



Swedish
Mission Council

**SMC Sida
humanitarian
application
2017-2019**

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1. Information about the SMC

1.1 Introduction

The Swedish Mission Council (SMC) is an ecumenical organisation and diversity and cooperation is an important part of our identity. The SMC was established in 1912 and became a frame work organisation to Sida in 1980. The 35 member organisations are our strength and the basis for our existence. They are churches and Christian organisations with a long history of international relations and cooperation on human rights, democracy, peace building, poverty alleviation and humanitarian aid, both in Sweden and internationally. The fundamental *raison d'être* for the SMC's work is to enable and facilitate this cooperation. Through the SMC, the member organisations meet, exchange experiences, strengthen their competence and apply for funding. Only organisations based in Sweden can apply for membership.

The SMC supports its member organisations and their local partners in development cooperation projects and humanitarian assistance in 46 countries. In Sweden, the SMC supports awareness-raising projects (INFO/KOM) on development cooperation and poverty reduction. The SMC's member organisations can also apply for internship grants to support internship placements at their partner organisations.

1.2 Governance and organisational structure

The SMC is governed by the SMC board and the steering documents approved by the board (see further SMC's organisational charter, appendix 1). The SMC's humanitarian assistance is guided by the SMC's strategic vision *Tillsammans för förändring 2017-2021* (appendix 2), the Operational Plan for the same period and the SMC Humanitarian Strategy 2017-2021. The SMC Humanitarian Strategy governs the overall humanitarian assistance by describing the foundations of SMC's humanitarian assistance as well as providing strategic directions. This document, the SMC Sida Humanitarian Application 2017 – 2019, describes the implementation of the strategy (the first three years). Other steering documents relevant for SMC's humanitarian assistance are the SMC's various thematic policies.¹

The SMC office is organised in three units; International Development Cooperation, Learning and Advocacy, and Administration and Communication. The International Development Unit's main responsibility is to handle the framework agreements with Sida related to development cooperation and humanitarian assistance as well as the channelling of funding to members and partners. This responsibility includes, among other things, work with quality assurance, organisational assessment, applications and reports. The Learning and

¹ See <http://www.missioncouncil.se/om-smr/policyn/>

Advocacy Unit has the overall responsibility for strategic planning and evaluation, organisational and capacity development and advocacy. Personnel, financial management, internal control, communication, administration and security are some of the responsibilities that fall under the Administration and Communication Unit. All three units are, within their specific areas of responsibility and competence, involved in the humanitarian work.

1.3 Networks

On an overall level, the SMC is part of several international networks that provide e.g. capacity development opportunities, for instance CONCORD and Micah Global. The SMC participates in the main international ecumenical organisations such as the World Evangelical Alliance and the World Council of Churches and relates to Action by Churches Together (ACT). Furthermore, the SMC has good connections with several prominent stakeholders within the field of freedom of religion or belief (The European Platform on Religious Intolerance and Discrimination, European Religious Liberty Forum and the OSSE-network). The SMC also facilitates the international learning group *Space for Grace* together with Digni (Norway), Danish Mission Council Development Department (DMCDD) and Corat Africa. The SMC sees a potential in deepening the relationship with its sister organisations in the Nordic countries.

The SMC is an active member of the Swedish Network for Humanitarian Actors (SNHA) and acts as the chair during 2016. The organisation is further a founding member of the Swedish Network of Disaster Risk Reduction and Resilience (Svenska Nätverket för Katastrofriskreducering och Resiliens – SNKR) which was founded mid-2015. The SMC is also a member of the network for CHS Focal Points. In September 2016 the SMC Board decided to apply for membership in Core Humanitarian Standard Alliance.

In addition, the SMC is an observing member of the Global Network on Disaster Reduction (GNDR) and is also connected to the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP), particularly in relation to its humanitarian evaluation principles.

1.4 Internal development processes

The SMC has experienced a period of expansion during the last three years, which partly has to do with becoming a strategic humanitarian partner to Sida in 2014. In preparation of the new operational period 2017-2021, the SMC has developed a new strategic plan *Tillsammans för förändring 2017-2021* (appendix 2), and an operational plan for the same period. The strategic plan was developed through a consultative process together with the member organisations during 2015, and finalised at the SMC Council meeting in February 2016. Important groundwork for the development of both the strategic plan and the action plan included an organisational-wide Impact Evaluation and the SMC's Learning Review on religion and gender (see report to Sida CIVSAM 2013-2015).

1.4.1 Internal control, anti-corruption and staff code of conduct

During 2015 and 2016 the SMC has strengthened its internal control system through a review of its anti-corruption policy and a related action plan for anti-corruption which includes actions for prevention and management of deviations, complaints, and suspicions of corruption.

The SMC's main lesson is that continuous work with development of as well as periodic revision of policies and action plans in itself is an important part of work to prevent and manage corruption. Such work provides a common understanding of what is meant by corruption, appropriate responses, as well as the risks and warning signs to be monitored. The anti-corruption policy applies to every organization in the contractual chain and every organisation also needs to have its own separate policy. Due to this SMC requirement all of the SMC's member organisations thus have their own anti-corruption policies. In cases where a local partner organization does not yet have their own policy, the SMC requirements and approaches related to anti-corruption work are made part of the contractual agreement. In its guidelines to member organisations the SMC is clear on the necessity of communicating any concerns, suspicions and warnings to the SMC as soon as possible, even if there is not any concrete evidence. The SMC always notifies Sida of any concerns that arise and then opens a case in our system for deviation management. When a deviation case arises the SMC always has at least three people handling it: the head of development cooperation, the responsible desk-officer and the financial controller.

From the autumn of 2016, the anti-corruption efforts will be further strengthened by the SMC as it launches a Complaints and Response Mechanism (CRM). This will facilitate efforts to address abuses of power which can be considered to fall within the scope of corruption, but which does not directly relate to financial management. Parallel with the development of the CRM system the SMC has also developed a new Staff Code of Conduct.

1.4.2 The SMC's risk assessment

Risk assessments are conducted at three different levels: the SMC office, member organisations and the project level.

In early 2016 the SMC began a project to examine how to more systematically deal with risk at all three levels mentioned above. The underlying purpose of this initiative is to take on a more holistic approach to risk management, recognising that risk affects all aspects of the SMC's work, and that risks are interrelated and connected. As a consequence the new risk management system will apply to all parts of the organisation's activities. The new system will partly build on earlier systems (following the COSO standard for internal control) but also primarily base itself on the ISO 31000 standard. One significant difference between the COSO standard and the ISO standard, is that the ISO standard puts more emphasis on how to act in contexts of uncertainty, rather than simply focusing on reducing uncertainty (which is not always possible).

The second level of risk assessment relates to organisational assessments of member organisations. During 2016 the SMC developed a new model for such organisational assessments in which the risk assessment aspect was strengthened (see 3.4.1 for a general description of the organisational assessment system).

Furthermore, the member and partner organisations also make project based risks assessments which then are assessed by the SMC in relation to project proposal assessments (see 3.4.3 for a general description of the routines for project assessments)

During 2015 the SMC also updated its security and safety management system which resulted in further developed routines for risk analysis and decision making as far as travels in high risk areas are concerned. The security and safety management system also includes routines for the organising of SMC events. The updated security and safety system includes descriptions of roles and responsibilities as well as guidelines and protocols for decision making, crisis management and follow up in case of security and safety related incidents.

1.5 The SMC's previous experience of humanitarian assistance and lessons learnt from 2014-2016

The SMC worked with minor humanitarian assistance ("Smärre humanitära insatser") from 2000 to 2009. Key lessons from that period laid the foundation for the Humanitarian Strategy for 2014-2016. In 2016 the SMC evaluated its humanitarian strategy 2014-2016, the structure of channelling funds and, the Memorandum of Understanding (MoU) between SMC and the member organisations. Furthermore the SMC has drawn key learnings from being a strategic partner to Sida and has identified the following lessons learnt relevant for the coming strategic period:

- The SMC has a large scope of members and a wide partner network. Through the development cooperation, partners are present in 46 countries with strong local connections to local communities. The role and potential of this network has not been fully recognised and utilised during the period 2014-2016. The SMC realises that it could have a stronger added value in expanding the ability of our member and partner organisations to operate as first responders. The SMC sees a potential in capacity development of members and partners in being first responders to humanitarian needs.
- In 2014 the SMC together with 4 humanitarian member organisations set up a humanitarian team with the aim to enhance speed, joint learning and to strengthen relations between the SMC and the local partner organisations. The SMC and the members have since then discovered that this team structure resulted in unclear decision making and unclear division of roles between SMC and the member organisations. The SMC will therefore now move away from the team structure to strengthening the bilateral relations and partnerships and thereby create a more enabling room for member

organisations to receive, to a higher degree, a tailor-made support and thereby grow in their capacity and role as humanitarian actors.

- In 2014 the SMC had a strong ambition to connect the link between humanitarian assistance and development cooperation and guarantee early recovery, DRR and resilience, and had a goal to establish a funding mechanism that would facilitate this. In 2015 the SMC applied for a specific budget to Sida CIVSAM with the aim of linking humanitarian operations with development, but this plan did not materialise. The SMC finds it very important to further strengthen the LRRD perspective.
- During 2016 the SMC has reviewed the gaps and weaknesses in the funding stream and will put more emphasis on the linkage between humanitarian assistance and development cooperation, mainly through a stronger focus on resilience in the CIVSAM application.
- The SMC, member organisations and partner organisations have together seen an advantage of joint learning and we have developed our capacity together with partners. The regional humanitarian seminar for partners in the Sahel, Burkina Faso 2015, was a very good example of common capacity development, networking and learning. Based on these experiences, the SMC and members are currently planning an East Africa humanitarian workshop in Kenya in November 2016, which aims towards similar positive result. Common capacity development and learning will continue to be a strong focus also for the coming years.
- On a project level, the SMC has identified weaknesses in the result based management including the formulation of result frameworks. This has been an on-going dialogue with members and stronger result based management systems will be highlighted during the coming period.
- The SMC Learning Review on Religion and Gender (conducted in 2014-2015) gave important insights into the interrelationship between religion and gender in both long-term development cooperation and humanitarian assistance work. The SMC aims to further explore this connection in its humanitarian assistance.
- An external Capacity Assessment of the members of the SMC humanitarian team was conducted by Swedish Development Advisors (SDA) in the beginning of 2015. It was very valuable as it highlighted both systemic and relational areas for improvement on both individual member organisational level and the level of SMC. An overall management response was prepared by the SMC, which has informed the onward capacity development plans. The SMC has also made continuous follow-up with each member organisation based on the SDA findings.
- The SMC has followed the developments of the Core Humanitarian Standard on Quality and Accountability closely during the last years. After the formation of the CHS Alliance in June 2015, the SMC joined the Swedish CHS Focal Points network in order to discuss the Standard and assess its relevance for the SMC. This finally led to the SMC's decision to be a CHS Alliance

member and to work for CHS adherence within the SMC's humanitarian assistance.

- In the plan for 2014-2016 the SMC did not plan for an operational role as far as leading major evaluations were concerned (see next chapter). However, through the process we have seen a great need and added value for the SMC to play this role. More operational engagements have provided valuable learnings that could be shared to the other members in the humanitarian assistance, see below.

1.6 Evaluations 2014-2016

Early 2016 the SMC was requested to take on a more operational role regarding three major evaluations. The first two were the International Aid Services' (IAS) major humanitarian projects in Sudan and South Sudan where the SMC was leading the project evaluation process. The SMC has had the main responsibility for formulation of the Terms of Reference, procurement of international consultants including contracting, responding on draft reports and arranging for a joint Sudan-South Sudan evaluation seminar.

Through the evaluation process the SMC realised the added value of taking on an operational role to assure quality evaluations and reports. Therefore the SMC will continue to play this role for selected humanitarian evaluations.

In addition to these two external project evaluations, the SMC currently has a supportive role in a third large evaluation process: the evaluation of the Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI) project in Israel/OPT, supported by the Christian Council of Sweden (CCS) and the World Council of Churches.

Internally, the SMC has evaluated the SMC humanitarian strategy 2014-2016, the Memorandums of Understanding and the structure of the SMC's humanitarian work. The evaluation included close interaction with the member organisations within the SMC's humanitarian team. The SMC found the main conclusions and recommendations very relevant and the recommendations have had a direct impact on the development of the new SMC humanitarian strategy for 2017-2021.

1.7 Added value of the SMC's humanitarian assistance

The SMC has a number of strengths that makes it a relevant humanitarian actor and provider of appropriate, effective and timely assistance to the affected populations. The added value of working with and through the SMC, its member and partner organisations can be summarised in the following points:

- Being a member-based organisation, the SMC has relationships and partnerships with a number of Swedish development and humanitarian organisations with long engagement and far-reaching partnerships in the implementing countries as well as access to extensive local networks in their respective societies. In addition, members and partners are often located in

areas where few other organisations are present. The SMC is a relevant humanitarian actor when this chain of partnerships is in place and functions well.

- Many of the member and partner organisations have experience both with long-term development cooperation and humanitarian assistance and are present before, during and after the occurrence of a disaster, many times being front line responders. Therefore, the SMC seeks ways to strengthen its ability to respond to sudden-onset disasters, both in terms of increasing partner organisations' capacity to respond timely and the number of member and partner organisations that qualify (which will increase the number of countries where the SMC can respond).
- The local communities and local civil society groups and organisations are not only the first to initiate responses in disaster situations and crisis, but also the entry points for strengthening local participatory systems and coping mechanisms to prevent future disasters. This long-term presence gives the SMC's member organisations and their partners legitimacy and trust amongst people "on the ground", and thus also much-needed opportunities to start bridging the gaps between humanitarian assistance, recovery and sustainable development. Local partner organisations also have unique insights into the local context, culture and religion, enabling greater participation, more relevant responses, and sensitivity to conflict issues.
- In addition to local partners' capacity to make relevant context analysis as well as context sensitive interventions, the SMC has developed a specific organisational competence in the area of religion and development. The SMC believes that religion and Faith-Based Organisations (FBO) could be resources for a qualitative humanitarian assistance. This organisational role will be further developed during the coming period as one of the three "focus areas".
- The humanitarian assistance provided by the SMC is often small scale, based on local conditions and existing structures, and uses local resources. This approach allows for cost-efficient and sustainable assistance that complement the work of the larger actors.
- The SMC has long experience and expertise as well as high ambition with regards to encouragement and support in capacity development. For several years we have emphasised learning and organisational development through evaluation, exchange of experience and best practices.
- The member organisations have a broad and active membership base in Sweden. Information about humanitarian situations and related work carried out by member organisations and their partners can be widely shared in our network, contributing to increased knowledge among the general public in Sweden.

1.8 The relevance of the SMC's humanitarian assistance in relation to Sida's Humanitarian Strategy

The SMC has taken part in the initial discussions and dialogue on the development of the Strategy for Humanitarian Assistance through Sida 2017 – 2019. Based on the content of the discussions, the SMC foresee that its humanitarian strategy 2017-2021 and humanitarian application is in line with several of the strategic directions and main focus areas of the next Sida strategy. We see a strong relevance when it comes to increasing the capacity of first responders, enhanced gender equality, linking humanitarian assistance and development cooperation as well as improved participation of people affected by crisis. The SMC will strengthen resilience and the capacity of local communities, which is clarified in SMC's overall objective for the humanitarian assistance. Capacity development, learning and evaluation are the SMC's areas of expertise and the SMC will continue to focus on capacity development and learning.

2. The framework and foundation of the SMC's humanitarian assistance

This chapter is based on the SMC Humanitarian Strategy 2017-2021, which states that the overall objective for the SMC's humanitarian assistance is to

save lives, alleviate suffering and uphold dignity for women, men, girls and boys who are suffering from armed conflict, natural disasters and the effects of climate change, and reinforce the capacity of local civil society to act as first responders and also work for a resilient society.

2.1 The SMC's approach to humanitarian assistance

2.1.1 Humanitarian imperative and humanitarian Code of Conduct

The SMC's point of departure for humanitarian assistance is that the national government has the primary responsibility for the welfare of its people in emergency situations and crisis. When governments are unable or evidently unwilling to assume this responsibility, external organisations and states have a duty to provide support to meet these needs, in accordance with international humanitarian law and established practice and principles.

The SMC's humanitarian assistance is further based on the humanitarian principles of humanity, neutrality, impartiality, and independence. All the SMC's humanitarian member and partner organisations commits to the humanitarian principles and all organisations, that will receive funding, should be signatories to the *Code of Conduct for International Red Cross and Red Crescent Movement and NGOs in Disaster Relief*.

Since all of the SMC's member organisations and most of the implementing partners are faith based organisations (FBOs), the SMC underlines the importance of upholding principle 2 and 3 of the Code of Conduct, i.e. providing aid regardless of the race, creed, or nationality, and prohibiting the use of aid for furthering a particular or religious standpoint. From the SMC's view, the signing of the humanitarian Code of Conduct and proven awareness of the Code are important steps in securing that the implementing organisations do not mix humanitarian assistance with evangelism or delivers any aid based on people's creed.

The SMC is further also promoting Sphere Standards. The humanitarian member organisations do often refer to Sphere standards and two of the member organisations, PMU and ADRA Sweden, have chosen to only support projects that are planned and implemented in accordance with Sphere standards. However, they also recognize that the ability to meet the standards depend on factors that may be out of their or their partners' control, and that this might make it impossible to meet some of the Sphere standards. IAS' activities are also guided by Sphere standards.

The humanitarian principles, Sphere Core Standards and the Humanitarian Code of Conduct are all included the Core Humanitarian Standard (CHS) as the new global standard on Quality and Accountability for international humanitarian assistance. Through the membership in the CHS Alliance, the SMC will work to integrate the Core Humanitarian Standards in the work during the 2017-2021 period (see more under 2.3).

2.1.2 International humanitarian law and human rights perspective

International humanitarian law and protection

All communities affected by conflict and disasters have a right to protection from violence and abuse without discrimination of any form. As emphasized in the CHS, the protection of people must be taken into account when designing programmes and projects. Affected people must not be further exposed to physical hazards, violence or other forms of physical or psychological abuse. Humanitarian assistance can, through including measures such as psycho-social support, reduce people's vulnerability, strengthen their capacity and increase their awareness of their rights according to international humanitarian law (IHL).

Humanitarian needs and the human rights perspective

The SMC's humanitarian assistance is based on identified humanitarian needs and our overall objective to save lives, alleviate suffering and uphold dignity for women, men, girls and boys. Humanitarian need is the basis for where SMC will prioritise its resources. Having said that, SMC sees a great potential in applying learnings and methods from the rights based approach, when implementing the humanitarian assistance.

The SMC's policy on the rights based approach (appendix 3) influences the SMC's humanitarian assistance. The four principles of non-discrimination, participation, accountability and transparency are in various ways all applicable to a humanitarian response. The SMC will draw on methods and learnings from the rights based approach and thereby strengthen our responses to humanitarian needs. Here are some areas of importance:

Affected peoples participation

Effective humanitarian assistance requires meaningful participation of the people and communities themselves. Participation is included in one of the nine CHS Commitments. Also, in order to realize the "participation revolution" as set out in the Grand Bargain, crisis-affected people and communities needs to be empowered to be able to influence "the whole chain", i.e. planning, implementation and evaluation. Participation can make a humanitarian response more efficient, effective and adequate to real needs and can show the best way to meet those needs.

Crisis-affected people can be directly involved in humanitarian responses on an individual level or indirectly via community representatives. However, in both cases special consideration should be given to make sure that the most vulnerable and socially marginalized people are involved.

Accountability and transparency

Humanitarian actors are always accountable to the target groups they attempt to support. This is not only an obligation of humanitarian actors; it is also a measure that ensures an effective humanitarian assistance. The SMC has multiple mechanisms in order to ensure this in its own organization. During 2016 the SMC is setting up the internal Complaints Mechanism and Response System, which will be in place from 2017. It will improve SMC's transparency and accountability towards local communities, partners and member organisations. The membership in the CHS Alliance is a very important step to strengthen work in these areas. A key commitment here is to ensure that "(c)ommunities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them."

In 2014 the SMC concluded that all supported interventions had systems for non-discrimination and accountability in place. However, the SMC has mostly focused on the existence, awareness and understanding about complaints mechanisms within the target group. The reports reveal that they have been practiced and known by the target group. Through the SMC's project visits we have identified limitations in the Complaints Mechanism and Response (CMR) systems. The SMC will therefore take measures to ensure that member organisations keep communities and people informed about the interventions and ensure that feedback mechanisms are in place for them to voice their opinions or concerns.

2.1.3 Key perspectives

Equal partnerships

The SMC believes that partnerships should be as equal as possible and grounded on reciprocity. The member and partner organisations have crucial experience, knowledge and expertise to ensure qualitative and relevant assistance to the affected population. A high level of confidence and trust between the actors, along with systems in place, benefits a timely and relevant response.

The SMC believes that long term and reciprocal partnerships and strong independent partner organisations also are key factors for upholding the humanitarian principles. Long term and reciprocal partnerships offers a good foundation for transparency and gives opportunities for an open dialogue and support regarding implementation of the principles. In this way, organisations can further develop their capacity, increase their professionalization and thus increase the quality of the humanitarian assistance.

Gender equality

Humanitarian crises affect women, men, girls and boys differently. Power relations and gender roles must be analysed and taken into account in the design to ensure that the assistance does not contribute to unequal power relations or unfair access and distribution. This includes, for instance, an analysis of who has access to what and of barriers that are preventing people from accessing services. The SMC believes that if humanitarian assistance work is characterised by gender equality, it may contribute to challenging gender inequality.

The SMC has chosen Gender equality as a strategic focus area for the period 2017-21 in relation to both its development and its humanitarian cooperation, see section 2.3 below.

Conflict sensitivity

In order to strengthen the capacity to link humanitarian assistance and development cooperation the SMC will work with joint policies, tools and methods on conflict sensitivity (*Do no harm*), disaster risk reduction, environment and resilience.

The SMC also seeks to ensure that all humanitarian projects have been planned in accordance with the *Do no harm* approach. A conflict analysis shall be made for each intervention, showing the sources of tensions between different groups and actors in society, local capacities for peace, how the intervention may negatively or positively affect the context and relationships between different groups, as well as how identified risks should be mitigated.

In order to improve on conflict sensitivity analysis the SMC has had a particular focus on conflict sensitive programming and Do No Harm analysis on interventions in armed conflicts. During 2016 the SMC has had cooperation with two member organisations: SWEFOR and the Life and Peace Institute (LPI). These member organisations possess a particularly strong thematic expertise when it comes to conflict prevention and peacebuilding and has helped the humanitarian staff at the SMC to better apply a Do No Harm perspective on the planned projects, in the planning process and during implementation. The SMC will continue to deepen this engagement in the coming years in order to strengthen the capacity development in the area of conflict sensitivity.

Innovation

Innovation in development cooperation as well as in humanitarian aid has been much on the agenda during the last years. For the SMC, the promotion of new and innovative solutions and collaborations are closely linked to our commitment that development cooperation as well as humanitarian cooperation should be based on continuous learning. We should not reinvent the wheel, but ensure that best practices and lessons learned will be shared with and spread to other actors in order for development cooperation to be as efficient as possible.

Some SMC members and partners have introduced cash based programming and the SMC is carefully monitoring the use of such methods. Cash based programming has also been discussed within the framework of SNHA. Non-conventional solutions must be tested, while the assessment of risks, relevance, effectiveness and cost effectiveness must always be made.

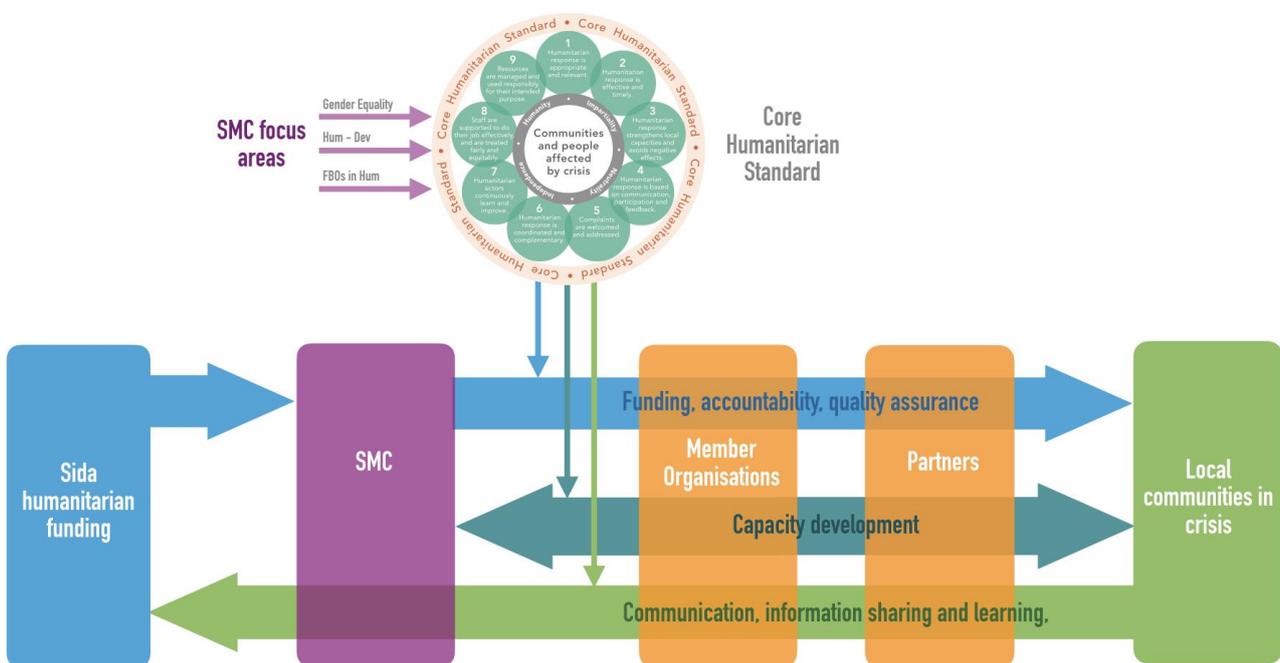
Environment and resilience

In 2016, the SMC revised the organization's environmental policy. The policy has been broadened and deepened to align with the SMCs overall strategy's (for 2017-2021) increased focus on climate change, disaster risk reduction (DRR) and resilience. These perspectives are to be mainstreamed in all (humanitarian and development cooperation related) interventions. Environmental and disaster risk assessments will be made when there is a risk of negative impact associated with interventions, and coordination with other organisations and authorities will be strengthened. The SMC will also work towards developing member organisations capacities in this regard.

The SMC has applied for the inclusion of a specific resilience funding mechanism as a part of its CSO framework agreement with Sida. Thus, during 2017 the SMC intends to lay a foundation and securing a financial mechanism for improving the linkage between humanitarian assistance, early recovery, resilience and development cooperation.

2.2 Overview of the SMC’s Humanitarian Assistance

The figure below highlights the interactions of Sida, the SMC, members and their partners. The SMC works relates to its network through three different roles or functions: 1) Funding, accountability and quality assurance, 2) Capacity development, and 3) provision of a platform for communication, information sharing and learning back up through the system. All of these roles/functions are influenced by the principles of the CHS, and the SMC’s three humanitarian focus areas: gender equality, linking humanitarian assistance and development cooperation and the role of Faith Based Organisations (FBOs) in the



humanitarian assistance.

2.3 Strategic directions

The SMC has identified two strategic directions and three strategic focus areas, as described in the strategic plan for 2017-2021:

2.3.1 Strategic direction 1. Integrate Core Humanitarian Standard (CHS)

The SMC has decided to introduce the Core Humanitarian Standard from 2017 as a major strategic direction for strengthen the humanitarian assistance of the SMC and its network. CHS will be integrated into the SMC’s quality assurance, capacity development and systems for learning and evaluation. This is clarified in the new SMC Humanitarian Strategy for 2017-2021. The SMC’s membership in the CHS Alliance will facilitate the introduction of CHS both in relation to the internal

work on quality and accountability, and the humanitarian assistance implemented through the members and partner organisations.

The CHS will form the basis of the SMC's quality assurance and organisational assessment to determine eligibility for receiving humanitarian funding. This will be included in the CHS Quality and Accountability Framework which the SMC will develop, in line with the CHS Alliance requirements.

Since the fall of 2015 the SMC is a member of the CHS Focal Points network in Sweden. The network consists of all Swedish CHS Alliance members, i.e. Church of Sweden, Diakonia and SMC's member organisations PMU and IAS apart from the SMC. In addition ADRA and ERIKS are also part of the network for purposes of experience exchange. The network meets 2-3 times per year and has mainly discussed the transition from HAP standards to CHS Standards and also the development of Complaints and Response Mechanisms.

The CHS Commitment 7 on the need for organisations to continuously learn from experience and reflection is something which the SMC holds as very important. In all areas of the humanitarian work the SMC will promote reflection on experiences and lessons learned, such as sharing best practices, integrate learning into evaluation processes and capacity development initiatives.

The introduction of the CHS will take the identified three strategic focus areas into consideration, i.e. gender equality, linking humanitarian assistance and development cooperation, and the issue of faith-based organisations (FBOs) and humanitarian assistance.

Strategic Focus area 1: Gender equality

Natural disasters, armed conflicts, protracted crisis and the effects of climate change affect women, men, girls and boys differently hindering equal access to humanitarian assistance and the fulfilment of human rights. For 2017-2019 gender equality will be one of SMC's three strategic focus areas. Gender equality will be incorporated in all aspects of the humanitarian work (quality assurance, capacity development and communication and information sharing). This is in line with SMC's policy on gender equality and the Core Humanitarian Standard.

The SMC's starting point, based on the learnings from 2014-2016, is that access to humanitarian assistance, for both women and men, was ensured on a general level, when planning and implementing the interventions. However, the SMC aims to go deeper into issues of gender equality in interventions and look at factors such decision making, Gender Based Violence and priorities made based on gender. The SMC also wants to strengthen participation from affected women and men, girls and boys, in interventions throughout the project cycle.

Strategic Focus area 2: Linking humanitarian assistance and development cooperation

The SMC's humanitarian interventions (mainly RRM operations) are often implemented in a context of ongoing development projects or are implemented as a continuation of ongoing humanitarian operations (mainly major hum operations in protracted crisis). The SMC finds that humanitarian interventions implemented in a context of present development cooperation is a strength as it builds on existing capacity, partnerships and coordination in the project area, or sometimes close to the project areas. This clearly links to CHS Commitment 3 *“Communities and people affected by crisis are not negatively affected and are more prepared, resilient, and less at-risk as a result of humanitarian action”*. However, SMC sees a potential in extending the work to new disaster prone countries and locations, where there is a need for additional humanitarian actors and capacity. This is specifically the case in the WASH sector but also responding to armed conflict.

Strategic Focus area 3: Faith based organisations and humanitarian assistance

Religion plays a significant role in the lives of many affected by armed conflicts and natural disasters. FBOs have an advantage in the understanding of the religious context and FBOs can be important actors in the humanitarian assistance. Thus, the SMC has a strong interest in addressing and exploring this topic in order to learn more on FBOs added value and unique position in relation to trust, legitimacy and humanitarian access. The SMC also acknowledges that there are risks in FBOs mixing humanitarian assistance with faith or delivering aid according to people's creed and that religious and cultural norms and practices also could hinder an appropriate and effective humanitarian response.

2.3.2 Strategic direction 2. Expand the ability of the SMC's member- and partner organisations to operate as first responders.

The SMC believes it is crucial to strengthen organisations to become relevant and efficient actors in humanitarian assistance and to increase the number of organisations that are able to engage in relevant and effective humanitarian interventions. The SMC recognises the specific role that member organisations have in improving the response of smaller actors in the humanitarian 'ecosystem'.

The SMC member and partner organisations are engaged in areas vulnerable to small-scale as well as major disasters, and the effects of climate change. The SMC has the relationships and channels to support these front line responders and contribute to a more efficient humanitarian response. The SMC therefore seeks to make capacity development available to all member and partner organisations which are engaged in humanitarian assistance.

3. The SMC's systems for humanitarian interventions

The SMC's guiding documents and formats are based on humanitarian principles and standards (see chapter 2). When possible, systems and routines build on the existing structure for development cooperation. In this chapter the SMC describes the division of roles and responsibilities between the SMC and the member organisations, organisational characteristics of members applying for and receiving humanitarian funding, the SMC's systems for planning, monitoring, evaluation and reporting (PMER) Rapid Response Mechanism and major interventions, the SMC's assessments for quality assurance, and (briefly) how the SMC works with agreements and audit.

3.1 Roles and responsibilities between the SMC and the member organisations

Given that the SMC is an umbrella organisation it and its members have different roles and responsibilities in safeguarding a relevant and qualitative humanitarian response:

The SMC's role and responsibility is to:

- Maintain the relation with Sida. The SMC sets the priorities and assesses and decides on what applications that should be presented to Sida. The SMC submits applications and reports to Sida. Sida makes decisions.
- Conduct organisational assessment of each member organisation. Have knowledge on organisation specific comparative advantages and uphold a transparent and accountable system for assessing capacity.
- Safeguard a high level of quality assurance.
- Develop criteria, guidelines, templates, routines and checklists for handling and assessing applications.
- Review the humanitarian strategy and other relevant documents, in dialogue with the member organisations.
- Share information between member organisations and Sida.
- Support and contribute to joint capacity development such as regional workshops and seminars.
- Invite member organisations to regular information sharing meetings on the SMC's priorities, Sida updates, questions and updates.
- Monitor, follow up and evaluate projects for common learning.

Member organisations, receiving humanitarian assistance, are responsible for:

- Assessing the humanitarian capacity of partner organisations.
- Submitting qualitative applications and reports to the SMC.
- Communicating deviations in the project implementation.

- Monitoring, following up and evaluating humanitarian assistance.
- Maintaining relationships to national embassies and Sida representatives on country level.
- Engaging, together with the SMC, in the dialogue with Sida.

The SMC values that each member organisation is a strong independent actor with its own identity, systems and routines that are suitable and tailor made for the organisation. Thus, the SMC strives to set up efficient systems and routines that safeguard quality assurance, while also taking into account existing policies and manuals among the member and partner organisations. The SMC see this as a development effective way of handling funding.

3.2 Members eligible for humanitarian funding

During the period 2017-2019 the SMC will strengthen the bilateral relations between itself, member organisations and their implementing partners. Doing so, the SMC will strive to identify and initiate cooperation with member and partner organisations that have, in addition to professionalism and capacity, the following characteristics:

- Humanitarian access to areas that are difficult enter into, where few or no other humanitarian organisations work.
- Good contextual understanding and well established relationships with the local community securing participatory processes.
- Proven record to deliver results in humanitarian aid.
- Resources and knowledge on humanitarian aid and give active support to partner organisations.
- A clear strategy for linking humanitarian assistance and development cooperation.
- A clear and profound gender equality perspective in their humanitarian assistance.
- The ability to give support and contribute with expertise, knowledge, contacts and resources when possible and fruitful.
- Brings an added value in the SMC's humanitarian assistance.

More information on the current member organisations, eligible for humanitarian funding, is found in appendix 4.

3.3 The SMC's system for planning, monitoring, evaluation and reporting RRM and major interventions

A well-designed system for planning, monitoring, evaluation and reporting (PMER) is key for successful implementation of interventions. The SMC continuously works to enhance its PMER system. Below follows a brief description of the SMC's current system and how it applies to both major and Rapid Response Mechanism interventions.

3.3.1 Planning

For major interventions, the yearly initial submission is the SMC's main tool for setting up these interventions for the coming year. Organisational capacity and humanitarian needs are governing the SMC's priorities when compiling the final global needs assessment to Sida.

In regard to interventions within the Rapid Response Mechanism, the SMC seeks to act in a timely manner as speediness is of great importance in sudden-onset disasters. Several factors influence how rapidly the SMC can respond to a disaster, for instance location, possibility to reach the disaster area in order to make a sufficient needs-assessment, if the needs-assessment is conducted jointly with other actors on the ground and the partner organisation's surge capacity (humanitarian staff, contingency plan, available stocks). Many of the member and partner organisations have an ambition to be able to respond to disaster within 48 hours. Once the partner organisations have submitted their applications SMC will make an assessment to ensure quality before submitting the application to Sida. The SMC office has an ambition to conclude its assessments of project applications within 24 hours. Regarding interventions within Rapid Response Mechanism SMC will set up a system where all partner organisations eligible for these interventions will be included in the yearly application to Sida.

3.3.2 Monitoring

The SMC strives to have a general understanding of the partner organisations and their contexts in both major and Rapid Response Mechanism interventions. The SMC has regular contacts with the member organisations, receives and analyses midterm reports, participates in Skype conference calls and conducts field visits. Close dialogue and information sharing helps the SMC to learn together with the member organisations from the ongoing projects and to identify strengths, risks and warning signs in the implementation. Midterm reports especially help to identify deviations from the time plan or budget that organisations find necessary. The SMC intends to make at least four monitoring visits annually, mainly to major humanitarian operations but also to RRM operations. Such monitoring visits are also important for strengthening the contact with member and partner organisations. One important step in 2017 is to streamline this monitoring with an actor focused monitoring system based on CHS and organisational assessments.

3.3.3 Evaluation

The SMC encourages all organisations to identify lessons learned and analyse experiences from all (major and Rapid Response Mechanism) interventions. These lessons are normally included in the reports submitted to the SMC, and the SMC strives to highlight these in the reporting to Sida to increase learning throughout the contractual chain.

For evaluation of humanitarian assistance, the SMC uses ALNAP's *Evaluation of Humanitarian Action Guide* for guidance and OECD/DAC *Criteria for Evaluating Development Assistance*. The SMC will review our progress in terms of integrating and contextualising the principles of CHS, which significantly overlap with the OECD/DAC principles of appropriateness, effectiveness, connectedness, impact, efficiency, coordination and protection.

The SMC has its own Evaluations Policy for SMC funded work. The SMC emphasises regular internal or external evaluations and formulating management responses on all external evaluations. The SMC follows the following principles for evaluations:

- All work that is executed or financed by the SMC shall be evaluated.
- The primary objective of evaluations is to generate learning among the actors involved.
- An intervention may be evaluated at different times and phases.
- The evaluation is initiated in consultation with actors involved.
- The evaluation is performed with reciprocity and participation.
- Evaluations will be carried out with methods and in languages that the principal actors understand.
- The results of the evaluation will be made accessible in the languages which the concerned actors understand.
- Evaluations should take into account and counteract discriminatory structures, situations, and values.

The SMC will continue to increasingly apply the policy in regard to humanitarian interventions. The SMC sees a need to strengthen the work with systematic internal evaluations and to support the local partners in developing more specific evaluation plans already at the project planning stage. The SMC also sees the need to strengthen the work with external evaluations to assure that they are conducted at least every third year in contexts with protracted crisis and sequent projects.

The SMC has the capacity to take the main responsibility for evaluation of humanitarian interventions, if this is found relevant. The SMC plans to conduct one or two external project evaluations per year, depending on need and resources. The selection of projects to be evaluated by the SMC will be done in dialogue with member and partner organisations, with the goal that the evaluations should contribute to learning for a range of member organisations involved in humanitarian interventions.

All external evaluation reports, conducted under the humanitarian funding of the SMC, will be reported to Sida yearly in the annual report.

3.3.4 Reporting

Based on final reports and evaluations of major and Rapid Response Mechanism interventions the SMC will compile an overall report and where information is presented in an accessible way. The SMC result model is designed to make it possible to incorporate both major interventions and interventions within the Rapid Response Mechanism in reporting (see chapter 5 on the SMC results model).

3.4 The SMC's assessments for quality assurance

Quality assurance is an essential component for the SMC when channelling funds to member (and indirectly partner) organisations. The SMC views quality assurance as a twofold approach; assessing both the (member and implementing) organisations and each (major or Rapid Response Mechanism) project/programme. The SMC believes that a well-functioning organisation is key for the implementation of efficient projects and achieving results. Organisational assessments pinpoint areas of expertise, strengths and weaknesses that have implications for the programme and project funding, capacity development and personnel resources. Thus, organisational assessment and quality assurance are closely interlinked. The SMC will in 2017 and onwards link quality assurance and organisational assessment to the Core Humanitarian Standards.

3.4.1 Organisational assessment - member organisations

The basic criterion to apply for funding is that the applying organisation is a member of the SMC. To join, an organisation must meet certain criteria set by the SMC's bylaws. In preparation for the period 2017-2021 the SMC has conducted organisational assessments of all member organisations (except for PMU that will go through an assessment during 2017) applying for and receiving funding. The assessments are based on a review of basic organisational requirements, how the member organisation has previously handled grants, external evaluations and system audits, self-assessments regarding contract compliance, economic vulnerability analysis, and a current description of the organisation. The organisational assessments results in an overall summary, a risk analysis, and an action plan. Previously completed evaluations and self-assessments (and corresponding action plans) have been monitored on an ongoing basis by the SMC during the previous contract period, especially in connection with visits to the member organisations. As a part of the system, the SMC regularly conducts system-based audits by contracted external consultants. In addition to this, the SMC has made specific assessments in relation to humanitarian competence and capacity for the member organisations relevant for humanitarian funding.

During 2017-2021 the SMC will continue to develop the system for organisational assessment. CHS and the nine commitments will have a major impact on the development of the future system for organisational assessment of the members

who apply for and receive humanitarian funding. Other aspects will be monitoring of risk analysis, action plans and capacity development plans.

In addition to organisational assessment of members, the SMC's dialogue with the members is also an important tool for quality assurance. The SMC makes regular visits to the members, where follow-up questions based on organizational and operational assessments, can be discussed. Field trips, in order to follow up local partner organisations and projects, are normally done together with the member organisations, which helps deepen dialogue and mutual learning. Communication also takes place regularly via email and telephone. An important foundation for dialogue is that the SMC seeks to serve as an active support to the members, which the SMC sees as a development approach that strengthens the quality of development cooperation and humanitarian aid. The close collaboration with the members, the SMC's good understanding of their strengths and weaknesses, as well as ongoing dialogue in which the SMC challenge members to develop further, is the very foundation of how the SMC ensure the quality of the initiatives supported, in a way that promotes both development effectiveness and capacity development for organisations.

3.4.2 Organisational assessment - partner organisations

The responsibility of doing organisational assessments of partner organisations is primarily on the member organisation. The SMC's role is to assess the system and routines that the member organisation is using when assessing partner organisations. Organisational assessments of partner organisations must be conducted and documented before entering formal partnerships. In line with development effectiveness each member organisation is able to use its own format and routines for making organisational assessments, but the assessments includes similar elements such as organisational structure, capacity and systems for financial management and internal control. SMC will strengthen the guidelines in relation to partner assessments in late 2016 and early 2017.

From 2017 and onwards the SMC will prepare a yearly list on the countries and partners eligible for funding from the Rapid Response Mechanism. It will be presented to Sida in the yearly application. This procedure will enhance the accuracy on partners' capacity and humanitarian needs. The SMC will only provide funds to organisations that have been properly assessed by the member organisations as capable to carry out humanitarian assistance, are well-known and have a good track record. Through member assessments, the SMC will ensure that the partner organisations adhere to the humanitarian principles and have necessary knowledge, capacity and experience to implement humanitarian assistance.

3.4.3 Project assessments

The SMC has set up a project cycle for its humanitarian assistance (appendix 5). The project cycle incorporates information on tasks and responsibilities. It relates

to the SMC's communication platform *Basecamp* and SMC's *Internal Handling System* (IHS). The project cycle begins with the initial assessment or concept paper and ends when the project is archived.

The SMC's project assessment is conducted by the desk officers using a specific checklist. The checklist for major interventions and interventions within the Rapid Response Mechanism incorporates topics such as: partner assessment, needs assessment, coordination, risk assessment, system for monitoring and learning, cost effectiveness, etc. Adherence to Sphere Standards and Code of Conduct and the integration of a gender equality perspective is also addressed. The various questions are not only for quality assurance but also a learning process which opens up for feedback and input. Agreements are signed and the first instalment is paid after the signed agreement, application and budget are submitted to the SMC.

The member organisation submits midterm reports for all humanitarian interventions. Final reports will be assessed applying a specific checklist focusing on financial control, partnership, implementation, results and lessons learned. The final reports are instrumental in order for the SMC to present results and compile the report for 2017-2019.

Needs assessment

The first commitment of the Core Humanitarian Standards is that “...communities and people affected by crisis receive assistance appropriate to their needs”. A key action is to “...design and implement appropriate programmes based on an impartial assessment of needs and risks, and an understanding of the vulnerabilities and capacities of different groups”. Thus, a specific needs assessment is a critical starting point of the process to determine the effects and impact of a disaster event on the lives, livelihoods and well-being of women and men, girls and boys of an affected community. The quality of the needs assessment done by the member and partner organisations is thus also an important part in the SMC's assessment of the proposed intervention.

In order to facilitate a rapid response to identified humanitarian needs, the SMC encourages member and partner organisations to use Sphere Standards as a point of departure for what should be included when conducting needs assessments. Under all circumstances the conducting organisation should take into account what other assessment data is available from other actors, to avoid duplication of work, and the involvement of different stakeholders from the affected target group as respondents and to uphold accountability towards the various stakeholders. The SMC encourages its member organisations to conduct joint needs assessments in partnership with other humanitarian actors whenever possible, in line with SMC's emphasis on coordination. If an organisation lacks an own needs assessment framework the SMC provides guidance. The SMC finds that member organisations and their local implementing partners usually have

the necessary tools and are well equipped to perform needs assessments in the local contexts.

The needs assessment should generally be conducted as soon as possible after a given event. In the case of a drastically deteriorating situation the process may differ; however rapid action remains the key for these events as well.

Gender equality

Gender equality is, as described in chapter 2, a strategic focus area and thus increasingly incorporated in all aspects of the humanitarian work. This includes assessment of specific projects. The SMC strives towards identifying weak areas and room for improvement regarding the gender perspective already in the application process. To its help, the SMC may use a gender assessment tool (originally from Sida HUM) and/or gender markers in order to carry out gender assessments on new major and Rapid Response Mechanisms interventions. This allows SMC to, together with the member organisation, follow up gender perspectives throughout the project cycle.

Linking humanitarian assistance and development cooperation

When assessing projects, the SMC strives to identify links that can be made between humanitarian assistance, recovery and long-term sustainable development. Acknowledging that the local partner organisations often have profound insights into the local context and culture, enabling greater participation, more relevant responses, and sensitivity to conflict issue, SMC envisages a strengthening of this link in the upcoming period 2017-19. This is also a key question SMC analyses in the final report stage in order to increase learning on “what works” within this particular field.

Participation

Participation in coordination mechanisms and more efficient coordination is emphasised by the SMC and active participation in existing mechanisms is scrutinised when applications are assessed. The SMC considers it a basic requirement that humanitarian stakeholders participate in existing forums for coordination and seek complementary roles in order to maximize the joint humanitarian effort. Overall the SMC sees a satisfying level of participation in coordination bodies. Most partner organisations are well experienced and established humanitarian actors in their countries, coordinating their work with relevant actors, such as local and/or national government structures, OCHA, Inter Agency Groups, clusters and CAP. However, a few partners lack, under certain circumstances, linkages to national coordinating mechanisms and have mainly contacts with the local bodies. Detailed information on coordination and partners' involvement in coordination mechanisms will be displayed in the project applications.

Result based management

During 2014-2016 the SMC and Sida has had an ongoing dialogue on the importance of strengthened result based management (RBM) in the SMC's projects. The SMC has had an active dialogue with the humanitarian member organisations regarding the importance of relevant and feasible RBM systems, proper needs assessment and baselines, and usage of relevant indicators depending on type of operation. The key mechanisms for safeguarding proper result oriented humanitarian assistance and reporting is in the application and the reporting processes. The SMC has taken an active role in promoting RBM and a goal oriented assistance. In line with this, external evaluations will be conducted in order to learn more on the humanitarian assistance and identifying results (see below). The SMC is committed to deepen the dialogue with its member and partners regarding RBM and to support the partners to further developing their RBM systems.

System for monitoring and learning

Project monitoring and continuous follow up will mainly be conducted by the implementing partner organisations along with the applying member organisation. It is therefore essential for the SMC to assess the partners' system for monitoring and learning. The member organisations use, to a large extent, similar methods for monitoring. This includes for instance progress reports, final reports, audits and field visits following a monitoring guide that includes interviews with the target group. Having said that, depending on the character of the humanitarian assistance and the member organisational structure, the member organisations takes on different roles regarding monitoring.

Cost effectiveness

The SMC believes that cost effective and sustainable systems based on the needs of poor and marginalized groups - especially women and girls - should be promoted. The SMC has not adopted an official definition of the term "cost effectiveness" but departs from the principles of Good Humanitarian Donorship (GHD). In this, the SMC uses multiple tools in order to enhance effectiveness and implement, such as:

- Assessing programme and project costs not only against expected results, but also against the country/local context, existing conditions and needs, and according to feasibility.
- Striving towards flexibility in adjusting to partners' own systems when possible.
- Making use of previous experience from funding of similar projects in specific contexts, e.g. by quantitative comparisons of costs in relation to number of women, men, girls and boys.

- Promoting active coordination, networking and cooperation with other actors when making needs assessments, implementation and sharing of lessons learned, and in order to avoid duplication.
- Involving the affected people and communities, in order to ensure effective responses well suited to their needs.

The SMC strives towards enhancing such cost effectiveness in all its interventions, while simultaneously acknowledging that humanitarian work in high risk environments may be both costly and time-consuming. Saving lives and alleviating suffering often entails working in such areas and regions where project results may be less than what is possible under more enabling environments. Importantly, the SMCs members work with local humanitarian actors (partner organisations) with profound local knowledge and understanding of the crises' contexts, making these actors well equipped to deliver timely and cost effective assistance.

The SMC also believes in investing in building resilience, as a means to reduce the future costs of humanitarian operations, thus saving more lives and protecting development gains made. Resilience is therefore a key part of the SMC strategic vision for 2017-2021 in relation to both the SMC's work within the field of development cooperation and humanitarian assistance.

In all final reports, member organisations are required include an analysis on whether the resources were used in a cost effective way to reach the project objectives.

3.5 Agreements and audit

The SMC signs individual project agreements with the member organisations. They, in turn, sign agreements with relevant partner organisation for specific projects. The same general terms applies to all agreements. The SMC is responsible to ensure that all relevant instructions and rules in the agreement between Sida and SMC will be passed on. Member organisations thereby have a responsibility to follow up and monitor that partner organisations comply with current rules and terms of agreement. To ensure that SMC's grants are used for the intended purposes, all activities funded by the SMC are audited annually. The strict audit requirements are passed on both at member and partner organisation level.

4. Capacity development

Capacity development is underlined in the SMC's humanitarian strategy for 2017-2021 and it is an important way for the SMC to enhance the quality of the humanitarian interventions.

Lessons learnt on capacity development

At a practical level the SMC seeks to integrate what we have learned from the framework agreement period 2014-2016. Specific examples include:

- The positive outcome of the Sahel seminar in April 2015 stands as a model for our training events. The seminar laid a common ground for humanitarian cooperation but also on DRR and resilience and led to increased cooperation between implementing partner organisations. The experience is that capacity development is optimised when the SMC, member and implementing partners learn together.
- The SMC will have a double role, sometimes we will act as a driver and at other times we will act as a catalyst, supporting members in capacity development. We will assist member organisations to reflect more intentionally on their, and their partners, capacity development needs and enabling them to connect to capacity development opportunities in light of these needs. This includes leveraging the strengths of the different member and partner organisations to provide support to one another.

The SMCs humanitarian strategy highlights two strategic directions which also form the basis of our planning for capacity development for the coming years; that is the integration of CHS and the expansion of the ability of SMC's member- and partner organisations to operate as first responders

Integration of Core Humanitarian Standard

The SMC's humanitarian capacity development will be based on Core Humanitarian Standards with its nine commitments (Result area 1 in the Capacity development logframe below). This will include capacity development in relation to the humanitarian strategic focus on gender equality, in combination with conflict sensitivity (Result area 2 in the logframe). To clarify, conflict sensitivity is not a humanitarian strategic focus area, but is found important in humanitarian capacity development and relevant to discuss in relation to gender equality.

Further, the second strategic focus area, the role of Faith Based Organisations (FBOs) and humanitarian assistance will also be brought up as a part of the Humanitarian capacity development plan (Result area 3 in the logframe). This issue will mainly be subject to capacity development and learning within SMC and its member organisations.

The third humanitarian strategic focus area, the linkages between humanitarian assistance and development cooperation will be discussed in relation to CHS and to the development of the CHS Quality & Accountability Framework but will not be focused in the capacity development as this issue mainly is considered as system issue.

Expansion of the ability of the SMC's member- and partner organisations to operate as first responders

The SMC will strengthen all relevant members and partner organisations, even those that do currently not receive any humanitarian funding, in order to improve their ability to be first responders and increase the number of organisations that are able to engage in relevant and effective humanitarian interventions. The SMC will to a larger extent recognise the role which many implementing partner organisations have in addressing local disasters and develop the capacity of member organisations to provide relevant support.

In order to achieve this, the SMC will set up a certain capacity development initiative focused on a limited number of smaller actors in the humanitarian ecosystem explicitly aimed at their capacity as first responders (Result area 4 in the logframe). These organisations will be part of humanitarian initiatives as need arise and remain in the context after the phase-out of individual projects. Therefore capacity development of organisations is a direct investment into the addressing of the current and coming humanitarian needs.

Capacity Development logical framework			
Project Objective			
Increased capacity of member and partner organisations to respond to humanitarian needs.			
Expected Results	Indicators	Sources of Verification	Risks and important assumptions
1. Integrate CHS: Member organisations and partners are integrating and contextualising CHS into their humanitarian work.	Members' capacity plans define training needs within member organisations in relation to CHS. A CHS Quality & Accountability Framework has been developed and is implemented.	Existing capacity plans. External evaluation report on SMC's capacity development. The CHS Accountability Framework is accepted by CHS Alliance.	One assumption is that SMC will be able to observe changes in members' behavior with respect to CHS, which can help us to track progress and refocus capacity development.

<p>Activities</p> <p>Develop a CHS Quality & Accountability Framework during 2017-2018.</p> <p>Develop the system for organizational assessment based on CHS.</p> <p>Connect the organizational assessment system with the capacity development plans.</p> <p>SMC supported capacity development, including activities financed by the fund for capacity development, is based on CHS.</p> <p>Regional learning workshops/ 'community of practice' events which bring together SMC, member organisations and partners.</p>			
Expected Results	Indicators	Sources of Verification	Risks and important assumptions
<p>2. Gender equality and conflict sensitivity:</p> <p>Gender equality and conflict sensitivity is promoted specifically through the introduction of CHS.</p>	<p>The CHS Quality & Accountability Framework includes gender equality.</p> <p>All capacity development initiatives include promotion of gender equality.</p>	<p>CHS Quality & Accountability Framework.</p> <p>External evaluation report on SMC capacity development.</p>	<p>Members and partners share SMC's priorities in the choice of focus areas.</p> <p>The principles can be appropriately contextualised into each context by partner organisations.</p>
<p>Activities</p> <p>Include gender equality in the development of the CHS Quality and Accountability Framework.</p> <p>Include gender equality in all capacity development initiatives.</p> <p>Continuing the capacity development on conflict sensitivity (SMC REKA project together with SWEFOR and LPI) within the framework of the humanitarian work, with a focus on specific countries.</p> <p>Fund for capacity development for partner organisations will give priority to gender equality and conflict sensitivity.</p>			
Expected Results	Indicators	Sources of Verification	Risks and important assumptions
<p>3. Faith Based organisations in humanitarian assistance</p> <p>Enhanced knowledge on opportunities and risks of faith based organisations in the humanitarian assistance.</p>	<p>The SMC and its members has increased its knowledge and developed a tool on FBOs in the humanitarian assistance.</p>	<p>A tool is developed</p> <p>External evaluation report on SMC capacity development.</p>	<p>Learning requires a safe environment, especially learning from mistakes and failures. SMCs role as financial controller and quality assurance presents a risk to developing a safe environment for learning on FBOs.</p> <p>Some contexts present significant</p>

			<p>risk regarding dialogue about FBOs. Caution will need to be exercised as to where this dialogue happens in order to not jeopardise our humanitarian response.</p>
<p>Activities</p> <p>Shared learning events on FBOs in the humanitarian assistance with member organisations.</p> <p>Develop a tool on FBOs in the humanitarian assistance.</p>			
Expected Results	Indicators	Sources of Verification	Risks and important assumptions
<p>4. Expanded ability of first responders</p> <p>Expanded ability of SMC's member- and partner organisations, and local communities, to operate as first responders.</p>	<p>SMC capacity development initiatives for first responders are in place.</p> <p>Best practices of first responders shared among SMC member and partner organisations.</p>	<p>Capacity development plan.</p> <p>External evaluation report on SMC capacity development.</p>	<p>Guiding assumptions include that local capacity within local community and organisations is important, and that the SMC implementing partners prioritise the inclusion of local stakeholders.</p> <p>Many SMC member organisations are engaged in forms of humanitarian response using their own sources of funding. Their interest in participating in the SMCs capacity development will depend on whether they see added value.</p>
<p>Activities</p> <p>The SMC capacity development initiative for first responders is set up including workshops, training made and learning materials available to all SMC members engaged in humanitarian response (not just those in the funding system).</p>			

5. Results framework

As an umbrella organisation, the SMC is able to fund Rapid Response Mechanism and major interventions in a number of countries. In order to make channelling of funding efficient and timely, the SMC has built up structures and frameworks that can incorporate a broad spectrum of humanitarian projects and sectors. The result model illustrates this. It is developed with the aim of handling programmes and projects in different countries, contexts and sectors, whilst incorporating a variety of funding volume.

External risks, cost effectiveness and development effectiveness have a high impact on expected results. The SMC's portfolio and geographical focus are aimed towards fragile states and countries and regions in armed conflicts and/or complex emergencies affected by climate change and/or corruption. External risks will have an impact on the SMC's humanitarian assistance and partners' working conditions. Cost effectiveness varies between regions and countries, depending on the context and level of risk. Costly projects may be financed, if justified and well planned, even if the number of persons reached is low. Development effectiveness highly contributes to efficient and speedy response, meeting humanitarian needs.

5.1 The SMC's results model

The result model aggregates results and indicators for all SMC funded humanitarian assistance during the period 2017-2019. It is divided into two objectives, one for interventions within the Rapid Response Mechanism and one for major interventions. This division is made in order to demonstrate the SMC's ambition to portray the different results and acknowledge some of the certain outcomes of major interventions.

Results will be reported and verified based on qualitative and quantitative indicators. The indicators identified in the results model are designed to incorporate different programmes and projects in different sectors. Thus, not all programmes and projects will relate to all indicators.

Approved project applications and target numbers will be the baseline for measuring quantitative indicators and level of goal achievement. These will be checked and monitored during field visits, regular monitoring meetings, when assessing final reports and project evaluations. Qualitative indicators show the quality of the work, dimensions and outcome of activities that are not possible to measure in numbers. In order to report on qualitative indicators, the SMC will draw on its current system for reporting on development cooperation, which is based on project assessments and using examples.

<p>Overall objective:</p> <p><i>Save lives, alleviate suffering and uphold dignity for women, men, girls and boys who are suffering from armed conflict, natural disasters and the effects of climate change, and reinforce the capacity of local civil society to act as first responders and work for a resilient society.</i></p>		
<p>Interventions within the Rapid Response Mechanism contributes to saving lives, alleviating suffering and upholding dignity</p>		
Expected results	Measurable Indicators	Sources of Verification
<p>Basic needs of targeted women, men, girls and boys are satisfied.</p>	<ul style="list-style-type: none"> • Total x number of people have received food assistance and/or assistance on Non Food Items (using methods such as food aid, cash based intervention and vouchers). • Total x number of people have received access to water, sanitation, hygiene and medical assistance. • Number of projects who's project goals have been fulfilled. (SMC project assessment) • Access to services for women, girls, boys and men was ensured when planning and implementing the humanitarian assistance. (SMC project assessment) • - Local communities (community groups, networks, SHGs, village committees etc.) has influenced the humanitarian assistance in x number of projects. (SMC project assessment) 	<p>Applications, final reports, evaluations, field trips, IHS and SMC assessments.</p>
<p>Major interventions contribute to saving lives, alleviating suffering and upholding dignity, and to building local resilience</p>		
Expected result	Measurable Indicators	Sources of Verification
<p>Basic needs of targeted women, men, girls and boys are satisfied.</p>	<ul style="list-style-type: none"> • Totally x number of people have received food assistance and/or assistance on Non Food Items (using methods such as food aid, cash based intervention and vouchers). • Totally x number of people have received access to water, sanitation, hygiene and medical assistance. • x number of totally x project objectives have a high level of goal fulfilment. (SMC project assessment). 	<p>Applications, final reports, evaluations, field trips, IHS and SMC assessments.</p>

	<ul style="list-style-type: none"> • Access to services for women, girls, boys and men was ensured when planning and implementing the humanitarian assistance. (SMC project assessment). • Local capacity (community groups, networks, SHGs, village committees etc.) has influenced the humanitarian assistance in x number of projects. (SMC project assessment) • The final reports give examples of assistance bridging humanitarian and development support. • - The final reports give examples of local communities building resilience. 	
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5.2 External and internal risks impacting on goal achievement.

The members of the SMC seek to work in countries and contexts with the most present and pressing humanitarian needs. In general, the humanitarian needs are highest in countries and regions highly affected by long-lasting armed conflicts, weak or non-existent institutions and insecurity for staff. In many contexts the NGO legal framework and other legal barriers, relating to freedom of associations, limitations and restrictions on foreign funding and travel, may hamper civil society organisations' ability to respond to humanitarian needs.

Almost all countries, within the frame of the SMC humanitarian assistance, are on the lower ranking of Transparency International Corruption Perception Index. Corruption greatly affects and hampers the implementation of aid.

Partner organisations work with and in these complex contexts and risk analyses and risk management are integrated in all planning, implementation and monitoring. However, the occurrence of unforeseen risks and hurdles may hamper implementation, and consequently impact goal achievement. SMC will encourage regular monitoring meetings and a close dialogue in order to support partner organisations.

6. Budget

	Budget 2017	Budget 2018	Budget 2019	Not	total budget
Opening balance					
Income					
Humanitarian interventions and operational expenses for partner organisations	70 000 000	70 000 000	75 000 000		215 000 000
Administration expenses 7% - Member organisations	4 900 000	4 900 000	5 250 000	1	15 050 000
Operational expenses for SMC	5 854 000	6 008 000	6 482 000		18 344 000
Other income					-
Interest income					-
Total income	80 754 000	80 908 000	86 732 000		248 394 000
Expenses and repayments					
Humanitarian interventions and operational expenses for partner organisations	70 000 000	70 000 000	75 000 000		215 000 000
Major humanitarian interventions	55 000 000	55 000 000	60 000 000		170 000 000
RRM humanitarian interventions	15 000 000	15 000 000	15 000 000		45 000 000
					-
Administrative expenses 7 % member organisations	4 900 000	4 900 000	5 250 000		15 050 000
Operational expenses for SMC	5 854 000	6 008 000	6 482 000		18 344 000
Field trips	160 000	160 000	160 000		480 000
Audit	85 000	90 000	95 000		270 000
Consulting costs (incl evaluations)	600 000	600 000	900 000		2 100 000
Seminars (capacity development)	580 000	580 000	600 000		1 760 000
Personnel costs	2 736 000	2 804 000	2 874 000	2	8 414 000
Direct costs as rent, IT, depreciation and other common costs	1 693 000	1 774 000	1 853 000	3	5 320 000
Grant repaid to Sida					
Interest repaid to Sida					
Total expenses and repayments	80 754 000	80 908 000	86 732 000		248 394 000
Closing balance	-	-	-		-
Notes:					
1) Administrations grants (7%) paid to members organisations.					
2) Personnel costs consist of:					
Finance and adm : 0, 20 %					
Controller: 0,80 %					
Humanitarian Coordinator: 100 %					
Humanitarian Desk officer : 150 %					
Advisor capacity building and evaluation 100 %					
3) Direct costs consist of cost as rent, IT, depreciation, etc. Other common costs consist of support service costs that are shared between different departments in our organization.					