the dignity of communities and people affected by the crisis.

#### LINKS BETWEEN THIS CRITERION OF THE CORE HUMANITARIAN STANDARD AND THE FOLLOWING INITIATIVES:

Good Humanitarian Donorship	Humanitarian Consensus	Grand Bargain
Principle 7 (participation of the population)	Principles 28 (transparency) and 95 (transparency)	Commitments 1 (transparency) and 6 (participation of the population)

## 5. COMPLAINTS ARE WELCOMED AND ADDRESSED

Funding implies joint responsibility for implementation methods and consequently a specific issue at stake in relation to the complaints system that is set up. Even though the major international commitments made by donors do not include any specific reference to this subject, funding methods and conditions can help to increase the effectiveness of complaints mechanisms and how well they are adapted to the specific characteristics of a context so that this commitment is not limited to ticking a box. It is also important that these mechanisms do not replace local systems for managing offences and fraudulent practices.

### PROPOSED ACTIONS FOR HIGH-QUALITY AND RESPONSIBLE FUNDING:

#### AT THE PROJECT LEVEL:

- 1. Encourage the implementation of appropriate and effective complaints mechanisms**
  - > Encourage the consultation of communities and people affected by crisis regarding the design, implementation and monitoring of processes for managing complaints.
  - > Ask that information about the way complaints mechanisms work, and the type of complaints that they deal with is provided to, and understood by, all demographic groups.
  - > Check that complaints mechanisms are documented and operational.

#### AT THE INSTITUTIONAL LEVEL:

- 2. Support the development and implementation of policies, strategies and guidelines that make it possible to:**
  - > Guarantee that staff, and communities, are able to make complaints.
  - > Train staff so that they are familiar with complaints processes for sensitive cases (corruption, sexual exploitation and abuse, serious and professional misconduct) and non-sensitive cases (problems related to the use of selection criteria).
  - > Implement a staff code of conduct.
  - > Make decisions, and take sanctions if necessary in a timely, equitable and appropriate manner.
  - > Ensure that complaints that do not fall within the remit of the organisation are referred to a competent party in accordance with current good practices.
  - > Provide factual and responsible external communication if there are sensitive complaints.

#### LINKS BETWEEN THIS CRITERION OF THE CORE HUMANITARIAN STANDARD AND THE FOLLOWING INITIATIVES:

Good Humanitarian Donorship	Humanitarian Consensus	Grand Bargain

## 6. HUMANITARIAN RESPONSE IS COORDINATED AND COMPLEMENTARY

Providing coordinated and complementary assistance is a central issue in relation to funding. It is often a criterion that is imposed on donors by their own regulatory authorities and is used when donors are evaluated. Indeed, it is of paramount importance because, as a single source cannot meet all needs, funding must aim to achieve synergy through the complementarity, cooperation and coherence of interventions.

### PROPOSED ACTIONS FOR HIGH-QUALITY AND RESPONSIBLE FUNDING:

#### AT THE PROJECT LEVEL:

**1. Ensure that the assistance complements that of the national and local authorities, as well as that of other organisations in charge of funding and implementation.**

- > Support the identification of the roles, responsibilities, capacities and interests of the different stakeholders.
- > Promote collaboration and, whenever possible, the sharing of resources and equipment in order to optimise the capacities of communities, host governments, donors and organisations with different mandates and expertise (joint assessments, training, evaluations, etc.).

**2. Exchange the necessary information with partners, coordination groups and all other relevant actors using appropriate means of communication**

- > Promote the use of existing coordination bodies so that people's needs can be treated as a whole.
- > Support the sharing of information regarding the organisation's skills, resources, geographic areas and sectors of activity with other stakeholders in order to reduce the risk of gaps and duplication.

#### AT THE INSTITUTIONAL LEVEL:

**3. Support the development and implementation of policies, strategies and guidelines that make it possible to:**

- > Engage with partners, host authorities and other humanitarian actors, and also, when appropriate, with non-humanitarian actors.
- > Work in partnerships with clear and coherent agreements that respect the mandate, obligations and independence of each partner and recognise their different constraints and commitments.

#### LINKS BETWEEN THIS CRITERION OF THE CORE HUMANITARIAN STANDARD AND THE FOLLOWING INITIATIVES:

Good Humanitarian Donorship	Humanitarian Consensus	Grand Bargain
Principles 10 (coherence), 14 (coherence) and 19 (coherence/relations with the military)	Chapters 3.1 (principles 25 to 30) and 4 (principles 66 to 74), and principles 57 (coherence/relations with the military) and 92 (coherence)	Commitments 7 (anticipation) and 10 (humanitarian - development nexus)

## 7. HUMANITARIAN ACTORS CONTINUOUSLY LEARN AND IMPROVE

Donors have contributed significantly to the emergence of an evaluation culture within the humanitarian sector since the middle of the 1990s. Funding can come with the need to conduct evaluations and cover their cost. Other approaches are available today for learning and improving interventions, and these can be promoted by funding. This criterion is linked to the question of efficiency as it should allow actors to improve the effectiveness of their interventions and make the most of limited resources.

### PROPOSED ACTIONS FOR HIGH-QUALITY AND RESPONSIBLE FUNDING:

#### AT THE PROJECT LEVEL:

##### 1. Learn, innovate and adapt interventions

- > Support the fact that monitoring, evaluation, feedback and complaints processes lead to changes and/or innovations in project design or implementation.
- > Check that the project is designed taking into account lessons learned in similar interventions.
- > Promote the carrying out and use of evaluations.

##### 2. Share lessons and innovations with communities and people affected by crisis, and with other stakeholders

- > Encourage the sharing of information from monitoring and learning with the relevant stakeholders, including affected people and partners.

#### AT THE INSTITUTIONAL LEVEL:

##### 3. Support the development and implementation of policies, strategies and guidelines that make it possible to:

- > Implement regular evaluation mechanisms.
- > Share experience, lessons and know-how within the organisation.
- > Contribute to the establishment of an organisation's continuous learning approach.

#### LINKS BETWEEN THIS CRITERION OF THE CORE HUMANITARIAN STANDARD AND THE FOLLOWING INITIATIVES:

Good Humanitarian Donorship	Humanitarian Consensus	Grand Bargain
Principles 21 (efficiency) and 22 (efficiency/regular evaluations)	Principles 19 (accountability), 28 (transparency), 32 (pertinence) and 47 (coherence)	



## 8. STAFF ARE SUPPORTED TO DO THEIR JOB EFFECTIVELY, AND ARE TREATED FAIRLY AND EQUITABLY

Though the issue of human resource management is an internal matter for operators, funding can raise questions and support an organisation, notably about issues of staff size and competencies, their ethical behaviour and their security.

### PROPOSED ACTIONS FOR HIGH-QUALITY AND RESPONSIBLE FUNDING:

#### AT THE PROJECT LEVEL:

##### 1. Support projects that are based on effective, realistic and fair management of human resources

- > Check that the right number of staff with the right qualifications are in the right place at the right time to implement the proposed intervention.
- > Ask that human resource policies and procedures are equitable, transparent, non-discriminatory and in keeping with local labour law.
- > Encourage the implementation of a code of conduct that, at the very least, prohibits any kind of exploitation, abuse or discrimination.
- > Ensure that mechanisms are in place for staff security and wellbeing.

#### AT THE INSTITUTIONAL LEVEL:

##### 2. Support the implementation of policies, strategies and guidelines that make it possible to:

- > Involve all staff (and suppliers) by signing a code of conduct (that covers the question of preventing sexual exploitation and abuse) and receiving an appropriate briefing about the code of conduct.
- > Support staff in terms of improved competencies and aptitudes.

#### LINKS BETWEEN THIS CRITERION OF THE CORE HUMANITARIAN STANDARD AND THE FOLLOWING INITIATIVES:

Good Humanitarian Donorship	Humanitarian Consensus	Grand Bargain
Principles 15 (accountability) and 17 (risk management/security)	Principles 3 (security) and 51 (transparency and coherence).	

## 9. RESOURCES ARE MANAGED AND USED RESPONSIBLY FOR THEIR INTENDED PURPOSE

The main issue at stake for funding is monitoring how resources are managed in order to know whether they have been used responsibly and as they were intended. In general, this criterion is broadly covered by funding and reporting procedures. The goal is to find the right balance between administrative and financial demands, and analysis of the effects of the intervention. Recently there have been efforts to simplify and harmonise the reporting systems of different donors.

### PROPOSED ACTIONS FOR HIGH-QUALITY AND RESPONSIBLE FUNDING:

#### AT THE PROJECT LEVEL:

##### 1. Manage and use the resources to meet the objective while reducing waste

- > Check that spending is regularly monitored and that the financial planning and monitoring system can guarantee that project objectives will be met.
- > Promote a balanced system between the monitoring of resources and the monitoring of the effects of the intervention.

##### 2. Anticipate and manage risks

- > Promote monitoring, and the implementation of corrective measures, linked to potential impacts on the environment (water, soil, air, biodiversity).
- > Check that mechanisms for managing the risk of corruption have the capacity to take the necessary measures if need be.

#### AT THE INSTITUTIONAL LEVEL:

##### 3. Support the development and implementation of policies, strategies and guidelines which make it possible to:

- > Use and manage resources in a transparent and efficient manner, specifying how the organisation : a. accepts and allocates funds and in-kind donations ethically and legally ; b. uses resources responsibly vis-à-vis the environment ; c. prevents and deals with cases of corruption, fraud, conflicts of interest and financial abuse ; d. conducts audits, checks conformity with procedures and reports back in a transparent manner ; e. evaluates, manages and mitigates risk continuously; and f. ensures that the resources it accepts does not compromise its independence.
- > Use and manage resources ethically, including : accepting and allocating funding ; accepting and allocating in-kind donations ; mitigating and preventing impacts on the environment ; preventing fraud, managing suspected and proven cases of corruption and of misuse of resources ; conflicts of interest ; audits, checking and reporting ; evaluation and the management of risk related to assets.

### LINKS BETWEEN THIS CRITERION OF THE CORE HUMANITARIAN STANDARD AND THE FOLLOWING INITIATIVES:

Good Humanitarian Donorship	Humanitarian Consensus	Grand Bargain
Principles 12 (flexibility of funding), 13 (perspective) and 23 (transparency)	Principles 35 (efficiency), 44 (pertinence and participation), 52 (results-based management) and 72 (transparency).	Commitments 4 (pertinence), 8 (efficiency) and 9 (results-based management)