



A WORLD AT RISK:

Humanitarian response at a crossroads

April 2016

Preface

A dramatic increase in protracted conflict and displacement, combined with an ever-increasing number of natural disasters, has resulted in widespread human suffering, loss of dignity, dashed hopes and death. The structure and resources devoted to response efforts under current world conditions are simply inadequate for the task. A group of leading U.S. humanitarian relief and advocacy organizations came together to review current international relief efforts and propose a set of recommendations designed to better meet the needs of the people affected by the growing number of crises. The organizations are CARE, International Rescue Committee, Mercy Corps, Oxfam America, Save the Children U.S., U.S. Fund for UNICEF and World Food Program USA. USIP, an independent, national institute dedicated to managing conflict so it doesn't become violent, and resolving it when it does, has also contributed to the preparation of this report. All of the above-listed organizations are committed to support the changes needed to better serve those most in need and have issued this report.

Executive Summary

Precarious Times

Today the humanitarian system, despite unprecedented levels of humanitarian funding, is struggling to keep pace with the ever-growing demands placed on it. The increasing costs and intensity of wars, natural disasters and weather-related catastrophes have not only led to unfathomable human suffering but also have the potential to severely impact and destabilize previously unaffected and secure nations, particularly those in close proximity to troubled areas.

The need to respond to massive human destitution — often accompanied by loss of homes and loss of country — goes beyond the moral and ethical imperative of humankind responding to human suffering. Preserving and enhancing the gains civilization has made over the past few centuries is at serious risk if, in failing to address the mounting humanitarian needs of the 21st century, we enable the resulting deprivation to undermine hard-won development gains. The Sustainable Development Goals (SDGs) will not be achieved unless we address these challenges.

In short, massive human suffering, if not effectively addressed, threatens our world as we know it. While this paper addresses the need to revamp our approaches, it recognizes — but does not elaborate — additional areas that must be addressed including a step change in conflict prevention and resolution and upholding international humanitarian law, which in too many conflicts is trampled with impunity.

There are now more than 60 million refugees, asylum-seekers and internally displaced persons worldwide as a result of wars and persecution — the most since World War II. Moreover the human and economic costs of disasters caused by the ravages of natural hazards have simultaneously been intensifying, putting additional pressure on crisis response and recovery.

Today, an estimated 1.4 billion people live in fragile countries, a third of which are conflict-affected, with countless millions vulnerable to the vagaries of natural catastrophes. By 2030 — just 14 years from now — two-thirds of the world's poor will

live in nations classified as fragile — states that may not be able to shoulder the burdens imposed by natural disasters or war, leaving their citizens vulnerable to any number of devastating outcomes.

Additionally, we must recognize that countries hosting refugees, often middle-income and developing countries themselves, are on the front-lines providing assistance — countries like Jordan, Lebanon, Turkey, Ethiopia and Kenya. With the average length of displacement for a refugee today at 17 years, these host nations are providing a global public good and need more support from the international community to meet additional refugee requirements while ensuring the well-being of their own populations.

An Escalating Challenge

Throughout the 20th century, great strides were made in global humanitarian response — in developing capacity, in securing global participation, in mobilizing additional resources, and in saving lives. But today, the demands on global humanitarian relief efforts have outpaced the international community's ability to effectively respond.

The size of the global humanitarian appeals coordinated by the UN Office for the Coordination of Humanitarian Affairs more than doubled from 2008 (\$7.1 billion) to 2015 (\$18.7 billion). Yet just 54 percent of the requirements outlined in the 2015 Global Humanitarian Appeal were funded. These shortfalls translate into dramatic cuts of basic assistance and services to vulnerable populations. At the time of its launch, the 2016 Global Humanitarian Appeal requested an unprecedented \$20.1 billion to assist more than 87 million people in 37 countries.

But it's not just about more money, although that is a critical component. Without adequate funding, few of our recommendations, much less existing efforts, can be implemented. Compounding funding shortfalls is the inability of the current humanitarian system to keep pace with the seemingly ever-growing level of demands placed on it. As part of this system, the co-signers of this report commit to helping address shortcomings that exist and to their shared responsibility in confronting the challenges of our time and working together to achieve agreed collective outcomes.

Key Challenges Include:

- Protracted crises continue to be addressed with primarily short-term approaches.
- Greater coherence among those responding to humanitarian crises is essential to better meet the needs of affected populations.
- National and local response capacities are not being adequately supported.
- Greater alignment of humanitarian and development capacities and funding is overdue.
- Refugee-hosting countries often do not have the resources needed to meet refugee requirements while also meeting the basic needs of their own populations.
- Traditional development financing and concessional loan arrangements by the International Financial Institutions were not structured to meet the needs of crisis-affected countries.
- Investments in preparedness in disaster-prone countries, such as national safety net systems are not adequate.
- Private sector expertise, capacity and technical assistance is not sufficiently leveraged.

Toward a Comprehensive Humanitarian Strategy

Over the past decade, front-line humanitarian organizations have moved beyond “business as usual” approaches evolving from traditional “care and maintenance” models to more market-based approaches to self-reliance. The humanitarian community now draws from a more mixed toolkit of assistance instruments based on needs assessments and market analysis. We need to build on that progress.

While additional resources are essential, there is broad agreement that the humanitarian community needs to work in parallel on other measures to help ensure that assistance reaches the maximum number of crisis-affected people in the most timely and cost-effective manner.

The co-signers of this report have compiled a set of recommendations for action by the global community to facilitate a more responsive and effective humanitarian assistance regime. Creativity, flexibility, a willingness to reform the way we work, increased support, and most of all, a formidable commitment from donors, the private sector and all actors in the humanitarian community – UN agencies and NGOs alike – are required to ensure the changes needed are implemented.

Recommendations

Better Financing

Flexible Resources: More predictable, timely, multi-year and flexible resources from an expanded donor base.

Coordinated Funding: Greater focus on aligning relief, recovery, resilience, preparedness, disaster risk reduction and development funds to better meet the assessed needs of affected populations.

Private Sector Engagement: Better use of financial resources, skills and capacities of the private sector and incentives for private sector investments to contribute to job creation.

Stepped Up Support to Fragile and Front Line Countries and Communities

National and Local Capacities: Better inclusion, support of and accountability to national and local leadership.

Greater Engagement of the International Financial Institutions: The development banks have a valuable role to play in helping countries access development financing to address crisis-related burdens.

Enhanced Safety Net Programs: Greater investment in sustainable social protection and safety net systems in fragile and conflict-prone countries.

Jobs and Education: Employment opportunities for refugees should be expanded within a broader framework for promoting refugee self-reliance including access to education while also meeting the needs of host-country populations.

Strengthening Program Coherence and Performance

Better Risk Assessment: Joint analyses of vulnerability and risk assessments must be supported to better understand the underlying factors contributing to the chronic and acute vulnerability of populations within a country.

Integrated Approaches: Greater alignment of the capacities and experience of humanitarian and development actors.

Greater Voice of Crisis-Affected Populations: Vulnerable people must have more say and control in shaping assistance to their needs and local contexts and established channels to provide feedback on assistance and protection provision. Women's empowerment and the protection of children and adolescents must be strengthened while pursuing these actions.

Toward a Better Future

Tackling humanitarian challenges is in the public interest. Conflict, natural disasters and public health emergencies do not respect national borders. The current high levels of fragility and forced displacement have critical implications for international stability. Understanding the dimensions of humanitarian crises and the threats they pose to the stability and security of neighboring countries and beyond is critical to ensuring the sustained engagement of the international community.

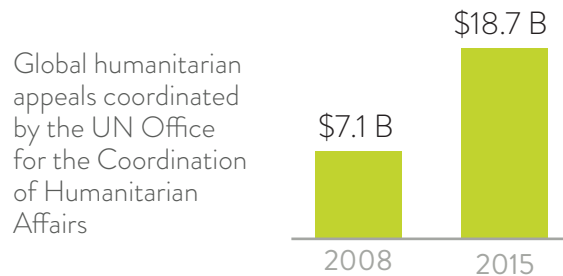
But, above all, we cannot ignore our most basic moral imperative to give aid and comfort to those in need. It is neither acceptable nor realistic to put the lives of those displaced on hold until peace in their countries can be restored. We cannot say we did not know. We must not look away in the face of death, displacement and devastation while permitting the simple dream of living a life of dignity to be deferred for so many.

INTRODUCTION

Unprecedented Needs

Protracted conflict, insecurity and displacement are defining features of today's humanitarian challenges. An estimated 1.4 billion people live in countries classified as fragile, a third of which are conflict-affected. There are currently more than 60 million refugees, asylum-seekers and internally displaced persons (IDPs) worldwide as a result of conflict and persecution – the highest number since World War II. Nowhere is this more evident than in the Middle East, a region that required relatively little humanitarian assistance at the turn of the century. The crises in Syria, Iraq and Yemen have contributed significantly to current global displacement reaching a tipping point. The human and economic costs of disasters caused by natural hazards have also been escalating. At present, the effects of a major El Niño event are being felt in countries such as Ethiopia – host to the largest refugee population in Africa – where the worst drought it has experienced in over 30 years has resulted in more than 10 million people in need of humanitarian assistance.

The growth of humanitarian needs and the associated financial requirements has been dramatic. The size of the global humanitarian appeals coordinated by the UN Office for the Coordination of Humanitarian Affairs more than doubled from 2008 (\$7.1 billion) to 2015 (\$18.7 billion).



Despite the generosity demonstrated by increased support from donors over the years, huge gaps between humanitarian appeal requirements and confirmed contributions continue. Just 54% of the requirements outlined in 2015 Global Humanitarian Appeal were funded.

These shortfalls in resourcing translate into cuts of basic assistance and services to vulnerable populations. In 2015, for example, the United Nations World Food Programme (WFP) was forced to halve the level of assistance to more than 1.2 million Syrian refugees. Fortunately, full support was restored thanks to new

donor commitments in early 2016. The on-again, off-again delivery of aid to populations in need is directly linked to the lack of predictable funding. The 2016 Global Humanitarian Appeal seeks an unprecedented \$20.1 billion to assist more than 87 million people in 37 countries, noting that armed conflict has been the greatest driver of prolonged humanitarian need. The largest increases have come from the suffering associated with protracted crises in Syria, South Sudan, Iraq and Yemen.

The current alarming level of crisis-related needs is a reflection of the inability of the international community to display the political will necessary to prevent conflicts and to find sustainable solutions to ongoing protracted crises. Addressing the humanitarian needs that emerge from these unresolved conflicts has become an ever more difficult and dangerous task for relief workers who must interact with a range of state and non-state actors in environments where adherence to the basic principles of International Humanitarian Law is not always respected.

Not Business as Usual

The humanitarian system is struggling to keep pace with the seemingly ever-

growing level of demands placed on it. The current system of exclusive reliance on uncoordinated voluntary contributions is insufficient. While more predictable, timely and flexible resources from an expanded donor base are urgently needed, the challenge is not to secure more money to do more of the same. New partnerships and innovation are also needed to ensure that assistance is delivered in the most efficient and cost-effective manner possible

The evolving nature of displacement among refugees provides an example of why new paradigms and approaches are needed. The length of displacement today (an average of 17 years) represents more than a humanitarian crisis.

Average length
of refugee
displacement



This lengthy displacement must also be seen as a development dilemma affecting poverty levels, employment and service delivery. The humanitarian and development communities must do more to align available resources and capacities to tackle the challenges posed by the growth in protracted crises. It is neither acceptable nor realistic to put the lives of refugees on hold until peace in their countries of origin can be restored.

The vast majority of the world’s refugees are hosted by middle-income and developing countries, which often do not have the means to support the costs of providing assistance to a large influx of people while meeting the needs of their own vulnerable populations. Refugee-hosting countries need to be seen as providing a global public good and should be supported, as may be required, to meet the additional needs of displaced populations while also ensuring the needs of their own populations are met. Traditional International Financial Institution (IFI) grant and concessional loan programs have not been accessible to middle-income refugee hosting countries. While displacement has been on the rise, the total number of refugees repatriating has been declining. The 126,000 who did go home in 2015 were the lowest number in over 30 years.



Opportunities to design more sustainable livelihood programs and to facilitate the “right to work” therefore need to be supported, while addressing the needs of host communities as well.

Over the past decade, front-line humanitarian organizations have moved far beyond “business as usual” approaches to better meet the needs of those affected by crisis, but much more must be done. Strategies from the United Nations High Commissioner for Refugees (UNHCR) have evolved from traditional “care and maintenance” models to more market-based approaches to self-reliance and livelihoods. While recognizing that in-kind food assistance remains a lifeline in certain contexts, WFP now draws from a more mixed toolkit of food assistance instruments based on strengthened needs assessment and market analysis capacities. For many humanitarian organizations, the increased use of cash has provided opportunities for innovation and has facilitated new and diverse partnerships, including with the private sector.

National and local leadership

The importance of national governments, local authorities and communities in ensuring that urgently needed aid reaches crisis-affected populations cannot be overstated. National leaders have a pivotal role to play given their fundamental obligation to facilitate humanitarian access and action and should lead in the coordination of relief efforts. Local actors have an unparalleled knowledge of

community structures, an understanding of any underlying political, ethnic or religious tensions and the languages spoken by affected populations.

National structures and mechanisms, such as safety net systems, can be scaled up to play a critical role in addressing initial disaster needs within a country. Aid organizations in Yemen, for example, leveraged the country's national safety net program, the Social Welfare Fund, after sectarian conflict erupted in March 2015. WFP was able to scale up the program to reach more than four million individuals with food assistance in August 2015, up from one million six months earlier. In host countries, social protection systems can be adapted to meet the needs of a new crisis. The productive social safety net program in Ethiopia has been critical in that government's response to food security needs generated by the severe 2015-2016 drought.

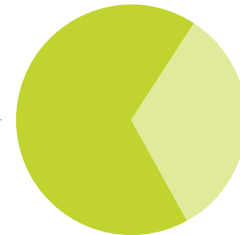
Despite widespread acknowledgment that humanitarian responses should be as local as possible and as international as necessary, the reality is that from 2007-2013, an extremely low percentage of annual humanitarian aid went directly to local organizations.ⁱ As both implementers of safety net systems and often-times first responders to disasters, national

actors, local NGOs and communities are critical to provide quick and agile assistance to crisis-affected populations. This is made more difficult given the humanitarian system lacks the incentives to empower local actors to lead responses where appropriate. Strengthening their capacities must be supported by international donors and assistance organizations.

Fragility: Placing Development Gains and Goals at Risk

By 2030, two-thirds of the world's poor are expected to live in states classified as fragile.

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Concerns are increasing about the implications of fragility for international stability and development progress. The universal character of the post-2015 Sustainable Development Goals (SDG) framework calls for a broader understanding of fragility, risk and vulnerability.ⁱⁱ With its pledge that no one should be left behind, refugees and internally displaced persons must be considered among the most vulnerable.

This provides a key entry point for ensuring the conflict dimension is not overlooked in work to achieve the SDGs going forward.ⁱⁱⁱ Despite the historic divide between those engaged in humanitarian assistance delivery and those pursuing longer-term development objectives, both understand the SDGs are in jeopardy with the growth in protracted crises, escalating displacement and unmet humanitarian needs.^{iv} Conflict remains unparalleled and can reverse hard-won development gains by more than 20 years.^v With an intersection of interests in achieving the globally-endorsed goals, actions to better align humanitarian and development efforts must be pursued with a sense of urgency.

As humanitarian actors, we cannot accept the status quo. Behind all the facts and figures are the people who we put at the heart of our work – the most vulnerable including children, adolescents, women, the elderly, those with disabilities and those who face discrimination of all types. Because of our mandate to provide for those in need wherever they may be, we must seek solutions to strengthen our collective ability to deliver aid that is timely, responsive to people’s needs and preferences and in a manner that respects their dignity. In so doing, we must also pursue greater accountability to those we seek to assist.



FINANCING CRISIS RESPONSE AND PROTRACTED ASSISTANCE NEEDS: CHALLENGES AND OPPORTUNITIES

Timely and Flexible Funding

The current humanitarian financing system is based primarily on voluntary contributions from developed country (OECD) governments and intergovernmental organizations (such as the European Commission). These contributions are only loosely and informally coordinated, leaving great uncertainty every year as to the volume and sourcing of humanitarian financing. Multiple protracted conflict-related crises have put particular stress on the financing capacity of the system, which is a major reason why the world currently faces a humanitarian funding crisis.



The difficulty of accurately predicting when conflicts will escalate to the point of a major humanitarian crisis can lead to funding shortfalls in the early stages of humanitarian response. Donor governments' budget and funding mechanisms are often slow to respond to an unexpected rapid growth in emergency needs. The Central Emergency Revolving Fund (CERF) has been a valuable source of support to United Nations (UN) assistance providers and has improved the timeliness of funding due to the

rapid disbursement of its grant facility. It has also helped address the problem of underfunded emergencies and sectors. It is, however, far from sufficient to meet the current level of needs and cannot directly fund non-governmental organization (NGO) operations. As such, additional structures like the UK-based START network should be expanded upon to provide an alternative for NGOs to directly receive rapid dispersal of funds to meet urgent needs. A similar structure should be explored in other donor capitals, including the United States.

There is widespread agreement that humanitarian actors should engage with crisis-affected populations in shaping the relief response, starting at the design stage. To fail to do so can, at times, lead to situations where aid is unused, underused or misused as affected populations try to repurpose available resources to fit their needs. Funding practices can enable or constrain engagement with those in need. Rapid response is critical, but donors should allow for subsequent re-programming after initial funding allocations to support more in-depth engagement with affected communities. Flexibility in maintaining a proportion of resources within a funding opportunity for post-award interventions and avoiding rigid adherence to design decisions would allow aid agencies to be more responsive and able to initiate necessary course corrections.

We know that early action in response to an early warning can work. In 2011-2012, a series of combined shocks including drought and poor harvests, ongoing high food prices, an end to remittances from Libya, and conflict in northern Mali exacerbated an already fragile food security situation in the Sahel. More than 18 million people were at risk of hunger with 1.1 million facing potential severe malnutrition. In response to early warning reports, national governments began to

take prompt action and the international community mobilized quickly to provide the largest humanitarian response the region had ever seen. It is widely agreed these timely actions helped avert a large-scale disaster.

We must ensure that no one is left behind. At times, even when humanitarian financing is available in response to early warning or to meet protracted needs, donor restrictions on how and where it can be spent mean it does not reach all people in need. Current examples include areas in Afghanistan, Somalia and Yemen that are controlled by armed extremist groups. It will be impossible to close the gap with resource quantity alone if portions of affected populations are not allowed to access the assistance available.

Donors must ensure help reaches those in need by reaffirming the principle that humanitarian aid should be funded and distributed in response to need, regardless of cultural, political, religious or other identity. There should be agreement that counter-terrorism legislation should not unnecessarily undermine humanitarian action. Lives are at stake and lives can be lost. It has been estimated that severe food insecurity and famine claimed the lives of nearly a quarter of a million people in Somalia between October 2010 and April 2012.

Restrictions of counter-terrorism laws and the legal risks they implied have been cited as one of the many factors inhibiting the response.^{vi} All humanitarian donors should be encouraged to adhere to the Good Humanitarian Donorship Principles, including the need to allocate humanitarian funding in proportion to needs and on the basis of needs assessments.^{vii}

The critical role of emergency preparedness and response in supporting the achievement of long-term goals, such as the eradication of poverty and hunger, was recognized as part of the Addis Ababa Action Agenda of the Third International Conference on Financing for Development in July 2015. Effective disaster preparedness reduces emergency response time and costs, saving lives and maximizing the use of the limited financial resources available. Research has shown that every dollar invested in preparedness and risk reduction generates between US\$3 to US\$5 in savings.^{viii}

It is important that donors agree on common objectives and benchmarks that can lead to rapid disbursement of funding in response to early warnings. Ensuring greater flexibility in longer-term development programs through the use of crisis-modifiers to allow reallocation of financial resources in times of crisis is also needed. Risk financing approaches

that are transparent, participatory and accountable to affected populations should continue to be explored. Contingent financing mechanisms can be a valuable complement to other sources of funding to reduce the human impact of disasters. Multi-country risk pooling such as the Africa Risk Capacity Initiative and innovative funding mechanisms like forecast-based financing should be further examined for potential expansion or replication.^{ix} The creation of an early action/no regret fund that could be allocated for common analysis, advocacy and resilience building ahead of a food crisis should also be examined.^x



Legal and policy restrictions creating obstacles for local actors to access funds must also be addressed. A disconnect remains between the widespread acknowledgment of the importance of local actors as first responders when disasters hit – given their proximity to affected communities and knowledge of cultural, religious and ethnic dynamics – and their ability to access the funds for needed action. The European Union, for example, is legally bound to fund only humanitarian NGOs registered in Europe. While it is understandable that donors require financial reporting and audits of grantees, they rarely fund the overhead local partners need to invest in the accounting and financial management that are compatible with donor requirements. This Catch-22 situation needs to be addressed.

Measures taken by countries affected by crisis can also be critical to facilitate aid delivery. In the aftermath of Typhoon Haiyan in the Philippines, the ability of humanitarian actors to provide cash transfers via mobile transfers was only possible due to the easing by the Government of the Philippines of its “Know Your Customer” requirements to allow survivors to join established mobile platforms. Having the policy and regulatory frameworks in place pre-disaster to facilitate emergency assistance that still meets national and

international requirements for bank and money transfers is key. This is particularly important as many countries lack the strategies and targeted regulations to promote nationwide financial inclusion.

Protracted Crises and Fragile States

The long duration of many conflicts also creates challenges in sustaining funding over time, particularly if the initial response is financed in large part through short-term emergency government funds not integrated into multi-year budget planning. Humanitarian programming in conflict situations needs to be highly adaptable to address evolving needs and opportunities created by changes in the intensity and the duration of the conflict. When the funding provided is restricted by donor or implementing agencies to specific types of assistance or programming options, it can limit the flexibility of humanitarians in providing the most appropriate response. This is particularly important given that progress is rarely linear and there is insufficient flexibility in the current system to allow development assistance to pivot easily to a next stage in rapidly evolving circumstances. Multi-year planning, programming and funding for protracted crises is critical to meet the needs of crisis-affected populations beyond initial

life-saving assistance.

Financing that dichotomizes short-term emergency response and longer-term development efforts continues to hinder the efforts of national governments, humanitarian and development organizations and local communities to not only save lives but also protect livelihoods and build resilience. Fragile states, such as Afghanistan and Somalia, particularly require assistance that is responsive to immediate needs but also able to pivot to support developmental objectives and reduce vulnerability to future shocks and crises.^{xi}

community should increase the use, scope and eligibility of the International Development Association (IDA) and other development financing mechanisms to support refugee hosting countries. The joint financing mechanism announced late last year by the World Bank Group in partnership with the United Nations and the Islamic Development Bank Group, in support of the Middle East and North Africa, is one important and innovative initiative. The new strategy seeks to promote economic and social inclusion to contribute to peace and stability in the region, benefitting both countries hosting refugees and those undertaking post-conflict reconstruction.^{xii}

Strategic Partners Moving Forward

Multilateral (IFI) concessional loan programs have traditionally posed challenges in addressing the needs of middle-income countries (MICs such as Jordan and Lebanon) that experience major economic impacts as a result of large refugee flows from neighboring countries. The international



Private sector (individuals, foundations and corporations) contributions to humanitarian response are often defined primarily in terms of the amount of direct funding the private sector provides to humanitarian assistance organizations. Expanding the volume of private philanthropy in support of humanitarian response should be a priority objective, but the international community also should encourage private sector business community support in other ways, such as job-generating investments in fragile states and provision of technical expertise to humanitarian response organizations.

Increased private sector investment in job creation in countries hosting refugees and recovering from conflict would be a vital boost. Job creation that increases income in vulnerable households is essential in reducing humanitarian need in post-conflict and long-term refugee situations. International and national financial institutions should provide incentives for private sector investment that supports livelihood opportunities for refugees, IDPs, and host communities in middle and lower income countries affected by humanitarian crises.

In Jordan, CARE has partnered with Gap Inc. and its P.A.C.E. (Personal Advancement, Career Enhancement) program, to enhance the impact of

existing Village Savings and Loans Associations (VSLAs) for Jordanian women. This project enrolls VSLA participants in a training program that builds the skills and confidence necessary for these vulnerable women to start their own small-scale enterprises. Participants learn about financial literacy, communication skills, problem solving, decision-making, time management, and how to run small businesses. These skills are critical, particularly to empowering women to seek job opportunities to provide for their families. This project benefits host communities and could foreseeably be expanded to Syrian refugees as well.

Leading businesses in sectors such as logistics, food, nutrition, health care, financial services, water and sanitation have important technical skills and capacities that can help international organizations and NGOs deliver humanitarian assistance more efficiently and effectively. An international mechanism should be established to facilitate the creation of public-private partnerships between companies with relevant technical expertise and national and international humanitarian assistance providers. The effectiveness of these partnerships should be augmented by ensuring that they contribute additional resources, respect local ownership, and

have a focus on assessing risks and results and are governed transparently and accountably.

Following the Money: Understanding What is Available

Existing humanitarian financial reporting systems such as UNOCHA's Financial Tracking Service and the OECD/DAC database are generally effective in tracking donor contributions from developed countries provided through UN agencies and larger international NGOs. They are less reliable in providing comparable data on contributions from other donor governments, private institutions and all types of funding provided to local NGOs and civil society organizations. While it is true that money makes its way to local actors as second and third-tier recipients, the quantity and terms of this funding are not being tracked. Apart from UNHCR and WFP, details on UN partnership arrangements and funding are not readily available.^{xiii}

Very importantly, the resources made available by the crisis-affected and host country governments are often not systematically recorded and acknowledged. The International Aid Transparency Initiative (IATI) global data registry is designed to allow all

development donors (public and private) and implementers to publish all assistance data. In anticipation of both funding sources and implementing channels expanding and becoming more diverse, it will be important that tracking of funding continues to improve in order to generate reliable data needed for future decisions on funding coordination and integrated planning and programming.

Increased private philanthropic funding of humanitarian response should be supported in part through increased transparency and reporting on the importance and role of non-governmental humanitarian financing. Data sources vary widely on the amount of this private funding. The UN Financial Tracking Service (FTS) reports \$923 million in 2014 private funding, just 4 % of the global humanitarian contributions recorded in the FTS. The 2015 Global Humanitarian Assistance (GHA) Report, using a different methodology, estimates private contributions totaled \$5.8 billion in 2014, representing 24% of GHA's estimate of total humanitarian funding for 2014. Individual giving represents more than 70% of GHA's estimates of private humanitarian funding.^{xiv} Better and more comprehensive data on private sector funding is essential to ensure the most effective and efficient complementarity between governmental

and private contributions to international humanitarian response.

In addition, while donor and private giving should be more transparent, the costs of humanitarian delivery, including needed overhead to ensure effective and innovative programming, must also be more transparent on the part of humanitarian agencies so that donors can have greater confidence in how funds are spent.

Moving Forward

Voluntary contributions from donor governments are likely to remain the core of international humanitarian financing for the foreseeable future. The international community should, however, also consider complementing these contributions with new approaches. These include broadly-based and assessed contributions for some components of humanitarian response as well as selected use of innovative mechanisms to borrow from predictable multi-year resources to address short-term surges in funding needs.

Finding solutions that have broad support among major donors and assistance organizations around the world

is essential. This will involve deciding which funding changes have the best chance of optimally meeting the needs of the affected populations, including: achieving the desired results of increasing the volume of aid flows; providing greater predictability to address sudden “surge” response needs of new crises and sustaining adequate response of longer duration crises; maximizing flexibility in funding to ensure donor restrictions do not impede implementation of the most effective and efficient program responses; and broadening the donor base to include emerging middle income governments and the private sector.

The World Humanitarian Summit is an important opportunity to identify potential points of agreement on improving humanitarian financing, taking into consideration the findings of the report of the High Level Panel on Humanitarian Financing, established last year by the UN Secretary-General.^{xv} The US should play a leadership role in shaping a positive outcome on humanitarian financing at the Summit and support an active Summit follow-up process to ensure effective implementation of an enhanced humanitarian financing system.

Recommendations

More predictable, timely, multi-year and flexible resources from an expanded donor base are required to keep pace with the growing humanitarian needs of crisis-affected populations.

More integrated approaches to allocating relief, recovery, resilience, preparedness, disaster risk reduction and development funds should be pursued, with an emphasis on conflict-sensitive approaches.

Respect for national leadership roles and the strengths local actors offer in the provision of aid to crisis-affected populations must be matched with more resources to carry out their responsibilities.

Governments and international institutions should invest more to build sustainable social protection and safety net systems in fragile and conflict-prone countries.

The IFIs should be encouraged to further explore and pursue innovative ways in which development financing can provide much-needed support to MICs and developing countries hosting refugee populations as well as other states impacted by humanitarian crises.

The financial resources, skills and capacities of the private sector should be better leveraged in crisis response and recovery. The private sector should be incentivized to contribute to job creation for refugees together with the populations of host countries.

OVERCOMING THE HUMANITARIAN/ DEVELOPMENT DIVIDE: A RENEWED SENSE OF URGENCY AND COMMON PURPOSE

A recognition of shared goals

It has long been recognized that important disconnects exist between humanitarian and development engagement. While the distinct funding windows and resource allocation processes referred to earlier have greatly contributed to the problem, organizations on the front lines of promoting development and delivering relief assistance need to do more themselves to bridge the divide.



There is an intersection of interests in achieving globally-endorsed goals that offers common ground at international, regional, national and local levels among both those committed to delivering humanitarian assistance and promoting development. Special focus on the escalating levels of humanitarian needs and the fact that two-thirds of the world's population will be living in fragile states by 2030 will be essential if the Sustainable Development Goals (SDGs) are to be realized.

Children and adolescents are particularly at risk. During crises, young children are exposed to health risks and developmental delays. Older children often miss out on learning opportunities and adolescents face dangers including child marriage, pregnancy, labor exploitation and recruitment into armed groups. Attending to youth caught in humanitarian crises saves lives and can reduce suffering. However, investments in education and resilience programming during crises are also needed to protect the rights and future of some of the world's most vulnerable children.

Aligning Humanitarian and Development Efforts

There is an urgent need to better align humanitarian and development efforts, maximizing the use of all available resources while minimizing inefficiencies and potential tensions between crisis-affected populations and refugee and IDP-hosting communities due to perceptions about access to differing levels of assistance/services. Planning and programming should be conflict-sensitive and interventions must be leveraged for maximum efficiencies and effectiveness to achieve a better outcome.^{xvi} In addition, supporting conflict management and peacebuilding activities during a complex crisis can help to stem violence, to address the underlying drivers of conflict, and to contribute to building a foundation for more swift and sustainable post-conflict recovery.^{xvii}

In a number of countries where there is a significant humanitarian presence, there is an equally robust development engagement. Different types of nationally-led assistance programs may co-exist and be in need of international support. Ethiopia and Kenya, for example, host large-scale refugee populations, have local populations subject to recurrent drought and, at the same time, have important development investments and programs.

Strengthening national and local capacities to support disaster risk reduction, preparedness and resilience building are essential investments that both development and humanitarian actors can contribute to and benefit from.

The United States, as convener for the Global Alliance for Action for Drought Resilience and Growth, has demonstrated leadership in bringing together relief and development actors and resources to take joint action in support of effective country-led plans, with an emphasis on building resilience and promoting economic growth in the Horn of Africa. The European Commission leads a similar multi-sectoral and multi-stakeholder effort, the Global Alliance for Resilience Initiative (AGIR) for the Sahel and West Africa. An examination of lessons learned that could be applicable in conflict-affected settings could yield valuable insights.

In pursuing solutions to strengthen water/sanitation, healthcare, housing, nutritional support and educational opportunities that refugees and other displaced populations can access alongside local populations, we must avoid creating parallel systems or engaging in activities that could inadvertently fuel conflict. An example where this is being put into practice is Eastern Democratic Republic

of the Congo (DRC) where protracted crisis has resulted in more than 5.4 million deaths and 2.6 million displaced since 1994. Host communities or host families support more than 70% of IDPs in the Kivus. Yet the vast majority of humanitarian dollars during the past two decades have gone to support IDPs in camps.



With support from USAID's Office of Food for Peace and the European Commission, Mercy Corps began rebuilding Goma's crippled water network to connect hundreds of thousands of residents and host communities to this refurbished system. The new system pumps water from Lake Kivu to several reservoirs that store and treat the water. To get the water to Goma's residents, Mercy Corps' team repaired and constructed miles of pipeline in the

lava rock and built tap stands throughout the city's neighborhoods. Communities can now access water through one of 50 water points – each with four taps – located throughout Goma. For local families, this means the critical chore of gathering water now takes minutes instead of hours. This approach embodies a programmatic design that is conflict-sensitive and incorporates an understanding of the root causes of vulnerability of local populations.

Safety net/social protection systems – where they exist – offer an important vehicle to meet (or be scaled up to meet) immediate needs and ease tensions among crisis-affected populations before they reach a tipping point. Safety net systems can help bridge the divide between humanitarian and development objectives by both alleviating the immediate needs and supporting longer-term poverty reduction goals. Ethiopia is a good example where the national government, aid organizations and donors have worked together to support the establishment of an effective productive safety net program in recent years. In countries prone to emergencies, they can establish predictable support, thereby helping foster trust and mutual confidence between citizens and their government.

Leading businesses in sectors such as logistics, food and nutrition, health care, water and sanitation, and financial services have valuable technical skills that can help both the humanitarian and development communities deliver assistance more effectively and efficiently in both emergencies and post-crisis settings.

Greater collaboration among humanitarian and development actors in undertaking joint analyses of vulnerability and risk assessments is necessary to better understand the underlying factors contributing both to the chronic and

acute vulnerability of populations within a country. This can be the basis for more effective partnerships and planning for risk reduction and disaster preparedness, drawing on the respective strengths of those working on the ground. Disasters caused by natural hazards, especially those that are recurrent or predictable, require a shift from managing crises to managing risk. Crisis response provides an opportunity to reduce vulnerability and future risk as well as to address pre-existing inequalities within and between affected communities.

Refugees and the Changing Nature of Displacement

We need to view migration and refugees through a different lens: Not from the perspective of a developmental burden, but rather as people who can make significant contributions within their host countries. As stated in a recent Overseas Development Institute (ODI) report: “Refugees can benefit countries if given the opportunity. Support for refugees is an investment in tomorrow, not just a cost for today”.^{xviii} If, for example, restrictions on “right to work” would be eased, refugees could be viewed as human assets who could offer skills and help stimulate economic growth.

An increasing number of displaced persons are choosing to live in urban area and this poses a new set of challenges for assistance providers going forward. Despite frequently seen images of sprawling refugee camps in remote areas, the reality is the majority of refugees today – 59 percent - are living in urban settings. Approaches primarily designed to address the needs of refugees and displaced people in the context of a camp or rural setting are unlikely to be efficient in complex urban environments, where both displaced and host communities depend much more on systems of infrastructure, services, markets and governance.^{xix} As noted by the International Rescue Committee, humanitarians will need to take action to better understand how cities function and in so doing, will need to coordinate closely with development actors and local governments.

Where possible, we must unify behind and implement one strategy to help advance more integrated approaches. This seemingly common-sense notion often gets more rhetorical attention than action. Host-country ownership and strong

local leadership can make strategies more effective but we have seen that in political crises such as in Lebanon, it can be challenging. An example of an integrated multi-stakeholder strategy and program plan is the 2016-2017 Regional Refugee & Resilience Plan (3RP). It encompasses help for the 4.7 million Syrian refugees anticipated to be in neighboring countries by the end of 2016 as well as assistance for the 4 million people in the communities hosting them. In addition, support is sought for the 13.5 million displaced and conflict-affected inside Syria itself. The importance of establishing enforcement mechanisms to ensure governments, donors and implementing partners are committed to and follow agreed strategies has been recognized.^{xx}



The Bottom Line

A family affected by crisis does not care about donor funding windows or organizational mandates or categories of assistance that create man-made boundaries. They want to know that whether remaining in their country of origin or forced to flee across a border, they will have access to shelter, water and sanitation, health care, food and nutrition as well as educational opportunities for their children. If displaced, they want assurance that in returning home, these

same basic needs will be met. This will be a prerequisite for reintegration and post-conflict peace consolidation to be successful. Both the 2030 Agenda for Sustainable Development and World Humanitarian Summit processes have called for greater integration of humanitarian assistance and longer-term development. We must assume our individual responsibilities and make this happen.



Recommendations

A more integrated approach to planning and programming at the country level, drawing on funding available for humanitarian, recovery, development, resilience, disaster risk reduction and preparedness needs to be pursued.

Adaptive management approaches empowered to pilot new ideas to adjust quickly to unforeseen challenges and opportunities should be supported.

Integrating national capacity strengthening in humanitarian and development work must become more systematic with support from those providing resources and facilitation by international humanitarian counterparts.

Greater collaboration among humanitarian and development actors in undertaking joint analyses of vulnerability and risk assessments must be supported to better understand the underlying factors contributing to the chronic and acute vulnerability of populations within a country.

Integrated multi-sectoral programs that advance conflict mitigation, reconciliation and peace consolidation objectives need to be supported.

Strengthened partnerships between humanitarian and development actors in support of national safety net systems in fragile countries and countries hosting refugee populations should be supported and existing safety net infrastructure should be utilized (or scaled up as needed) by assistance providers wherever possible.

“Right to work” opportunities for refugees should be expanded within a broader framework of promoting refugee self-reliance including access to education, employment and other livelihood opportunities while ensuring the needs of host country populations are also being met.

More partnerships to better leverage the resources, capacities and skills of the private sector must be pursued to enhance assistance provision in crisis and recovery settings.

ACCOUNTABILITY TO CRISIS-AFFECTED POPULATIONS

Our primary shared accountability is to the people we seek to assist. More focus must be placed on the importance of their voices and choices as well as their involvement in program design and delivery. Accountability to affected populations means ensuring people have a greater voice and more control over resources to enable them to shape assistance to their needs and local contexts. Humanitarian actors should ensure that accountability is happening informally by listening to personal accounts during field visits and actively ensuring that these conversations influence leadership decisions on programming. Additionally, technologies such as mobile phones now provide opportunities to complement direct interaction with crisis-affected populations and have facilitated the roll-out of feedback loops on assistance received.



One example is Save the Children's use of complaint mechanisms in its humanitarian responses to ensure beneficiaries know what assistance they are supposed to receive and provide channels to seek redress if that is not happening. Particular attention must be paid to fulfill the important commitments to women and children that have already been made by governments and donors, UN agencies and NGOs as well as private sector counterparts.

Of paramount importance regarding accountabilities relating to the provision of humanitarian assistance is the obligation of national governments, non-state actors and parties to a conflict to uphold their international obligations as they relate to assistance and protection of crisis-affected populations. The four principles that are the defining features of humanitarian action – humanity, impartiality, neutrality and independence – must be respected. As part of Member States' responsibility to facilitate humanitarian action, they must allow humanitarian actors to enter into

dialogue with all parties to a conflict. All parties must allow these actors the unrestricted access required to deliver assistance to vulnerable, crisis-affected populations.

Accountability also calls for more inclusive reporting on and tracking of contributions to humanitarian appeals and related assistance programs, with greater transparency on how funds are spent. More information should be provided on the totality of funding from diverse sources; traceability beyond first level recipient (e.g. funding passed on to local actors); better real-time data on available resources; and timeliness of aid from when donor pledges are made until assistance reaches crisis-affected populations.

All humanitarian organizations must ensure that they are utilizing the most efficient and effective delivery modalities available to them. In an environment of funding shortfalls and commitments of accountability to crisis-affected populations and donors alike, humanitarian actors must be able to demonstrate every effort has been made to maximize the resources entrusted to them – making every aid dollar count. They must also show investments are being made in evidence-based program design, smarter targeting, selection

of the most appropriate delivery modalities, monitoring and evaluation of implementation and coordination with other partners as well as integration of lessons-learned in future interventions.

Humanitarian organizations must be held accountable for ensuring effective monitoring of assistance delivered and providing the best possible reporting on actual outcomes achieved. Only through timely and clear feedback by humanitarians on achievements and shortfalls will governments, private sector and other donors understand where critical gaps exist. At a time when funding of consolidated appeals is far short of identified needs, more vigorous advocacy on the human impact of curtailed programs and reduced rations must be provided. Speaking last year to a gathering of humanitarian organizations, US UN Ambassador Samantha Power urged: “...please avoid the tendency to report how many beneficiaries one has reached with a food basket, without simultaneously reporting on who one knows one is not reaching. I appeal to you always to include a denominator along with the numerator in your reporting: without it, and without a comprehensive picture of the gaps, you give those of us on the political and diplomatic side alibis, and we lack a true picture of the need that is out there”.^{xxi}

Recommendations

All parties to conflict, be they Member States or non-state actors, should respect international law and facilitate – not interfere with or obstruct – humanitarian action.

Given the fundamental importance of accountability to crisis-affected populations, aid organizations and donors should seek to implement the principles underlying the Grand Bargain as set out in the High-Level Panel on Humanitarian Financing's Report to the UN Secretary-General.

Crisis-affected populations must have a greater voice and control over resources to enable them to shape assistance to their needs and local contexts.

Humanitarian organizations and partners must take every action possible to empower women to realize their rights to assistance and protection, including from gender-based violence, and to be leaders in crisis response and recovery.

Humanitarian organizations must ensure children have access to basic assistance and protection, including comprehensive services that prevent and respond to all forms of child abuse, exploitation and neglect.

Crisis-affected populations should have established channels to provide feedback on assistance and protection provision.

THE WAY FORWARD

Greater advocacy is needed to raise awareness that significant progress on the 2030 Agenda for Sustainable Development will not be achieved unless there is stepped-up engagement and investment in fragile states and countries hosting refugees. The “opportunity cost” of not addressing humanitarian crises within the framework of the implementation of the Agenda needs to be a rallying point for advocacy and action. This should be undertaken at follow-up SDG consultations and reviews, the World Humanitarian Summit and all other platforms where global leaders, including finance ministers, are present to discuss human development and humanitarian challenges and goals. Alignment of key actions in the follow-up to these global processes, together with the outcomes of the renewed global framework for disaster risk reduction (Sendai/ March 2015) is essential to improve the lives of vulnerable people living in poverty and those affected by crises.



Tackling the humanitarian challenges of today must be understood to be in the public interest. Conflict, natural disasters and public health emergencies do not respect national borders. The current high levels of fragility and forced displacement have important implications for international stability and development progress. While there are no “quick fixes” for longer-term challenges, there are important steps that governments, donors, humanitarian and development partners can take to better respond to the needs of crisis-affected populations. Understanding

the developmental dimensions of crises and the threats they potentially pose to the stability and security of neighboring countries and beyond is critical to ensure the sustained engagement of a broader range of actors, capacities and resources.

The primary role and responsibility of national governments in leading the response to crises must be underscored. Member States have a particular responsibility to facilitate humanitarian action and to ensure access to humanitarian assistance for all crisis-affected populations. Plans and actions

by the international community must reflect a clear understanding of existing capacities already on the ground. Integrating external assistance into national safety net and social protection systems can be an effective way to scale up action in response to a crisis. More donor funding should support national and local response efforts and international organizations should more systematically include capacity strengthening for partners at country level as part of their planned support.

The World Humanitarian Summit comes at a time when the resources and the capacities of the current humanitarian system are severely overstretched. It will be an opportunity to forge a global consensus on how to secure the additional – predictable, timely, flexible and multi-year resources so urgently required to meet the needs of the growing number of crisis-affected populations. While additional resources are essential, there is little disagreement that the humanitarian community needs to work in parallel on other measures to help ensure that assistance reaches the maximum number of crisis-affected people in the timeliest manner. Every effort must be made to ensure the cost-effectiveness and efficiency of assistance provision.

The findings of the UN Secretary-General’s High Level Panel on Humanitarian Financing will be a key input to the discussions in Istanbul. Its report proposes a Grand Bargain which outlines a set of steps which – if implemented by donors, aid organizations and others involved in both humanitarian and development assistance provision – could make aid delivery more efficient, transparent and accountable. The Summit can also serve as a platform to share knowledge and best practices about effective assistance provision among Governments and the broad spectrum of organizations and actors involved in humanitarian action.

President Obama’s convening of a summit on the global refugee and migration crisis in September 2016 on the margins of the UN General Assembly reflects the US Government’s commitment to demonstrate leadership on this issue. It is planned that the summit will follow a vigorous, sustained effort over the coming months by the US, together with its partners, to secure new commitments towards critical goals including: Increased and sustained support for UN humanitarian appeals; greater opportunities for refugee self-reliance through access to education, legal employment and other measures. The US plans to partner with a diverse array of UN partners, Member

States, the private sector and other actors to generate new and significant commitments.

Given that many of the major humanitarian organizations working in the field today have mandates through which they also provide development assistance (e.g. CARE, Mercy Corps, OXFAM, Save the Children, UNICEF and WFP), they are on the front lines in advocacy on these issues and helping to map out concrete steps to ensure that assistance to crisis-affected populations is as robust and effective as possible. Similarly, UNHCR's mandate has a dual focus on protection and solutions, a bridge also to a development perspective. The continued engagement of all these organizations will be critical to promoting greater alignment among programmatic objectives and processes relating to the spectrum of relief to development activities designed to address the needs of refugees, IDPs and other crisis-affected populations.

It must always be remembered that although the humanitarian community is committed to meeting the needs of those affected by crisis, wherever in the world they may reside, humanitarian action can never serve as a substitute for the political will and action needed to address the root causes of conflict and to reach sustainable peace agreements.

ANNEX

SUMMARY OF RECOMMENDATIONS

The list of recommendations in this Annex represents a consolidation of those contained in the report. To be achieved, each will require the engagement of a range of stakeholders working collaboratively to achieve common goals.

Recommendations

More predictable, timely, multi-year and flexible resources from an expanded donor base are required to keep pace with growing humanitarian needs.

More integrated approaches to allocating relief, recovery, resilience, preparedness, disaster risk reduction and development funds should be pursued.

Respect for national leadership roles and the strengths local actors offer in provision of aid to crisis-affected populations must be matched with more resources to carry out their responsibilities.

Governments and international institutions should invest more to build sustainable social protection and safety net systems in fragile and conflict-prone countries.

The International Financial Institutions are encouraged to further explore and pursue innovative ways in which development financing can provide much-needed support to MICs and developing countries hosting refugee populations and other states impacted by humanitarian crises.

The financial resources, skills and capacities of the private sector should be better leveraged in crisis response and recovery. The private sector should be incentivized to contribute to job creation for refugees together with the populations of host countries.

A more integrated approach to planning and programming at the country level, drawing on funding available for humanitarian, recovery, development, resilience, disaster risk reduction and preparedness, needs to be pursued.

Adaptive management approaches empowered to pilot new ideas to adjust quickly to unforeseen challenges and opportunities should be supported.

Integrating national capacity strengthening in humanitarian and development work must become more systematic with support from those providing resources and facilitation by international humanitarian counterparts.

Greater collaboration among humanitarian and development actors in undertaking joint analyses of vulnerability and risk assessments must be supported to better understand the underlying factors contributing to the chronic and acute vulnerability of populations within a country.

Integrated multi-sectoral programs that advance conflict mitigation, reconciliation and peace consolidation objectives need to be supported.

Strengthened partnerships between humanitarian and development actors in support of national safety net systems in fragile countries and countries hosting refugee populations should be supported. Existing safety net infrastructure should be utilized (or scaled up as needed) by assistance providers wherever possible.

“Right to work” opportunities for refugees should be expanded within a broader framework of promoting refugee self-reliance including access to education, employment and other livelihood opportunities while ensuring the needs of host country populations are also being met.

More partnerships to better leverage the resources, capacities and skills of the private sector must be pursued to enhance assistance provision in crisis and recovery settings.

All parties to conflict, be they Member States or non-state actors, should respect International.

Humanitarian Law and facilitate – not interfere with or obstruct – humanitarian action.

Aid organizations and donors should seek to implement the principles underlying the Grand Bargain as set out in the High Level Panel on Humanitarian Financing's Report to the UN Secretary-General.

Crisis-affected populations must have a greater voice and control over resources to enable them to shape assistance to their needs and local contexts.

Humanitarian organizations and partners must take every action possible to empower women to realize their rights to assistance and protection, including from gender-based violence, and to be leaders in crisis response and recovery.

Humanitarian organizations must ensure children have access to basic assistance and protection, including comprehensive services that prevent and respond to all forms of child abuse, exploitation and neglect.

Crisis-affected populations should have established channels to provide feedback on assistance and protection provision.

Footnotes

- i. The 2015 Global Humanitarian Assistance Report states that less than 2 percent of annual humanitarian aid went directly to local organizations.
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http://www.globalhumanitarianassistance.org/wp-content/uploads/2015/06/GHA-Report-2015_-Interactive_Online.pdf
- ii. *Organization for Economic Cooperation and Development* (2015) 'States of Fragility 2015: Meeting Post-2015 Ambitions',
<http://www.oecd.org/publications/states-of-fragility-2015-9789264227699-en.htm>
- iii. A. Guterres (5 October 2015) 'Opening Remarks at the 66th session of the Executive Committee of the High Commissioner's Programme' United Nations High Commissioner for Refugees, <http://www.unhcr.org/561227536.html>
- iv. Michael Klosson's Devex op-ed provides a very helpful overview of why meeting today's humanitarian challenges is critical to the success of the sustainable development agenda.
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<https://www.devex.com/news/the-road-to-sustainable-development-runs-through-istanbul-and-the-humanitarian-summit-87092>
- v. *Organization for Economic Cooperation and Development* (2015) 'States of Fragility 2015: Meeting Post-2015 Ambitions',
<http://www.oecd.org/publications/states-of-fragility-2015-9789264227699-en.htm>
- vi. D. Maxwell and N. Majid (2014) 'Another Humanitarian Crisis in Somalia? Learning from the 2011 Famine' Feinstein International Center, <http://fic.tufts.edu/assets/Another-HC-in-Somalia.pdf>
- vii. The 23 Principles and Good Practice of Humanitarian Donorship provide both a framework to guide official humanitarian aid and a mechanism for encouraging greater donor accountability. These were drawn up to enhance the coherence and effectiveness of donor action, as well as their accountability to beneficiaries, implementing organizations and domestic constituencies, with regard to the funding, co-ordination, follow-up and evaluation of such actions.
<http://www.ghdinitiative.org/ghd/gns/principles-good-practice-of-ghd/principles-good-practice-ghd.html>
- viii. Cabot et al (2014) 'Dare to Prepare: Taking Risk Seriously-Financing Emergency Preparedness' Overseas Development Institute, <http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8748.pdf>
- ix. The African Risk Capacity (ARC) was established as a Specialized Agency of the African Union to help Member States improve their capacities to better plan, prepare and respond to extreme weather events and natural disasters, therefore protecting the food security of their vulnerable populations. <http://www.africanriskcapacity.org/>
- x. "No Regrets" actions are those taken by households, communities and local/national/international institutions that can be justified from economic, social and environmental perspectives whether natural or other hazards do or do not take place.
P. Siegel "'No Regrets" Approach to Decision-Making in a Changing Climate: Toward Adaptive Social Protection and Spatially Enabled Governance', *World Resource Institute*,
<http://www.wri.org/our-work/project/world-resources-report/no-regrets-approach-decision-making-changing-climate-toward>
- xi. Although fragile states may take many forms and various definitions exist, use of the term fragile states generally refers to states lacking the capacity and/or will to perform a set of functions necessary to the security and well-being of their citizens.
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- xii. J. Kim (10 October 2015) 'Remarks by World Bank Group President Jim Yong Kim at the MENA Stakeholders Event' The World Bank, <http://www.worldbank.org/en/news/speech/2015/10/10/world-bank-group-president-jim-yong-kim-mena-stakeholders-event>
- xiii. *UN High Level Panel on Humanitarian Financing* (2016) 'Too important to fail - addressing the humanitarian financial gap', <http://reliefweb.int/sites/reliefweb.int/files/resources/%5BHLP%20Report%5D%20Too%20important%20to%20fail%E2%80%94addressing%20the%20humanitarian%20financing%20gap.pdf>
- xiv. *Global Humanitarian Assistance Team* (2015) 'Global Humanitarian Assistance Report 2015', http://www.globalhumanitarianassistance.org/wp-content/uploads/2015/06/GHA-Report-2015_-Interactive_Online.pdf
- xv. *UN High Level Panel on Humanitarian Financing* (2016) 'Too important to fail - addressing the humanitarian financial gap', <http://reliefweb.int/sites/reliefweb.int/files/resources/%5BHLP%20Report%5D%20Too%20important%20to%20fail%E2%80%94addressing%20the%20humanitarian%20financing%20gap.pdf>
- xvi. Conflict sensitivity has been defined as the capacity of an organization to:
- Understand the (conflict) context in which it operates; - understand the interaction between its operations and the (conflict) context;
 - Act upon the understanding of this interaction in order to avoid negative impacts and. Maximize positive impacts on the (conflict) context
- Saferworld* (2004) 'Conflict-sensitive approaches to development, humanitarian assistance and peacebuilding', <http://www.saferworld.org.uk/resources/view-resource/148-conflict-sensitive-approaches-to-development-humanitarian-assistance-and-peacebuilding>
- xvii. *Mercy Corps* (October 2015) 'Building Community Resilience During Violent Conflict: Lessons Learned from Mercy Corps Stabilizing Vulnerable Communities Program in the Central African Republic', https://d2zyf8ayvg1369.cloudfront.net/sites/default/files/Building%20Resilience%20During%20Conflict_Lessons%20Learned%20from%20CAR_October%202015.pdf
- xviii. S. Pantuliano (19 January 2016) '3 Ways for countries to build resilience to mass refugee flows', Overseas Development Group, http://www.huffingtonpost.com/sara-pantuliano/3-ways-for-countries-to-b_b_9011262.html
- xix. *International Rescue Committee* 'So What's Stopping Us? Obstacles to Solutions for Humanitarian Effectiveness,
- xx. Working through municipalities in Lebanon is an excellent example of how to bolster local capacity and support the refugee response. *Mercy Corps, United Nations Development Programme* (2015) 'Stabilization and Resilience in Protracted, Politically-Induced Emergencies: A Case Study Exploration of Lebanon', <https://www.mercycorps.org/research-resources/stabilization-and-resilience-protracted-politically-induced-emergencies-case>
- xxi. S. Power (4 June 2015) 'Remarks by Ambassador Samantha Power, U.S. Permanent Representative to the United Nations, at the U.S. Global Forum on Improving Humanitarian Action', <http://iipdigital.usembassy.gov/st/english/texttrans/2015/06/20150604315901.html#ixzz3xnOBKHDE>

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