



Global Forum
for Improving
Humanitarian Action

ANNEXES

All the results and recommendations
from sessions 1, 2 & 3

Contents

Annex A: Which recommendations (from the WHS process to date) would bring about the biggest improvement in humanitarian action in different crisis contexts?	3
Annex B: What should be the roles and main activities of different actors in different crisis contexts?	42
Annex C: Which recommendations (from the WHS process to date) would bring about the biggest improvement in humanitarian action in different crisis contexts?	72



ANNEX A
RECOMMENDATIONS FOR
IMPROVING HUMANITARIAN ACTION
IN DIFFERENT CRISIS CONTEXTS

QUESTION

Which recommendations (from the WHS process to date) would bring about the biggest improvement in humanitarian action in different crisis contexts?

PROBLEM

A large number of recommendations have been made to improve the effectiveness of humanitarian action. However, there are too many actions for the WHS to address. Further, it is not clear whether many of these recommendations are applicable in all situations, or are context specific. This exercise aimed to address these problems

TASK

Participants were divided into six humanitarian response contexts:

- Conflicts
- Protracted crises
- Rapid onset natural disasters
- Situations of urban violence
- Recurrent disasters
- Mega disasters

Within each of these context groups, participants were further divided into groups to address particular criteria for good humanitarian action:

- Reaching everyone in need
- Meeting preparedness and response priorities and respecting the dignity of affected people
- Taking a longer term view
- Building on local capacity
- Being apolitical and consistent with international humanitarian law
- Making the best use of resources
- Using the best tools and knowledge

Using a list of obstacles and recommendations from a list provided by ALNAP, derived from the 700+ recommendations that have come out of the WHS process.

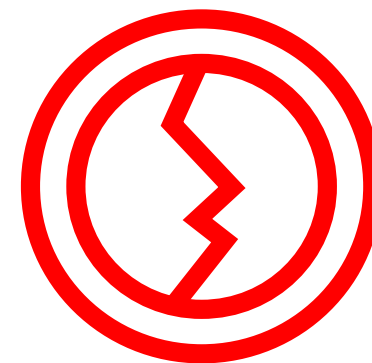
Each group was asked to:

- Identify the main obstacles to achieving this criterion of good humanitarian action (so, for example, the main obstacles to achieving full coverage) in this particular context (in situations of conflict) and;
- To select and improve recommendations that would address these main obstacles.

Groups then critiqued and improved each others' work. These final recommendations were then presented to all participants and they were asked to vote for the ones they strongly supported, and those that they strongly opposed.

Context:

Conflict



SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
1. REACHES EVERYONE IN NEED	Lack of access, and political and security constraints	1) Humanitarian actors need to invest in stronger analysis of access problems to develop more appropriate mitigation 2) Be vocal and provide more information on access picture for high level advocacy 3) Invest in training and professionalisation of staff in access negotiation 4) Combat risk aversion due to security constraints through measuring humanitarian consequences of absence	39	1	38
	Competing drivers for funding from donors and mandate-driven funding, constrains funding directed to greatest areas and groups in need	1) Increase unearmarked and flexible funding 2) Create a mechanism to have an overview and coordination on where to direct funding to where needs are 3) Untap other funding sources (e.g. taxes, private sector)	19	0	19

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
2. MEETS THE PRIORITIES AND RESPECTS THE DIGNITY OF CRISIS AFFECTED PEOPLE	Lack of common understanding of gaps, needs and capacities of affected communities and directly or indirectly affected populations	<ol style="list-style-type: none"> 1) Perform in depth context analysis 2) While ensuring representation of youth, women, older people, minorities and at-risk groups 3) Simultaneously establish a safe mechanism for information sharing among community groups and humanitarians, and ensure safe information management 4) Review existing humanitarian protocols for plan, design and response to adapt to the particular finds of this process 	16	1	15
	Structures and processes of the system do not support the participation of affected people in humanitarian decision making and priority setting, and current processes and delivery mechanisms decrease agency of affected people	<ol style="list-style-type: none"> 1) Use recommendation #2 above and add: Hold regular engagement with diverse contact groups over time to ensure that participants have influence over decisions and shape the humanitarian response 2) Develop periodic and structured information and complaints mechanisms, within each major response, using local language and ensuring safe participation of youth, women, older people, minor and at risk groups 3) Create an effective accountability feedback system that gives the groups mentioned above a strong voice in assessing the performance of humanitarian response and recommending improvements 	12	0	12

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
3. IS CONSISTENT WITH LONGER TERM POLITICAL, ECONOMIC AND SOCIAL PROCESSES	Difficulties exist over establishing entry and exit strategies, especially when there is no political solution in sight	Humanitarian actors should work with local actors, including municipal authorities and women's groups to establish handover strategies and responsibilities in advance	19	1	18
	Humanitarian actors lack an understanding of the existing capacities and plans of national and local actors	1) Humanitarian and development actors should conduct a skills and capacities assessment of local actors to coordinate work and provide capacity building 2) Humanitarian and local actors should work together to ensure local women's groups are equally involved in decision making and all aspects of humanitarian action	24	3	21

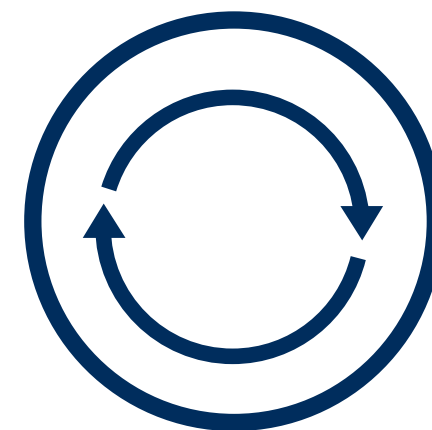
SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
4. IS LED BY THE STATE AND BUILDS ON LOCAL RESPONSE CAPACITIES WHEREVER POSSIBLE	The international humanitarian system does not take sufficient account of national actors	<p>1) International system should strive to facilitate, instead of implement, wherever possible</p> <p>2) Make the Inter-Agency Standing Committee more relevant for national context (translate to the national context of guidelines and training)</p> <p>3) Strengthen (or create) local level coordination</p>	10	0	10
	Direct international funding for national NGOs insufficient and is overly complicated and ineffective, and funding for capacity building in civil society is limited	<p>Reform international funding to support a lead role played by national actors wherever possible</p> <p>Issue: Criteria to define national and local NGOs</p>	8	0	8
	Governments and international actors have a limited understanding of their relative capacities and roles	<p>1) Unpack government (when government is implicit in conflict, local NGO or line agencies can still be professional and neutral)</p> <p>2) States should adopt core humanitarian standards</p> <p>3) States should establish national risk/disaster management agencies, and create contingency plans and clear roles for actors prior to a crisis</p>	12	2	10

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
5. ADHERES TO INTERNATIONAL LAW AND THE HUMANITARIAN PRINCIPLES	Regarding adherence to the humanitarian principles there is lots of lip service but very uneven practice, notably on neutrality	<p>1) Build a critical mass of staff within humanitarian organisations who understand the humanitarian principles, IHL and know relevant organisational policies, including at leadership level</p> <p>2) Build awareness of the principles and what they mean among government, armed and security forces, armed groups, local and diaspora NGOs, media, civil society, etc. NB: respect of principles is key for trust building!! The effects of lack of respect can be global!</p>	28	5	23
	Dialogue with parties is conducted very unevenly due to a lack of clarity on counter-terrorism measures, organisational policies and mandates, capacities, organisational identities, etc. NB: Dialogue is a pre-requisite for better respect of IHL	<p>1) WHS to issue a clear statement on the need for dialogue with all parties as well as its goals and main modalities</p> <p>2) Exemptions to be incorporated in national counter-terrorism legislations and international sanctions regime (e.g. Australia and UNSCR 2199)</p> <p>3) Develop and strengthen consistency of organisational policies</p> <p>4) Build a critical mass of humanitarian staff, including at leadership level, that understand the need and modalities for interaction with all parties, including organisational policies to guide requirement and content of dialogue (this includes measures such as: training, coaching and mentoring, retaining experienced staff, access unit etc.)</p> <p>5) Establish a mechanism for third states to engage with government's party to a conflict for the purpose of offering/delivering assistance, mediation etc.</p>	34	1	33

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
6. MAKES THE BEST POSSIBLE USE OF RESOURCES	Lack of understanding of context causes inability of international humanitarian actors to prioritise resources	1) Coordinate a shared understanding of challenges and priorities. Coordinator would depend on the context. Be agile 2) Build on local expertise in the response	33	2	31
	Coordination approaches could be made more efficient and effective	1) Create incentives to share information across humanitarian system 2) Organisational security risk management should be embedded in the humanitarian response	22	1	21
7. USES THE BEST KNOWLEDGE, SKILLS AND TOOLS TO ACHIEVE AN EFFECTIVE AND TIMELY RESPONSE	Coordination and cooperation mechanisms are weak and exclusive and are not using the evidence that exists	1) Make coordination mechanisms more flexible and country specific 2) Use flexibility to find creative ways to include local actors in appropriate ways	20	0	20
	Lack of information about affected people (humanitarian staff lack adequate skills and training to gather and use best practices)	1) Make accountability and community engagement top of Terms of reference for leaders across all response actors 2) Donors should support agencies to invest in innovation (not just technology) to improve engagement of affected people 3) Donors should require agencies to collaborate to develop systems to collect, store and respond to feedback to communities by improving and adjusting programmes	18	0	18

Context:

Recurrent



SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
1. REACHES EVERYONE IN NEED	Different understandings and different thresholds of needs and lack of accountability of long term planning and lack of rights-based approach.	<p>1) There should be a new set of criteria for the disbursement of development and humanitarian aid, more analysis involving beneficiaries : risk management strategy and risk framework.</p> <p>2) Agreement with governments and stakeholders to implement.</p>	15	0	15
	Poor allocation, proportion, distribution and cyclical allocation of funding.	1) Global compact with targets for humanitarian and development actors with overall target to reduce humanitarian financing and increase multi year multi polar joint development and humanitarian financing.	6	12	-6
		2) Improve medium to long term forecasting of cyclical financing.	7	2	5

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
2. MEETS THE PRIORITIES AND RESPECTS THE DIGNITY OF CRISIS AFFECTED PEOPLE	Humanitarian actors (including all involved) do not 'pay the price' of poor programming and poor decision making that prolongs the affected community's suffering.	1) Create effective accountability feedback systems that give people a strong voice in accessing the performance of humanitarian responses beyond traditional monitoring systems. 2) Move the costs and risks of poor quality aid from the recipient populations to implementing agencies donors and all involved.	19	1	18
	The structures and processes of the systems do not support the participating agency or empowerment of affected people in humanitarian decision making and priority setting.	1) Establish donor commitment on accountability to affected populations which builds on good humanitarian donorship principles, monitor these through a mechanism similar to the Humanitarian Response Index. 2) Standardise performance metrics on community accountability engagement for humanitarian leaders among donors, at cluster and humanitarian country team (HCT).	13	3	10

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
3. IS CONSISTENT WITH LONGER TERM POLITICAL, ECONOMIC AND SOCIAL PROCESSES	Governments and development actors are not paying sufficient attention to humanitarian risks especially to vulnerable, leading to humanitarian action to be last and short term resort.	<p>1) Multi risk analysis should be done systematically (local, national, regional, global) kept updated and shared transparently and openly.</p> <p>2) Address the institutional and social barriers (local, national, global) that hinder inclusion of risk analysis in aid programming, considering trans-boundary and global impacts.</p>	15	0	15
	There is a lack of coordination and collaboration between development and humanitarian actors.	<p>1) Agree on binding compact humanitarian and development actors that will herald a new system of collective crisis management, aiming at reducing caseload in protracted and recurrent crises.</p> <p>2) Change the funding structure to bridge the divide between relief and development.</p>	21	1	20

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
4. IS LED BY THE STATE AND BUILDS ON LOCAL RESPONSE CAPACITIES WHEREVER POSSIBLE	The international humanitarian system does not take sufficient account of national actors, and should change to ensure it does so.	<p>1) The international system should take on a more supportive, facilitative or supplementary role where possible (Emergency Relief Coordinator (ERC), donors, national governments).</p> <p>2) National coordination/response mechanisms should be the default approach, with bilateral/multilateral forms of support becoming more disciplined in engaging only when required and on the basis of need.</p>	19	0	19
	Funding for capacity building of civil society and National Disaster Management Authorities (NDMAs) is limited and approaches to capacity building are not effective.	<p>1) Reform international funding to support lead role of local and national actors in preparedness and response. Set targets (donors).</p> <p>2) Reform international funding to x% of international humanitarian funding will be dedicated to strengthen national and local capacity (especially capacity building for preparedness and resilience). Allow local actors to determine own capacity building needs (national actors and donors).</p>	27	0	27

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
5. ADHERES TO INTERNATIONAL LAW AND THE HUMANITARIAN PRINCIPLES	Rights and obligations deriving from IHL, human rights law and refugee law are not fully respected.	<p>1) States should ensure full implementation of IHL: this includes ratification of relevant treaties, national commissions on IHL, policy frameworks, integration of IHL into armed forces' doctrines and procedures and many other measures.</p> <p>2) Reform and implement strengthened mechanisms for ensuring compliance and accountability for violations (e.g. sanctions, travel bans, chapter 7 IC). These should be fully functioning and have competences over the alleged violations.</p> <p>3) Through advocacy, dialogue, education, all parties should be made aware of, and understand the specific implications of, IHL and the principles for humanitarian action. Liabilities of non-compliance. (UN Security Council, diplomats, religious leaders to convey in addition to humanitarian actors)</p> <p>5) Establish global monitoring (WHO??).</p>	14	2	12
	Currently the centrality of protection in humanitarian action is not affirmed and meaningfully applied as it should be.	<p>1) Humanitarian actors should at least double the funding for protection by 2020.</p> <p>2) Humanitarian actors should be held accountable for providing protection that matches the needs and priorities of affected communities.</p> <p>3) Build capacity of local communities to be empowered enforcing and advocating for the respect of IHL and the fulfilment of protection needs.</p>			

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
6. MAKES THE BEST POSSIBLE USE OF RESOURCES	Current funding mechanisms are unpredictable.	1) Create regular funding, combining humanitarian and development dimensions and longer term timeframes: <ul style="list-style-type: none"> - multi-year - not earmarked and flexible - based on resilience framework - seek external funding - establish effective dialogue between humanitarian and development actors 	19	1	18
	Mandates, structures and behaviours of international humanitarian actors lend themselves to larger system-led inefficiencies.	1) Restructure, reform, streamline overlapping mandates and structures. 2) Build on local structures and systems including local communication coping mechanisms rather than duplicate or create parallel efforts.	18	4	14
7. USES THE BEST KNOWLEDGE, SKILLS AND TOOLS TO ACHIEVE AN EFFECTIVE AND TIMELY RESPONSE	Humanitarians are not well placed to deal with political, economic and social contexts to deal with root causes of recurrent crises.	1) Through new and different partnerships, agree with governments in countries (and/or regions) on common risk frameworks. 2) Subsidiarity is key but should include all levels: from local adaptation of assistance to high level political action to come to durable solution for recurring crises.	8	1	7
	Even where evidence is there, humanitarians do not use or adapt new techniques to work towards solutions and better preparedness.	1) Role of government receiving humanitarian actors to ensure international humanitarian standards are known, used, applied in the response. 2) Establish long term data sets and monitor the effects of response/interventions on recurring crises. 3) Link the above to flexible funding to adapt response as the crises evolves over time.	23	0	23

Context:

Mega



SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
1. REACHES EVERYONE IN NEED	Access constrained to low logistics and response capacity.	1) Build mechanism for global and regional preparedness based on risk assessment and capacity gap analysis. 2) Operationalise global and regional facility for demographic analysis of potential countries at risk.	25	1	24
	Humanitarian action is targeted on the basis of ease rather than needs.	1) Build community capacity and information-flow mechanism to identify and report on population groups not being reached. 2) Develop coordinated multi-stakeholder mechanism to monitor action in response to information on excluded groups.	30	1	29

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
2. MEETS THE PRIORITIES AND RESPECTS THE DIGNITY OF CRISIS AFFECTED PEOPLE	There is a lack of sufficient data on needs.	<p>1) OCHA develops more systematic and technologically contemporary system for collection, management and dissemination of data which is accessible and actionable by relevant humanitarian actors and donors</p> <p>2) Ensure that all needs assessments (e.g. Multi-Cluster and Sector Initial Rapid Assessment (MIRA)) are informed by local, cultural and anthropological information and analyses (Lessons learned from Ebola).</p>	20	16	4
	Structures and processes do not support participation.	<p>1) Prioritise and invest in leadership around accountability and participation within donors, Humanitarian Country Teams, NGOs and regional bodies (through peer review mechanism).</p> <p>2) As part of preparedness, convene expert groups (comprising diaspora, academics, economists, sectorial experts, religious leaders, anthropologists) to engage in decision making related to the response.</p>	13	16	-3
	Humanitarians do not pay the price for poor programming because humanitarian programmes are not designed to address, and do not report on, the specific needs of particular groups. Addressing this will facilitate more fit for purpose structures and processes for participation.	All humanitarian agencies should incorporate feedback mechanisms which assess humanitarian performance, to be mandatory requirements by donors and Emergency Relief Coordinator (ERC) to hold HCs to account	30	1	29

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
3. IS CONSISTENT WITH LONGER TERM POLITICAL, ECONOMIC AND SOCIAL PROCESSES	Government at all levels are not/ cannot pay sufficient attention to the issue of disaster risk.	1) Humanitarian early warning systems to include multidisciplinary , comprehensive, holistic, resilient preparedness for mega disaster scenario. 2) Government integration of Disaster Risk Reduction (DRR) with mega disaster scenario into legal, policy, program, investment framework. 3) International actors invest in Disaster Risk Reduction with mega disaster scenario and align with agreed national and international framework.	17	4	13
	Humanitarian actors lack an understanding of the skills,capacity of local, national and international actors and have only limited relationships with development and political actors.	1) Every country should have a recognised platform which will conduct assessments which can be the basis, reference of conductory assessments. 2) Multi stakeholder, multi-risk analysis should be done systematically at local, national, regional and global levels, kept updated, rooted in scientific (physical, natural and social sciences) and local knowledge and shared in a transparent and open manner.	16	1	15

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
4. IS LED BY THE STATE AND BUILDS ON LOCAL RESPONSE CAPACITIES WHEREVER POSSIBLE	A lack of mutual understanding of roles, responsibilities and capacities means that the international system does not take sufficient account of national and local actors.	<p>1) In preparedness and response planning, engage in a clear and transparent dialogue at country level on comparative advantages and capacities of national and international system</p> <p>2) Establish relationships and create contingency plans before the crisis, for different actors that have scaled level of response and clear roles and responsibilities for different actors at different levels and international exit criteria.</p>	22	0	22
	National actors (government, NGO, civil society, private sector) are not effectively represented in international coordination and decision making fora.	<p>1) In natural disasters, national coordination and response mechanism should be the default approach taking into consideration local language and cultural context.</p> <p>2) In internal armed conflict where coordination with government may be limited or where government access to territory may be limited, national NGOs, civil society and other national capacity should still play a crucial role.</p> <p>3) Reform international funding arrangements to recognise and support the capacity of national and local actors.</p>	22	3	19

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
5. ADHERES TO INTERNATIONAL LAW AND THE HUMANITARIAN PRINCIPLES	Humanitarian action is being obscured and directly instrumentalised by political, military or peace-building objectives	1) Work with, have dialogue with host states and/or UN mission command to depoliticise humanitarian action 2) Enforce accountability structures to ensure appropriate interface between military and humanitarian actors.	6	6	0
	Currently, the centrality of protection in humanitarian action is not affirmed and meaningfully applied as it should be.	1) Local actors should be more empowered in enforcing and advocating for the fulfilment of protection needs by being included in context analysis and decision making. 2) Government officials and humanitarian leaders should be accountable for addressing in non-conflict situations.	27	0	27

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
6. MAKES THE BEST POSSIBLE USE OF RESOURCES	Lack of support within the system for better data monitoring and analysis around needs identification, use of resources and outcomes	Apply the right approaches (governments, NGOs, UN) (Investment already significant).	9	4	5
	Mandates, structures and behaviours of international humanitarian actors lend themselves to larger system-level inefficiencies.	1) Re-align operational mandates based on context specific needs. 2) Funding mechanisms should provide stronger coherence between humanitarian and development financing for preparedness and response action. 3) Re-align funding to humanitarian actors based on capacity and access (not mandate).	18	13	5
	Coordination approaches should be more efficient.	1) Identify the best individuals at the table (governments, donors, UN). 2) Adapt coordination systems to the content and move towards a system of interoperability, both of actors, standards and procedures.	10	7	3

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
7. USES THE BEST KNOWLEDGE, SKILLS AND TOOLS, TO ACHIEVE AN EFFECTIVE AND TIMELY RESPONSE	Lack of engagement with all stakeholders results in a lack of wider consultation, information gathering and response parameters.	<p>1) Ensure participation of affected people in the identification of underlying risks and in program design through innovative approaches in engagement and implementation of best practices.</p> <p>2) Guided by agreed procedures, clarify the roles, responsibilities and value-added of stakeholders (local authority, civil society, private sector and affected people) in all cycles of programming.</p>	24	2	22
	Innovative approaches and lessons learned are not implemented or adopted.	<p>1) Develop and adopt innovations (with the Sphere standards) that would allow collection of evidence in real-time and use this to continually update and adapt projects to changing needs and situations.</p> <p>2) Shift the focus from evaluating delivery performance to tracking and understanding the outcomes of affected people.</p> <p>Who: based on subsidiarity principle on the basis of capacities and checks and balances.</p> <p>In all recommendations there is an element of 'pre-work' that is required prior to the mega disaster.</p>	21	4	17

Context:

Protracted crises



SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
1. REACHES EVERYONE IN NEED	Access to assistance and protection is constrained by a lack of security for aid workers.	1) Make funding available, especially for local actors. 2) Need for greater respect of humanitarian principles. 3) Look to non-traditional actors for alternative solutions.	32	1	31
	Access to assistance and protection is constrained by lack of logistical and response capacity.	Review how the system responds to forgotten emergencies.	8	9	-1

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
2. MEETS THE PRIORITIES AND RESPECTS THE DIGNITY OF CRISIS AFFECTED PEOPLE	Current approaches and delivery mechanisms of humanitarian aid decrease the agency of affected people.	1) Scale up multi-sector, multi-purpose cash where feasible, based on strengthened context analysis (donors, agencies). 2) (Agencies) provide individuals with clear options that support personal agency, such as settle or return; cash, or assistance in kind.	17	1	16
	Humanitarians do not 'pay the price' for poor programming.	1) Develop common information and consultation mechanisms (not just feedback but input into decision). 2) Establish clear roles and responsibilities for accountability: consider structural change.	20	2	18

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
3. IS CONSISTENT WITH LONGER TERM POLITICAL, ECONOMIC AND SOCIAL PROCESSES	Need clear entry and exit strategies.	1) Link actions with long-term plans, processes and strategies, or support the development of them with local actors (15 votes). 2) Hold governments accountable to fulfil their responsibilities and make them partners to build resilience (8 votes).	23	0	23
	Humanitarian actors lack understanding of existing capacities and lack engagement with local, national and international actors.	1) Create response jointly with local, national and international peace and development actors (13 votes). 2) Change the structures and processes of donors and international agencies to bridge the humanitarian-development divide (11 votes).	24	0	24

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
4. IS LED BY THE STATE AND BUILDS ON LOCAL RESPONSE CAPACITIES WHEREVER POSSIBLE	Governments have limited capacity (funding priorities, legal frameworks and structures, resources).	1) Crisis-affected countries should have legally-binding regulations in place for engagement with international and regional organisations. 2) Regional organisations should coordinate and advocate to respect standards and set standards.	8	1	7
	There is a lack of direct funding for national NGOs and capacity building of national NGOs.	1) Donors and international organisations should simplify compliance reporting and risk management frameworks and better understand risk transfer. (11 votes). 2) Reform the current financing structures to support local and national actors being in lead. (8 votes). 3) Allow local NGOs to determine their own capacity needs and support and invest in a results based approach. (11 votes).	30	0	30
	Funding isn't adequately structured to function in protracted crisis settings.	1) Reform funding for protracted crises to be multi-year, flexible, multi sectoral and focused on shared outcomes. (7 votes). 2) Use pooled funds to channel funding to national NGOs. (5 votes).	13	1	12

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
5. ADHERES TO INTERNATIONAL LAW AND THE HUMANITARIAN PRINCIPLES	Humanitarian action is being obscured or instrumentalised by political, military or peace-building objectives.	1) End integrated missions and ‘multi-hatting.’ 2) Member state humanitarian assistance provided based on need and humanitarian principles delinked from foreign policy objectives; peer review mechanism by member states for accountability.	23	12	11
	Rights and obligations deriving from IHL, human rights law and refugee law are not fully respected.	1) Holder of Geneva Convention to activate accountability mechanism and amend to add capacity for sanctions of offenders. 2) Establish system to improve third party state accountability for: a. Fueling conflict incentivisation b. Inaction to enforce law and sanctions e.g. International Criminal Court decision of visiting head of state.	11	4	7
	Currently the centrality of protection in humanitarian action is not affirmed and meaningfully applied as it should be.	1) Systematise overarching national protection strategies (multi-sectoral, regularly updated) 2) Ensure Humanitarian Coordinator/Humanitarian Country Team prioritise, and are held accountable for, protection outcomes. 3) Develop and enforce protection markers for humanitarian funding to safeguard for protection services.	20	0	20

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
6. MAKES THE BEST POSSIBLE USE OF RESOURCES	Current funding mechanisms are too short-term to enable predictable programming.	<p>Donors and agencies to plan ahead:</p> <p>Create more multi-year and multi-polar funding streams of three to five years, as well as flexibility in use of resources (adaptability to changing context).</p> <p>Funding mechanisms should provide stronger coherence between humanitarian and development financing, and a longer-term time frame for protracted crises in particular.</p>	37	0	37
	Coordination approaches could be made more efficient.	<p>For Global Clusters, country clusters, OCHA, Cluster Lead Agencies:</p> <ol style="list-style-type: none"> 1) Adapt coordination systems to the context, and move towards a system of interoperability, both of actors and of standards. 2) Develop the right approaches to need assessments and vulnerability tools, to provide a better understanding of needs tailored to context. 3) Build on existing local and national structures and partnerships first rather than duplicate or create parallel efforts. 	12	2	10

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
7. USES THE BEST KNOWLEDGE, SKILLS AND TOOLS, TO ACHIEVE AN EFFECTIVE AND TIMELY RESPONSE	There is a reluctance/delay in wider adoption of techniques that have shown to be effective.	1) Scale up multi-sectoral, multi-purpose cash programmes. 2) Support wider adoption of ‘non-camp’ based approach for IDPs/refugees.	19	1	18
	Responses are slow because of a lack of sufficient preparedness measures.	1) Create targets to increase humanitarian or development finance for preparedness.	10	0	10
	Humanitarian responses do not use the most effective approaches because of poor leadership and decision-making; also, humanitarian staff lack adequate skills and training in best practices.	1) Focus on leadership teams (not individuals) as decision making fora. Ensure that locally recruited staff participate in these teams. 2) Identify skilled people from outside the humanitarian sector (private sector and academia) who can provide specialist partner capacity (e.g. urban response). 3) Establish training and learning opportunities at national and regional levels (especially for newer technologies), and language skills. ‘Pull people into the system’.	37	4	33

Context:**Rapid onset natural disaster**

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
1. REACHES EVERYONE IN NEED	Lack of funding and commitment for preparedness and capacity development.	<p>1) Translate lessons learned into preparedness action (government, UN, NGO,private sector).</p> <p>2) Advocate governments, donors, UN agencies, NGOs and community based organisations to allocate funding and time for preparedness.</p> <p>3) Joint preparedness action (government, UN, NGOs, community based organisations, donors, private sector).</p>	35	2	33
	Lack of physical and information access to affected populations.	<p>1) Increase use of common logistic services.</p> <p>2) Common needs, capacity, market assessments and better information sharing of results for all actors.</p>	15	1	14

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
2. MEETS THE PRIORITIES AND RESPECTS THE DIGNITY OF CRISIS AFFECTED PEOPLE	Agencies' limited accountability for poor performance.	<p>1) Within each response, agencies (including donors) use a common high-level monitoring framework to generate credible and comparable performance data (based on affected people's feedback), and replace existing reporting requirements.</p> <p>2) Responsibility for this framework is clearly assigned to the relevant authority.</p> <p>3) Require financial transparency.</p>	28	9	19
	Agencies and processes are supply focused	<p>1) Adopt the principle of subsidiarity at the highest level, adapt co-ordination structures to context (not just global Clusters).</p> <p>2) Require a periodic, light touch review of strategic and operational plans in the light of affected people's view and government priorities.</p> <p>3) Ensure agencies and donors are committed to flexible programming with ongoing quality consultation and dialogue.</p>	15	7	8
	Agencies operate with a limited understanding and consideration of social, political and cultural context	No recommendations identified.	6		6

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
3. IS CONSISTENT WITH LONGER TERM POLITICAL, ECONOMIC AND SOCIAL PROCESSES	Humanitarian actors lack consideration of existing and potential local and national capacity and plans.	In all environmentally high-risk countries, there is national legislation for an National Disaster Management Agency-owned national action plan with mapping of local, national and community based capacities, disaggregated by gender, age and disability.	39	2	37
	Constraints in flexibility, agility and quantity of humanitarian development financing.	<ol style="list-style-type: none"> 1) Greater investment in risk financing and insurance mechanisms. 2) Increased flexibility and time frames for humanitarian spending. 3) Alignment of climate and Disaster Risk Reduction (DRR) financing with understanding of risk. 	35	0	35

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
4. IS LED BY THE STATE AND BUILS ON LOCAL RESPONSE CAPACITIES WHEREVER POSSIBLE	The international humanitarian system does not take sufficient account of national actors (state, local government, civil society), and should change to ensure it does so.	The international system should take on a more facilitative role, not one size fits all. Change in donor attitudes- do not assume funding in the UN is always the answer. Humility and subsidiarity are key.	38	2	36
	Governments have limited capacity, civil society has limited capacity, and these are underfunded.	1) International resources to support local political will and commitment. 2) Consistent and predictable investment by donors in preparedness and capacity building. Encouragement and investment are key. Who and how (applies to both the above): it is a two way street: donors have to surrender power, be less risk averse, and start with building local first response capacity. National governments have to demonstrate willingness.	30	1	29

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
5. ADHERES TO INTERNATIONAL LAW AND THE HUMANITARIAN PRINCIPLES	There are difficulties in applying the principles in ways that fit with ethical priorities and conceptions of aid in different contexts and cultures.	1) Meaningful context analysis that creates a shared situational awareness between national and international actors. 2) Giving voice to local priorities and enabling local interpretation of principles. Big data and crowdsourcing should be used. Localising response is key.	27	0	27
	Currently protection and treating people with dignity is side-lined in order to deliver perceived priorities (i.e. life-saving).	1) Meaningful context analysis that creates a shared situational awareness between national and international actors 2) Give voice to local priorities and enable local interpretation of principles 3) Agree with d and f. (regional capacities and frameworks to hold aid actors to account) 4) Advocate that protection is not just relevant to conflict contexts, and build operational capabilities.	23	0	23
6. MAKES THE BEST POSSIBLE USE OF RESOURCES	Current funding mechanisms are indirect, involving high transaction costs in the chain between donors and frontline actors.	By 2020, x% percentage of all international funding will be dedicated to strengthening the capacity of national and local actors, including security management systems for operating in insecure environments.	11	0	11
	There is a lack of understanding of where international actors add the most value, particularly with respect to longer-term vulnerabilities.	Build on existing local and national structures and partnerships first rather than duplicate or create parallel efforts.	21	0	21
	Coordination approaches could be more efficient.	Spend more attention on developing better procedures for coordination, not just better coordination mechanisms.	4	0	4

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
7. USES THE BEST KNOWLEDGE, SKILLS AND TOOLS, TO ACHIEVE AN EFFECTIVE AND TIMELY RESPONSE	System structure and coordination mechanisms are not inclusive and responsive enough to local voices.	<p>1) Need mechanism for credibly finding and representing local voices that encourage an interface of cooperation between international, national and local efforts.</p> <p>2) Strengthen government disaster preparedness coordination mechanisms that prioritise and identify gaps for the international community to fill.</p>	40	2	38
	There is a lack of credible systematic and sector wide review and evaluation of crisis response for learning and application.	<p>1) Ensure funding is available to conduct systematic and credible audits, reviews and evaluations post crisis; this can be sector wide or of the whole response.</p> <p>2) Clear knowledge management system that defines, disseminates and validates best practices and major lessons learned, and is applied and adopted by all.</p>	27	2	25

Context:

Urban



SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
1. REACHES EVERYONE IN NEED	Access to assistance and protection is constrained by lack of security for aid workers and people in need.	1) Increase investment in strengthening rule of law in fragile urban environments through institutional development. 2) Empower existing local networks.	28	1	27
	Specific vulnerable population groups (such as migrants and displaced people) are not receiving humanitarian support and protection.	1) Create and enforce legal recognition of rights of migrants and displaced people. 2) Support development of social safety nets and basic services and infrastructure.	34	3	31

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
2. MEETS THE PRIORITIES AND RESPECTS THE DIGNITY OF CRISIS AFFECTED PEOPLE	There is a lack of sufficient data before and after the crisis on needs of the city and its inhabitants.	Municipal authorities, OCHA and UNHCR: 1) Collect data on available services, resources and capacities, and how these are accessed and used by different groups. 2) Use big data to get a picture of the city as a whole and then prioritise based on this information .	20	2	18
	Current approaches and delivery mechanisms of humanitarian aid decrease the agency of affected people.	1) Use cash to support coping strategies and/or livelihoods and revitalise local markets. This should be supported through technology, smartphones (humanitarian agencies). 2) Prioritise rebuilding services and supporting the urban ecosystem to enable community-led response (host government, development actors).	22	0	22
3. IS CONSISTENT WITH LONGER TERM POLITICAL, ECONOMICAL AND SOCIAL PROCESSES	Humanitarian actors lack an understanding of the existing capacities and plans of local, national and international actors.	1) Humanitarian actors conduct assessments in collaboration with development and peace-building actors and government. 2) Humanitarian actors create response plans jointly with government and development actors and private sector.	24	3	21
	There are financial constraints to making humanitarian action consistent with development or political processes.	Donors respond in situations of protracted urban crises, to the need for multi-year and multi polar finance.	15	3	12
	Difficulties exist over establishing entry and exit strategies.	Humanitarian actors establish ‘triggers’ for starting and ending the relief phase .	9	8	1

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
4. IS LED BY THE STATE AND BUILDS ON LOCAL RESPONSE CAPACITIES WHEREVER POSSIBLE	Governments won't and/or can't act.	1) Provide sticks as well as carrots in bilateral cooperation and conditionality. 2) NGOs should consciously act as 'civic municipalities' mobilising citizens to demand their rights while providing assistance.	7	9	-2
	Lack of understanding by humanitarian democracy, human rights and governance organisations (DRGs) as to where they fit into a system of service provision (roles and responsibilities).	1) There needs to be a more comprehensive approach to understanding the context. Invest in analytical capabilities. 2) There should be clarity on mandates for humanitarian organisations in the absence of a declaration of emergency.	10	4	6
	Lack of exit strategy that includes a strengthening plan to ensure sustainable support for vulnerable communities.	1) Should avoid projectisation, and instead support local structures that already exist. Work with local expertise.	17	0	17
5. ADHERES TO INTERNATIONAL LAW AND THE HUMANITARIAN PRINCIPLES	Difficulties in applying the principles in ways that fit with ethical priorities and conceptions of aid in other cultures.	Uphold humanitarian principles and ensure coordination in application of principles.	4	3	1
	Insecurity and threats to agency staff.	Prosecute under international law those who attack humanitarian actors. Strengthen operational management systems.	6	3	3

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
6. MAKES THE BEST POSSIBLE USE OF RESOURCES	Lack of support within the 'system' for better need and capacities analysis, data monitoring and analysis regarding funding and outcomes achieved.	1) Establish urban disaster management structures with active engagement of all relevant stakeholders. 2) Clear delegated responsibilities for; context analysis; data collection analysis; information sharing; coordinated response; and common reporting.	14	1	13
	Cash based programming still comprises a disproportionately low percentage of total humanitarian programming.	1) Scale up multi-sectorial, multi-purpose cash. Increase incrementally, while cash should be the default part of bigger strategy. 2) Usage of appropriate and relevant cash system- re. entry and exit strategy- to integrate in local economy- providing special safety nets.	17	3	14

SUCCESS CRITERION	OBSTACLE	RECOMMENDATION(S)	GREEN DOTS	RED DOTS	FINAL SCORE
7. USES THE BEST KNOWLEDGE, SKILLS AND TOOLS TO ACHIEVE AN EFFECTIVE AND TIMELY RESPONSE	Humanitarian responses do not use the most effective approaches because of poor leadership and decision making.	<p>1) Focus on leadership teams (not individuals) as decision making fora. Ensure that locally recruited staff participate in these teams.</p> <p>2) Regionalise preparedness and response through devolving decision-making to the regional level. Empowered regional and Inter-Agency Standing Committee type structures could be one way of doing this.</p>	15	3	12
	Humanitarian staff lack adequate skills and training in best practices.	<p>1) Identify skilled people from outside the humanitarian sector, including, but not limited to, the private sector and academia who can provide specialist partner capacity.</p> <p>2) Create and support sector-wide standards for use by all actors, including government (pool of experts and resources to be drawn or tapped from).</p>	16	0	16



ANNEX B

**RECOMMENDATIONS FOR ROLES AND MAIN
ACTIVITIES OF DIFFERENT ACTORS IN DIFFERENT
CRISIS CONTEXTS**

QUESTION

In different crisis contexts, what should be the roles and main activities of:

- Host governments (national and local);
- National civil society actors;
- International humanitarian actors;
- Other international and regional actors?

PROBLEM

There have been extensive discussions during the WHS process on changing roles, subsidiarity, and localising aid. However, subsidiarity and localisation are likely to look very different in different contexts. The relative role of international actors and the affected state will tend to be very different in, say, a natural disaster and a civil conflict. This exercise aimed to clarify what the roles of various actors should be in each context.

TASK

Participants were divided into six humanitarian response contexts:

- Conflict
- Protracted crises
- Rapid onset natural disasters
- Situations of urban violence
- Recurrent disasters
- Mega disasters

For each context, participants were invited to identify the key activities that they would expect the following actors to conduct in this context with relation to humanitarian preparedness and response in five years time, if the WHS had been successful in creating change:

- Host governments (national and local)
- National civil society actors
- International humanitarian actors
- Other international and regional actors

The groups then evaluated the various responses and individuals noted any responses which they strongly opposed.

This Annex lists the recommendations and polling results for the key obstacles impeding good humanitarian action in each crisis context, and the key recommendations identified to address them. Only slight grammatical modifications have been made to enhance readability and understanding of the obstacles and recommendations identified by Global Forum participants.

During the break-out session in which key obstacles and recommendations were identified for each crisis context, participants were asked to note down points and areas of disagreement. These notes have been reproduced below under their corresponding contexts; the authors of Global Forum: Results & Analysis have also attempted to incorporate many of these points into their analysis, in order to ensure they are reflected in the body of the report.

CRITERION-SPECIFIC THEMES FROM THE 42 RECOMMENDATIONS

The ALNAP Secretariat looked through the 42 sets of obstacles and recommendations generated from the second session, and identified certain themes in each of the seven success criteria that proved common across a majority of contexts. For more information on how the success criteria were defined, please see the Global Forum Briefing Papers, available at: www.alnap.org/what-we-do/effectiveness/global-forum

For **Reaching everyone in need**, obstacles around **access**, both of humanitarian actors to affected people – and of affected people to assistance and protection - and **lack of capacity, logistical and preparedness**, were frequently identified. Access was identified as an obstacle in five of the six contexts (Recurrent was the only context in which it was not selected as a key obstacle), and lack of capacity in three of the contexts. However, there were no obstacles or recommendations that occurred in every context, and recommendations varied quite widely even when addressing the same topic, such as funding or building better logistical capacities.

For **Meeting the priorities and upholding the dignity of affected people**, in four of the contexts it was felt that the obstacle ‘*Humanitarians do not pay price for poor programming*’, or a similar version of this, was a significant barrier to meeting the priorities and upholding the dignity of affected people. Other obstacles listed were around **lack of data** and **understanding of context**, and the idea that **current structures for humanitarian action do not support meaningful participation of affected people**. While recommendations were different for each context, there were two themes seen across many of them: first, recommendations which called for the **standardisation of performance metrics for community engagement** and **common mechanisms** to improve participation and accountability practice; second, several recommendations called for **greater accountability for ensuring the engagement of affected people**, including holding humanitarian coordinators to account and donors holding the agencies they fund to account.

For **Consistency with longer term processes**, there was significant convergence across all six contexts around recommendations that either called for **bringing humanitarians into closer collaboration and action with national, development and/or peacekeeping actors** (Conflict, Recurrent, Protracted, Mega, Urban), or outlined **the responsibilities of governments to lead** on action plans, mapping of capacities and carrying out assessments (Mega, Rapid). Four context groups identified *'Humanitarian actors lack an understanding of the existing capacities and plans of national and local actors'*, or a variation of this, as a key obstacle, and half of the groups identified the obstacle *'Lack of exit/entry strategies.'* Outside of this, there was wider variation of the other obstacles and recommendations identified across the groups, covering financing priorities and time periods, preparedness systems, structures and mandates of the international humanitarian system, and DRR.

For **Building on national/local capacities for response**, while in all groups it was acknowledged that the international system needs to think more seriously about the value of **subsidiarity**, this concern was expressed in different ways to reflect the realities of each individual context. For example, while four of the six context groups identified *'Limited capacity of government'* as a top obstacle, recommendations to address this reflected different contextual understandings of why government capacity can be limited. Recommendations varied from those which emphasised **greater financial support to governments**, to those calling on **crisis-affected countries to put in place legally-binding regulations for engaging with international actors**, to recommendations that implied that lack of government capacity for emergency response was more a matter of lack of political will and would be best addressed through *'sticks as well as carrots.'* The need to **provide better financial and capacity-building support to national NGOs**, in contrast, was supported across nearly all contexts.

For **Respecting and upholding IHL**, again the recommendations varied from context to context, with some minor themes arising around the need to **prioritise protection** and take steps to **ensure that IHL is better understood and respected**. The Recurrent, Protracted and Mega groups all called for recommendations around **greater accountability and compliance for violations of IHL**, while the Conflict group focused on getting back to basics by **educating and training humanitarian staff and a wide range of external actors in the humanitarian principles**. The Conflict group also outlined a detailed list of recommendations around **improving dialogue with armed groups**. In contrast to these, the Rapid Onset group highlighted the need to better communicate the principles and make them fit to local values and contexts by *'Giving voice to local priorities and enabling local interpretation of principles.'*

For **Making the best use of resources**, *'Coordination approaches could be made more efficient'* was selected as a key obstacle in four of the six contexts (Conflict, Protracted, Mega, Rapid Onset). Two context groups suggested addressing this obstacle by **adapting coordination systems to the context and including more actors**; the remaining recommendations for coordination included **focusing more on better procedures than better mechanisms for coordination, building on existing local structures**, and better addressing **information sharing** and **security risk management** in coordination. There was also a strong emphasis on driving up efficiencies by **building on local and national structures** first wherever possible (four of six context groups identified this as a recommendation). The inefficiencies created by the **mandates and behaviours of international humanitarian actors**, and problems with the **unpredictability of financing** were also addressed in half of the contexts. The Urban context focused more on **cash-based programming** as a way of achieving more efficient humanitarian action in urban settings.

For **Using the best knowledge, tools, and methods**, there were a wide range of obstacles and recommendations that the context groups could select from. This may have contributed to the wide range of variation seen in the obstacles and recommendations identified by the different context groups. Topics covered ranged from **improving knowledge management** and **the uptake of innovation** more generally, to very specific recommendations to **regionalise the IASC** and **increase the use of innovative approaches such as cash-based programming and non-camp-based approaches to refugees and IDPs**. One exception to this variance was around the way in which **humanitarians fail to use available evidence or adopt existing innovations**. Four of the six contexts identified one or both of these as a key obstacle to the use of the best knowledge, tools and methods in humanitarian response, indicating that it is a general and wide-spread issue regardless of context.

IN CONFLICT:

International actors should:

- Adhere to humanitarian principles and increase the number of humanitarian actors skilled in access negotiations/ have stronger partnerships with peace-building actors, conflict resolution and local economic actors, ensuring humanitarian actors have narrow focus and other essential peace-building activities are delineated to appropriate actors.

-
- Seek to protect staff of national NGOs and use power relationships to press for political solutions, a respect for IHL/reform UN Security Council/ translate all documentation meetings into local languages.

-
- Advocate, with their governments, to ensure access to all in need (e.g. not applying counter-terrorism legislation in ways that limit access, funding, negotiations with armed non-state actors, etc.)
 - Focus less on service delivery and more on advocacy on the political solutions to address the root causes of conflicts, violations of IHL. Support and strengthen capacity ability of national/local civil society organisations to operate safely and to program effectively
 - Deliver services and advocate well
 - Show solidarity, mobilise public affection and action to stop conflicts, and find political solutions (putting pressure on politicians and diplomats) especially multi-mandate organisations
 - Campaign globally to improve behaviour in conflict and to end conflicts

(Table 7)

-
- Fully implement the centrality of protection in all activities and engagement with all actors
 - Take responsibility for the security of local implementing partners and the risks they face
 - Apply core humanitarian standards
 - Establish and achieve clear global benchmarks for capacity building of local actors, and civil society

-
- Use all possible national mechanisms presented by middle-income countries to provide assistance with appropriate accountability so it reaches people in need
 - Develop benchmarks to further decentralise aid to national and local players and increase efficiency and effectiveness

-
- Base their interventions on assessed existing capacities, needs and gaps, and build capacity of local actors

IN CONFLICT:**Government should:**

- Assume primary responsibility
 - Adhere to IHL, UNHCR Refugee Convention, Internally Displaced People Convention, etc.
 - Allow rapid and unimpeded access
 - Facilitate protection and assistance
 - Actively seek a political solution
-
- At national and local level, invest in social services for the entire population, with specific emphasis on training of national military and security services in IHL
 - Incorporate IHL and international human rights obligations into national legislation, establishing impartial mechanism to ensure their observance
-
- Western governments should address counter-terrorism legislation that is preventing access
 - National governments should respect IHL and ensure access through a shared framework (i.e. Operation Life Sudan) that focuses on impartial and effective humanitarian operations
 - Create enabling legislation for local NGOs: for service delivery and advocacy
-
- Respect obligations under IHL, international human rights law and refugee law
 - Develop a national policy framework that designates lead responders and Standard Operation Procedures (SOPs) that includes a commitment to work closely with regional, state/provincial, and local authorities on access.
 - Provide appropriate data to humanitarian actors on all populations
-
- Accord access to areas under its control (humanitarian space)
 - Accord access for dialogue among all parties to conflict with humanitarian actors
 - Hold constituents to accounts in respecting IHL

IN CONFLICT:

National civil society actors should:	<ul style="list-style-type: none"> • Identify needs of civil society and local humanitarian organisations, and communicate these to international humanitarian actors for building local capacity • Report on violations of protection or IHL to the (international) humanitarian community • Apply Core Humanitarian Standards <hr/> <ul style="list-style-type: none"> • Take the lead role in advocating on behalf of the rights of displaced and affected people • Play an increased role in diffusing local and regional conflicts <hr/> <ul style="list-style-type: none"> • Develop the capacity to play a role in conflict prevention, mediation and negotiation • Be aware of the legal framework applicable in conflict situations and use it for proper referral <hr/> <ul style="list-style-type: none"> • Do more service delivery • Provide information to international actors which would provide more advocacy and support <hr/> <ul style="list-style-type: none"> • Hold government to account, speak out, behave responsibly and be accountable with regard to the conflict • Invest in own capacities and operational platforms 						
Other actors (please specify) should:	<table border="1"> <tr> <td data-bbox="378 951 555 1023">Human rights community:</td> <td data-bbox="591 951 1980 983"> <ul style="list-style-type: none"> • Take primary responsibility to elevate human rights abuses and advocate on behalf of affected individuals </td> </tr> <tr> <td data-bbox="378 1066 479 1098">Donors:</td> <td data-bbox="591 1066 1980 1246"> <ul style="list-style-type: none"> • Increase flexibility in ensuring impartial aid delivery <hr/> <ul style="list-style-type: none"> • Make protection more central in all funding <hr/> <ul style="list-style-type: none"> • IASC principles should reform mechanism and effective by bringing in new partners </td> </tr> <tr> <td data-bbox="378 1289 546 1355">Donor governments:</td> <td data-bbox="591 1289 1980 1355"> <ul style="list-style-type: none"> • Not use counter-terrorism legislation to prevent access to those in need, or contact with armed non-state actors • Have a shared consensus on neutral, impartial aid and how to provide it </td> </tr> </table>	Human rights community:	<ul style="list-style-type: none"> • Take primary responsibility to elevate human rights abuses and advocate on behalf of affected individuals 	Donors:	<ul style="list-style-type: none"> • Increase flexibility in ensuring impartial aid delivery <hr/> <ul style="list-style-type: none"> • Make protection more central in all funding <hr/> <ul style="list-style-type: none"> • IASC principles should reform mechanism and effective by bringing in new partners 	Donor governments:	<ul style="list-style-type: none"> • Not use counter-terrorism legislation to prevent access to those in need, or contact with armed non-state actors • Have a shared consensus on neutral, impartial aid and how to provide it
Human rights community:	<ul style="list-style-type: none"> • Take primary responsibility to elevate human rights abuses and advocate on behalf of affected individuals 						
Donors:	<ul style="list-style-type: none"> • Increase flexibility in ensuring impartial aid delivery <hr/> <ul style="list-style-type: none"> • Make protection more central in all funding <hr/> <ul style="list-style-type: none"> • IASC principles should reform mechanism and effective by bringing in new partners 						
Donor governments:	<ul style="list-style-type: none"> • Not use counter-terrorism legislation to prevent access to those in need, or contact with armed non-state actors • Have a shared consensus on neutral, impartial aid and how to provide it 						

(Table 4)

IN CONFLICT:

Other actors (please specify) should:	Donors:	<ul style="list-style-type: none"> • Fund based on need, more than foreign policy objectives • The international community should develop a peer review mechanism to ensure accountability
	International community:	<ul style="list-style-type: none"> • Hold neighbouring countries (and other remote actors in the conflict) to account for their role in perpetuating the conflict • Apply Core Humanitarian Standards
	Donors:	<ul style="list-style-type: none"> • Be principled
	Political actors:	<ul style="list-style-type: none"> • Contribute to finding political solutions

AREAS OF DISAGREEMENT: CONFLICT

Briefing paper 6: Good humanitarian action makes the best possible use of resources

- There was a lack of consensus related to obstacle number 7 on cash based programming: Wanted to reformulate to include other innovative interventions that are impeded by counter-terrorism legislation and matching donor requirements. Our recommendation was that consistent and maintained dialogue about the consequences of counter-terrorism legislation on humanitarian action is required.

IN PROTRACTED CRISES:

International actors should:

- (Depending on the context, capacities and power dynamics) have a principled approach, capacity build, aim for agency, give a broader view of well-being and avoid dependency, resource mobilisation, and monitoring and accountability

- Align humanitarian planning (e.g. strategic response plans) with national development plans and use multi-year planning

- Invest in building national NGO capacity with specific targets for handing over ownership

- Keep track of, and respond to, perceptions of affected people to create more responsive programming and greater 'agency'. Only subsidiary to national government and civil society activities

- Take a lead in overseeing humanitarian provision where national governments lack capacity, or will, to do this for all affected populations

- Support delivery of humanitarian services by local and national actors, including capacity building

- Develop longer term approaches in programming, including provisions for linking accountability to the communities

- Demand donors for longer term multi-year funding to allow for strategic and sustainable approach

- Help government with implementation, when invited by government

- Support the government to develop and implement strategy
- Help civil society to develop indigenous accountability mechanisms to hold government to account

Government should:

- Own and implement strategy based on input from international actors and national civil society (based on robust participatory analysis of root causes).
- Services might be lower, but it puts international law in a facilitating role

- (Depends on the context, capacities, power and dynamics) lead throughout the humanitarian response programming cycle, plan and accept responsibility for well-being of all their citizens, and allocate resources

IN PROTRACTED CRISES:

Government should:

- Lead efforts to address root causes of crisis (if crisis is not cause of conflict?)

- Ensure the security and safety of its own population and be responsible for basic service delivery

- Facilitate humanitarian action, rather than trying to control it

- Focus on activities on resilience, with caveat that governments may not be even handed...
- Put pressure on governments to solve long-term problems

- Listen to affected populations and work to eliminate dependency

- Partner with international development, humanitarian actors, diaspora groups and private sector, to ensure basic social protection (risk insurance, social safety nets and social services)

- Be the primary development actor and drive the development vision for country (e.g. Somalia)

- Be responsible for leading humanitarian provision (e.g. strategic planning, coordination and accountability)
- Strategic plan must include transition from humanitarian to development assistance, including timelines and benchmarks (if not conflict?)

National civil society actors should:

- (Depends on the context, capacities and power dynamics) carry out monitoring and feedbacks, context analysis, and capacities analysis of system/context/implementation, in conjunction with others

- Demand specific measurable capacity building over the long-term from international actors, and uniform analysis and decision in the development of strategic plans

- (Need to define what a national actor is) Have programming approaches that link to government strategy and can be sustained (ideally from local resources)

IN PROTRACTED CRISES:

National civil society actors should:

- Support the government and other actors in addressing the root causes of crisis
- Be empowered and capacitated to directly implement percentage of programmes focusing on service delivery
- Support the government in the delivery of services to the community
- Enable people to hold government to account for performance, and international actors as well
- Call for the establishment of national certification processes and institutions to provide professional training
- Build a national cadre of humanitarian professionals
- South-south cooperation and learning from what has worked in similar contexts, e.g. ‘learning by doing’

Other actors (please specify) should:

Private sector inside country

- Innovate (telecoms, digital) and invest (including social responsibilities)

Affected people

- Agency, empowerment, rebuilding livelihoods, monitoring and evaluation

Regional actors

- Advocacy, influence, peace building, reconciliation, justice, risk management for cross-border threats

Private sector

- Should contribute taxes to build a fairer society
- Extractive industries have a specific responsibility to support reinsurance schemes
- Ask traders to support the local affected population.

Regional actors

- Hosting refugees, security and peacekeeping
- Diaspora groups play a critical role and as such needs to be better tapped into and integrated into established structures

IN PROTRACTED CRISES:

Other actors
(please specify)
should:

Donors:	<ul style="list-style-type: none"> • Create incentives for convergence of humanitarian and development strategies using political pressure, financing tools (e.g. pooled funds)
International donors:	<ul style="list-style-type: none"> • Commit to fully funding of appeals for protracted crises while including accountability mechanisms to ensure funding is effective, and addresses needs and root causes (where possible)
Donors:	<ul style="list-style-type: none"> • Host governments: At having development approach to a refugee crisis including provision for having refugees to access 'service delivery' e.g. Chad, Uganda • Reach out to development colleagues (coherency) • Transparent • Coordinate funding decisions
UN security council:	<ul style="list-style-type: none"> • Maintain urgent pressure on finding durable sustainable resolution of root causes of the protracted crisis as a result of restructuring the membership of the Security Council • Pull in other organisations with longer term role • Develop common resilience strategy between development and humanitarian organisations and communities

(Table 3)

AREAS OF DISAGREEMENT: PROTRACTED CRISES

Briefing paper 1: Good humanitarian action reaches everyone in need

- Agreement that funding to local actors needs revising, in terms of long-term nature, and access to big pots of funding. Disagreement on humanitarian principles as a way to overcome this, in particular a need to be open about the ‘trade-offs’ involved in decision making about where and how to work.
- Some felt the second obstacle selected for this criterion (‘Access to assistance and protection is constrained by lack of logistical and response capacity’) was not an important obstacle and that a different obstacle listed in the paper—‘People do not receive the assistance and protection they need because humanitarian action is targeted on the basis of status or ease of access rather than assessed need’—was more of a priority. But others thought the selected obstacle was fundamental—especially needing to address empowerment of local actors, looking to non-traditional actors for inspiration to move away from an over reliance on the UN for logistical capacity.

Briefing paper 3: Good humanitarian action is consistent with longer term political, economic and social processes

- Agreement with both obstacles, but want to add one question: Why are only humanitarian actors are expected to align their actions with development partners? What about development partners aligning their planning with humanitarian actions and /planning?
- Make governments as partners in humanitarian actions, even when they are the perpetrators.
- Question over why ‘lack of exit strategy’ was chosen as the obstacle? Exit strategy in protracted crises in low income countries is a false dream.

Briefing paper 5: Good humanitarian action is apolitical and adheres to international law and the humanitarian principles

- The recommendation to ‘end integrated missions’ was not liked, but no other suggestions/alternatives, so we left it as-is.
- On recommendation 2 for the obstacle, ‘Rights and obligations deriving from International Humanitarian Law, International Human Rights Law and International Refugee Law are not fully respected’, people did not like ‘sanctions mechanisms’ being established but we could not identify an alternative means of enforcement/repercussion.

IN RAPID ONSET NATURAL DISASTER:

International actors should:

- Work through national mechanisms as a default approach (when not possible, hand over leadership as soon as possible)
 - Work together for one common good
-
- Support national and local priorities and respond with gap filling based on humanitarian actor standards and principles
 - Improve needs assessments
-
- Pre-disaster: Map out capacities to enable national leadership to integrate appropriate external capabilities
-
- Support not lead!
 - Respond where they have unique capacities and resources not available elsewhere
-
- Respect and join national structures, coordination mechanisms, capabilities (including civil society, local capacities and culture)
-
- Develop strategies and action for disasters happening in conflict situations
-
- Use development funds for preparedness activities, including capacity building, finance and preparedness
-
- Advocate to reduce drivers of disasters including climate change and global inequity
-
- Engage with the governments beforehand, be accountable to them and build the capacity of local actors

Government should:

- Allocate resources for capacity strengthening, including to local level and including all ministries
-
- Take responsibility for leadership, coordination, response, preparedness and disaster management plan, and define clear roles and responsibilities at all levels (lessons learned)
-
- Be able to draw on basic infrastructure and communications networks (preparedness)

IN RAPID ONSET NATURAL DISASTER:

Government should:

- Take on leadership role in planning, needs assessment, vulnerability mapping
 - Devolve responsibility to capable regional, municipal governments
 - Do the above in a principled manner
-
- Implement SENDAI framework at national and local levels, including land use planning and water management for disaster prevention (only before should have been applied)
-
- Pre crisis: Develop national framework analysis and capacities (basis for integrational support)
 - During: Ensure strong local, decentralised, devolved coordination and plan mechanism, blend emergency and recovery initiatives
-
- Implement SENDAI framework: Improve inclusive coordination systems including developing accountability indicators
-
- Have a preparedness plan in place so they can take the lead with clear criteria for opening up access and calling for international assistance
-
- Prepare DRR: risk atlas, prioritisation, early warning systems for action
 - Strengthen institutional capacity in order to take a lead role

National civil society actors should:

- Advocate and mobilise to reduce drivers of disasters and vulnerability, negotiate with government and private sectors
-
- Open themselves up to training and capacity building to be the entry point for understanding the needs of the people which should be fed into the National Disaster Management Agency
-
- Be able to take direction from local actors, having built their capacity over the past five years, and support where necessary
-
- Have capacity for rapid engagement
 - Align with national disaster management in line with humanitarian principles

IN RAPID ONSET NATURAL DISASTER:

National civil society actors should:	<ul style="list-style-type: none"> • Coordinate and advocate between local actors, governments and international agencies • Work within the national disaster response mechanism • Participate in bridging the gap between the government and the communities • Strengthen institutional capacity (at all levels and networks) enabling quick and effective response • Organise: to map, collaborate, prepare response, ensure mutual accountability • Associate and coordinate civil society to optimise response 										
Other actors (please specify) should:	<table border="1"> <tbody> <tr> <td data-bbox="336 734 560 877">Donors:</td> <td data-bbox="560 734 2011 877"> <ul style="list-style-type: none"> • Expand use of crisis modifiers in development work • Acknowledge importance of local actors as first respondents and invest in their systems and capacities </td> </tr> <tr> <td data-bbox="336 877 560 957">Governments:</td> <td data-bbox="560 877 2011 957"> <ul style="list-style-type: none"> • Be more disciplined in sending assets (military, civil protection) based on needs </td> </tr> <tr> <td data-bbox="336 957 560 1069">International military actors:</td> <td data-bbox="560 957 2011 1069"> <ul style="list-style-type: none"> • Be better coordinated in country </td> </tr> <tr> <td data-bbox="336 1069 560 1212">Private sector:</td> <td data-bbox="560 1069 2011 1212"> <ul style="list-style-type: none"> • When working in the humanitarian action space, be more accountable and adhere to international humanitarian standards • The same applies to other actors like missions and religious institutions </td> </tr> <tr> <td data-bbox="336 1212 560 1318">Military, Peacekeepers:</td> <td data-bbox="560 1212 2011 1318"> <ul style="list-style-type: none"> • Listen and ask before acting • Liberate themselves from self-imposed silos </td> </tr> </tbody> </table>	Donors:	<ul style="list-style-type: none"> • Expand use of crisis modifiers in development work • Acknowledge importance of local actors as first respondents and invest in their systems and capacities 	Governments:	<ul style="list-style-type: none"> • Be more disciplined in sending assets (military, civil protection) based on needs 	International military actors:	<ul style="list-style-type: none"> • Be better coordinated in country 	Private sector:	<ul style="list-style-type: none"> • When working in the humanitarian action space, be more accountable and adhere to international humanitarian standards • The same applies to other actors like missions and religious institutions 	Military, Peacekeepers:	<ul style="list-style-type: none"> • Listen and ask before acting • Liberate themselves from self-imposed silos
Donors:	<ul style="list-style-type: none"> • Expand use of crisis modifiers in development work • Acknowledge importance of local actors as first respondents and invest in their systems and capacities 										
Governments:	<ul style="list-style-type: none"> • Be more disciplined in sending assets (military, civil protection) based on needs 										
International military actors:	<ul style="list-style-type: none"> • Be better coordinated in country 										
Private sector:	<ul style="list-style-type: none"> • When working in the humanitarian action space, be more accountable and adhere to international humanitarian standards • The same applies to other actors like missions and religious institutions 										
Military, Peacekeepers:	<ul style="list-style-type: none"> • Listen and ask before acting • Liberate themselves from self-imposed silos 										

IN RAPID ONSET NATURAL DISASTER:

Other actors
(please specify)
should:

Communications,
water and
transportation
companies:

- Pre-preparedness contingency planning

Communities:

- Improved community capacity for disaster response, particularly for recurrent, low attention disasters

Private sector:

- Fit within national framework based on their own wishes
- Have contingency plans, pre-positioned capacity and partnerships for a rapid response

Banking sector:

- Invest in technology and infrastructure to enable effective cash programming at scale

AREAS OF DISAGREEMENT: RAPID ONSET NATURAL DISASTER

Briefing paper 7: Good humanitarian action is using the best knowledge, skills and tools to achieve an effective and timely response:

- This issue did not make our top two, but is a major discussion within the donor community: How to accurately and comprehensively capture needs, coverage and gaps in a crisis, and feed this back into strategy and resource allocation decisions. To boil it down: Do we have the information we need to make informed and impactful choices with our money?
- Also—not a disagreement, but a cross-cutting theme seems to be emerging around whether we need some sort of global humanitarian governance structure.

Briefing paper 4: Good humanitarian action is led by the state and builds on local response capacities wherever possible

- How do we overcome challenges of national governments not interested or not inclusive (e.g. of neglected minorities)? Tackling misuse and corruption is fundamental to making this shift. The real world is more messy than these proposals assume.

IN URBAN VIOLENCE CONTEXTS:

International actors should:

- Implement needs-based projects
 - Neutral, impartial and accepted actors need to work with local actors, providing capacity building if needed for durable impact
-
- Cooperate with governments per expertise to resources
 - Supplement government efforts, especially needs assessment preparedness, identification of context and stakeholders
-
- International actors with operational capacity should support local capacity in mapping out vulnerability and complementary temporary service provision
-
- Work closely with municipal authorities and local civil society to better understand and respond to risks and opportunities specific to their city
 - How? Through meetings, joint planning and joint reviews of activities for proactive risk management
-
- Develop capacity of pivot development and humanitarian modality
-
- Provide financial and technical support to local organisations, including funding and capacity building through partnerships
 - Inform government and civil society on international dialogue and emerging principles
-
- Create space for access and advocate at national and international level to ensure protection
 - How? Trusted, impartial organisations that understand the context and drivers of violence should : invest in local government or actors, support capacity, address drivers of conflict (alternative livelihoods); Development actors should create safe space by working with all parties
-
- Clarify the role of humanitarian principles and IHL for the humanitarian response in urban environments
 - How? Active advocacy with the government e.g. UN resolution or statement
-

Government should:

- Have in place civil protection for emergency response and security
 - Contingency plan, including relevant national and international actors
-
- Do a comprehensive analysis of stakeholders, ensure no one is marginalised and tackle corruption

IN URBAN VIOLENCE CONTEXTS:

Government should:

- Reduce pull factor into slums through providing economic opportunity
 - Incentivise private sector to create livelihood opportunities
-
- Understand the consequences that their decisions and policies have on local municipalities to act appropriately
 - How? By providing resources (capacity, guidance, monetary, monitoring)
-
- Provide leadership
 - Coordinate other actors including comprehensive strategic road map based on stakeholder analysis

Other actors should (please specify):

- | | |
|--------------------------------|---|
| Local and national: | <ul style="list-style-type: none"> • Political: protection, access, improved security as systems being misused for illicit activities • Policy: Urban planning, legislation land use, enable better livelihood access and opportunities, police support and reform • Ensure access to basic services and social safety net, especially for the most vulnerable and lead on coordinating with other actors to fill gaps (private and public) |
| Local: | <ul style="list-style-type: none"> • Provision of basic services (shelter, WASH, food) needs assessment, preparedness • Basic services |
| National: | <ul style="list-style-type: none"> • Security: protection (law enforcement), rehabilitation and livelihoods (prisons, specific vulnerable groups), compliance of judicial system and human rights principles |
| National civil society actors: | <ul style="list-style-type: none"> • Ensure that all members of the community can be involved in decision making and program design • How? Integrating and consulting during assessment and planning <hr/> <ul style="list-style-type: none"> • Context analysis: needs assessment, review assistance, risk and resource mapping, monitoring and evaluation, dissemination of information • Implementation of projects in coordination with government and local stakeholders with a focus on livelihoods and protection <hr/> <ul style="list-style-type: none"> • Use local capacity and expertise to map out vulnerabilities of segments of society and inform the local and national government • Ensure programming and educational opportunities for at risk youth to stem the flow of violence |

IN URBAN VIOLENCE CONTEXTS:

Other actors should (please specify):	Private sector, local trusted religious groups, NGOs and civil society:	<ul style="list-style-type: none"> • Create trust and space for safety and better access to livelihoods goods and alternative livelihoods especially for youth and women • How? Community policing and security <hr/> <ul style="list-style-type: none"> • Provide support and advocate. Make sure needs are known <hr/> <ul style="list-style-type: none"> • Hold government to account by watchdog role <hr/> <ul style="list-style-type: none"> • Where there is a functioning government, implement community based activities in coordination with governments
	Regional organisations and network of NGOs	<ul style="list-style-type: none"> • Experience sharing and advocacy
	Local community	<ul style="list-style-type: none"> • Clearly say what they need • How? Consult them, especially the young
	Local business community	<ul style="list-style-type: none"> • Give young people the opportunity for work and developing their own lives • How? Invest in affected neighbourhoods, and businesses should engage in response-process (cash)
	Rule of law actors	<ul style="list-style-type: none"> • Respect IHL and protect civilians and coordinate with other actors supported by training with mechanisms to hold staff accountable
	Media	<ul style="list-style-type: none"> • Disseminate free, fair, objective reporting and information with external support and expose corruption
	Development	<ul style="list-style-type: none"> • Help reduce unplanned urban migration through ensuring economic opportunities and livelihood [support in other areas of the country]
	Private sector	<ul style="list-style-type: none"> • Engage in development of economic and livelihood opportunities in high risk urban areas (government to provide incentives)

IN URBAN VIOLENCE CONTEXTS:

Donors	<ul style="list-style-type: none"> • Focus on development initiatives addressing drivers of violence • How? Invest (currently not enough funding), support to local actors (local government), work at national level for big reform, security support (more development activities)
Regional	<ul style="list-style-type: none"> • Finance, share experience, cross border issues so political
Network of urban actors	<ul style="list-style-type: none"> • Exchange experiences (mayors, national government)
Donors	<ul style="list-style-type: none"> • Synchronisation of development and humanitarian actors: funding cycles, joint proposals, joint committee, including needs-based capacity building in budgeting of international NGOs to be provided for local civil society

AREAS OF DISAGREEMENT: URBAN

Briefing paper 1: Good humanitarian action reaches everyone in need

- Some felt that funding was critical, depending on the kind of environment (especially the economy).
- Some wanted to emphasise the need for better ‘urban solutions’ to meet standards.
- We didn’t capture the need for greater connectivity and capacity mapping as a way of meeting needs in complex environments.
- We agree that the issue of thresholds and triggers for international action is critical, especially for vulnerable groups and migrants, mixed in with other urban populations. Couldn’t agree on whether this was more important than the existing two recommendations.

Briefing paper 2: Good humanitarian action meets the priorities and respects the dignity of crisis affected people

- Only minor disagreement: Some people felt the supply-side obstacle (#4) in this paper was more important and was the underlying cause of obstacles (#3) and (#5).

Paper 7: Good humanitarian action uses the best knowledge, skills and tools to achieve an effective and timely response:

- Some participants disagreed on the choice of obstacle and recommendations for this criterion of good humanitarian action. The urban context challenges are largely development, governance and crime-specific.

IN RECURRENT CRISES:

International actors should:

- Be an actor of last resort
- Provide support and facilitation first, and only service delivery when no other suitable alternative exists (need to be context specific)

- Provide back stop support, should local capacities require it, e.g. surges in recurrent crisis

NGOs:

- Provide missing capacity (both implementing, funding and facilitation) depending on the specific context

- Provide capacity (building) support and technical assistance

- Facilitate the capacity development and access to resources for long-term planning and implementation by government and local actors

- Fill in gaps in terms of provision of basic services (in contested contexts, weak governments presence, weak civil society presence)

- Focus their response on humanitarian emergencies and enable more space for development actors to assume their responsibilities

UN

- Provide a coordination and support role to enhance national capacity through funding and knowledge transfer

- Put accountability and listening to affected people at the heart of their decision making, funding and evaluation (funding should be contingent on the ability to demonstrate this)

- Play a supportive role in support government and local and national NGOs in their early-warning, preparedness and response measures, including resilience to future crises

- Example of food insecurity in Sahel: Analyse lessons for new strategies and capacity building for local community preparedness with special focus on women

- Example of Sahel food security: mobilise global knowledge on preparedness and make available to share technical innovations with government and civil society

IN RECURRENT CRISES:

UN:

- Engage local leaders to sensitise international humanitarian assistance to local and traditional values and customs

- Ensure strong preparedness and DRR activities in support of national plans through contingency plans taking into account the whole range actors

Government should:

- Implement international laws and policies into national and local laws and regulations
- Lead on major decisions, planning, design and response through a national coordination mechanism (include women and diverse civil society) to manage humanitarian crisis and take on board feedback from affected community (e.g. Nigeria)

- Play convening role and coordinate to bring in diverse set of actors to work together

- Act on early warning monitoring data and lead a coordinated response which includes all relevant actors, including communities, mainstream and DRR, and prepare for/implement complementary development policy and programmes

- Take a lead on preparedness which includes strengthening social safety nets and working together with other actors including development, private sectors etc.

- Active monitoring and using integrated early warning systems

- Hold primary role of leadership in the coordination of response and preparedness by supporting local leaders and NGOs, and empower their efforts

- Provide basic services in the areas affected by recurrent crisis (health, education, water)
- Prioritise delivery of accessible services to the population at risk of disasters. Access for the most vulnerable/at risk has to be guaranteed (safety net)

- Engage and lead periodic monitoring of response activities and evaluation as well as establishing strong early warning systems. To ensure geared towards a resilient approach

- Manage mechanisms for early-warning and early action including advocacy for mobilisation and external assistance

IN RECURRENT CRISES:

Government should:

- Establish National Disaster Management Agencies in order to coordinate response, monitor agencies, establish baseline data, develop early warning and assess needs
- Provide a legislative framework to facilitate the operation of humanitarian actors (local and international). This needs to include regulation and oversight of how money is spent and impact of programming

- Lead the overall response and prevention efforts which are integrated into their long-term development planning

- Clearly clarify and communicate population's rights and entitlements in the event of crises

National civil society actors should:

- Play a leading role in response through capacity building and partnerships with international actors

- Identify and target those most at risk/most vulnerable amongst the affected population (feed into the government safety net policy)

- Build the right partnerships at all levels and mobilise both financial and technical resources

- Lead or facilitate space for accountability to affected populations

- Lead with the operational response in coordination with the government

- Make critical (self) needs assessments that are comprehensive in nature that focus on capacity building and preparedness

- Put accountability and listening to affected people at the heart of their decision making, funding and evaluation

- Actively participate in a coordinated response based on their own preparedness plans, e.g. in established coordination systems: national, clusters, Disaster Risk Management Agencies

- Advocate for and defend the rights of population and society

IN RECURRENT CRISES:

Other actors (please specify) should:	Development actors:	<ul style="list-style-type: none"> • (External i.e. Development donors) Take responsibility for 'doing resilience' and ensure a 'human development' lens (not simply economic)
		<ul style="list-style-type: none"> • Be more involved in using development measures to build resilience against recurrent crises
	Regional actors:	<ul style="list-style-type: none"> • Play a coordination role focusing on liaising with affected governments and providing a strategic plan on preparedness, early warning and DRR
	Private sector (local business):	<ul style="list-style-type: none"> • Be involved in the management of recurrent crisis through providing logistical and management skills to communities along with funding
	Regional institutions:	<ul style="list-style-type: none"> • Develop and maintain early warning and policy response frameworks and mechanisms
	Regional organisations:	<ul style="list-style-type: none"> • Serve as coordinators (where appropriate), build capacity and mobilise technical, financial and human resources (e.g. Organisation of Islamic Cooperation, European Union, Economic Community Of West African States, League of Arab States, Organization for Security and Cooperation in Europe, etc.)
Private sector	<ul style="list-style-type: none"> • Recognise their role in resource mobilisation and involve them in response mechanisms through engagement in contingency plans 	

AREAS OF DISAGREEMENT: RECURRENT CRISES

Briefing paper 1: Good humanitarian action reaches everyone in need

- Funding is not necessarily a priority.

Paper 4: Good humanitarian action is led by the state and builds on local response capacities wherever possible

- Whether international community should provide ‘support’ with national governments in the lead or ‘facilitate’ to allow possibility of some national governments which don’t prioritise the interest of the people, and which don’t deserve international support.
- No point in building national NGO capacity unless salary/benefits schemes between national organisations and UN is equalised to avoid ‘brain drain’ to higher-paying UN agencies.
- Should not call out national NGO capacity building to provide better stewardship—implied international actors are accountable while national ones by definition are lacking.

Briefing paper 5: Good humanitarian action is apolitical and adheres to international law and the humanitarian principles

- Counter-terrorism laws were considered very detrimental for IHL: another observer said, “No, not relevant to recurrent crisis”.
- Didn’t like ‘double funding for protection’: Double what? Clarify the base.
- Needed to add accountability, e.g. humanitarian actors should be held accountable for providing protection that matches the needs and priorities of affected communities.
- Where and what is the monitoring and evaluation for protection? What do we mean by protection?

Briefing paper 6: Good humanitarian action makes the best possible use of resources

- Development actors are not being engaged in this process enough for us to get feedback on bridging the humanitarian/development divide vs. development actors need to be ‘held accountable.’
- Dichotomy between the roles and responsibilities of humanitarian actors vs. more development and humanitarian (or just DRR) cohesion.
- (More permanency in humanitarian action, too much turn over).

IN MEGA DISASTER:

International actors should:

- Activate Clusters in coordination with local authorities, NGOs, etc. with more command and control, but also respecting diversity (currently they are deficient and have no authority)
- Provide the capacity for response and scale
- Humanitarian coordination architecture with a twist if needed
- Identify and fill gaps in coordination with other international and local actors
- Establish strong leadership to coordinate all humanitarian actions and actors (where government is unable to perform the role, otherwise folded in with strong government leadership)
- Conduct assessment of damages and losses and conduct needs assessment (in collaboration with local civil society and others)
- Before disaster: joint preparedness training
- During and after disaster: set and adhere to standards based on existing international standards, refined and modified as necessary by the Clusters
- Show restraint (look at long-term strategy)
- Use and empower local organisations as much as possible (capacity building)

Government should:

- Act as the authority and be willing to receive integrated international support
- Promote and invest in preparedness, including through regional mechanisms
- Reach out to international community to assure effective coordination
- Assessment and deployment of available resources

IN MEGA DISASTER:

Government should:

- After: establish clear command and coordination authority (reporting to the highest level)

- Before: conduct vulnerability and risk analysis and develop disaster management plan (including: legislation, regulatory framework and a clear plan for coordination mechanism and centre training)

- During and after: designate, fund, provide authority to national coordinating body
- Be involved in international coordination bodies (i.e. Clusters). Ensure there is interface with international actors

- In advance: review and strengthen national and local legal frameworks, procedures, public policies to facilitate international response
- Capacity development of national, sub-national and local disaster management entities (NDMAs, etc.)
- Ensure national and sub-national budgets include line item to fund and empower disaster response entities
- Conduct vulnerability and capacity assessments and mapping (cross-sectoral)

National civil society actors should:

- Be empowered and assert themselves
- Participate fully, consider and account for language differences (more a responsibility of international actors)
- Advocate with governments for safe enabling environments
- Train and strengthen strong volunteer networks and host communities

- Provision of information on cultural context, and broader data collection to ensure an informed response

- First responder capacity in conjunction with international humanitarian actors

- Assess needs of communities and other constituencies in networks
- Communication of needs and coordination with other actors

- Transmit knowledge and information about local conditions

- First response at community level (need training in advance)

IN MEGA DISASTER:

Other actors (please specify) should:	Regional bodies:	<ul style="list-style-type: none"> • Must play a strong coordination role in preparedness and prevention (ensure regional coordination and planning is formal and informal)
	Private sector:	<ul style="list-style-type: none"> • National level: provide resources and legal logistical cooperation and local innovation • International level: reach back to technological innovation, research and development expertise • Maintain trade, organise and advocate for needs, forego profit in the interest of maintaining business trade in the long-term • Provide expertise, resources, know how, funding • Enable; transmission# • Communication advocacy and media
	Development actors (include government and private sector):	<ul style="list-style-type: none"> • Review of development plan (crisis modifier and RRD plan, linking relief, rehabilitation and development)
	Neighbouring governments:	<ul style="list-style-type: none"> • Facilitate access
	Academia:	<ul style="list-style-type: none"> • Provide inputs to national and local plans and assessments
	Military:	<ul style="list-style-type: none"> • Plug into logistics Cluster where appropriate • Learn and train on principles, standards, best practices in collaboration with international humanitarian actors • Coordinate with international community and national governments • Show restraint over plug

IN MEGA DISASTER:

Regional and
intergovernmental
organisations:

- Play a role in disaster preparedness and promoting best practices and standards

Host communities:

- Should be trained and supported (responsibility of national and international actors)

Government:

- Messaging communication

AREAS OF DISAGREEMENT: MEGA DISASTERS

Briefing paper 6: Good humanitarian action makes the best possible use of resources

- Agree with application of right approaches, but delete 'systematic review.'



ANNEX THREE

**ADAPTING THE SYSTEM: RECOMMENDATIONS FOR
CREATING A MORE FLEXIBLE AND ADAPTABLE
INTERNATIONAL HUMANITARIAN SYSTEM**

QUESTION

How will international actors and the international humanitarian system need to change in order to be flexible enough to support effective humanitarian action across all contexts (with specific reference to the following elements):

- Funding and financial processes
- Staffing and skills
- Programme design and approaches
- Governance: decision-making; standards and coordination

PROBLEM

The international system is often criticised for taking a ‘one size fits all’ approach to humanitarian preparedness and response.

TASK

In order to become more flexible, and able to adapt to context, international actors will need to rethink key elements of their structure and practice. This exercise aimed to produce recommendations on what should change within the international humanitarian system to allow for more context specific preparedness and response.

Participants were divided into four groups, one for each of the elements of the humanitarian system listed above. Each group elaborated recommendations that would:

- Allow the international humanitarian system to effectively deal with all of the different types of crisis contexts at the same time (adaptability)
- Allow the international humanitarian system to change the nature of its response in any specific context, as the situation changed (flexibility)

All participants then voted to identify the strength of support for each recommendation through an electronic polling exercise¹.

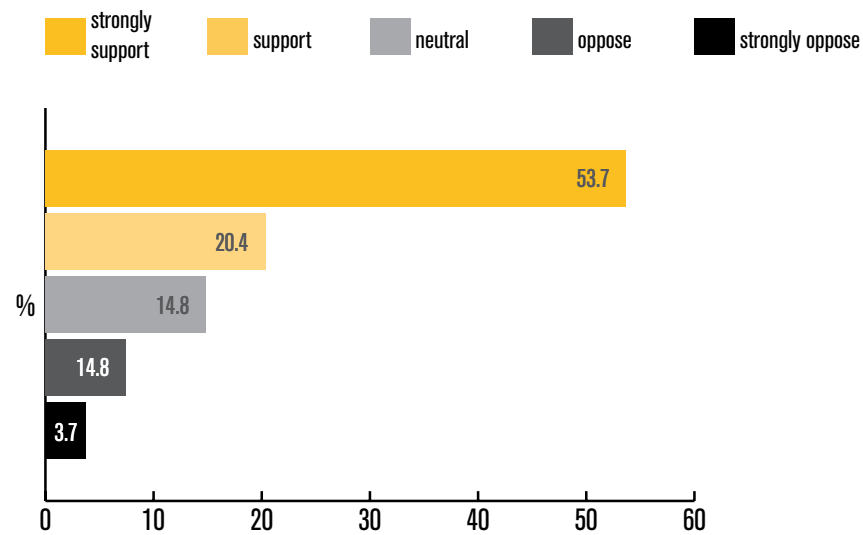
Due to a technical malfunction with the file containing the results from this session, we have also matched these recommendations using secondary sources: photos and audio of the session, as well as notes taken by facilitators. We have a high level of confidence in the results

¹ Due to a technical malfunction with the file containing the results from this session, we have also matched these recommendations using secondary sources: photos and audio of the session, as well as notes taken by facilitators. We have a high level of confidence in the results

Polling results: Finance recommendations

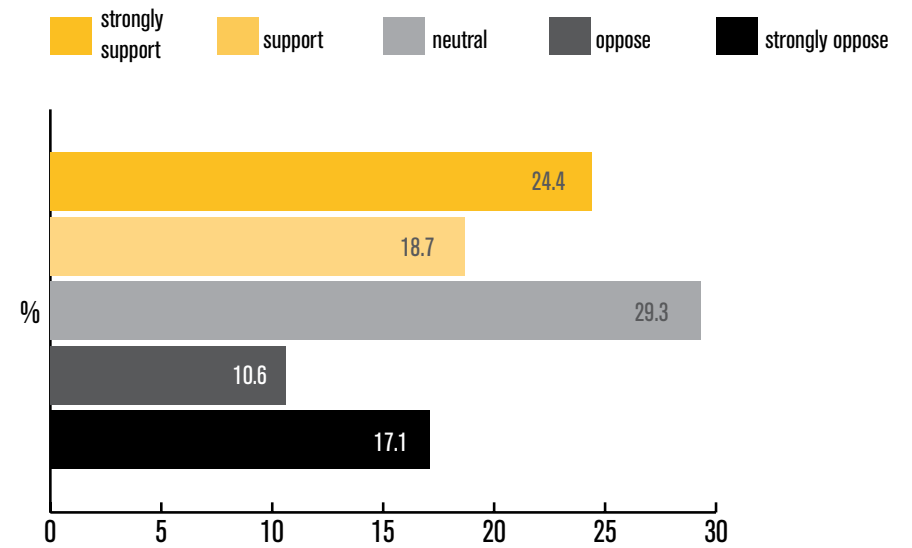


Donor governments and international organisations should create an exemption in counter-terrorism rules for humanitarian aid based on an agreed due diligence framework and create incentives for banks to facilitate humanitarian transfers.



Reduce transaction costs through reviewing the value chain of relief effort from donor to beneficiary by having each actor (UN, INGO, NGO) focusing transparently on the part where there is most value added.

Transparent sub-contracting to final implement. Possibly through single agency.

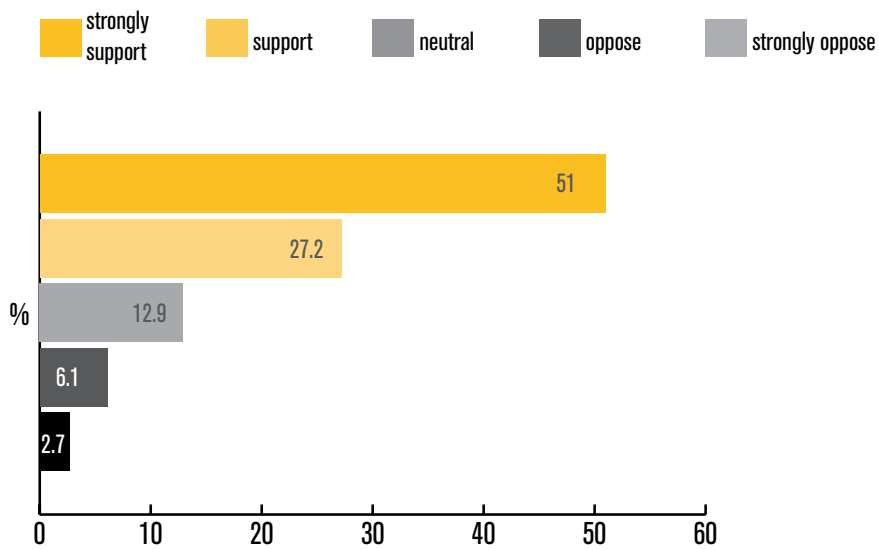


Polling results: Finance recommendations



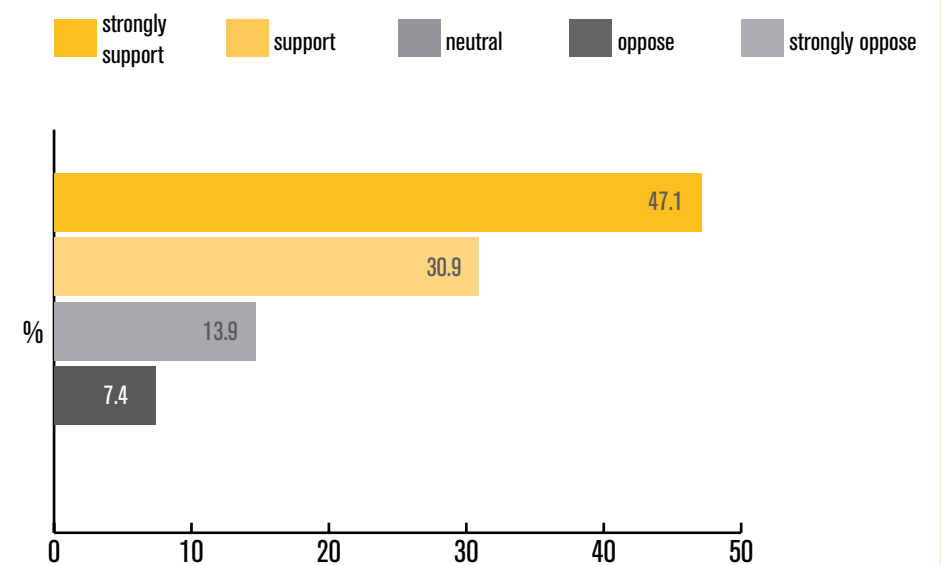
Institutional, private sector and national donors should increase direct access to flexible and fast funding for frontline workers and national and local actors to x% by year (in areas of comparative advantage) with accompanying targets for investment in capacity building.

Tools would include: pre-vetting; competitive bids for manage fund (rather than UN), independent results evaluations.



Donors should:

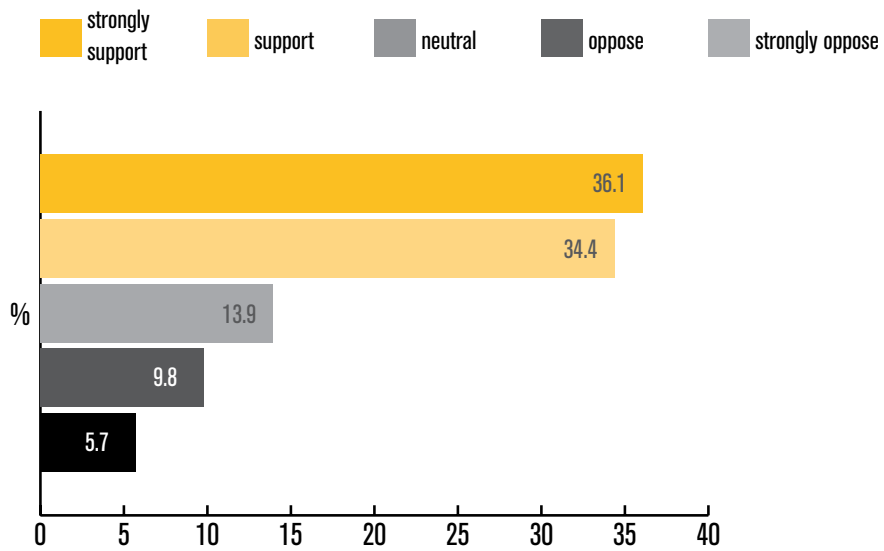
1. Provide more coordinated multi-annual funding options in relevant contexts, and
2. Set ambitions benchmarks for the timing for disbursements from donor to local level.



Polling results: Finance recommendations



Islamic financing actors in collaboration with multilateral institutions - % allocation of faith based funding sources to be allocated to humanitarian causes.

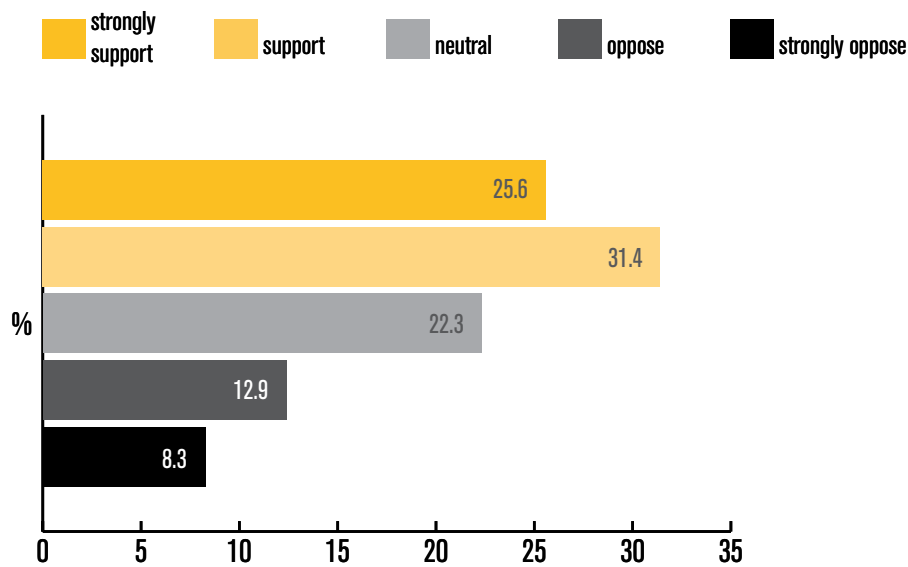


Polling results: Knowledge and information recommendations



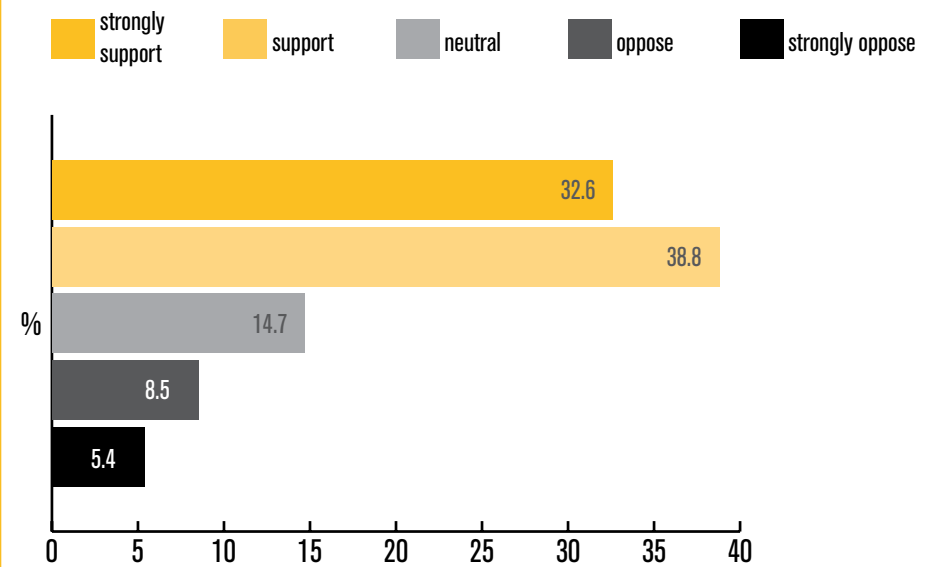
Making sub-national data (social risk) available at all levels and international organisations to use surveys and remote methods to supplement national data in humanitarian situations.

This should be done through the standardisation of responsible use of open data and creating a system to collect population base information to supplement agency specific information and investment in standardisation of data at all levels.



All humanitarian assistance proposals will incorporate lessons learnt (donor funding will be conditional on this).

The humanitarian system will support a mega portal/repository of crowd sourced knowledge responses, which will comprise of untapped southern and northern community resources and academic institutions.

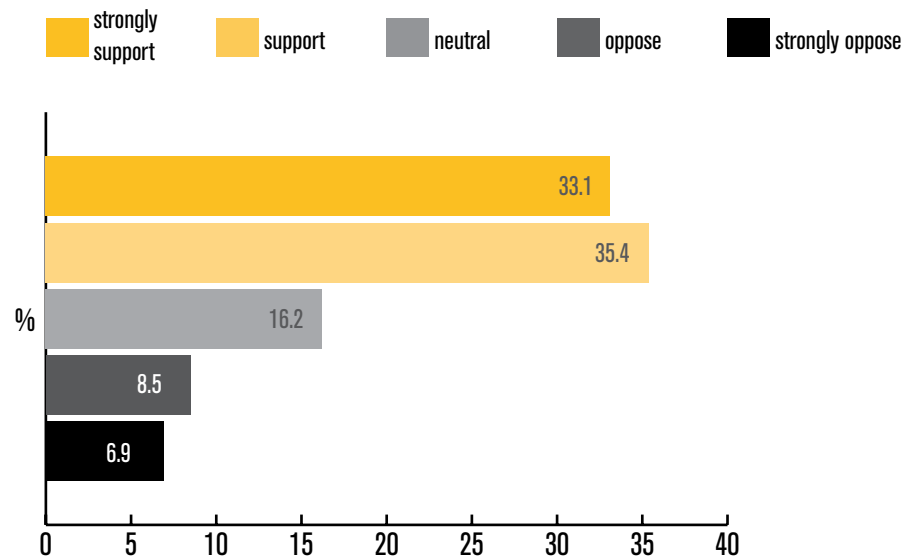


Polling results: Knowledge and information recommendations



There should be a shared information platform of common code and data collection to which all agencies contribute.

A new ecosystem or network of independent actors such as think tanks, academia, specialised NGOs (e.g. ACAPS), in-house knowledge management environment, who on the basis of shared data systems (or knowledge base) can produce competing analysis to support decision makers.

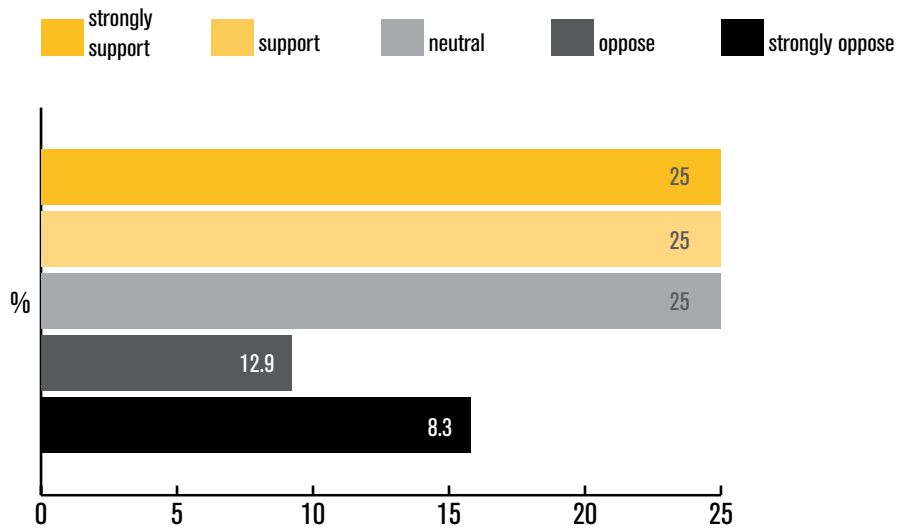


Polling results: Governance recommendations



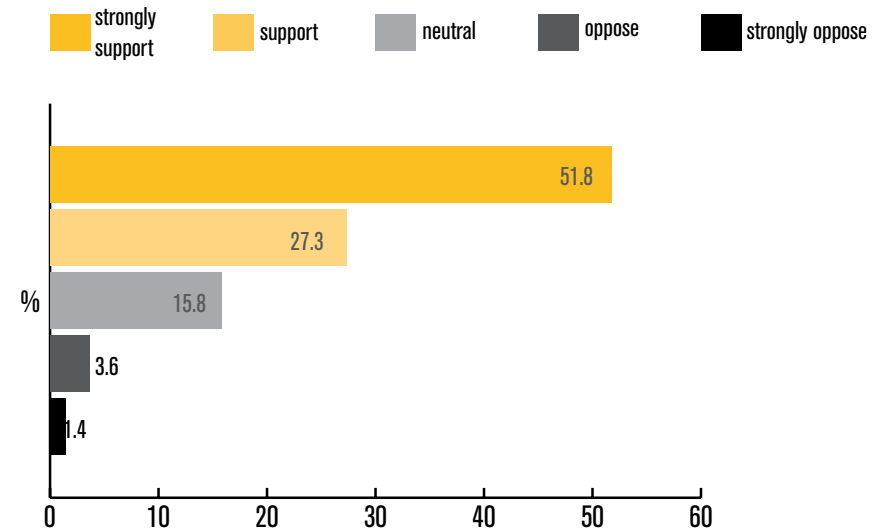
There should be a single national level strategic co-ordination structure, centralised around current governance architecture. The structure is cascaded down to local level, where appropriate, as an accountable decision making structure, complementing the Cluster structure. The co-ordination structure should comprise of local NGOs, civil society, INGOs, UN agencies, private sector, as well as government representation. The framework for decision making revolves around

- a) Political economy /context/capacity analysis,
- b) Resilience and Response Plan,
- c) Integrated alongside national development planning



The Inter-Agency Standing Committee should decentralise decision-making down to the lowest level possible.

Management structures are changed to allow Humanitarian Country Teams to fund their strategies, recruit, and decide priorities.

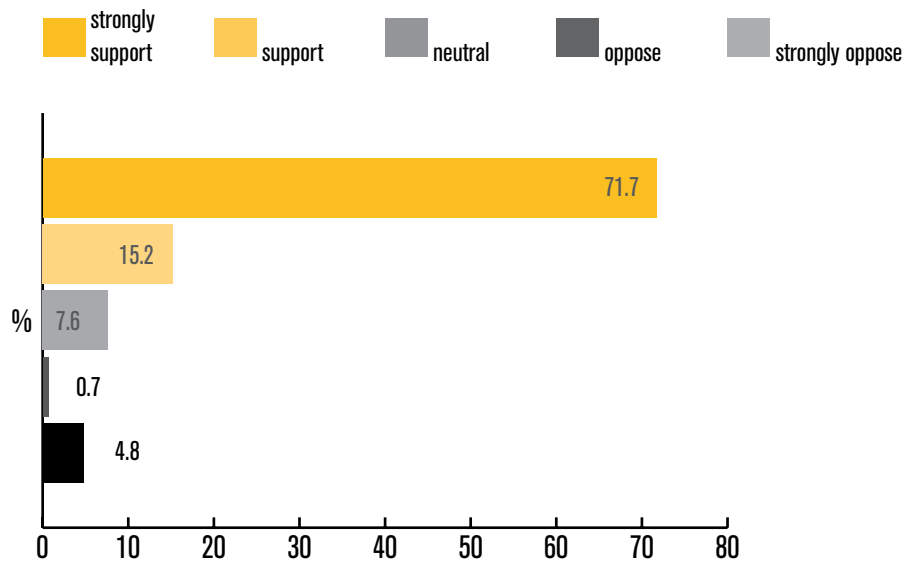


Polling results: Governance recommendations

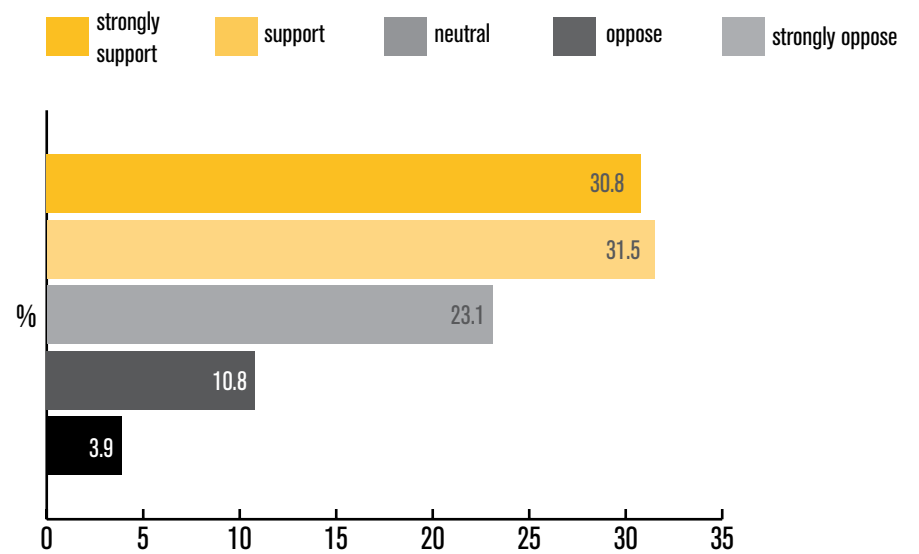


There should be a more collaborative and complementary system with fewer agency overlaps, duplication and gaps.

The Secretary General should call for a reform of UN agency mandates and roles to better meet core humanitarian needs of affected people.



States, through National Disaster Management Agencies or other relevant institutions, should have reviewed, strengthened, and harmonised national legislation, procedures, policies, frameworks and standards to ensure fit-for-purpose regulatory frameworks relevant to their context, drawing on existing humanitarian standards e.g. Core Humanitarian Standards and International Disaster Response Laws.

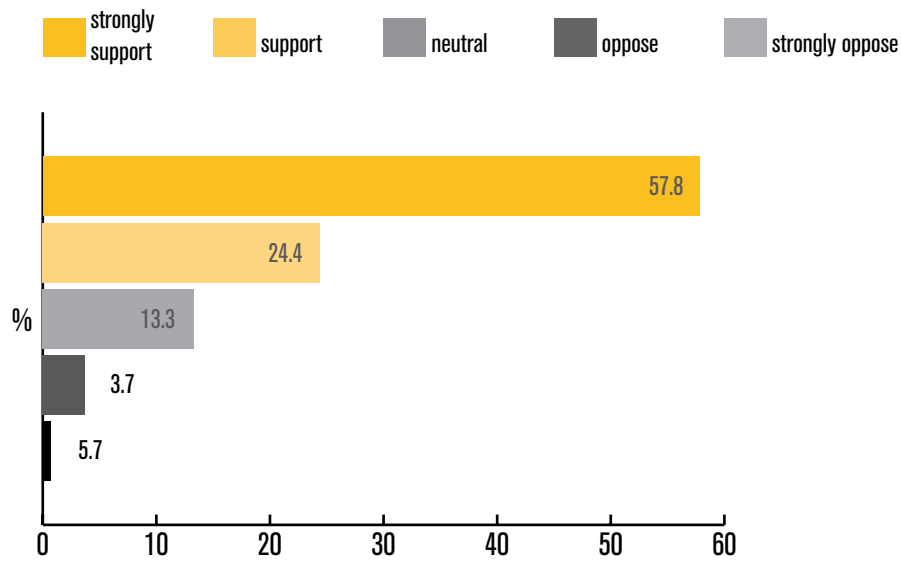


Polling results: Governance recommendations



There should be an open platform for feedback from affected people on needs met in each crisis/context.

This should be managed by an autonomous body.

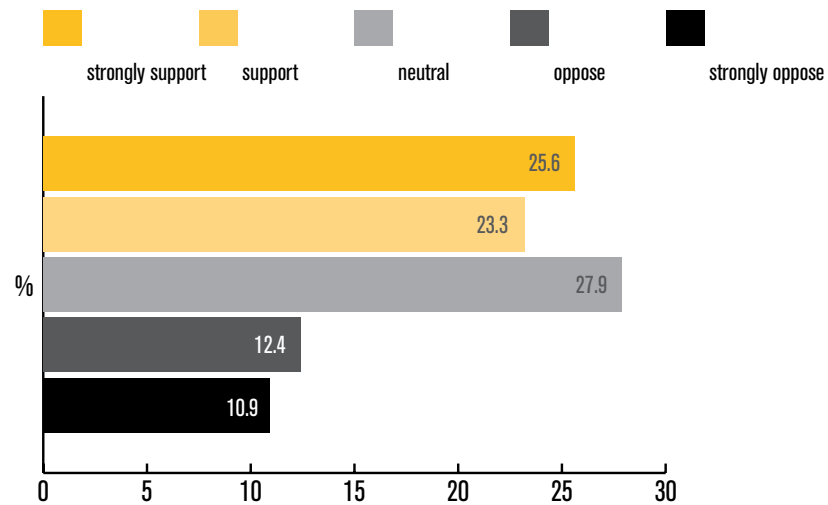


Staffing and skills recommendations

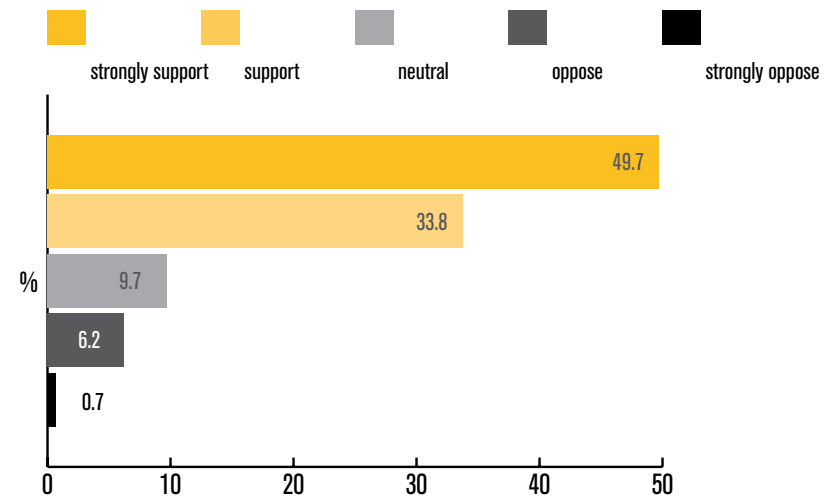


Staffing and skills should be local-led and community based.

There should be a 'Humanitarian Solidarity Program' (HSP), financed by block grants by various actors, technical assistance should be provided and 'bought' by community.



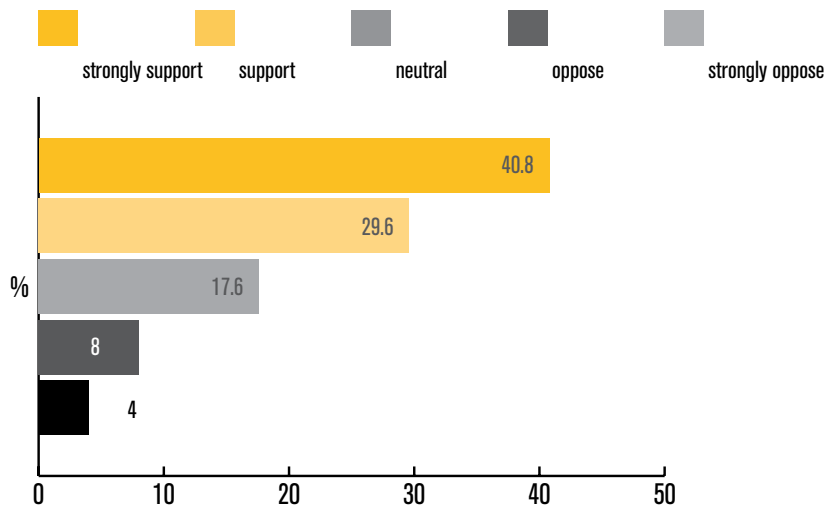
Everyone who is providing humanitarian assistance should have the necessary training to do their job- those with current training capacities should open their training opportunities to others.



Polling results: Staffing and skills recommendations



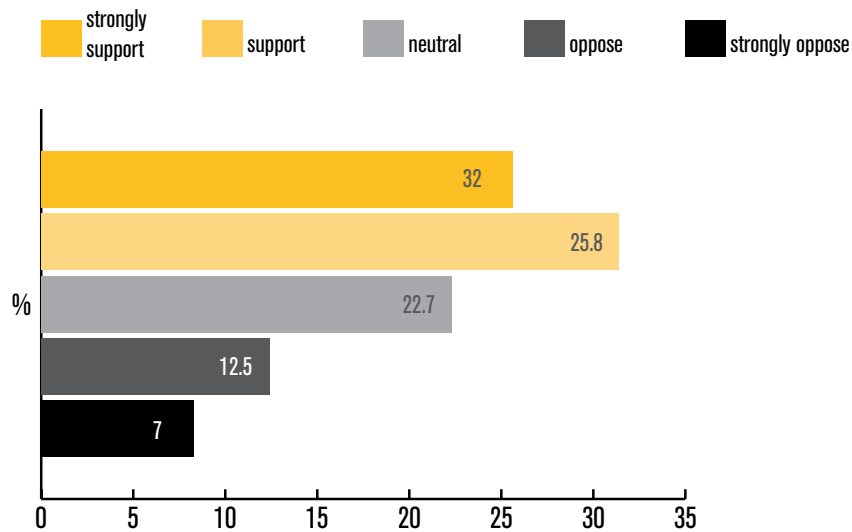
A transparent selection process where local staff with desired capacity and skill, should be in lead with decision making ability to deliver better in localised context.



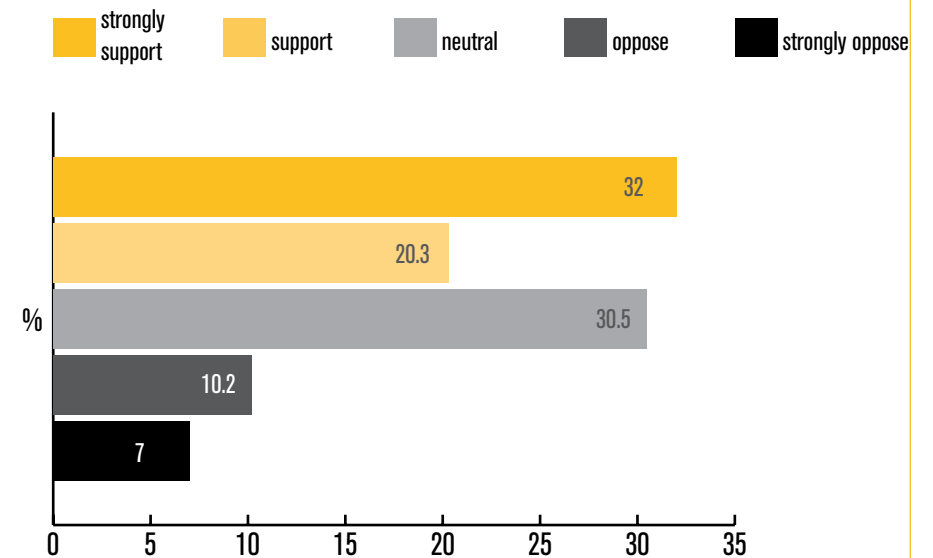
Polling results: Programme recommendations



Local authorities (or local organisations, where government is not able) to lead assessments, design, provide assistance, and evaluate impacts in an inclusive participatory way. Strengthen capacity of and empower communities to assess and articulate their own needs, capacities and priorities. Assessment should be done by government where possible, if not local NGOs, if not then national NGOs, if not then INGOs and/or UN agencies, should be done before crises when possible, which requires investments and funding from governments and donors. International actors should support enabling environments for civil action and CSOs.



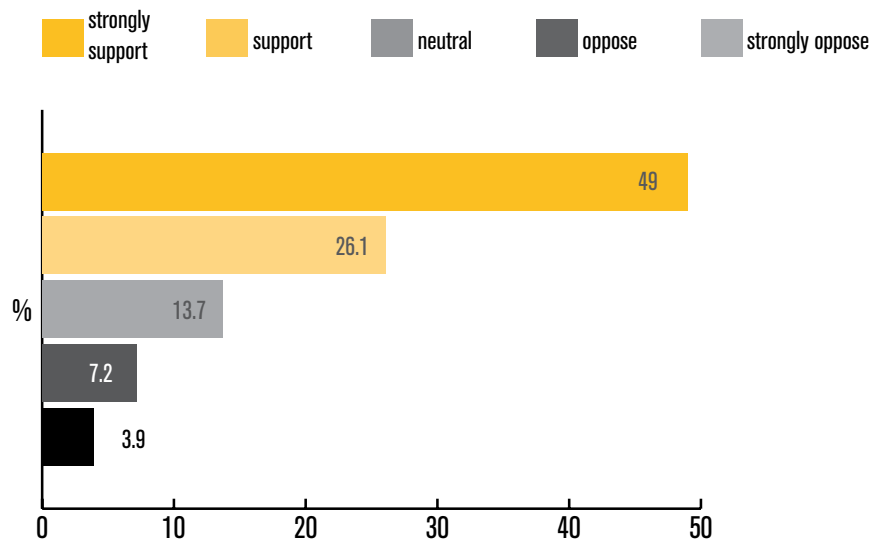
Donors and senior managers in operational agencies adopt a new standard 'hands-on' approach to oversight, with components including: collaborating with field teams, joint responsibility for problem solving, expecting changes to activities, timely decision-making, subsidiarity (recognising they're one part of a bigger effort), light narrative reporting (not quantitative vs. output targets).



Polling results: Programme recommendations



Donors and UN agencies incentivise enhanced communications within and between organisations, reciprocal learning and devolved decision-making authority for greater ability to continuously identify and respond to shifting multi-dimensional realities, needs and priorities of affected communities.





Overseas Development Institute
203 Blackfriars Road
London, SE1 8NJ

www.alnap.org/global-forum
#ALNAPForum

