

# UNDERSTANDING HUMANITARIAN FUNDS

Going beyond Country-Based Pooled Funds





**NORWEGIAN MINISTRY  
OF FOREIGN AFFAIRS**



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

**Direction du développement  
et de la coopération DDC**

This document has been produced with the financial assistance of the Norwegian Ministry of Foreign Affairs and the Swiss Agency for Development and Cooperation (SDC). The contents of this document, under no circumstances, should be regarded as reflecting the position of the Norwegian Ministry of Foreign Affairs or the Government of the Swiss Confederation. The statements, findings and interpretations expressed in this study are those of the research team based on available data collected during the research, and do not necessarily reflect the view of the study's advisers.

Thanks to those who took the time to provide their views, insights, and feedback. The views contained in the study should not be attributed to the Norwegian Refugee Council. Any errors are the sole responsibility of the consultant.

The Norwegian Refugee Council (NRC) is an independent, international, humanitarian non-governmental organisation, which provides assistance, protection and durable solutions to refugees and internally displaced persons worldwide.

For further information, please contact [nrcgeneva.policy@nrc.no](mailto:nrcgeneva.policy@nrc.no)

Author: Manisha Thomas, 12 February 2017

Cover: NRC / icons provided by Freepik

# TABLE OF CONTENTS

<b>Executive Summary</b>	<b>4</b>
<i>The Potential of Pooled Funds</i>	6
<b>Introduction</b>	<b>7</b>
<b>Methodology and Limitations</b>	<b>8</b>
<b>The Range of Humanitarian Pooled Funds</b>	<b>9</b>
Central Emergency Response Fund (CERF) and Country-Based Pooled Funds (CBPFs)	9
Individual CBPFs: Information and Guidance	13
<i>Funding Allocations of CBPFs 2016 and 2015</i>	15
Education Cannot Wait (ECW) Fund	17
Global Innovation Fund (GIF)	18
NGO-Managed Pooled Funds: Start Fund	18
Other NGO-Managed Funds and NGO-Related Financing Mechanisms	19
<i>Canadian Humanitarian Assistance Fund of the Humanitarian Coalition</i>	20
<i>Responding to Pakistan's Internally Displaced (RAPID) Fund</i>	20
<i>Dutch Relief Alliance (DRA) Netherlands</i>	20
<i>Australia Humanitarian Partnership (AHP)</i>	21
<i>Danish Emergency Response Fund (DERF)</i>	21
<i>Network for Empowered Aid Response (NEAR) Fund</i>	21
<i>Thousand Plus: Humanitarian Aid International's Emergency Response Fund</i>	21
<i>Building Resilient Communities in Somalia (BRCiS)</i>	22
"Beyond Humanitarian" Pooled Funds	22
Multi-Partner Trust Funds	22
<i>Case Study: The Various Pooled Funds Operating in the Democratic Republic of Congo in 2015</i>	23
EU Trust Funds (EUTFs)	24
<i>Békou ("Hope") Trust Fund for the Central African Republic (CAR)</i>	24
<i>EU Regional Trust Fund in Response to the Syrian Crisis, the "Madad Fund"</i>	25
<i>Emergency Trust Fund for Stability and Addressing Root Causes of Irregular Migration and Displaced Persons In Africa</i>	25
<i>Case Study: Good Practice in Complementarity in the Central African Republic (CAR)</i>	26
Multi-Partner Trust Funds in CAR in 2016	29
<b>Good Practice/Lessons from the Funds</b>	<b>30</b>
<b>Conclusion and Recommendations</b>	<b>32</b>
<i>Recommendations</i>	33
<i>The Potential of Pooled Funds</i>	35
<b>Annex 1: Terms of Reference</b>	<b>36</b>
<b>Annex 2: Key Informants</b>	<b>38</b>
<b>Annex 3: Selected Bibliography</b>	<b>39</b>

## EXECUTIVE SUMMARY

Pooled funds have become a significant part of the humanitarian landscape and financing toolbox over the last decade. Their numbers have grown, more donors are channelling funds through them, and more humanitarian actors are looking to them as a means of financing. The level of information exchange and learning between the funds, however, do not seem to match the expansion in pooled funds.

With recent commitments made at the World Humanitarian Summit (WHS), including by some States to increase their contributions to the Central Emergency Response Fund (CERF) and country-based pooled funds (CBPFs), pooled funds are likely to be more in the spotlight. Such pooled funds – and possibly others – are receiving heightened attention as they may provide a way to meet (at least in part) several of the commitments in “The Grand Bargain”, including to channel 25% of financing to “local national and responders as directly as possible” by 2020.<sup>1</sup> This focus will put greater pressure on the various pooled funds to ensure transparency and efficiency; guarantee robust procedures to comply with donor conditions; and respond to prioritised humanitarian needs without imposing undue burdens on humanitarian actors.

The overview provided by the study will hopefully encourage greater learning between pooled funds and help to avoid actors working in silos. This study maps the various pooled funds available for humanitarian response and resilience programming, identifies good practice and lessons, and provides recommendations for the existing pooled funds, which may also be useful for new and future pooled funds.

The study finds that improvements have been made over the years in how pooled funds are managed and administered, with numerous lessons to be drawn:

- Agreeing on the fund's priorities and mechanisms is essential to the smooth functioning of a pooled fund. Such agreements contribute to the trust and confidence that stakeholders place in the fund. The agreed mechanisms and tools should clearly prioritise effective humanitarian response, based on humanitarian needs and principles.
- Transparency and openness about procedures, tools, decisions, and funding allocations further help to build trust. As with many aspects of humanitarian response, pooled funds should be prepared to provide, receive, and respond to feedback in a timely manner.
- Having an impartial secretariat or support unit that is seen as serving all stakeholders impartially can further contribute to ensuring confidence in a fund's management, administration, and procedures.
- Having a small group of stakeholders of a pooled fund definitely makes it easier to build trust.

Drawing upon lessons identified and challenges faced with the various pooled funds, a number of recommendations follow:

1. **Encourage Learning Across Pooled Funds:** While there is some exchange between the different pooled funds, greater information sharing and learning across the various pooled funds would encourage improvements and reduce duplication of efforts.
  - a) **Lessons learned should be more systematically documented in a publicly accessible manner** to help other pooled funds draw upon the knowledge and experience gained.
2. **Avoid Reinventing the Wheel Each Time a Pooled Fund is Created:** In many cases, pooled fund mechanisms have developed everything from scratch rather than building on what exists.
  - a) **Develop a repository of the various procedures, guidelines, etc.** to share information that can be

---

<sup>1</sup> Australian Aid et al. (2016), *The Grand Bargain – A Shared Commitment to Better Serve People in Need*, p. 5.

used by new and existing pooled funds.

- b) **Develop a short guidance note/checklist of “good practice for pooled funds”** to avoid reinventing the wheel each time a pooled fund is created.
  - c) **Consider creative ways of contracting an entity experienced in managing pooled funds to take on the management of new pooled funds**, instead of creating another secretariat or support unit, which requires significant investments.
3. **Advocate for Embedding The Grand Bargain Commitments in Pooled Funds:** Several Grand Bargain commitments are particularly relevant for improving the efficiency – and potentially, effectiveness – of pooled funds.
- a) **Simplify and Harmonise Reporting for Pooled Funds:** Humanitarian organisations should engage donors in a systematic discussion to agree on harmonised and simplified reporting for pooled funds, as part of Commitment 9 of The Grand Bargain.
  - b) **Harmonise Partner Capacity Assessments and Due Diligence Processes:** While not a new call, The Grand Bargain Commitment 4(2) to “Harmonise partnership agreements and share partners assessment information...” could go a long way to “reduce duplication and management costs.”<sup>2</sup>
    - I. **Find ways for CBPFs to accept existing partner assessments from donors (whether institutional donors, UN agencies, or INGOs)** to avoid duplicative processes and to reduce the burden of accessing funds from CBPFs.
    - II. **Agree on one common – and simplified – partner assessment between CBPFs and at least UNHCR, UNICEF, and WFP** to save considerable time and resources, as well as increase efficiencies.
  - c) **Support and Fund Collaborative Multi-Year Humanitarian Planning and Financing:** Pooled funds can potentially support collaborative multi-year humanitarian planning that can help to reduce humanitarian needs, in-line with Commitment 7 of The Grand Bargain.
4. **Make Information on the Various Pooled Funds More Accessible:** Finding information on the various pooled funds that exist is not a quick or simple task. For those looking for funding for humanitarian programmes, having easier access to the information on available pooled funds would be helpful and encourage greater inclusivity, where relevant.
- a) **Provide an easy portal to access all the relevant documents and information on all CBPFs:** Currently, there are numerous entry points for different types of information for CBPFs (FTS, GMS sites, OCHA CBPF site, MPTF site, HumanitarianResponse.info site), sometimes with different information. OCHA, together with the MPTF Office, should create a “one-stop shop” from where everything about CBPFs in general, and the individual CBPFs in particular, can be found to help make the funds more easily accessible for all actors.
  - b) **Provide an easy portal to access all the relevant documents and information on all EUTFs:** A portal that allows access to the guidelines, information, and procedures for each of the EUTFs could help to increase transparency and access to the funds.
  - c) **Provide the relevant information and documents for each pooled fund:** While some funds have their procedures and information publically available, many do not. Making those available will not only encourage accessibility, where relevant, but encourage learning between funds.
5. **Send Similar Messages on Rules and Procedures Governing Pooled Funds:** As pooled funds gain greater interest from donors, it is likely that there will also be greater demands on the funds to ensure compliance with donor requirements.
- a) **UN agencies and NGOs should work together to send the same messages to donors on the**

---

2 Australian Aid et al. (2016), *The Grand Bargain – A Shared Commitment to Better Serve People in Need*, p. 7.

**management and administration of pooled funds** to ensure that the rules and procedures are robust, yet reasonable, to avoid undue burdens.

6. **Ensure a Principled Approach When Allocating Pooled Funding:** For the humanitarian pooled funds, humanitarian needs, principles, and agreed priorities should guide the allocation of funding.
  - a) **Humanitarian pooled funding decisions should be communicated in a transparent manner,** showing how they support humanitarian needs, principles, and agreed priorities.

### **The Potential of Pooled Funds**

Pooled funds have great potential to facilitate more effective humanitarian response. While pooled funds can go a long way to helping meet several of the commitments made in The Grand Bargain, in particular, they also run the risk of being over-burdened with expectations. Pooled funds, to date, have required significant investment to put in place the necessary procedures and systems – and there is still considerable work to be done among many of the funds to improve transparency, timeliness, and efficiency. With the increasing focus on pooled funds and the likelihood that there will be greater investments in them, **there is an imperative to ensure that they are as efficient as possible, that they are built to complement other funding, and that they are able to help effectively address humanitarian needs.**

This study is an initial attempt to look at the myriad of pooled funds relevant to humanitarian actors and should not be considered to be exhaustive. The findings present a snapshot, which will hopefully be useful to encourage learning between current and future funds. It highlights lessons and good practices, and ideally will help prevent the reinvention of existing tools, procedures, and mechanisms.

## INTRODUCTION

Pooled funds have increasingly become part of the humanitarian lexicon and financing toolbox over the last decade. The number of pooled funds, the amount of money available through them for humanitarian response, and the number of donors contributing to pooled funds has grown. Commitments made at the World Humanitarian Summit (WHS) and in *The Grand Bargain – A Shared Commitment to Better Serve People in Need*<sup>3</sup> (hereinafter “The Grand Bargain”) show a greater confidence in pooled funds being regarded as an efficient tool for meeting humanitarian needs. Increasing the Central Emergency Response Fund (CERF) to USD 1 billion by 2018 and greater use of country-based pooled funds (CBPFs) are seen as ways to reduce earmarking. These funds may also help to meet, at least partly, The Grand Bargain commitment to channel 25% “of humanitarian financing to local and national responders as directly as possible” by 2020.<sup>4</sup>

There is already more money being put into the CERF and CBPFs, with “a 28% increase” in contributions in 2015 compared to 2014: “a record volume since they were first introduced, accounting for 6.2% of the international humanitarian assistance reported to the Financial Tracking Service (FTS) in 2015.”<sup>5</sup> As of 8 February 2017, CBPFs have had a further increase, with contributions received in 2016 of USD 706 million (compared to USD 581 million in 2015)<sup>6</sup>. In 2016, CERF received USD 425.62 million (compared to USD 402.9 million in 2015).<sup>7</sup>

The Norwegian Refugee Council (NRC) commissioned this study to develop a better understanding of the existing pooled funds available for humanitarian response and resilience programming. Part of the rationale behind the study was to offer a clearer overview of the existing pooled funds. Having such an overview will hopefully encourage greater learning between pooled funds and help prevent actors working in isolation or in silos. The study provides a mapping of the different pooled funds, including those established and managed by the UN, NGOs, and the European Union. On-going discussions within the Inter-Agency Standing Committee (IASC) Humanitarian Financing Task Team (HFTT) of how to define the term of humanitarian financing “as directly as possible,” included in The Grand Bargain, suggest that pooled funds may be one of the prime mechanisms that will enable such funding. Broader questions related to who comprise “local and national responders” versus the concept of “frontline responders,” while timely and relevant, go beyond the scope of this work.

This study is not intended to be exhaustive: it is meant to provide a first snapshot to inform further discussions. It provides an overview of many of the pooled funds available and their particularities, but undoubtedly does not cover all those that exist. The differences and similarities between the funds are explored, with lessons and good practices being drawn from the various types of funds. The implications for pooled funds of the WHS commitments and The Grand Bargain are considered, along with recommendations for existing funds, which will also hopefully be useful to new and emerging pooled funds.

---

3 [http://reliefweb.int/sites/reliefweb.int/files/resources/Grand\\_Bargain\\_final\\_22\\_May\\_FINAL-2.pdf](http://reliefweb.int/sites/reliefweb.int/files/resources/Grand_Bargain_final_22_May_FINAL-2.pdf)

4 Australian Aid et al. (2016), *The Grand Bargain – A Shared Commitment to Better Serve People in Need*, p. 5.

5 Development Initiatives (2016), *Global Humanitarian Assistance Report 2016*, p. 69.

6 Figures from <https://gms.unocha.org/content/cbpf-contributions>

7 Figures from <http://www.unocha.org/cerf/donors/donorspage>

## METHODOLOGY AND LIMITATIONS

The study, commissioned by NRC and led by its Geneva office, provided clear parameters for the methodology and time frame (see *Terms of Reference, Annex I*). The initial time frame was extended to allow for broader consultations and feedback than originally planned. It has been informed mainly by a desk review of literature and documentation available on-line. There is a vast amount of information available on pooled funds, so the review of literature should not be considered as exhaustive. The information most consulted is included in the Selected Bibliography (see *Annex III*). More than a dozen discussions were held with key informants (see *Annex II*). Other key informants might have been contacted should the timeframe have allowed: they will certainly be involved in future steps to be taken by NRC. NRC hosted a Roundtable on *Linking Pooled Funds to the World Humanitarian Summit and Grand Bargain Commitments* held on 8 December 2016 in Brussels, Belgium. Initial findings of this study were presented for feedback and have also informed the report. When searching for information related to certain pooled funds (Colombia, in particular) and national NGO-managed funds (for example, Japan Platform), language limitations prevented a thorough review of available documentation.



## THE RANGE OF HUMANITARIAN POOLED FUNDS

While there may be no single definition of pooled funds, **for the purpose of this study and as a starting point, pooled funds are taken to be financing mechanisms that bring together financial contributions from multiple donors.** Pooled funds have a governance structure of some sort that agrees on procedures, including on how funding decisions, allocations, and disbursements are made. An appointed/contracted entity (or entities) manages and administers the fund.

It can also be argued that a pooled fund may not require multiple donors. A pooled fund could also be one where a donor commits money to an entity, which then has authority over the funds (decision-making, allocations, disbursements, etc.). The allocated entity can then pass those funds to other entities without the authorisation of the original contributing donor. The distinction may not be an important one at this time, but for future studies on pooled funds, the breadth of what is defined as a “pooled fund” may require further consideration.

Taking into account this other possible version of a pooled fund, the study also looks at other funds that are accessible to multiple NGOs: for example, mechanisms that provide financing through umbrella grants from one donor, which can then be passed to other partners. They have been included because of the lessons that can be drawn from them. “Umbrella grants” are taken here to be grants provided by *one donor* to an entity, such as an individual NGO or NGO consortium, through a regular grant agreement with the donor.<sup>8</sup> That receiving entity puts in place procedures and systems to manage and disburse the funds, as it is legally responsible for the funds. Some of these funds may require co-financing for the funds to be granted. Some of these NGO-managed funds are at a country/capital level. One example of an NGO consortium in Somalia receiving such an umbrella grant is examined to highlight this type of mechanism. There are many more examples of such funds that exist and could be included in a more exhaustive study.

Joint appeal mechanisms – where organisations come together to fundraise around an appeal – are not reviewed as part of this study.<sup>9</sup> It also does not cover the IFRC Disaster Response Emergency Fund (DREF) or Red Cross/Red Crescent specific funds, which – while pooled funds – are only accessible to the Red Cross/Red Crescent Movement and, therefore, outside the scope of the study.

### Central Emergency Response Fund (CERF) and Country-Based Pooled Funds (CBPFs)

The two perhaps best-known humanitarian pooled funds, which are managed by the UN, are the CERF and CBPFs. Multi-Partner Trust Funds (MPTFs), managed by UNDP, are discussed further below.

The CERF, created by the UN General Assembly in 2005 and launched in March 2006, provides both a grant facility and a loan facility. The CERF provides funds for emergency situations and for underfunded emergencies. By its 10-year anniversary, the CERF had received donations from “125 UN Member States and observers, regional Governments, corporate donors, foundations and individuals.”<sup>10</sup> CERF has the advantage of being a single fund with a relatively centralised support system, with a secretariat in OCHA.

Country-based pooled funds (CBFPs) have often grown organically over the years. CBPFs have existed in different

8 The concept of umbrella grants is cited in various documents, including Caritas (2014), *Funding at the Sharp End: Investing in National NGO Response Capacity*, p. 5, where a recommendation was to, “Develop umbrella grants and funds via international NGOs to replicate benefits of pooled funds beyond their current geographical remit.”

9 See the Emergency Appeals Alliance, [www.emergency-appeals-alliance.org](http://www.emergency-appeals-alliance.org), for examples of entities undertaking such joint appeals at a national level.

10 UN CERF (2015), *The World Helping the World: The Central Emergency Response Fund – 10 Years of Saving Lives Together*.

forms, with different names<sup>11</sup> in different countries<sup>12</sup>. They are intended to allocate funding based on humanitarian priorities.<sup>13</sup> A *Vision Paper: OCHA Country-Based Pooled Funds (CBPFs) and Beyond* was issued by OCHA in November 2014 as part of an attempt to harmonise CBPFs. It was followed by a *Policy Instruction on Country-Based Pooled Funds*, issued by OCHA in February 2015, describing the objectives, management, and governance of OCHA-managed CBPFs. As a complement – and to provide technical guidance, tools, and templates – a 45-page *Operational Handbook for Country-Based Pooled Funds* was also published by OCHA in the same month, with 35 annexes, following a series of consultations.<sup>14</sup> The Handbook contains what OCHA felt to be the minimum requirements necessary to meet the various conditions of donors. At the same time, some donors have very specific demands, which means OCHA has a delicate balancing act to ensure adequate due diligence, without creating an overly heavy administrative burden.

The Handbook is meant to provide the minimum standards to which the CBPFs should adhere and outlines the different elements that need to be in place, including, *inter alia*:

- A fund-specific accountability framework and risk management framework;
- A multi-stakeholder Advisory Board;
- Strategic and Technical Review Committees;
- Assessments of the capacity of each NGO implementing partner;
- Monitoring the implementation of projects;
- Undertaking external evaluations every three years;
- Establishing a formal complaints mechanism to receive feedback; and
- Ensuring complementarity with CERF.

Some CBPFs have developed their own operational guidance building on the Handbook, adding requirements tailored to their own context, while others refer to the February 2015 global version. Having a common reference point of minimum standards for the various CBPFs is a helpful improvement, given that previously, different CBPFs were operating in varied ways. While the attempt to harmonise the CBPFs is generally a welcome one, there are concerns that some of the requirements included, especially in the operational guidance developed at country level, are quite heavy. There is the possibility that in trying to ensure compliance with the various donor requirements, an overly cautious approach has been the result.

A review of the Handbook has begun in consultation with NGOs and others, with a revised version to be published by the end of 2017. The revision provides an opportunity to streamline and harmonise some of the procedures (such as partner capacity assessments) with those of others, especially like-minded UN agencies or donors. This is in line with several commitments in The Grand Bargain around reducing duplication and management costs as well as simplification and harmonisation of reporting. It also provides the occasion to meet several commitments in The Grand Bargain around reducing duplication and management costs. Such changes would not only help to reduce burdens on NGOs, but provides an opportunity to build on the work initiated by UNHCR, UNICEF, and WFP to streamline UN Framework Agreements.

The following table summarises several characteristics of the CERF and CBPFs.<sup>15</sup>

---

11 For example, Common Humanitarian Funds (CHF), Emergency Response Funds (ERFs), Humanitarian Response Funds (HRFs).

12 Some of the older CBPFs include those in Afghanistan, Central African Republic, Democratic Republic of Congo, and Somalia, with the first having been created in Angola.

13 <http://www.unocha.org/what-we-do/humanitarian-financing/country-based-pooled-funds>

14 OCHA, (2015), *Global Guidelines for Country-based Pooled Funds, Frequently Asked Questions*: [https://docs.unocha.org/sites/dms/Documents/QandA%20on%20CBPF%20Guidelines\\_21January2015.pdf](https://docs.unocha.org/sites/dms/Documents/QandA%20on%20CBPF%20Guidelines_21January2015.pdf)

15 A comparison of the individual CBPFs has not been done, given the time frame of the study and the challenges in accessing all the information related to individual CBPFs.

CERF	CBPFs
<b>Purpose</b>	
To support rapid humanitarian response for people affected by natural disasters or armed conflict, and to provide funding for the most neglected emergencies. <sup>16</sup>	Multi-donor humanitarian financing instruments that allocate funding to identified humanitarian needs and priorities at the country level, in line with the Humanitarian Programme Cycle (HPC). <sup>17</sup>
<b>Amount</b>	
Annual target of USD 450 million (shortfall of around USD 25 million in 2016).  Commitment at WHS to increase to USD 1 billion by 2018.	17 (or18) <sup>18</sup> CBPFs (includes Emergency Response Funds (ERFs) and Common Humanitarian Funds (CHF) in 2016.  2016: USD 706 million received, with USD 714 million allocated for 17 CBPFs. <sup>19</sup> 2015: USD 581 million received, with USD 473 million allocated for 18 CBPFs. <sup>20</sup>
<b>Accessibility</b>	
Accessible directly only by UN agencies/funds/programmes and IOM. • NGOs can access CERF funds as implementers for these recipients.	Accessible by UN agencies, NGOs, and the Red Cross/Red Crescent Movement.
<b>Management/Administration</b>	
The Under-Secretary-General (USG) for Humanitarian Affairs and the Emergency Relief Coordinator (ERC) manage CERF on behalf of the UN Secretary-General.  Supported by the CERF Secretariat in OCHA.	<ul style="list-style-type: none"> <li>• CBPFs are established at the global level by the Emergency Relief Coordinator (ERC) and are managed under the leadership of the Humanitarian Coordinator (HC) at country level.</li> <li>• Most (“Emergency Response Funds” or “Humanitarian Response Funds”) are managed and administered by OCHA.</li> <li>• Others (“Common Humanitarian Funds” in Afghanistan, Central African Republic, Democratic Republic of Congo, Somalia, Sudan, and South Sudan) are generally managed by OCHA and administered by the Multi-Partner Trust Fund (MPTF) Office of UNDP.</li> </ul>
<b>Funding Streams</b>	
<ol style="list-style-type: none"> <li>1. Rapid Response Grants: “life-saving”; can be approved in as little as 48 hours; funds should be spent within six months of the date CERF disburses the funds.<sup>21</sup></li> <li>2. Underfunded Emergencies Window: One-third of CERF grants are set aside for allocation to underfunded emergencies by the Emergency Relief Coordinator (ERC) twice a year, based on several criteria.<sup>22</sup> For the first round of underfunded emergencies window for 2017, funds must be expended and activities completed by 30 June 2017.</li> <li>3. Loan Facility: USD 30 million is available for loans to UN specialized agencies, IOM, and OCHA. Loans must be paid back within one year.<sup>23</sup></li> </ol>	<ol style="list-style-type: none"> <li>1. Standard Allocations, for priorities in the Humanitarian Response Plan (HRP): <ol style="list-style-type: none"> <li>a. Project implementation within a maximum of 12 months; and</li> <li>b. Grant ceilings are defined based on the partner risk level (determined through the Partner Capacity Assessment (PCA)); and</li> </ol> </li> <li>2. Reserve Allocations, for emerging situations or critical gaps: <ol style="list-style-type: none"> <li>a. The allocations are quicker than with standard allocations;</li> <li>b. Project implementation within a maximum of 12 months; and</li> <li>c. The “recommended minimum limit” is USD 100,000.<sup>24</sup></li> </ol> </li> </ol> <p>Standard allocations take 40 days and reserve allocations take 25 days, according to the July 2016 Pooled Fund Working Group document<sup>25</sup>, although with certain CBPFs, the timeframe seems to be longer, according to their Annual Reports and NGO experiences.<sup>26</sup></p>

16 <http://www.unocha.org/cerf/about-us/who-we-are>

17 <http://www.unocha.org/what-we-do/humanitarian-financing/country-based-pooled-funds>

18 Given the disparities between various websites, it is unclear if there were 17 or 18 CBPFs in 2016. As of 8 February 2017, the FTS site shows that the Haiti Emergency Relief Response Fund (HRRF) allocated funds in 2016 (<https://fts.unocha.org/pooled-funds/cbpf/summary/2016>), but it does not appear as a CBPF in 2016 on the GMS site (<http://gms.unocha.org/content/cbpf-contributions>). The OCHA CBPF site (<https://cbpf.unocha.org>) shows no allocations or contributions to the Haiti HRRF in 2016. While the Haiti 2015 Annual Report noted that the future of the HRRF was unclear, given only the UK and Sweden contributed to it in 2015, a link to the HRRF (<https://www.humanitarianresponse.info/operations/haiti/emergency-relief-response-fund-errf>) remains on <https://www.humanitarianresponse.info/fr/operations/haiti>. A CBPF Advisory Board seems to be in place in Haiti, as it is part of a list of Advisory Boards provided by OCHA on 24 November 2016.

19 See <http://gms.unocha.org/content/cbpf-contributions> and <http://gms.unocha.org/content/cbpf-allocations>. However, on the FTS site, the 2016 CBPF contributions (as of 8 February 2017) are listed at USD 745 million and allocations are listed at USD 693 million: <https://fts.unocha.org/pooled-funds/cbpf/summary/2016>

20 See <http://gms.unocha.org/content/cbpf-contributions> and <http://gms.unocha.org/content/cbpf-allocations>

21 CERF, *Rapid Response: Applying for Rapid Response Grants*: [www.unocha.org/cerf/resources/how-apply/rapid-response-0](http://www.unocha.org/cerf/resources/how-apply/rapid-response-0)

22 CERF, *Underfunded Emergencies: Allocation of Underfunded Emergencies Grants*: <http://www.unocha.org/cerf/resources/how-apply/underfunded-emergencies-0>

23 CERF, *CERF Loans*: <http://www.unocha.org/cerf/resources/how-apply/cerf-loans>

24 OCHA (2015), *Operational Handbook for Country-based Pooled Funds*, February 2015.

25 OCHA Funding Coordination Section (2016), *Country-based Pooled Funds: A Nimble Funding Mechanism to Boost Frontline Response*, 13 June 2016, p.7.

26 For example, in 2015, the average for project approvals with the Colombian Humanitarian Fund was 109 days (OCHA, *Colombia Humanitarian Fund Annual Report 2015*, p.4). In Myanmar in 2015, challenges were faced following the CBPF workflow in the Guidelines, which meant that processing standard grants took 124 working days and reserve grants took 64 working days (OCHA, *Myanmar Humanitarian Fund Annual Report 2015*, p.12). In both cases, following the Guidelines and transitioning to the GMS created delays, which were being addressed.

CERF	CBPFs
<b>Application Procedure</b>	
<p>The different application procedures, forms, and guidance are all available for the different funding windows on the CERF website.</p>	<ul style="list-style-type: none"> <li>• Guidance for Standard Allocations to be provided by each CBPF, building on the templates provided in the Operational Guidelines.</li> <li>• Applications must be submitted through the Grant Management System (GMS), which still has some challenges to be addressed, such as making it easier to submit budgets.</li> <li>• NGOs must first undergo a due diligence process with OCHA's Humanitarian Financing Unit, and then undergo a partner capacity assessment in-country.</li> </ul> <p>*NB: some CBPFs have adopted in-country Guidelines, while some use the Global Guidelines. Finding the Guidelines/procedures for some CBPFs on-line is not always easy.</p>
<b>Advisory Board and Allocations</b>	
<p>CERF Advisory Group provides the Secretary-General with “periodic policy guidance and expert advice on the use and impact of CERF.”<sup>27</sup> Advisory Group members serve in their individual capacity and come from governments (both donors and recipient countries), and include representatives from humanitarian NGOs and academic experts as observers. Members are selected to ensure geographical and gender balance.<sup>28</sup></p> <p>The CERF Secretariat is responsible for “ensuring that funds are allocated properly, disbursed in a timely manner, and that the use of funds is reported appropriately and transparently.”<sup>29</sup></p>	<p>All 18 CBPFs have their own Advisory Boards, which advise the HC on allocation of funds and strategic issues:</p> <ul style="list-style-type: none"> <li>• Composed of UN agencies/IOM, international NGOs (INGOs), national NGOs (NNGOs), and donors, with some having observers.</li> <li>• NNGOs are not listed for five Advisory Boards, but that could be for reasons of sensitivity.<sup>30</sup></li> <li>• The number of representatives on Advisory Boards in 2016 ranges from seven (in the case of one CBPF) to 16 (in the case of three CBPFs), with an average of some 12 representatives on the Advisory Board.</li> </ul>

### NGO Access to the CERF

An on-going limitation of the CERF is that funds are only directly available to UN funds/agencies/programmes and IOM. CERF funds can be sub-granted to NGOs, the Red Cross/Red Crescent Movement, and governments. The sub-granting process takes time and results in heavy transaction costs to get the money to sub-grantees. The Grand Bargain includes a commitment to explore the possibility of CERF directly funding civil society organisations (CSOs). Some argue that directly funding CSOs would potentially result in savings and considerable efficiencies. NGOs are currently stepping up their advocacy to access CERF directly. Others argue that adding CSOs would require more due diligence procedures and would, therefore, result in delays. While beyond the scope of this study, the potential costs and benefits of CSOs gaining direct access to the CERF warrants further research.

Those receiving sub-grants do not, at the time of implementing, know the source of the funds, so are unaware if they are using CERF funds. The latest complete data available for partner sub-grants is for 2014, given the time it takes to compile the information. The changes in access by international and national NGOs, government, and the Red Cross/Red Crescent from 2011 to 2014 are shown in the figure below.

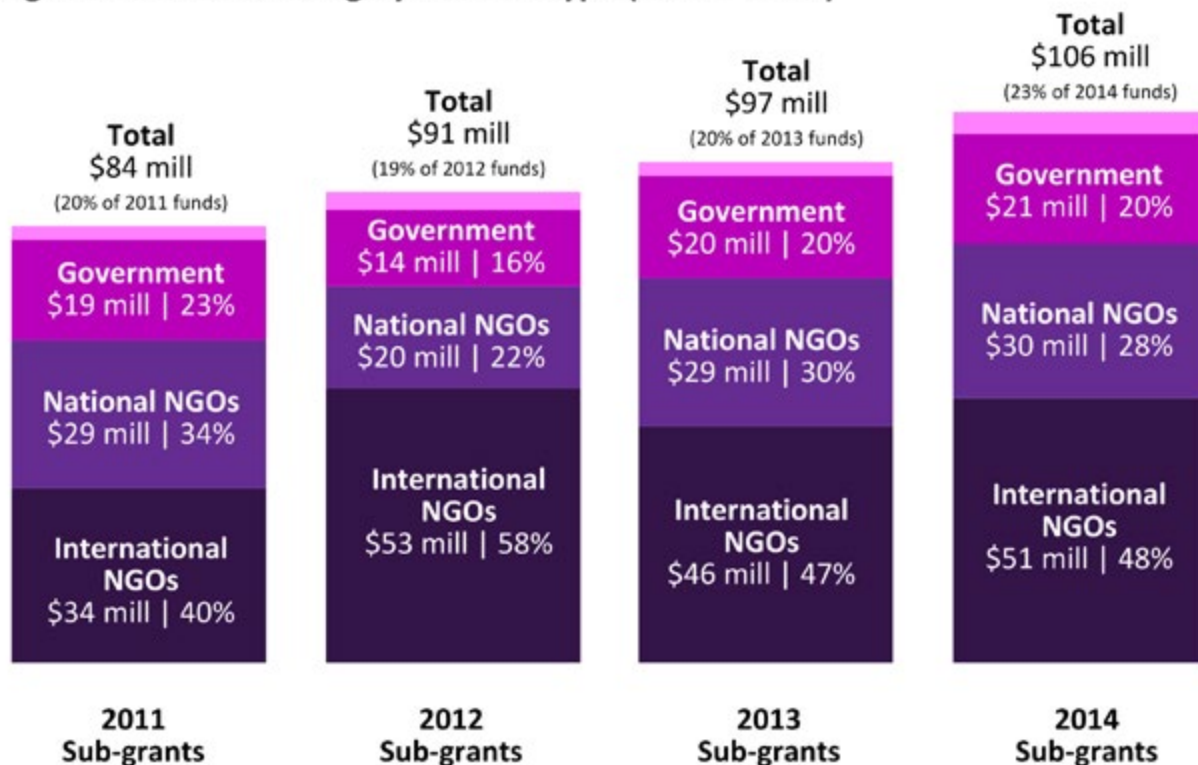
27 See <http://www.unocha.org/cerf/about-us/advisory-group>

28 <http://www.unocha.org/cerf/about-us/advisory-group> 1

29 <http://www.unocha.org/cerf/about-us/who-we-are>

30 List of Advisory Boards of CBPFs provided by OCHA FCS, 24 November 2016.

## Sub-granted CERF Funding by Partner Type (2011 – 2014)



**Red Cross/Crescent:** \$2.8 million in 2011 (3%); \$3.7 million in 2012 (4%); \$2.9 million in 2013 (3%); \$4.3 million in 2014 (4%)

Source: CERF, *Analysis of Data from 2014 RC/HC Reports on the Use of CERF Funds: Partnerships in the Implementation of 2014 CERF Funding*, p.6.

### Individual CBPFs: Information and Guidance

Since the introduction of CBPFs, there have been a significant number of improvements. The global guidance in the form of the *Policy Instruction* and *Operational Handbook* issued by OCHA in 2015 have gone a long way in trying to harmonise the way in which CBPFs are run. There is greater dialogue between OCHA and NGOs through the CBPF NGO Dialogue Platform, created in 2014, where OCHA and NGOs can constructively learn from experiences and raise challenges. In addition, NGOs, representing their networks, participate in the Pooled Fund Working Group (PFWG), which provides a further means to seek improvements and encourage learning. These various advancements have made understanding and gaining information on the CBPFs much easier than before. The global guidance provides a helpful baseline to which to refer. The greater NGO engagement with OCHA and the PFWG also provides a means to raise concerns that can be addressed.

Finding the different elements for each of the 17 (or 18) individual CBPFs – such as guidance, application procedures, governance elements, templates, annual reports, complaints mechanisms, or contact information – could still be made easier. There are numerous potential entry points for individual CBPFs, with information spread over different websites, an outstanding challenge that is acknowledged within OCHA. In order to be able to get the fullest picture and access (most of) the relevant documents for a single CBPF, one might need to visit numerous different sites to get the complete information:

1. **OCHA's CBPF Website<sup>31</sup>:**

- Provides general information on CBPFs, FAQs, and links to the Global CBPF Guidelines and Annexes.
- Some individual CBPF pages can be found via the "How to Give" link, but some simply link to a page on "how to donate" to the individual CBPF via the UN Foundation.
- Many (but not all) Annual Reports from individual CBPFs for 2014 and 2015 are accessible from here. In some cases, links go to other documents (such as the Pakistan 2016 HNO instead of the Pakistan CBPF's 2015 Annual Report<sup>32</sup>).

2. **OCHA CBPF Grants Management System (GMS):**

- Web searches for the individual CBPFs can land on two different, but linked, sites:
  - I. <https://cbpf.unocha.org> provides some information on contributions and allocations for each CBPF and has a login for the GMS.
  - II. <http://gms.unocha.org> provides more information (including helpful graphics, which can be customised) on CBPFs and includes the GMS Business Intelligence, among other features, which draws information from the GMS (which is not always consistent with FTS, but this issue is being worked on).

3. **Financial Tracking System (FTS) and Pooled Funds<sup>33</sup>:**

- FTS, which tracks humanitarian aid flows, has launched a new site, with the old site archived and accessible.
- Figures listed on FTS are not always the same as in the Annual Reports of CBPFs nor do they always match the figures on GMS.

4. **Multi-Partner Trust Fund (MPTF) Office Gateway<sup>34</sup>:**

- For CBPFs that are CHFs (i.e. administered by UNDP and managed by OCHA), considerable information is available (Afghanistan, Central African Republic, Democratic Republic of Congo, Somalia, Sudan, South Sudan), but many have links to OCHA pages for supplementary information.

5. **HumanitarianResponse.info:**

- Some CBPFs have considerable information on individual webpages of [www.humanitarianresponse.info](http://www.humanitarianresponse.info) (such as Colombia, Ethiopia, Haiti, and Pakistan). Some CBPFs have links from individual country pages, but access is sometimes denied (to the public).

---

31 <http://www.unocha.org/what-we-do/humanitarian-financing/country-based-pooled-funds>

32 <http://www.unocha.org/what-we-do/humanitarian-financing/annual-reports>, accessed on 8 February 2017.

33 <https://fts.unocha.org/pooled-funds/cbpf/summary/2016>

34 <http://mptf.undp.org>

## Funding Allocations of CBPFs 2016 and 2015

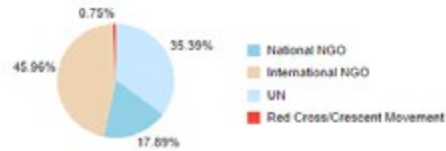
### CBPF Allocations by Country and Partner Type 2016

## CBPF ALLOCATIONS

UN agencies, the International Organization for Migration (IOM), national and international nongovernmental organizations (NGOs), and Red Cross/Red Crescent organizations are eligible to receive funding from CBPFs in support of their life-saving relief programmes. The following are allocations made from CBPFs to relief partners by year.



**\$714** million allocated



#### Year

- All (2014 - 2017)
- 2017
- 2016
- 2015
- 2014

#### CBPFs

- Afghanistan
- CAR
- Colombia
- DRC
- Ethiopia
- Iraq
- Jordan
- Lebanon
- Myanmar
- oPt
- Pakistan
- Somalia
- South Sudan
- Sudan
- Syria
- Turkey
- Yemen

Country	Allocation (\$)
Afghanistan	\$39,754,210
CAR	\$21,157,997
Colombia	\$2,123,306
DRC	\$56,818,683
Ethiopia	\$60,523,259
Iraq	\$88,286,727
Jordan	\$11,857,770
Lebanon	\$25,757,290
Myanmar	\$5,555,230
oPt	\$8,158,908
Pakistan	\$6,285,759
Somalia	\$28,689,501
South Sudan	\$82,388,811
Sudan	\$38,779,582
Syria	\$44,138,383
Turkey	\$102,430,068
Yemen	\$91,136,384

Country	Partner Type	Allocation (\$)	Percentage
Afghanistan	UN	\$12.3M	30.91%
	International NGO	\$21.2M	53.22%
	National NGO	\$6.3M	15.87%
CAR	UN	\$4.0M	18.72%
	International NGO	\$14.6M	68.91%
	National NGO	\$2.6M	12.37%
Colombia	International NGO	\$1.2M	55.28%
	National NGO	\$0.9M	44.72%
DRC	UN	\$12.4M	21.89%
	International NGO	\$32.1M	56.55%
	National NGO	\$12.2M	21.56%
Ethiopia	UN	\$25.6M	42.36%
	International NGO	\$34.9M	57.64%
Iraq	UN	\$9.8M	9.90%
	UN	\$40.5M	45.92%
	International NGO	\$38.3M	43.42%
	National NGO	\$8.6M	9.76%
Jordan	International NGO	\$9.0M	76.11%
	National NGO	\$2.8M	23.89%
Lebanon	UN	\$1.8M	6.93%
	International NGO	\$19.3M	75.06%
	National NGO	\$4.6M	18.01%
Myanmar	UN	\$1.0M	17.99%
	International NGO	\$2.4M	43.32%
	National NGO	\$2.1M	38.69%
oPt	UN	\$2.4M	29.18%
	International NGO	\$4.5M	54.91%
	National NGO	\$1.3M	15.91%
Pakistan	UN	\$1.1M	17.89%
	International NGO	\$0.5M	8.64%
	National NGO	\$4.6M	73.47%
Somalia	UN	\$10.6M	36.80%
	International NGO	\$13.5M	47.07%
	National NGO	\$4.6M	16.13%
South Sudan	UN	\$42.4M	51.49%
	International NGO	\$30.0M	36.46%
	National NGO	\$9.9M	12.05%
Sudan	UN	\$16.4M	42.41%
	International NGO	\$11.8M	30.40%
	National NGO	\$10.5M	27.18%
Syria	UN	\$9.5M	16%
	UN	\$18.9M	42.71%
	International NGO	\$15.4M	34.89%
Turkey	UN	\$4.1M	3.8%
	UN	\$31.8M	31.08%
	International NGO	\$36.2M	35.31%
Yemen	UN	\$31.4M	34.44%
	International NGO	\$43.2M	47.35%
	National NGO	\$16.6M	18.21%

CAR: Central African Republic  
 DRC: Democratic Republic of the Congo  
 oPt: occupied Palestinian territory

Source: OCHA Grant Management System (GMS) Business Intelligence

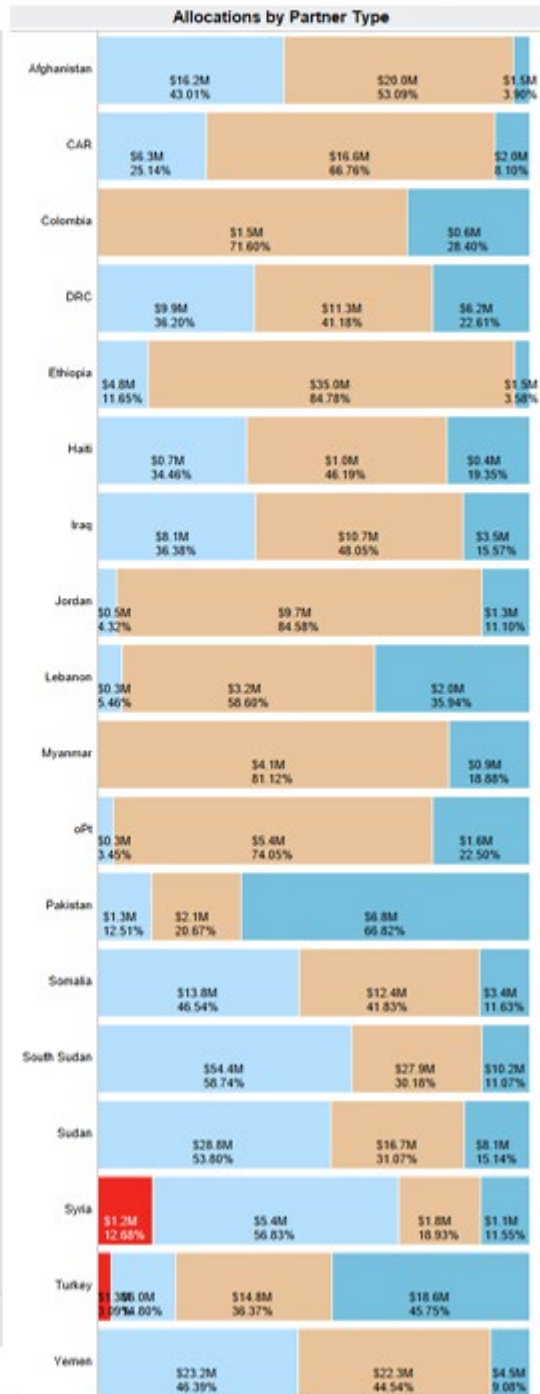
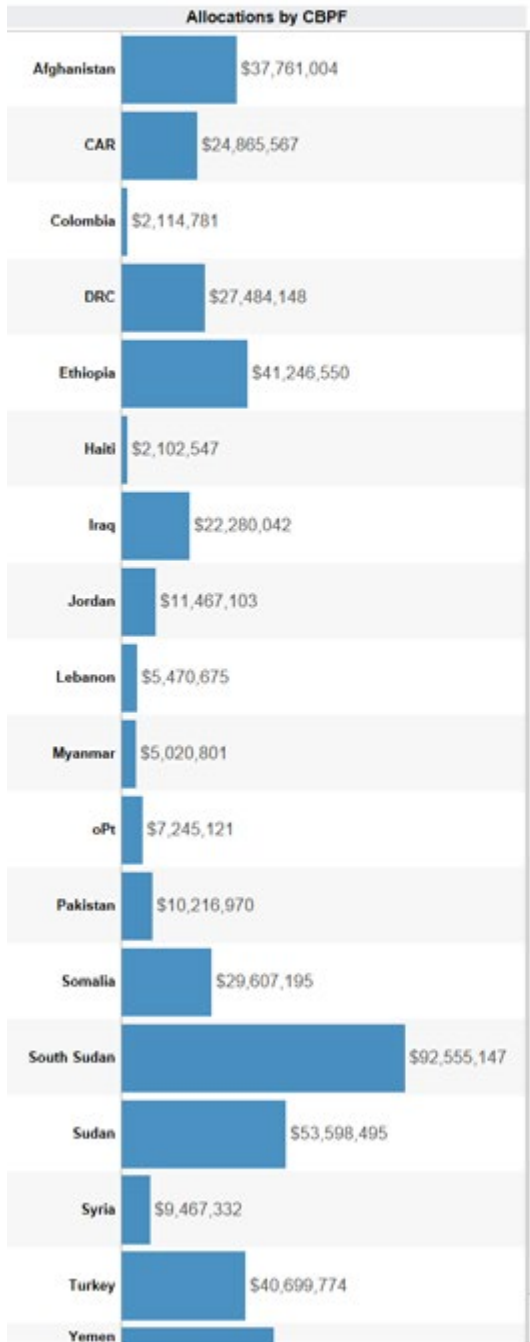
# CBPF Allocations by Country and Partner Type 2015

## CBPF ALLOCATIONS

UN agencies, the International Organization for Migration (IOM), national and international nongovernmental organizations (NGOs), and Red Cross/Red Crescent organizations are eligible to receive funding from CBPFs in support of their life-saving relief programmes. The following are allocations made from CBPFs to relief partners by year.



**\$473** million allocated



- CBPFs**
- Afghanistan
  - CAR
  - Colombia
  - DRC
  - Ethiopia
  - Haiti
  - Iraq
  - Jordan
  - Lebanon
  - Myanmar
  - oPt
  - Pakistan
  - Somalia
  - South Sudan
  - Sudan
  - Syria
  - Turkey
  - Yemen

CAR: Central African Republic  
 DRC: Democratic Republic of the Congo  
 oPt: occupied Palestinian territory

Source: OCHA Grant Management System (GMS) Business Intelligence



## Education Cannot Wait (ECW) Fund

Launched during the WHS, the Education Cannot Wait (ECW) Fund<sup>35</sup> is a global fund focused on ensuring that children and youth in humanitarian crises have access to education. Education remains one of the least funded sectors in humanitarian response. The ECW Fund aims to get the political, financial, and operational commitments to close the USD 8.5 billion funding gap needed to reach 75 million children and youth affected by crises by 2030. The 2030 timeframe puts it in line with the Education 2030 Agenda and Sustainable Development Goal 4 on education.

At the ECW's launch, USD 87.5 million was pledged by the EU, the Netherlands, Norway, the UK, and the US. Dubai Cares later pledged USD 2.5 million.<sup>36</sup> According to internal documents, by January 2017, the ECW had secured total pledges of approximately USD 113 million from 10 different donors. A High-Level Steering Group sets the strategic priorities and consists of senior representatives from crisis-affected and donor countries, heads of multilateral agencies and NGOs, and private sector and private foundation chief executive officers (CEOs).<sup>37</sup> UNICEF is in the process of setting up a secretariat, which it will host for an interim period.

There are two elements to the fund: 1) an Acceleration Facility (5%) and 2) The Breakthrough Fund (95%). The Acceleration Facility will provide support to global and regional actors to build capacity, further the scope of their work, and ensure evidence. The Breakthrough Fund includes a first response window (projects showing impact within one year); a multi-year window (funding for up to five years, bridging humanitarian response and development programming); and a pop-up window (allowing earmarking for particular crises and thematic areas).<sup>38</sup>

The first allocations ("initial investments") were made following invitations to submit concept notes in July 2016. The invitations were sent to the Ministry of Education and education coordination mechanisms in Cameroon, Chad, Yemen, whole of Syria, Kenya, Myanmar, and Ethiopia. Additionally, the Inter-Agency Network for Education in Emergencies (INEE), UNHCR, and the Global Education Cluster were invited to submit a joint concept note to strengthen capacity and coordination in education response. Decisions on funding were taken by the High-Level Steering Group in September for the investments to be announced at the UN General Assembly the same month.<sup>39</sup> Chad, Yemen, Syria, Ethiopia, and the global partners (INEE, UNHCR, and the Global Education Cluster) made it to the proposal stage, which will support two-year initiatives.<sup>40</sup> UNICEF is the grant holder for all five projects supported to date by the ECW.

These "initial investments" are outside the Fund's operational model. A task team of experts and HLSG member organisations is developing the Fund's model, including the definition of a results framework and governance, with finalisation expected in February 2017.

---

35 <http://www.educationcannotwait.org/the-fund/>

36 <http://www.ineesite.org/en/education-cannot-wait>; Dubai Cares "is a UAE-based global philanthropic organization working towards providing children in developing countries with access to quality education through the design and funding of programs that are integrated, impactful, sustainable and scalable." <http://www.dubaicare.ae/en/article/about-us/our-story-1.html>

37 <http://www.educationcannotwait.org/the-fund/>

38 <http://www.educationcannotwait.org/wp-content/uploads/2016/05/ECW-Overview-for-Country-Consultations.pdf>

39 ECW, *Education Cannot Wait – Initial Investments*, July 2016.

40 <http://www.educationcannotwait.org/global-and-national-organisations-announce-42million-investment-in-education-for-children-affected-by-crisis/> Ethiopia was not mentioned in the press release, but was added after additional funds were received.

## Global Innovation Fund (GIF)

A non-profit innovation fund, the GIF has over USD 200 million pledged from Department of International Development in the UK, the United States Agency for International Development, the Omidyar Network, the Swedish International Development Cooperation Agency, and the Department for Foreign Affairs and Trade in Australia for the next five years.<sup>41</sup> The fund opened for business in September 2014 after a start-up phase. Applications to the GIF are accepted from a broad range of actors: social enterprises, for-profit companies, non-profit organisations, government agencies, international organisations, and researchers.<sup>42</sup> They must be working in a developing country (according to the World Bank's list of low-income and lower-middle income countries) in one of the GIF's designated sectors.<sup>43</sup>

The GIF is willing to consider applications that “target vulnerable groups, such as the extreme poor, women and girls, the disabled, minority or indigenous groups, refugees or displaced communities” so is another potential source of pooled funds for innovative humanitarian responses.<sup>44</sup> The application procedure allows for relatively short introductory proposals to save time.<sup>45</sup> If the initial proposal is successful, a fuller proposal can be submitted to gain access to funds for a pilot phase; a testing and transition stage; and/or a scaling up stage.<sup>46</sup> The fund provides USD 50,000 to USD 15 million to for-profit companies and to non-profit organisations in various forms of capital (equity, debt, grants, and others).<sup>47</sup>

## NGO-Managed Pooled Funds

### Start Fund

While NGO-managed pooled funds are not new phenomena,<sup>48</sup> the Start Network's Start Fund prides itself on being “the first multi-donor pooled fund managed exclusively by NGOs.”<sup>49</sup> Having started as the Consortium of British Humanitarian Agencies with 15 members in 2010, the network renamed itself in 2012 and now includes 42 INGO and NNGO members. Members are fully involved in funding decisions related to the Start Fund and only members can access the Fund. The procedures and processes around funding applications and decisions are easily accessible on the website. Applications for membership are currently closed, given the time commitment required to bring members properly on board.<sup>50</sup>

---

41 <http://www.globalinnovation.fund/about-us>

42 <http://www.globalinnovation.fund/frequently-asked-questions#who-can-apply>

43 <http://www.globalinnovation.fund/eligible-countries> and <http://www.globalinnovation.fund/sectors-we-support>

44 <http://www.globalinnovation.fund/frequently-asked-questions>

45 <http://www.globalinnovation.fund/apply-to-gif>

46 <http://www.globalinnovation.fund/what-type-and-amount-funding-should-i-apply>

47 <http://www.globalinnovation.fund/what-type-and-amount-funding-should-i-apply>

48 See for example, the Joint Initiative in Zimbabwe, an NGO-led pooled fund with multiple donors that ran from May 2006 to March 2008 with USD 5 million: Konyndyk, Jeremy (2009), Developing NGO-led approaches to pooled funding: experiences from Zimbabwe Mercy Corps, Humanitarian Practice Network, Humanitarian Exchange, Number 42, May 2009: <http://odihpn.org/magazine/developing-ngo-led-approaches-to-pooled-funding-experiences-from-zimbabwe/>

49 <https://startnetwork.org/start-fund>

50 <https://startnetwork.org/becoming-a-member>

Start Fund	
<b>Launch Date</b>	April 2014
<b>Purpose</b>	“to respond to the kind of small-scale crises that often pass unnoticed – but which affect millions of people each year...” <sup>51</sup> The Fund can also be activated for under-served emergencies and cyclical crises. <sup>52</sup>
<b>Total Amount</b>	Annual disbursement of approximately GBP 9 million.
<b>Donors</b>	<ul style="list-style-type: none"> <li>• UK Aid, Irish Aid, the Government of the Netherlands, and the European Union.</li> <li>• The EU is providing a EUR 1.1 million grant for the new “Start Fund Anticipation Window,” launched on 30 November 2016.<sup>53</sup></li> </ul>
<b>Access</b>	Any of the 42 Start Network members (INGOs and NNGOs).
<b>Grant Types</b>	Small-scale grants for small to medium emergencies. Funding is limited to GBP 300,000 per member agency for any emergency. <sup>54</sup>
<b>Activation</b>	Any of the 42 members can raise an alert by sending an “alert note.” Allocations are informed by a needs assessment done by ACAPS. <sup>55</sup>
<b>Decision-making Process</b>	The Allocation Committee decides to activate the fund for a crisis. A rota system ensures all members can participate. Rotas last 8 weeks and rotate throughout the year. Project selection is done within 72 hours of being alerted to crisis, by Network member staff who are as close to the location of the crisis as possible.
<b>Allocations</b>	The Start Fund Team disburses the awarded funds to the member within 24 hours of notification of the Project Selection Committee’s decision.
<b>Project Timeframe</b>	Projects begin implementing within 7 days of the funding decision and are completed within 45 days. Report to be submitted 60 days after funds transferred. <sup>56</sup>

## Other NGO-Managed Funds and NGO-Related Financing Mechanisms

There are a number of other NGO-managed funds that have developed over the last several years, which also have value in terms of drawing lessons. As part of the broader “pooled” funding landscape, it will be interesting to watch how they develop in the years to come. They have the ability to allocate funds relatively quickly. They are also able to pass funds to local partners, which may be a way for their donors to achieve the Grand Bargain 25% target of funding for local and national actors “as directly as possible.”

Some of these mechanisms could potentially be considered co-financing mechanisms, like the Canadian Humanitarian Assistance Fund (CHAF), while others benefit from a sort of umbrella grant from a particular donor (like the Dutch Relief Alliance (DRA) or the Danish Emergency Response Fund (DERF)). The Japan Platform (JPF) model brings together NGOs, government, the private sector, and individuals to help make funding decisions in a timely manner. One example of a consortium in-country, Building Resilient Communities in Somalia (BRCiS), is highlighted to show that it is possible to have more than one donor, but still be subjected to different requirements. Some are still under development (DERF) or are still being explored as possibilities (NEAR Fund), but they all may (eventually) provide useful lessons from which to draw. Given the limited information available about many of the funds, some of the funds simply have a short introduction to the mechanism.

What is interesting to note with each of these funds is that they seem to each have a secretariat or support unit of some sort to manage the funds and ensure compliance with procedures. They are all focused on NGOs in the country where the fund has been set up, but it seems that there could be a possibility that the funds get further distributed to a national/local partner in a country of operation. In some cases, like with the CHAF, there were discussions with other NGO funds to learn lessons, but it is not clear how many have been able to draw on information and procedures/guidelines that already exist.

51 <https://startnetwork.org/about-us/history-start-network>

52 <https://startnetwork.org/sites/default/files/dl/start-fund-practical-guide.pdf>

53 <https://startnetwork.org/start-fund/crisis-anticipation-window>

54 <https://startnetwork.org/sites/default/files/dl/start-fund-practical-guide.pdf>

55 <https://www.acaps.org>

56 <https://startnetwork.org/sites/default/files/dl/start-fund-practical-guide.pdf>

## Canadian Humanitarian Assistance Fund of the Humanitarian Coalition

Canadian Humanitarian Assistance Fund <sup>57</sup> of the Humanitarian Coalition	
<b>Launch Date</b>	2014 Pilot Phase; 3-year extension in 2015
<b>Purpose</b>	Responding to unmet needs of people affected by smaller-scale rapid-onset disasters that would be otherwise underfunded. Strengthen needs-based allocation of humanitarian funding. Improve timeliness and speed of funding allocations.
<b>Total Amount</b>	CAD 9.5 million over 3 years (approximately CAD 3.2 million/year)
<b>Donors</b>	<ul style="list-style-type: none"> <li>• 75% of the project funds are provided by the CHAF, which is an envelope given to the Humanitarian Coalition to manage by Global Affairs Canada.</li> <li>• Project money from CHAF is made available against 15% of the member agency's own funds.</li> <li>• 10% of the project is funded by the Humanitarian Coalition's Emergency Response Fund.</li> </ul>
<b>Access</b>	Humanitarian Coalition members (five NGOs based in Canada)
<b>Grant Types</b>	Between CAD 100,000-350,000 per project
<b>Activation</b>	CHAF activated by any of the five members at field level who complete a Disaster Assessment Tool (DAT), which is then validated by the Humanitarian Coalition Secretariat and another member.
<b>Decision-making Process</b>	Based on the 3 validated DATs, members decide on the "best placed agency" to respond in each disaster through a collective process. Once agreed, a green light is required from Global Affairs Canada, which helps to avoid overlaps and highlights other projects that may be taking place.
<b>Allocations</b>	5 days on average for funds to be allocated. Project can start once the green light has been given. Once the donor gives the green light, the member is able to start spending on the project (as per the contract, implementing agencies are to start activities no later than 14 days after the green light <sup>58</sup> ).
<b>Project Timeframe</b>	4-6 months for implementation + 3 months for reporting

## Responding to Pakistan's Internally Displaced (RAPID) Fund

The RAPID Fund,<sup>59</sup> which was established in 2009 under a cooperative agreement between Concern Worldwide and USAID's Office of Foreign Disaster Assistance, provided rapid access to NGOs – and particularly NNGOs – to address gaps and overlooked needs. A second phase, started in 2013 and ran until March 2016. Grants were a minimum PKR 500,000 (USD 5,000) and a maximum of PKR 30,000,000 (USD 300,000). The set-up of the RAPID Fund provided clear procedures, extensive FAQs,<sup>60</sup> and a relatively short time line for decision-making (approximately two weeks from receipt of application to final approval).<sup>61</sup> If replies were not received within the timeline, applicants could write to the Grant Coordinator to seek feedback. To avoid conflicts of interest, Concern Worldwide could not apply to the RAPID Fund.

## Dutch Relief Alliance (DRA) Netherlands

Launched on 24 April 2015, the DRA brings together 14 Dutch NGOs who agree to work together to access funds that are provided by the Dutch government when a crisis arises. One member receives an umbrella grant directly from the Ministry of Foreign Affairs (MFA) and then is legally responsible for disbursing sub-grants to the other DRA members in a particular response, thus promoting a coordinated response. The NGOs and MFA worked together to develop the fund, its rules, and regulations. The DRA looks to fund joint NGO responses to large-scale protracted situations (approximately 70% of the funds), with 30% of the funds directed towards acute crisis responses. The mechanism is promoting collaboration, innovation, and helps to provide a level of predictability for protracted crisis responses.<sup>62</sup>

57 <http://humanitariancoalition.ca/smaller-disasters/canadian-humanitarian-assistance-fund>

58 Humanitarian Coalition (2016), *Canadian Humanitarian Assistance Fund (CHAF) Background Note*, November 2016.

59 <https://www.concern.net/en/where-we-work/asia/pakistan/rapid-fund>

60 [https://www.concern.net/sites/default/files/media/page/frequently\\_asked\\_questions\\_faqs-sep2015.pdf](https://www.concern.net/sites/default/files/media/page/frequently_asked_questions_faqs-sep2015.pdf)

61 [https://www.concern.net/sites/default/files/media/page/grants\\_decision-making\\_flow\\_chart-ap2016.pdf](https://www.concern.net/sites/default/files/media/page/grants_decision-making_flow_chart-ap2016.pdf)

62 Poole, Lydia and Willits-King, Barnaby (2016), *Mid-term evaluation of the Dutch Relief Alliance Evaluation Report*, HPG Humanitarian Policy Group, July 2016.

### Australia Humanitarian Partnership (AHP)

The successor to the Humanitarian Partnership Agreement, the Australian Humanitarian Partnership (AHP) will operate over five years (2016-2021) and is financed by the Australian Government's Department of Foreign Affairs and Trade (DFAT). The AHP is designed to support members of the Australian Council for International Development's Humanitarian Reference Group (HRG) and replaces the DFAT-NGO Humanitarian Partnership Agreement. Up to six chosen HRG members will enter into a multi-year contract with the organisation selected to host the AHP Support Unit. The AHP's goal is primarily humanitarian response, but also looks to support local communities to take a leadership role in "preparedness, response, early recovery, and risk reduction."<sup>63</sup>

### Japan Platform (JPF)

JPF has a system where member NGOs can mobilise within one day.<sup>64</sup> A Standing Committee, consisting of NGO representatives, the corporate sector, the Ministry of Foreign Affairs of the Government of Japan, and other individuals, decide on the mobilisation of funds. If mobilised, project proposals are reviewed by a Project Examination Committee (PEC), which makes funding recommendations to the Standing Committee. The Standing Committee decides which projects to fund. The NGO provides weekly, monthly, and final reports, with JPF undertaking field monitoring, providing support and feedback, as well as ensuring accountability. JPF undertakes fundraising efforts and promotes the corporate sector's cooperation throughout the process.

### Danish Emergency Response Fund (DERF)

In September 2016, the Danish Ministry of Foreign Affairs (DMFA) put out an open tender to establish a new, externally managed Danish Emergency Relief Fund (DERF). The DERF will allow Danish humanitarian and civil society organisations that do not have a Danida Humanitarian Partnership Agreement to access funds to respond to "natural disasters, conflicts or other acute humanitarian crises in areas where they have relevant access or capacities, either within their own organisation or through local partners." The administration of the DERF – which is expected to have approximately DKK 25 million in 2017 – will be outsourced for four years to an external entity.<sup>65</sup>

### Network for Empowered Aid Response (NEAR) Fund

The NEAR Network is "exploring the design of innovative financing models including piloting independent, pooled funding mechanisms at country levels managed by the network. The national funds would invest in the standing responsive capacity of organizations working with local communities and strengthen their ability to work with a wide range of partners, both for humanitarian aid, development and resilience building."<sup>66</sup> In a letter requesting a seat in Grand Bargain Sherpa meetings, the NEAR Leadership Council committed "to implementing the Grand Bargain through the establishment of national pooled funds managed by local actors exclusively for local actors. We hope to pilot 3 national pooled funds in the next 5 years."<sup>67</sup>

### Thousand Plus: Humanitarian Aid International's Emergency Response Fund

A campaign has been recently launched for contributions of INR 1,000 or more to be donated to the pooled fund that is being set up by Humanitarian Aid International (HAI).<sup>68</sup> The campaign is seeking the funds from "Indians, including the diaspora, civil society organisations, faith-based institutions, foundations and corporate houses."<sup>69</sup> The initial target

63 Australian Government Department of Foreign Affairs and International Trade (2016), *Australian Humanitarian Partnership Competitive Grant Guideline for the selection of up to 6 Humanitarian Reference Group (HRG) member NGOs*, 11 May 2016.

64 <http://www.japanplatform.org/E/about/flow.html>

65 Ministry of Foreign Affairs of Denmark (2016), *Tender Document Open Procedure Fund Manager for the Danish Emergency Relief Fund, Reference File Number: 2016-6281, Appendix 1: Scope of Services*.

66 <http://www.near.ngo/site/whatwedo#content-section-block>

67 NEAR Leadership Council (2016), *Letter to Kristalina Georgieva*, 9 September 2016: [http://www.near.ngo/imgtemp/downloadfile/NEAR%20letter\\_GB\\_09\\_09\\_2016%20\(2\)\\_1473836838.pdf](http://www.near.ngo/imgtemp/downloadfile/NEAR%20letter_GB_09_09_2016%20(2)_1473836838.pdf)

68 <http://humanitarianaidinternational.org/thousand-plus/>

69 Humanitarian Aid International, *Thousand Plus Campaign*: <https://drive.google.com/file/d/0B-g9o9H4mS0bSk53VUx3anl4aDA/view>

for the Emergency Response Fund (ERF) is INR 5 million. The ERF is intended to provide a quicker response through HAI's members "to respond to medium and mega disasters in India, which overwhelm [the] response capacity of state governments."<sup>70</sup> The responses will be carried out through HAI's Humanitarian Response Platform, which brings together Indian humanitarian NGOs, the corporate sector, and faith-based organisations to coordinate for "timely, effective, and cost effective" humanitarian response. The ERF will be managed, regulated, and monitored pro bono by CPA, the consulting arm of the Financial Management Service Foundation.<sup>71</sup>

### **Building Resilient Communities in Somalia (BRCiS)**

There are many cases where donors will provide funding to a consortium of NGOs in a particular country of operations. The BRCiS consortium is one such example, which is highlighted here. BRCiS is a consortium of five NGOs (NRC, Save the Children, International Rescue Committee (IRC), Cesvi, and Concern Worldwide), which receives funds from the United Kingdom Department for International Development (DFID) and the European Commission's Director-General for International Cooperation and Development (DevCo). NRC is the lead partner, which manages the contract with the donors and assumes the risk. NRC manages and distributes funds to the consortium members. Decisions about allocations of funding are done by the Project Steering Committee (PSC), which is comprised of the five country directors. Each member gets a certain amount of funding allocated to it for the four-year programme. NRC has a Consortium Management Unit (CMU) with a manager, finance manager, a communication and advocacy person, and a monitoring and evaluation (M&E) person.

Despite having two donors (DFID and DevCo), to date there has been little attempt to harmonise or share reporting between the two donors: they have different reporting cycles and requirements. As such, NRC as the lead partner ensures that the individual consortium members adhere to the reporting templates and disbursement structures, which were developed by NRC, borrowing heavily from the donor regulations.

### **"Beyond Humanitarian" Pooled Funds**

There are two other categories of pooled funds that cover broader issues than just humanitarian or resilience programming: UN Multi-Partner Trust Funds (MPTFs) and EU Trust Funds. These mechanisms have their own ways of managing and administering the funds.

### **Multi-Partner Trust Funds**

Some of the CBPFs (the CHFs in Afghanistan, CAR, DRC, Somalia, South Sudan, and Sudan) are administered by UNDP as part of the Multi-Partner Trust Funds. The MPTF Office defines a pooled fund as "a mechanism used to receive contributions from multiple financial partners and allocate such resources to multiple implementing entities to support specific national, regional or global development priorities."<sup>72</sup>

The MPTF Office manages some 100 funds that include:

- UN Multi-Donor Trust Funds (MDTFs, including the CHFs);
- National MDTFs, which are a financing tool for national governments to support their strategic vision; and
- Joint Programmes, which are a stand-alone, pass-through financing tool available to UN organisations to pool funds to support a strategic vision.<sup>73</sup>

---

<sup>70</sup> Humanitarian Aid International, *Thousand Plus Campaign*: <https://drive.google.com/file/d/0B-g9o9H4mS0bSk53VUx3anI4aDA/view>

<sup>71</sup> Humanitarian Aid International, *Thousand Plus Campaign*: <https://drive.google.com/file/d/0B-g9o9H4mS0bSk53VUx3anI4aDA/view>

<sup>72</sup> <http://mpf.undp.org/overview/funds/what>

<sup>73</sup> <http://mpf.undp.org/overview/funds>

In many of the countries where there are CBPFs, in addition to CERF allocations, there are also various MPTFs, often funded by some of the same donors. In the Democratic Republic of Congo (DRC), for example, in 2015 there were eight different pooled funds that contributed towards programmes in DRC:

### Case Study: The Various Pooled Funds Operating in the Democratic Republic of Congo in 2015

(Developed based on information available in the MPTF Gateway)

	Fund Name	Contributions Jan-Dec 2015 (USD)	Focus of Fund	Donors
1	DRC Pooled Fund (CBPF) <sup>74</sup>	40.8 million	Humanitarian needs in line with the Humanitarian Action Plan, allocating to priority needs	1. Government of Belgium 2. DFID 3. Irish Aid 4. Government of Luxembourg 5. Government of Netherlands 6. Government of Norway 7. Swedish International Development Cooperation
2	Democratic Republic of the Congo Stabilization Coherence Fund <sup>75</sup>	13.3 million	Established to support the implementation of the International Security and Stabilization Support Strategy (ISSSS) and the Provincial Stabilization Strategies and Action Plans for North-Kivu, South-Kivu and Province Orientale. Activities focus on 1. democratic dialogue; 2. security; 3. restoration of state authority and returns; 4. reintegration; and 5. socio-economic recovery	1. DFID 2. Government of Netherlands 3. Government of Norway
3	Joint Programme Fighting Impunity <sup>76</sup>	2 million	Contribute to reducing sexual violence by fighting impunity	1. Global Affairs Canada (GAC)
4	Joint Programme DRC Microfinance II <sup>77</sup>	2.5 million	Follows the National Strategy on Microfinance adopted by the Government of DRC and aims to reduce poverty and supports the development of a national microfinance policy and framework	1. Government of Belgium
5	Joint Programme DRC Sexual Violence in Orientale and North Kivu Provinces <sup>78</sup>	5.2 million	Contribute to the implementation of the national strategy on preventing sexual violence	1. Government of Belgium 2. Government of Netherlands
6	Peacebuilding Fund <sup>79</sup>	5.7 million expenditures in DRC	Supports peacebuilding activities that directly contribute to post-conflict stabilization and strengthens the capacity of governments, national/local institutions and transitional or other relevant authorities	Various donors contribute at the global level to the Peacebuilding Fund
7	UN Action Against Sexual Violence <sup>80</sup>	1.7 million expenditures in DRC	Coordination and accountability, advocacy, and support to country efforts to prevent sexual violence and respond more effectively to the needs of survivors	Various donors contribute at the global level to the UN Fund for Action Against Sexual Violence in Conflict
8	UN REDD Programme Fund <sup>81</sup>	22,285 expenditures in DRC	UN Collaborative Initiative on Reducing Emissions from Deforestation and forest Degradation (REDD+) in developing countries	1. Government of Norway 2. Government of Spain

74 <http://mptf.undp.org/factsheet/fund/HCG10>

75 <http://mptf.undp.org/factsheet/fund/CDS00>

76 <http://mptf.undp.org/factsheet/fund/JCG20>

77 <http://mptf.undp.org/factsheet/fund/JCG10>

78 <http://mptf.undp.org/factsheet/fund/JCG30>

79 <http://mptf.undp.org/factsheet/fund/PB000>

80 <http://mptf.undp.org/factsheet/fund/UNA00>

81 <http://mptf.undp.org/factsheet/fund/CCF00>

## EU Trust Funds (EUTFs)

EU Trust Funds provide a relatively new financing mechanism, having been added to the EU Financial Regulation in 2013. Most of the funds come from the EU budget and EU Member States can decide if they want to contribute funds once a Trust Fund is established. Those contributing EUR 3 million or more become part of the committee overseeing the funds. The Funds are not purely humanitarian, but also look at resilience and linking relief, rehabilitation, and development (LRRD). There are also elements in some of the trust funds that go beyond humanitarian, resilience, and LRRD and fund elements related to, for example, migration management.

Initially, EUTFs were meant for situations *external* to the EU, but there is now a proposal that when the financial regulation is changed for the next cycle, which would come into effect in 2018, that EUTFs could also be created for actions *within* the EU:

*The Commission should be authorised to create and manage Union trust funds for emergency, post-emergency or thematic actions not only in external actions but also in EU-internal actions. Recent events in the European Union show the need for increased flexibility for funding within the EU. As the boundaries between external and internal policies are increasingly blurred, this would also provide a tool for replying to cross-border challenges.<sup>82</sup>*

There are currently three EU Trust Funds that are active, with each being quite different in terms of objectives and how they are managed and implemented:

1. **Bêkou (“hope”) Trust Fund for the Central African Republic** (launched 15 July 2014);
2. **EU Regional Trust Fund in response to the Syrian Crisis, the “Madad Fund”** (launched 15 December 2014); and
3. **Emergency Trust Fund for Africa** (launched 12 November 2015).

A **Trust Fund for Colombia** was established on 12 December 2016 following the signing of the peace agreement. The Trust Fund should have some EUR 95 million to “support the implementation of the peace agreement in the early recovery and stabilisation post conflict.”<sup>83</sup> There had previously been another Trust Fund, **EU support to Turkey in the Syrian Crisis on Food Security**, set up in December 2014, which ended in 2016, coinciding with the set up of the Facility for Refugees in Turkey (not an EU Trust Fund).

Unlike the CBPFs, the EU Trust Funds are each unique in how they are run, managed, and administered, which makes it quite challenging for those trying to access the funds. Finding information related to the application process, what is required, what the funding criteria are, who gets funded, and what kind of reporting may be required, is quite challenging. While there are elements about decision-making on paper, in practice, it seems that it is not always so straightforward.

### Bêkou (“Hope”) Trust Fund for the Central African Republic (CAR)

The Bêkou Fund is perhaps the “purest” one in terms of the initial logic of the EUTFs, in that it was set up for a crisis that was not getting enough funding. It focuses on funding LRRD and those organisations that have at least a minimum of 6 months in CAR are given priority, in addition to having at least 24 months of experience in a similar

<sup>82</sup> European Commission (2016), *Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the financial rules applicable to the general budget of the Union and amending Regulation (EC) No 2012/2002, Regulations (EU) No 1296/2013, (EU) 1301/2013, (EU) No 1303/2013, EU No 1304/2013, (EU) No 1305/2013, (EU) No 1306/2013, (EU) No 1307/2013, (EU) No 1308/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, (EU) No 652/2014 of the European Parliament and of the Council and Decision No 541/2014/EU of the European Parliament and of the Council*, paragraph 164, page 39: <https://ec.europa.eu/transparency/regdoc/rep/1/2016/EN/1-2016-605-EN-F1-1.PDF>

<sup>83</sup> [http://ec.europa.eu/europeaid/eu-trust-fund-colombia\\_en](http://ec.europa.eu/europeaid/eu-trust-fund-colombia_en)



fragile context. The EUTF provides “flexibility” in that there can be direct awards of grants: there is no need to call for proposals (instead, expressions of interest are welcomed). If an NGO is pre-selected after the first phase of evaluation based on the expressions of interest, they can then enter into direct negotiation with the fund manager.<sup>84</sup> According to a brochure on the Bêkou Fund, the average duration of the funding cycle is 5-6 months.<sup>85</sup> There seems to be a preference to provide bigger grants, which tends to favour international organisations, like UN agencies. Since July 2014, the Bêkou Trust Fund budget totals EUR 136 million.<sup>86</sup> There are links being made between the Bêkou Fund and the CBPF in CAR to ensure complementarity, which is a positive example to be replicated (see *Case Study below*).

### EU Regional Trust Fund in Response to the Syrian Crisis, the “Madad Fund”

The Madad Fund merges various EU financial instruments and contributions from Member States into “one single flexible and quick mechanism with a target volume of EUR 1 billion expected to be reached by the end of 2016.” When the Madad Fund was set up, meetings were held in March 2015 to explain and launch the fund. At the time, NGOs were invited to submit concept notes, according to certain criteria: “due to the need to minimize contract management and to maximize coherence and synergies, we are looking for large multi-partner, multi-country, and multi-year actions.”<sup>87</sup> As a result, numerous concept notes were submitted. As of 15 September 2016, concept notes will no longer be evaluated, but calls for concept notes are to be issued “in the coming months”.<sup>88</sup> In some cases, negotiations between NGOs and the Fund Manager can take a considerable amount of time, with some contracts taking up to one year to be signed.

### Emergency Trust Fund for Stability and Addressing Root Causes of Irregular Migration and Displaced Persons In Africa

While a pooled fund, the EUTF for Africa covers objectives related to resilience programming and LRRD, but also covers much broader areas:

*Due to ongoing unprecedented levels of irregular migration, the EU Trust Fund has been created to support the most fragile and affected African countries. The Trust Fund aims to help foster stability in the regions to respond to the challenges of irregular migration and displacement and to contribute to better migration management. More specifically, it will help address the root causes of destabilisation, displacement and irregular migration, by promoting economic and equal opportunities, security and development.*<sup>89</sup>

The EUTF in Africa pools money from different European Commission instruments, amounting to EUR 2.5 billion at the end of 2016,<sup>90</sup> with other funds coming from EU Member States and other donors. The contributions from other EU Member States and other donors, as of 31 December 2016, amounted to EUR 152 million in pledges, of which only EUR 61.8 million had been received.<sup>91</sup>

The EU Trust Fund for Africa covers three regions, each with different approaches and ways of working:

- **The Sahel region and Lake Chad Basin:** Burkina Faso, Cameroon, Chad, the Gambia, Mali, Mauritania, Niger, Nigeria and Senegal. On 14 December 2016, an additional EUR 381 million was approved by the

84 NOTE D'INFORMATION Comment accéder aux financements du fonds Bêkou?

<http://capacity4dev.ec.europa.eu/trust-fund-bekou/document/note-pour-les-ongs-comment-acceder-aux-financements>

85 <http://capacity4dev.ec.europa.eu/trust-fund-bekou/document/brochure-bekou-eu-trust-fund-central-african-republic>

86 European Commission (2017), *ECHO Factsheet: Central African Republic*, January 2017, p.3: [http://ec.europa.eu/echo/files/aid/countries/factsheets/car\\_en.pdf](http://ec.europa.eu/echo/files/aid/countries/factsheets/car_en.pdf)

87 European Commission, *European Union Regional Trust Fund In Response To The Syrian Crisis, The 'Madad Fund': Q&A With Additional Information For Partners*.

88 [http://ec.europa.eu/enlargement/neighbourhood/countries/syria/madad/index\\_en.htm](http://ec.europa.eu/enlargement/neighbourhood/countries/syria/madad/index_en.htm) As of 4 February 2017, the same message appears on the website.

89 [http://ec.europa.eu/europeaid/regions/africa/eu-emergency-trust-fund-africa\\_en](http://ec.europa.eu/europeaid/regions/africa/eu-emergency-trust-fund-africa_en)

90 [http://ec.europa.eu/europeaid/regions/africa/eu-emergency-trust-fund-africa\\_en](http://ec.europa.eu/europeaid/regions/africa/eu-emergency-trust-fund-africa_en)

91 [http://ec.europa.eu/europeaid/sites/devco/files/eu\\_member\\_state\\_and\\_donors\\_individual\\_pledges\\_and\\_contributions\\_as\\_of\\_24.01.2017.pdf](http://ec.europa.eu/europeaid/sites/devco/files/eu_member_state_and_donors_individual_pledges_and_contributions_as_of_24.01.2017.pdf)

European Commission “to address the root causes of instability, irregular migration and forced displacement in Africa.”<sup>92</sup> The amount is in addition to EUR 526 million committed since January 2016, for a total of EUR 907 million.<sup>93</sup>

- **The Horn of Africa:** Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan, Tanzania and Uganda. On 16 December 2016, an additional EUR 170 million was approved by the European Commission “to improve stability and address the root causes of irregular migration and forced displacement in the Horn of Africa region.”<sup>94</sup> The amount complements the previous EUR 436.5 million approved since the Valetta Summit in November 2015, for a total of EUR 606.5 million.<sup>95</sup>
- **The North of Africa:** Algeria, Egypt, Libya, Morocco and Tunisia. On 16 December 2016, an additional EUR 37 million was approved by the European Commission to “increase protection of migrants and to strengthen effective migration management in North Africa.”<sup>96</sup> The total of the North Africa window in 2016 was EUR 64.5 million.<sup>97</sup>

Given the links to the Valetta Summit and the need to show progress in terms of stemming the flow of migration to Europe, 11 projects were given direct awards of grants quickly after the Valetta Summit from the Sahel window. The preferred mode of operation is international organisations or Member State agencies, which puts NGOs at a disadvantage for drawing funds from the EUTF in Africa.

While EU Trust Funds can be a source of funding for humanitarian organisations, there is a need to carefully consider the implications of programming within the strategic objectives of some of the Trust Funds, given that humanitarian principles can risk being subsumed by broader political interests.

### Case Study: Good Practice in Complementarity in the Central African Republic (CAR)<sup>98</sup>

While the CAR Humanitarian Fund (CAR HF – an OCHA country-based pooled fund previously called the CAR Common Humanitarian Fund until 2016) has been in existence since 2008, it grew in size in 2013 following the conflict and resulting humanitarian response. The CAR HF received contributions amounting to USD 28.2 million in 2016 from 10 donors and USD 24.9 million in 2015 from nine donors.<sup>99</sup> The EU’s Békou Trust Fund (the first EU Trust Fund) was established in July 2014 at the initiative of the EU, France, Germany, and the Netherlands.<sup>100</sup> Switzerland and Italy later also contributed to the Békou Fund and to date the fund has a budget of EUR 136 million.<sup>101</sup>

### Complementary Funds

The CAR HF’s focus is humanitarian, in line with the Humanitarian Response Plan (HRP) strategy, while the Békou Fund’s focus is on linking relief, rehabilitation, and development (LRRD). The Békou Fund initially had fund managers visiting CAR from Brussels on mission, with an ECHO person in CAR focusing on health for the Békou Fund. In the last year, a Békou fund manager has been based in CAR, leading to a greater exchange of information and coordination

92 [http://europa.eu/rapid/press-release\\_IP-16-4391\\_en.htm](http://europa.eu/rapid/press-release_IP-16-4391_en.htm)

93 [http://europa.eu/rapid/press-release\\_IP-16-4391\\_en.htm](http://europa.eu/rapid/press-release_IP-16-4391_en.htm)

94 [http://europa.eu/rapid/press-release\\_IP-16-4424\\_en.htm](http://europa.eu/rapid/press-release_IP-16-4424_en.htm)

95 [http://europa.eu/rapid/press-release\\_MEMO-16-4342\\_en.htm](http://europa.eu/rapid/press-release_MEMO-16-4342_en.htm)

96 [http://europa.eu/rapid/press-release\\_IP-16-4425\\_en.htm](http://europa.eu/rapid/press-release_IP-16-4425_en.htm)

97 [http://europa.eu/rapid/press-release\\_IP-16-4425\\_en.htm](http://europa.eu/rapid/press-release_IP-16-4425_en.htm)

98 The Case Study has been developed largely from discussions with the fund managers for the CBPF and Békou Fund in CAR and the Békou Fund in Brussels.

99 According to the MPTF Gateway: <http://mptf.undp.org/factsheet/fund/HCF10>. According to the GMS Business Intelligence site, the CAR HF received contributions of USD 28.2 million in 2016: <https://gms.unocha.org/content/cbpf-contributions>. According to the FTS site, the CAR HF received contributions of USD 41.7 million: <https://fts.unocha.org/countries/43/summary/2016>. All sites accessed on 10 February 2017.

100 European Commission, *Békou: The EU Trust Fund for the Central African Republic – From humanitarian aid to resilience building*, p.5: <http://capacity4dev.ec.europa.eu/trust-fund-bekou/document/brochure-b%C3%AAkou-eu-trust-fund-central-african-republic>

101 European Commission (2017), *ECHO Factsheet: Central African Republic*, January 2017, p.3: [http://ec.europa.eu/echo/files/aid/countries/factsheets/car\\_en.pdf](http://ec.europa.eu/echo/files/aid/countries/factsheets/car_en.pdf)

between the CAR HF and the Bêkou Fund. While there is no formal coordination structure between the two funds, there is a genuine willingness to work together, to compare notes on potential projects to be funded by each fund, and to ensure complementarity. Projects that may not fall under the criteria of one fund are often suggested to the other fund's manager for consideration.

This cooperation between the funds means that some humanitarian projects are funded by the CAR HF, and are then complemented by longer-term projects funded by the Bêkou Fund in the same area. For example, the CAR HF has funded emergency vaccinations and partners have complemented those projects with a longer-term health project funded under Bêkou, which also helps to provide an exit strategy for the CAR HF. In other cases, the CAR HF has supported primary and secondary health care interventions, while the Bêkou Fund has supported training of staff, which is a longer-term investment. Since the Bêkou Fund asks for co-financing, the CAR Humanitarian Fund can sometimes provide those required funds for partners.

ECHO has been a member of the CAR HF Advisory Board for a few years in the past and again since late 2016. The representative of the Bêkou Fund is invited to attend the HF CAR Advisory Board when discussions take place on the allocation strategy or funding decisions. While to date, the HF CAR Fund Manager is not attending meetings of the Bêkou Fund, there is regular information exchange between the two funds.

### ***CAR Humanitarian Fund***

The CAR HF is one of the only sources of funding for smaller and national NGOs. INGOs that establish a partnership with NNGOs are considered favourably when trying to access CAR HF funding. Such partnerships are not, however, a strict requirement: some INGOs are responding to emergencies and therefore are not able to engage sufficiently to transfer capacity to national partners. Trainings on accessing the CAR HF have been held by the unit in OCHA managing the fund, including peer learning sessions and dedicated sessions for national partners. Given that everything related to the fund is on-line, an Internet connection has been made available for partners at the OCHA office. Clinics on the CBPF Grant Management System (GMS) are held twice a week at set times at OCHA's office. Partners simply need to say they will attend, bring their computers, and staff will provide support to NGO partners (whether national or international) to navigate the GMS.

The CAR HF has taken the global CBPF Guidelines, translated them into French, and adapted them to the CAR situation, particularly in terms of governance, and they are referred to as the *CAR HF Operational Manual*. The Guidelines provided the impetus to ensure that everything was put in writing, available in one place, and to improve communications with partners. Light technical annexes were developed to encourage people to use them. The global Guidelines were appreciated for not being too prescriptive, but providing ideas. The next update will be focused on making the CBPF as participatory as possible, including increasing the number of NNGOs on the Advisory Board to have parity with the other representatives (from donors, INGOs, and UN agencies).

### ***Bêkou Trust Fund***

While part of the EU, the Bêkou Trust Fund has the advantage of being faster and lighter than other EU funds. The Bêkou Fund was created to support early recovery, transition, and reconstruction in a way that is complementary to other EU funds, but it also complements the CAR HF. With a focus on LRRD, the Bêkou Fund tries to make the links between the transition from humanitarian response to development programmes. In some cases, the Bêkou Fund will fund more traditional humanitarian organisations to support resilience, for example to move from basic health care provision to reinforcing the health system.

One of the areas where the Bêkou Fund has a particular niche is that they work with local experts in CAR, for example the research lab for animal vaccines. By working with these experts, projects are developed that are better suited to the situation in CAR and provides a way of reinforcing the capacity of local actors. The Bêkou Fund has the ability to fund high impact projects, thereby getting some quick wins, as well as medium-term projects. Additional focus on longer-term work is needed, through World Bank funds, for example.

### **Humanitarian and Development Actors Working Together**

A third pooled fund, with which there is increasing cooperation in CAR is the Ezingo Multi-Partner Trust Fund, focused on stabilisation and recovery efforts. While a much smaller fund, there are attempts to work more closely with that fund as well, to ensure greater complementarity. The links between the various funds – and the greater attempt to get humanitarian and development actors (and funds) to work together – was largely spearheaded by the former Resident Coordinator/Humanitarian Coordinator (RC/HC), who recently left CAR.

The post-conflict needs assessment, conducted by the UN and the World Bank, has led to the *République Centrafricaine: Plan National de Relèvement et de Consolidation de la Paix: 2017-2021* (RCPCA; *CAR: National Recovery and Peacebuilding Plan: 2017-2021*).<sup>102</sup> The RCPCA explicitly mentions the various pooled funds, noting that effective implementation of the RCPCA will “require a combination of financing modalities and instruments.”<sup>103</sup> The RCPCA opens the door to greater cooperation and complementarity between the existing funds. The RCPCA Joint Executive Committee is to play an advisory role to the Bêkou Fund with regards to its “strategic orientation and funding allocations.”<sup>104</sup> The Ezingo Fund is foreseen to be integrated in the RCPCA Joint Executive Committee, with its funding aligned with the RCPCA priorities.<sup>105</sup> The Humanitarian Response Plan also refers to the RCPCA and the need for complementarity.<sup>106</sup> To this end, the HRP launched at the end of 2016 has developed its strategy for the period 2017–2019 to ensure better alignment – at the strategic level – with the RCPCA timeframe.

In addition to the EU Bêkou Fund for CAR, there are other pooled funds, including the CAR Humanitarian Fund (CBPF) operating in CAR, as per the table below.

---

102 [https://eeas.europa.eu/sites/eeas/files/car\\_main\\_report-a4-french-web.pdf](https://eeas.europa.eu/sites/eeas/files/car_main_report-a4-french-web.pdf)

103 *CAR: National Recovery and Peacebuilding Plan: 2017-2021*, p. 49: [https://eeas.europa.eu/sites/eeas/files/car\\_main\\_report-a4-english-web.pdf](https://eeas.europa.eu/sites/eeas/files/car_main_report-a4-english-web.pdf)

104 *CAR: National Recovery and Peacebuilding Plan: 2017-2021*, p. 53: [https://eeas.europa.eu/sites/eeas/files/car\\_main\\_report-a4-english-web.pdf](https://eeas.europa.eu/sites/eeas/files/car_main_report-a4-english-web.pdf)

105 Ibid.

106 *Plan de Réponse Humanitaire 2017-2019: République Centrafricaine*: [https://www.humanitarianresponse.info/system/files/documents/files/rca\\_ocha\\_2016\\_hrp.pdf](https://www.humanitarianresponse.info/system/files/documents/files/rca_ocha_2016_hrp.pdf)

## Multi-Partner Trust Funds in CAR in 2016

(Developed based on information available in the MPTF Gateway and OCHA GMS Business Intelligence)

	Fund Name	Contributions Jan-Dec 2016 (USD)	Focus of Fund	Donors
1	CAR Humanitarian Fund (CBPF) <sup>107</sup>	28.2 million	Allows the Humanitarian Coordinator to fund the most critical humanitarian needs	<ol style="list-style-type: none"> <li>1. DFID</li> <li>2. Swedish International Development Cooperation</li> <li>3. Government of Netherlands</li> <li>4. Government of Germany</li> <li>5. Irish Aid</li> <li>6. Government of Luxembourg</li> <li>7. Government of Belgium</li> <li>8. Government of Canada</li> <li>9. Government of Luxembourg</li> </ol>
2	Ezingo Fund, a Multi-Partner Trust Fund for CAR (CAR MPTF) <sup>108</sup>	3.1 million	Established to finance a coordinated response to stabilisation and recovery efforts. It has two windows: 1) UN; and 2) National Direct Budget Support	<ol style="list-style-type: none"> <li>1. Government of Norway</li> <li>2. Government of Netherlands</li> </ol>
3	Central African Forest Initiative (CAFI MPTF) <sup>109</sup>	1 million approved budget, 0 expenditures in CAR in 2016	Coalition of five willing donors and six partner countries in Central Africa. To reduce aid fragmentation and increase multi-year country-based financing strategies to slow down and stop deforestation and forest degradation in the region.	<ol style="list-style-type: none"> <li>1. Government of Norway</li> <li>2. Government of France</li> </ol>
4	Peacebuilding Fund <sup>110</sup>	1.2 million expenditures in CAR	Supports peacebuilding activities that directly contribute to post-conflict stabilization and strengthens the capacity of governments, national/local institutions and transitional or other relevant authorities	Various donors contribute at the global level to the Peacebuilding Fund
5	UN Action Against Sexual Violence <sup>111</sup>	13,339 expenditures in CAR	Coordination and accountability, advocacy, and support to country efforts to prevent sexual violence and respond more effectively to the needs of survivors	Various donors contribute at the global level to the UN Fund for Action Against Sexual Violence in Conflict

107 <https://gms.unocha.org/content/cbpf-contributions>

108 <http://mptf.undp.org/factsheet/fund/4CF00>

109 <http://mptf.undp.org/factsheet/fund/AFI00>

110 <http://mptf.undp.org/factsheet/fund/PB000>

111 <http://mptf.undp.org/factsheet/fund/UNA00>

## GOOD PRACTICE/LESSONS FROM THE FUNDS

The range of funds described above is wide-reaching, covering a broad range of countries, activities, and actors. In examining the various funds – even if not all are traditional “pooled funds” – there exist several good practices that can be identified and which could provide some useful lessons for existing and potential new funds.

- **Agree on the Fund’s Priorities and Mechanisms:** Ensuring that there is agreement on the purpose, scope, and procedures around decision-making of a fund is important to build confidence and trust in the fund and its mechanisms. Such clarity contributes to easier decision-making and avoids frustration and confusion. Having a common purpose and understanding of the fund can build greater collaboration and cooperation, as seen with NGO funds, like the Start Fund, the Canadian Humanitarian Assistance Fund, and the Dutch Relief Alliance. Involving stakeholders when setting priorities and establishing mechanisms is an important means of ensuring ownership.
- **Transparency and Openness are Essential:** Ensuring that procedures, tools, decisions, and mechanisms are clearly and openly communicated – in a timely and transparent manner – builds greater trust in the funding mechanism. Being transparent about funding allocations also helps build trust, as is the case with the Start Fund, the CHAF, and some of the CBPFs.
- **Provide and Be Prepared to Receive Feedback:** Clear and open feedback mechanisms can help to improve the efficiency and effectiveness of the fund, as well as help potential recipients be successful. If potential recipients are given constructive feedback when preparing proposals, there is a greater chance of success. If proposals fail, providing feedback to enable them to make future improvements will also help. The RAPID Fund and the Jordan Humanitarian Fund, for example, provide an e-mail address to which people can write (and, presumably, get a response). Such a possibility does not always seem to be the case with all the funds. Once feedback is received, it also needs to be addressed: particularly when there are suggestions for how things can be improved. The feedback could also usefully be developed into a Frequently Asked Questions (FAQ) with answers to help other potential applicants.
- **Having a Small Group can make Building Trust Easier:** A smaller group of organisations can more easily build trust amongst each other, thus making decisions easier and building collegiality, as has been seen with several of the NGO funds. When it comes to the CHAF, for example, if there are NGOs competing for the same funds, collaboration and peer reviewing enable members to agree among themselves on which one is best placed to respond the fastest to the humanitarian needs. On several occasions, one member has bowed out of the more formal process to ensure timeliness and give priority to another member. Building that level of trust takes time and it is definitely easier when the group is relatively small and stable. That being said, it is important to have other pooled funds that make funds available to a broader, more diverse group. For larger funds, any such small group (such as an advisory group) must be selected through an open and transparent process and be representative of the actors involved. Ensuring complementarity between smaller, more limited pooled funds, and larger, more inclusive pooled funds is important.
- **Make sure the Tools prioritise Effective Humanitarian Response:** Funds should find the lightest, most efficient systems to get funding where it is needed, as quickly as possible. This is the example of by the Start Fund’s quick decision-making and disbursement process. Funds should be allocated to meet prioritised humanitarian needs. Adequate systems should be in place, with the necessary checks and balances, but there can be ways to reduce the efforts required to gain access to pooled funds. Simplifying partner capacity assessments required by CBPFs – for example by sharing them between UN agencies or accepting the assessments done by other donors – can lower the barrier to entry and speed up funding processes without compromising on the necessary due diligence.

- **Build on the Complementarities of Various Pooled Funds:** In different contexts, as seen in the CAR case study, there are often several different pooled funds set up for different purposes. The Resident Coordinator/ Humanitarian Coordinator will have an overview of the various funds under his/her auspices and so can ensure complementarity between what is funded. Fund managers should also reach out to his/her colleagues to try to ensure that allocated funding is complementary – or at least not working at cross-purposes, as is done in the CAR between the CBPF and the Bêkou Fund. Donors also need to ensure that they are providing contributions to the different funds in a complementary manner.
- **Accessibility is Key for Inclusivity:** If there is a desire to ensure a fund reaches more partners – particularly local and national responders – the information and tools need to be easily accessible. Some of the CBPFs, for example, provide all the necessary information to apply in one on-line location, while others require significant searching. Providing information sessions in-country where organisations can seek help (for example, on how to navigate the application system) and get answers to their questions, as is the case in CAR with the CBPF, can be a helpful way to ensure the fund is widely accessible and more inclusive.
- **An Impartial/Independent Secretariat can provide Greater Confidence:** Having an impartial Secretariat – that is perceived as being independent and without potential conflicts of interest – provides greater confidence, as in the case of the CHAF, for example. A Secretariat that is seen as servicing all potential fund recipients equally can lead to greater trust in the processes and management of the fund. When a Secretariat is hosted by an organisation that can receive funds, as is currently the case with the ECW Fund, for example, strong firewalls need to be put in place to ensure that the Secretariat can be fully independent and impartial. It must not be seen as giving its host organisation any preferential treatment.
- **Quick Decision-Making and Timely Disbursements are Possible:** Several of the NGO funds show that quick turn-around on proposals, decision-making, and disbursements of funds are all possible, as seen with the Start Fund and CHAF. Having the systems in place, in advance, facilitates rapid decision-making and disbursements of funds, which in turn contributes to more efficient (and hopefully more effective) humanitarian response. Ensuring adequate planning, with clear time frames can also help speed up decision-making and funding allocations.
- **Personalities Should not Dictate How Funds Engage with Partners:** As with all aspects of life, personalities can play a significant role. When pooled funds are established, there should be clear guidance for the role that fund managers/secretariats should play. For example, fund managers could be required to provide support to NGOs that are eligible for funding to facilitate their access.<sup>112</sup> In some cases, for example, CBPF fund managers are actively working with NGOs – particularly local and national ones – to ensure that they understand the various processes and procedures. Resident Coordinators/Humanitarian Coordinators should ensure that there is consistent engagement with all eligible partners for funds under their purview.

112 OCHA's 2014 *Vision Paper: OCHA CBPFs and Beyond* specifies that "OCHA will actively support NGOs in developing sufficient capacity to become eligible for CBPF funding and developing long-term partnerships with OCHA, in line with the corporate Strategic Framework 2014-2017." p.3: <https://docs.unocha.org/sites/dms/Documents/Vision%20Paper%20on%20OCHA,%20CBPF%20and%20beyond.pdf>

## CONCLUSION AND RECOMMENDATIONS

Pooled funding mechanisms come in various forms with different advantages and challenges. They cover different aspects of a response and have different ways and means of working. Funding to pooled funds continues to grow and their place in the humanitarian financing landscape will likely only become greater given the commitments made at the WHS and in The Grand Bargain. As work around The Grand Bargain progresses through the various work streams, the timing is right to ensure that the relevant work streams adequately consider the role and impact of those commitments on pooled funds.

There are numerous donors that contribute to the various pooled funds, with more contributing to UN-managed pooled funds than NGO-managed funds. Pooled funds provide several advantages to donors. For those donors that do not have staff in humanitarian settings, pooled funds provide a means of getting funding to the right priorities in the right areas, which assumes a level of trust in the procedures and mechanisms of the fund. In the case of CBPFs, for example, pooled funds can help support coordination as they fall under the Humanitarian Coordinator's authority and they are used to fund projects in a Humanitarian Response Plan. For many donors, pooled funds provide a way to reach local and national actors that might not otherwise be eligible for direct funding from the donors. The administrative and management costs of funding also get passed to the fund manager/administrator, thus reducing costs for the donor.

**Improvements have been made** over the years as pooled funds have become more widely used and available. At the same time, **there is room for further enhancement** to speed up timeliness, increase transparency, build greater trust, and reduce the burdens of due diligence and reporting requirements, while ensuring efficient funding to enable effective humanitarian response. While efficiencies have been created in certain cases for UN agencies – such as only needing to provide annual reports to donors – those efficiencies have not always been passed onto those receiving sub-grants from those UN agencies, which should be the case.

**CBFP Guidelines:** Almost two years after the publication of the guidelines for CBPFs (the Policy Instruction and Operational Handbook), they are still not fully understood by everyone. While a revision is taking place in 2017, in consultation with stakeholders, there is a need to find ways to simplify the requirements while remaining robust, to ensure that the guidelines are more widely adopted and to encourage a better understanding – across the board – of how CBPFs should be managed. It is also important to avoid unnecessary complications being added at the country level.

**The Need for Transparency:** When a pooled fund involves a limited number of actors – as is the case with many of the NGO-managed and centred funds – there is the possibility to more easily develop relationships and trust around the jointly agreed procedures. With funds that involve a broader group of actors – both donors and recipients – there becomes an even greater need for transparency, openness, and accessibility to information to ensure confidence and trust in the procedures and decisions involving the fund.

With more money being invested in pooled funds, and possibly more donors, there will potentially be greater demands put on the funds by certain donors to ensure compliance with their rules and procedures. Ensuring that **UN agencies and NGOs send the same messages in a collective effort to donors** with regards to the level of such demands could help to ensure that the compliance remains robust, yet reasonable in terms of demands.



**Pooled Funds and The Grand Bargain:** Given the importance that pooled funds should have within The Grand Bargain, it will be essential to ensure that pooled funds are as efficient as possible to ensure funding is allocated to prioritised humanitarian needs. As work on The Grand Bargain continues within each of the work streams, there is already a risk that the different streams may be working at cross-purposes. For example, while there is a work stream looking at how to harmonise and simplify reporting, other streams risk creating new types of reporting to track progress on their particular issue. The soon-to-be set up Grand Bargain secretariat should help to provide an overall picture of what the different work streams are doing to ensure that they are moving in the same direction.

**Harmonisation with Simplification:** There is a need to ensure that systematic discussions take place with donors collectively to identify how to best harmonise – while simplifying – reporting and procedures.

**Limited Sharing of Information or Knowledge:** Despite the increase in funds, there is still limited information sharing or exchange of lessons between the funds. There are few existing guidelines publicly available and there is no repository of good practice to guide the creation of new funds. Discussions around pooled funds happen in silos in different contexts and fora where individual pooled funds are managed.

## Recommendations

1. **Encourage Learning Across Pooled Funds:** The study has found that while there is some exchange between the different pooled funds, greater information sharing and learning across the various pooled funds would encourage improvements and reduce duplication of efforts.
  - a) **Lessons learned should be more systematically documented in a publicly accessible manner** to help other pooled funds draw upon the knowledge and experience gained.
2. **Avoid Reinventing the Wheel Each Time a Pooled Fund is Created:** The current landscape of pooled funds already has several structures (such as secretariats or support units) and systems that have been created. While many of those can – and should – be simplified, new pooled funds should consider – and adopt, where possible – what already exists in terms of guidance and procedures. Currently, there is no easy means by which to find all the documents, procedures, and systems that have been set up for the various pooled funds described above. In many cases, pooled fund mechanisms have developed everything from scratch rather than building on what exists, partly because it is difficult to find the relevant information (such as procedures of how to apply for funds; eligibility criteria; guidelines for the administration of the fund; terms of reference for fund managers/support units; application forms and (budget) templates; capacity assessment procedures; criteria for funding decisions; reporting requirements and templates; disbursement procedures; etc.).
  - a) **Develop a repository of the various procedures, guidelines, etc.** to share information that can be used by new and existing pooled funds. While each pooled fund should also make these available on their own websites (see recommendation 4 c), having them in a centralised location will make it easier for those looking to access pooled funds and for new pooled funds to build on what already exists.
  - b) **Develop a short guidance note/checklist of “good practice for pooled funds”** to avoid reinventing the wheel each time a pooled fund is created.
  - c) **Consider creative ways of contracting an entity experienced in managing pooled funds to take on the management of new pooled funds,** instead of creating another secretariat or support unit, which requires significant investments.
3. **Advocate for Embedding The Grand Bargain Commitments in Pooled Funds:** Several Grand Bargain commitments are particularly relevant for improving the efficiency – and potentially, effectiveness – of pooled funds.
  - a) **Simplify and Harmonise Reporting for Pooled Funds:** While there have been helpful attempts to streamline the management and administration of pooled funds (CBPFs, for example) cases remain where

reporting has yet to be harmonised (EUTFs, for example). Humanitarian organisations should engage donors in a systematic discussion to **agree on harmonised and simplified reporting for pooled funds**, as part of Commitment 9 of The Grand Bargain (“Harmonise and simplify reporting requirements”).<sup>113</sup>

- b) **Harmonise Partner Capacity Assessments (PCAs) and Due Diligence Processes:** The call to harmonise PCAs and due diligence processes is not a new one. For years, there have been discussions and calls for the “big three” UN humanitarian agencies – WFP, UNICEF, and UNHCR – to harmonise their partner capacity assessment and selection processes. Currently, every NGO has to undergo a capacity assessment under the CBPFs, which can be quite a heavy process. In light of The Grand Bargain commitment to “Harmonise partnership agreements and share partners assessment information...” harmonising the way in which partnership assessments are carried out would go a long way to “reduce duplication and management costs,”<sup>114</sup> as would accepting existing partner assessments.
- I. **Find ways for CBPFs to accept existing partner assessments from donors (whether institutional donors, UN agencies, or INGOs)** to avoid duplicative processes and to reduce the burden of accessing funds from CBPFs.
  - II. **Agree on one common - and simplified - partner assessment between CBPFs and at least UNHCR, UNICEF, and WFP** to save considerable time and resources, as well as increase efficiencies.
- c) **Support and Fund Collaborative Multi-Year Humanitarian Planning:** Pooled funds have the potential to support collaborative multi-year humanitarian planning that can help to reduce humanitarian needs, in-line with Commitment 7 of The Grand Bargain (“Increase collaborative humanitarian multi-year planning and funding”).<sup>115</sup>
4. **Make Information on the Various Pooled Funds More Accessible:** Finding information on the various pooled funds is not a quick or simple task. For those looking for funding for humanitarian programmes, having easier access to the information on available pooled funds would be helpful, encourage greater inclusivity (where relevant) and could promote greater coordination between pooled funds. Many of the funds examined in the study do not have all of their procedures or guidelines easily accessible on-line. In the case of some, that is a deliberate choice, as the funds are limited to certain actors. In the case of others, more accessible information could help various actors avail of the funds.
- a) **Provide an easy portal to access all the relevant documents and information on all CBPFs:** Currently, there are numerous entry points for different types of information for CBPFs (FTS, GMS sites, OCHA CBPF site, MPTF site, HumanitarianResponse.info site), sometimes with different information. OCHA, together with the MPTF Office, should create a “one-stop shop” from where everything about CBPFs in general, and the individual CBPFs in particular, can be found to help make the funds more easily accessible for all actors. When there are discrepancies in information between the different tools or sites, these should be corrected or the reasons for the differences explained clearly.
  - b) **Provide an easy portal to access all the relevant documents and information on all EUTFs:** As mentioned above, the EUTFs are all set up and managed in different ways. At the same time, they are all the result of the same EU Financial Regulation. A portal that allows access to the guidelines, information, and procedures for each of the EUTFs could help to increase transparency and access to the funds.
  - c) **Provide the relevant information and documents for each pooled fund:** While some funds have their procedures, including the criteria for funding decisions, and information publically available, many do not. Making those available will not only encourage accessibility, where relevant, but encourage learning between funds.

113 Australia et al. (2016), *The Grand Bargain: A Shared Commitment to Better Serve People in Need*, p. 13.

114 Australia et al. (2016), *The Grand Bargain: A Shared Commitment to Better Serve People in Need*, p. 7.

115 Australia et al. (2016), *The Grand Bargain: A Shared Commitment to Better Serve People in Need*, p. 11.

5. **Send Similar Messages on Rules and Procedures Governing Pooled Funds:** As pooled funds gain greater interest from donors, it is likely that there will also be greater demands on the funds to ensure compliance with various donor requirements.
  - a) **UN agencies and NGOs should work together to send the same messages to donors on the management and administration of pooled funds** to ensure that the rules and procedures are robust, yet reasonable, to avoid undue burdens.
6. **Ensure a Principled Approach When Allocating Pooled Funding:** For the humanitarian pooled funds in particular, humanitarian needs, principles, and agreed priorities should guide the allocation of funding. In some cases, decisions are not transparently communicated, which can raise questions as to whether humanitarian needs and principles were the driving forces behind the decisions or whether the “pie was simply divided” between certain actors.
  - a) **Humanitarian pooled funding decisions should be communicated in a transparent manner,** showing how they support humanitarian principles, needs, and agreed priorities.

### The Potential of Pooled Funds

Pooled funds have great potential for facilitating more effective humanitarian response. While pooled funds can go a long way to helping meet several of the commitments made in The Grand Bargain, in particular, they also have the potential to be over-burdened with expectations. Pooled funds, to date, have required significant investment to put in place the necessary procedures and systems – and yet, there is still significant work to be done among many of the funds to improve transparency, timeliness, and efficiency.

Considerable experience exists from the various pooled funds, but it has not been sufficiently brought together for others to benefit from the good – and bad – practice. Too often, the pooled fund “wheel” gets reinvented simply because it is not easy to find the relevant information or because different actors are working in silos. Moving forward, hopefully the work that has already been done developing the various existing (or past) pooled funds can benefit new funds and help to bring about improvements in existing funds. With the increasing focus on pooled funds and the likelihood that there will be greater investments in them, there is an imperative to ensure that they are as efficient as possible and that they are built to complement other funding so as to address the greatest humanitarian needs.

## ANNEX 1: TERMS OF REFERENCE

### TERMS OF REFERENCE CONSULTANT TO CONDUCT A STUDY ON POOLED FUNDS

#### Background

in line with NRC objective to ensure protection focused operations are adequately resourced, and those resources are accessible, NRC is actively engaged in the IASC Humanitarian Financing Task Team. In this framework and to respond to pressing needs from its operations to increase efficiency in humanitarian action NRC has conducted a study on Donor Conditionalities and contributed to the discussion that led to the Grand Bargain. Building on the increased interest around pooled funds as an efficient tool and mechanisms to respond to humanitarian needs, NRC is now seeking to develop a better understanding on the different existing pooled funds. NRC Geneva will lead this project. Results from this study will inform discussions around humanitarian financing and will be presented to the IASC HFTT. The study will also offer the basis for monitoring improvement in access to pooled funds to NGOs in the next years in line with GB commitment to increase the use of CERF and CBPF.

#### Scope

Increase knowledge and understanding of the different pooled funds mechanisms, their operational implementation, best practices developed in terms of access to NGOs and conditions applied.

#### Deliverables

- A study (max 15 pages) mapping out and comparing existing pooled funds accessible to NGOs to respond to humanitarian crisis. The study should cover funding mechanisms established by NGOs (e.g. START Fund, NEAR), trust funds applied in humanitarian - resilience settings (e.g. EU Madaad or Békou fund), pooled funds managed by UN agencies (CBPF, including an example of funds managed by UNDP). The research will look into different **access modalities, mechanisms for implementation, procedures to apply**, level of **access** for different actors in the past 2 years, **best practices** developed. In addition building on the mapping and the **potential differences, duplication and complexity** identified the study will include **recommendations for improvement in the management and creation of pooled funds**.
- A brief Executive Summary (2 pages)
- A **clear, simple and smart presentation** outlining main findings to be presented at relevant Humanitarian financing fora

#### Methodology

the consultant is expected to:

- conduct a desk review of **available literature and documentation on pooled funds including accessible guidelines and procedures on-line;**
- **interview key informants** from NGOs accessing pooled funds, institutional donors from the PFWG, UN agencies managing pooled funds and other entities managing similar funding mechanisms.
- **Review draft report and presentation** with the NRC focal point

#### Timeframe

The assignment is expected to commence by the end of October and end by the 30.11

### Fees

This assignment is home-based and it is expected to take approximately 15 days.

### How to apply

Interested consultants are invited to send their CV to [Cecilia.roselli@nrc.no](mailto:Cecilia.roselli@nrc.no) together with a motivation letter **outlining how they will conduct the research and structure the study**. Deadline for sending application is 14.10.16.

## ANNEX 2: KEY INFORMANTS

- Lisa Butenhoff, Senior Humanitarian Advisor Redd Barna/Save the Children
- Marine de Clarens, Programmes Manager, Canadian Humanitarian Assistance Fund, Humanitarian Coalition
- Andrea De Domenico, Chief, Funding Coordination Section (FCS), OCHA
- Belinda Eguis Del Toro, EU Partnership Advisor, NRC Europe
- Lisa Fry, Senior Program Officer, International Humanitarian Assistance Directorate, Global Issues and Development Branch (MFM), Global Affairs Canada, Government of Canada
- Ben Garbutt, Humanitarian Funding Manager, Oxfam GB
- Maria Gjørwad Hagen, Head of Institutional Partnership Section, International Programs Department, Redd Barna/Save the Children
- Kate Halff, Executive Secretary, Steering Committee for Humanitarian Response (SCHR)
- Maya Kapsokavadis, Humanitarian Funding Advisor (UN Agencies), Oxfam GB
- Anne-Sophie Le Beux, CAR Humanitarian Fund - Head of Humanitarian Financing Unit, OCHA CAR
- Sean Lowrie, Director, Start Network
- Susanne Mikhail, Acting Director for Humanitarian Assistance, Swedish International Development Co-operation Agency (Sida)
- Magali Murlon, Programme Coordinator, VOICE
- Melissa Pitotti, Head of Policy, ICVA
- Lydia Poole, Consultant
- Irchad Razaaly, Gestionnaire du Fonds Fiduciaire de l'UE pour la Centrafrique ("Békou "), EU DG DEVCO
- Silje Sjøvaag Skeie, Senior Education Advisor, Norwegian Refugee Council (NRC)
- Davide Stefanini, Point Focal Fonds Bekou, Central African Republic (CAR)
- Virginie Vuylsteke, EU Partnership Advisor, NRC Europe
- Ham Zamberu, Consortium Finance Manager, Building Resilient Communities in Somalia (BRCiS)

## ANNEX 3: SELECTED BIBLIOGRAPHY

Australian Government Department of Foreign Affairs and International Trade (2016). *Australian Humanitarian Partnership Competitive Grant Guideline for the selection of up to 6 Humanitarian Reference Group (HRG) member NGOs*. 11 May 2016. Available at: <http://dfat.gov.au/about-us/business-opportunities/tenders/Pages/australian-humanitarian-partnership-call-for-proposals.aspx>

Australian Aid et al. (2016). *The Grand Bargain – A Shared Commitment to Better Serve People in Need*. Istanbul. 23 May 2016. Available at: [http://reliefweb.int/sites/reliefweb.int/files/resources/Grand\\_Bargain\\_final\\_22\\_May\\_FINAL-2.pdf](http://reliefweb.int/sites/reliefweb.int/files/resources/Grand_Bargain_final_22_May_FINAL-2.pdf)

Boston Consulting Group (2016). *Education Cannot Wait Operational Model & Results Framework: Consultation Process and Overview*. 22 November 2016. Available at: <https://drive.google.com/file/d/0B0cTVQzjOGt0b3VGaz-ZoMVA4WlJFWdh2UzBfc2xqWjUta2Fn/view>

Bouchane, Kolleen (2016). *Education Cannot Wait Fund Officially Launched: More Than \$90 Million Pledged*. The Huffington Post. 27 May 2016. Available at: [http://www.huffingtonpost.com/kolleen-bouchane/education-cannot-wait-fund\\_b\\_10144906.html](http://www.huffingtonpost.com/kolleen-bouchane/education-cannot-wait-fund_b_10144906.html)

Caritas (2014). *Funding at the Sharp End: Investing in National NGO Response Capacity*. Available at: <https://www.caritas.org/includes/pdf/advocacy/FundingAtSharpEnd.pdf>

CERF Secretariat (2015). *Analysis of Data from 2014 RC/HC Reports on the Use of CERF Funds: Partnerships in the Implementation of 2014 CERF Funding*. OCHA. Available at: [https://docs.unocha.org/sites/dms/CERF/Partnerships\\_in\\_the\\_Implementation\\_of\\_2014\\_CERF\\_Funding\\_V.2\\_FINAL.pdf](https://docs.unocha.org/sites/dms/CERF/Partnerships_in_the_Implementation_of_2014_CERF_Funding_V.2_FINAL.pdf)

CERF Secretariat (2015). *CERF Annual Report 2014*. OCHA. Available at: [https://docs.unocha.org/sites/dms/CERF/CERF-Annual\\_Report\\_2014-Final-6.15.15-WEB.pdf](https://docs.unocha.org/sites/dms/CERF/CERF-Annual_Report_2014-Final-6.15.15-WEB.pdf)

CERF Secretariat (2016). *CERF Annual Report 2015*. OCHA. Available at: [http://reliefweb.int/sites/reliefweb.int/files/resources/CERF\\_AR\\_2015\\_FINAL.compressed.pdf](http://reliefweb.int/sites/reliefweb.int/files/resources/CERF_AR_2015_FINAL.compressed.pdf)

CERF Secretariat. *Analysis of Data from 2013 RC/HC Reports on the Use of CERF Funds: Sub-Grants under 2013 CERF Projects*. OCHA. Available at: [https://docs.unocha.org/sites/dms/CERF/CERF\\_2013\\_Sub-Grants.pdf](https://docs.unocha.org/sites/dms/CERF/CERF_2013_Sub-Grants.pdf)

Collingwood Esland, Clare and VOICE (2015). *Exploring EU Humanitarian Donors' Funding and Conditions for Working with NGOs: Building Evidence for Simplification: VOICE Study*. December 2015. Available at: <http://www.ngovoice.org/documents/VOICE%20Study%20EU%20Donors%20funding%20and%20conditions%20for%20working%20with%20NGOs.pdf>

DARA (2014). *The European Consensus on Humanitarian Aid: An NGO Perspective*, VOICE Study. VOICE. May 2014. Available at: [http://resources.daraint.org/voice/study\\_consensus\\_humanitarian\\_aid.pdf](http://resources.daraint.org/voice/study_consensus_humanitarian_aid.pdf)

Delaney, Michael, Lydia Poole, and Sisira Kumara (2016). *Let Your Voice Be Heard: Improving Humanitarian Response*. Crescendo International.

Development Initiatives (2016). *Global Humanitarian Assistance Report 2016*. Available at: <http://www.globalhumanitarianassistance.org/wp-content/uploads/2016/07/GHA-report-2016-full-report.pdf>

Development Initiatives (2016). *IASC Humanitarian Financing Task Team (HFTT) 'Localisation Marker' Working Group: Definitions Paper*. November 2016.

Els, Christian (2016). *Transfer to local/national responders: funding vs in-kind – an analysis of CERF sub-grants*. Local to Global Protection. Available at: <http://www.local2global.info/area-studies/funding-to-local-responders-cash-grants-vs-in-kind>

European Commission (2016). *Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the financial rules applicable to the general budget of the Union and amending Regulation (EC) No 2012/2002, Regulations (EU) No 1296/2013, (EU) 1301/2013, (EU) No 1303/2013, EU No 1304/2013, (EU) No 1305/2013, (EU) No 1306/2013, (EU) No 1307/2013, (EU) No 1308/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014,(EU) No 283/2014, (EU) No 652/2014 of the European Parliament and of the Council and Decision No 541/2014/EU of the European Parliament and of the Council*. 14 September 2016. Available at: <https://ec.europa.eu/transparency/regdoc/rep/1/2016/EN/1-2016-605-EN-F1-1.PDF>

Global Humanitarian Assistance (2011). *Pooled funding mechanisms and large-scale disasters: Case studies of Haiti and Pakistan*. April 2011. Available at: <http://www.globalhumanitarianassistance.org/wp-content/uploads/2011/04/Use-of-pooled-funds-following-a-natural-disaster.pdf>

Global Humanitarian Assistance and Start Network (2015). *Humanitarian Funding Analysis: Afghanistan, Kunduz, Crisis Briefing*. 12 October 2015. Available at: [http://www.globalhumanitarianassistance.org/wp-content/uploads/2015/10/START-briefing-Afghanistan\\_final.pdf](http://www.globalhumanitarianassistance.org/wp-content/uploads/2015/10/START-briefing-Afghanistan_final.pdf)

High-Level Panel on Humanitarian Financing (2016). *Report to the Secretary-General: Too important to fail – addressing the humanitarian financing gap*. January 2016. Available at: [https://docs.unocha.org/sites/dms/Documents/\[HLP%20Report\]%20Too%20important%20to%20fail—addressing%20the%20humanitarian%20financing%20gap.pdf](https://docs.unocha.org/sites/dms/Documents/[HLP%20Report]%20Too%20important%20to%20fail—addressing%20the%20humanitarian%20financing%20gap.pdf)

Humanitarian Coalition (2015). *Canadian Humanitarian Assistance Fund 2015 Annual Report*. Available at: <http://humanitariancoalition.ca/sites/default/files/basic-page/chaf-annual-report-2015-english.pdf>

IFRC. *Disaster Relief Emergency Fund (DREF)*. Available at: <http://www.ifrc.org/PageFiles/40861/DREF%20Background%20paper.pdf>

INEE. *Education Cannot Wait: a fund for education in emergencies*. Available at: <http://www.ineesite.org/en/education-cannot-wait>

Inter-Agency Standing Committee (IASC) Humanitarian Financing Task Team (2016). *Donor Conditions and Their Implications for Humanitarian Response*, April 2016. Available at: [https://interagencystandingcommittee.org/system/files/20160416\\_donor\\_conditions\\_study\\_final.pdf](https://interagencystandingcommittee.org/system/files/20160416_donor_conditions_study_final.pdf)

Japan Platform. *Articles of the Organization of the Japan Platform* (Translation). Available at: <http://www.japanplatform.org/E/work/articles.pdf>

Konyndyk, Jeremy (2009). *Developing NGO-led approaches to pooled funding: experiences from Zimbabwe Mercy Corps*. Humanitarian Practice Network. Humanitarian Exchange, Number 42, May 2009. Available at: <http://odihpn.org/magazine/developing-ngo-led-approaches-to-pooled-funding-experiences-from-zimbabwe/>



Lewinsky, Thomas (2015). *Partner Capacity Assessments of Humanitarian NGOs: Fit for the Purpose? HFTT presentation*. ICVA and OCHA. 27 May 2015. Available at: <https://interagencystandingcommittee.org/humanitarian-financing-task-team/content/partner-capacity-assessments-humanitarian-ngos-27may2015>

Lewinsky, Thomas (2015). *Partner Capacity Assessments of Humanitarian NGOs: Fit for purpose?* ICVA. June 2015. Available at: [https://www.icvanetwork.org/system/files/versions/150610\\_Partner\\_Capacity\\_Assessment\\_0.pdf](https://www.icvanetwork.org/system/files/versions/150610_Partner_Capacity_Assessment_0.pdf)

Multi-Partner Trust Fund Office (2013). *Financing development together: The role of pooled financing mechanisms in enhancing development effectiveness*. UNDP and UNDG. Available at: <http://mdtf.undp.org/document/download/12276>

Multi-Partner Trust Fund Office (2015). *Designing Pooled Funds For Performance: A Manual Prepared By The Multi-Partner Trust Fund Office*. UNDP. June 2015. Available at: <http://mptf.undp.org/document/download/14290>

NEAR Leadership Council (2016). *Letter to Kristalina Georgieva*. 9 September 2016. Available at: [http://www.near.ngo/imgtemp/downloadfile/NEAR%20letter\\_GB\\_09\\_09\\_2016%20\(2\)\\_1473836838.pdf](http://www.near.ngo/imgtemp/downloadfile/NEAR%20letter_GB_09_09_2016%20(2)_1473836838.pdf)

Nicolai, S., et. al. (2016). *Education Cannot Wait: Proposing a fund for education in emergencies*. Overseas Development Institute. Available at: <https://www.odi.org/sites/odi.org.uk/files/resource-documents/10497.pdf>

Nissen, Lars Peter (2016). *A Grand Step Sideways*. ACAPS. 20 May 2016. Available at: <https://www.acaps.org/blog/grand-step-sideways>

NRC and BCG (2016). *Institutional Donor Requirements: Report on Sectoral Challenges*. Spring 2016. Available at: <https://www.nrc.no/globalassets/office/whs/institutional-donor-requirements-report-on-sectoral-challenges-21.05.pdf>

OCHA (2016). *Annual Report 2015*. OCHA. Available at: [https://docs.unocha.org/sites/dms/Documents/27May-FinalReport\\_LowRes.pdf](https://docs.unocha.org/sites/dms/Documents/27May-FinalReport_LowRes.pdf)

OCHA (2015). *Annual Report 2014*. OCHA. May 2015. Available at: [https://docs.unocha.org/sites/dms/Documents/OCHA\\_AR\\_Flipbook\\_Low.pdf](https://docs.unocha.org/sites/dms/Documents/OCHA_AR_Flipbook_Low.pdf)

OCHA (2015). *Global Guidelines for Country-based Pooled Funds: Frequently Asked Questions*. OCHA. January 2015. Available at: [https://docs.unocha.org/sites/dms/Documents/QandA%20on%20CBPF%20Guidelines\\_21January2015.pdf](https://docs.unocha.org/sites/dms/Documents/QandA%20on%20CBPF%20Guidelines_21January2015.pdf)

OCHA (2015). *Operational Handbook for Country-based Pooled Funds*. OCHA. February 2015. Available at: <https://docs.unocha.org/sites/dms/Documents/OperationalHandbook.pdf>

OCHA (2015). *Policy Instruction: Country-based Pooled Funds*. OCHA. Ref 2015/01. February 2015. Available at: <https://docs.unocha.org/sites/dms/Documents/Policy%20Instruction%20on%20OCHA%20CBPFs.pdf>

OCHA (2014). *Vision Paper: OCHA Country-Based Pooled Funds (CBPFs) and Beyond*. 14 November 2014. Available at: <https://docs.unocha.org/sites/dms/Documents/Vision%20Paper%20on%20OCHA,%20CBPF%20and%20beyond.pdf>

OCHA Afghanistan (2016). *Common Humanitarian Fund 2015 Afghanistan Annual Report*. OCHA. Available at <https://docs.unocha.org/sites/dms/Afghanistan/CHF%20Afghanistan%20-%20Annual%20Report%202015.pdf>

OCHA Colombia (2016). *Colombian Humanitarian Fund Annual Report 2015*. OCHA. Available at: [https://docs.unocha.org/sites/dms/Documents/Annual\\_Report\\_2015.pdf](https://docs.unocha.org/sites/dms/Documents/Annual_Report_2015.pdf)

OCHA Funding Coordination Section (2016). *Country-based Pooled Funds: A Nimble Funding Mechanism to Boost Frontline Response*. Pooled Fund Working Group (PFWG) Meeting of 30 June 2016. OCHA. 13 June 2016.

OCHA Funding Coordination Section and ICVA (2015). *NGO Challenges to Accessing Country-Based Pooled Funds: Summary of Findings*. June 2015. Available at: [https://www.icvanetwork.org/system/files/versions/1.2%20Challenges%20to%20Access%20CBPFs\\_FCS%20FINAL%20DRAFT%2012Jun2015.pdf](https://www.icvanetwork.org/system/files/versions/1.2%20Challenges%20to%20Access%20CBPFs_FCS%20FINAL%20DRAFT%2012Jun2015.pdf)

OCHA Myanmar (2016). *Myanmar Humanitarian Fund Annual Report 2015*. OCHA. Available at: <https://docs.unocha.org/sites/dms/Documents/2015%20Myanmar%20Humanitarian%20Fund%20Annual%20Report.pdf>

OCHA, (2014). *Emergency Response Fund: Democratic Republic of Congo, Final Summary Report 2000-2013*. Available at: [https://www.humanitarianresponse.info/system/files/documents/files/ERF%20closure%20Report\\_16092014.pdf](https://www.humanitarianresponse.info/system/files/documents/files/ERF%20closure%20Report_16092014.pdf)

Parker, Ben (2016). *Is the Grand Bargain a Big Deal?: A deal to sort out emergency funding meets with a mixed response*. IRIN. 24 May 2016. Available at: <http://www.irinnews.org/analysis/2016/05/24/grand-bargain-big-deal>

Poole, Lydia and Barnaby Willitts-King (2016). *Mid-term evaluation of the Dutch Relief Alliance Evaluation Report*. Humanitarian Policy Group. July 2016. Available at: [https://www.savethechildren.nl/Uploaded\\_files/Zelf/Nieuws/hpg-dra-evaluation-report-final-july-2016.f5cb35.pdf](https://www.savethechildren.nl/Uploaded_files/Zelf/Nieuws/hpg-dra-evaluation-report-final-july-2016.f5cb35.pdf)

Rackley, E. (2015) *Financial Risk Tolerance and Country Based Pooled Funds, Draft for Comments*. OCHA. 18 May 2015. Available at: <https://interagencystandingcommittee.org/humanitarian-financing-task-team/content/financial-risk-tolerance-and-country-based-pooled-funds>

Roselli, Cecilia, Paola Fabbri, and Clare Collingwood Esland (2016). *Less Paper More Aid: Reporting, Partner Capacity Assessment, and Audit*. ICVA. 26 April 2016; updated September 2016. Available at: <http://lesspaper-moreaid.org/documents/lpma-reporting.pdf>

Save the Children (2015). *Education Cannot Wait: Ensuring we deliver on the promise of increased funding, support and collaboration*. Available at: [http://www.savethechildren.org.uk/sites/default/files/images/Education\\_Cannot\\_Wait\\_Delivering\\_on\\_the\\_promise.pdf](http://www.savethechildren.org.uk/sites/default/files/images/Education_Cannot_Wait_Delivering_on_the_promise.pdf)

START Network. *START Fund Practical Guide: Time Frame Diagram and Process*. Available at: <https://startnetwork.org/sites/default/files/dl/start-fund-practical-guide.pdf>

VOICE (2017), *EU Trust Funds Overview*, 3 January 2017.

UN CERF (2015). *The World Helping the World: The Central Emergency Response Fund – 10 Years of Saving Lives Together*. Available at: <http://reliefweb.int/sites/reliefweb.int/files/resources/CERF%2010%20Report.pdf>

World Humanitarian Summit (2016). *Commitments to Action, 23-24 May 2016*. 16 August 2016. Available at: [https://www.worldhumanitariansummit.org/sites/default/files/media/WHS%20Commitment%20to%20Action\\_8September2016.pdf](https://www.worldhumanitariansummit.org/sites/default/files/media/WHS%20Commitment%20to%20Action_8September2016.pdf)





NORWEGIAN  
REFUGEE COUNCIL