Charter for Change:
From commitments to action

Progress Report 2017-2018

Charter**4**
CHANGE

Overall

- AR17-18 New: self-assessment of progress against commitments, testing C4C against the Rohingya Refugee Response reality

- C4C: important role as a platform for collaboration and joint advocacy
  - Exercising influence on the **global humanitarian policy dialogue**
  - In a few countries, C4C emerging as an important **platform for local and national dialogue and advocacy (& coordination?);** C4C endorsers' leadership on advocating for GB and C4C in practice)
  - This role was reinforced at the 2017 **C4C Annual Meeting** in The Hague

Continued from 16-17:

- C4C incorporation in new international strategies, organisational emergency response approaches, communications strategies, new partnership policies, or reporting on C4C commitments to program quality committees and organizations' senior most leadership

- Discrepancy between awareness/buy-in of commitments between HQs and country program levels

- Differences in implications: Partnership-focused signatories & signatories w mixed direct-implementation/partnership approaches
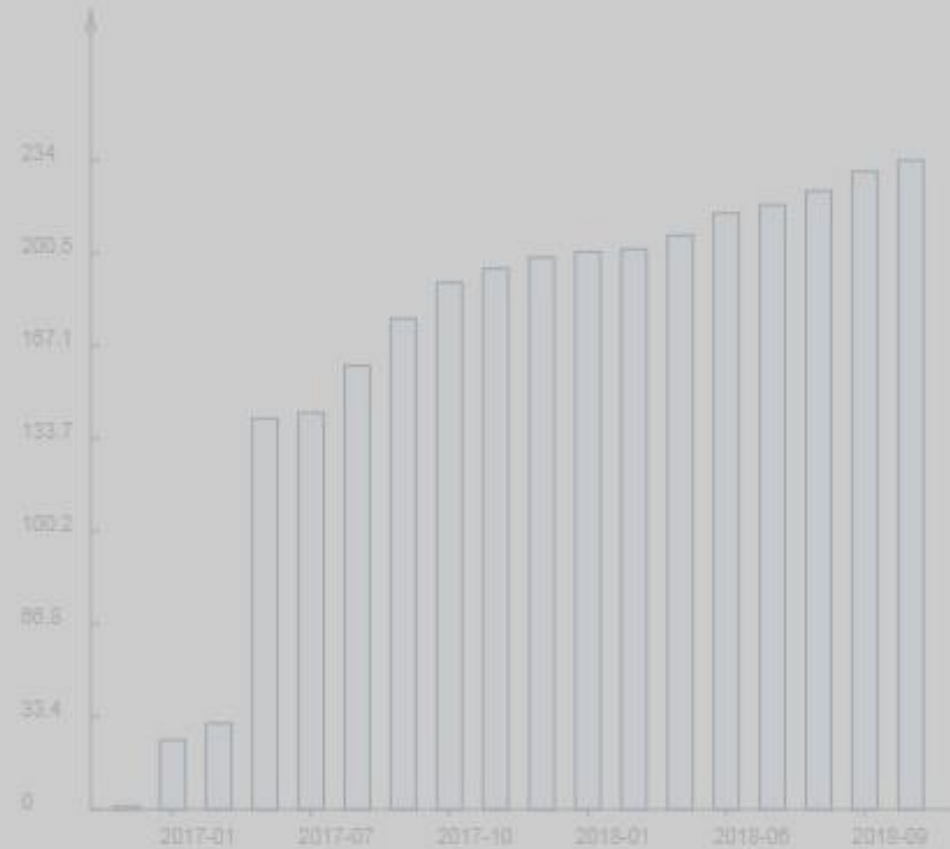
- **More socialisation of C4C** with local/partner organisations needed?
  Ca. doubling of C4C endorsers since April 2017 (234 today)

New members by month

Overall:

Figure 1: Average compliance of the C4C signatories

Average Compliance C4C signatories 2018

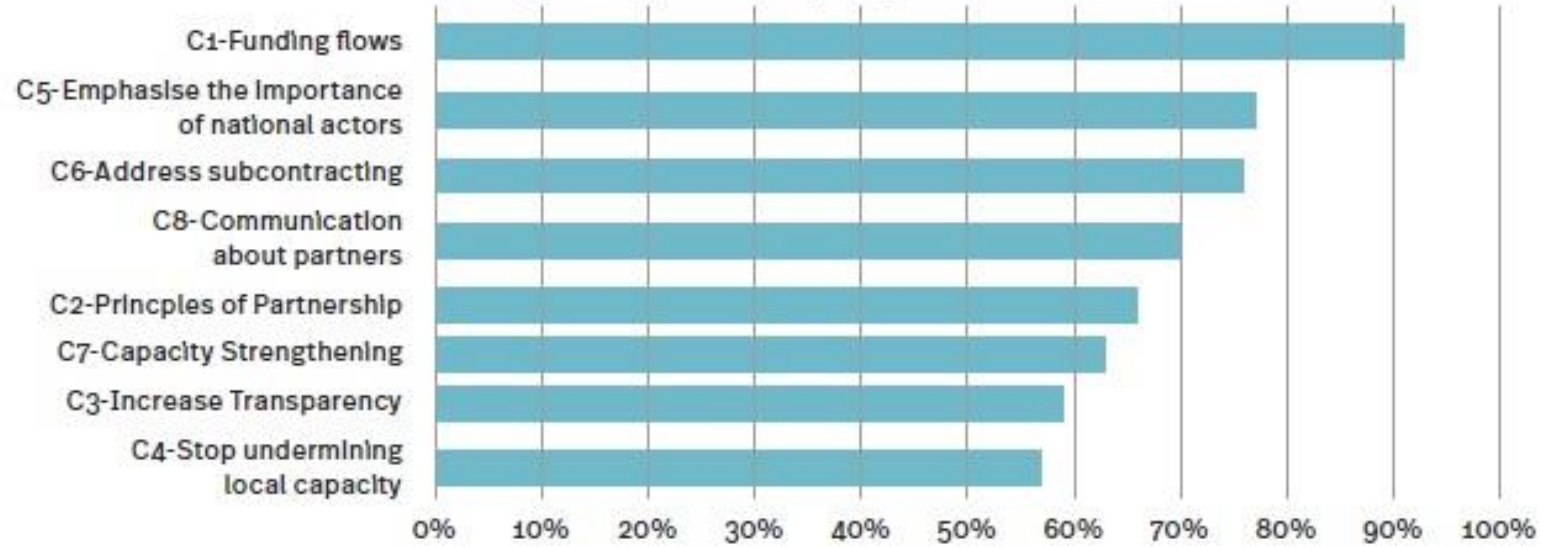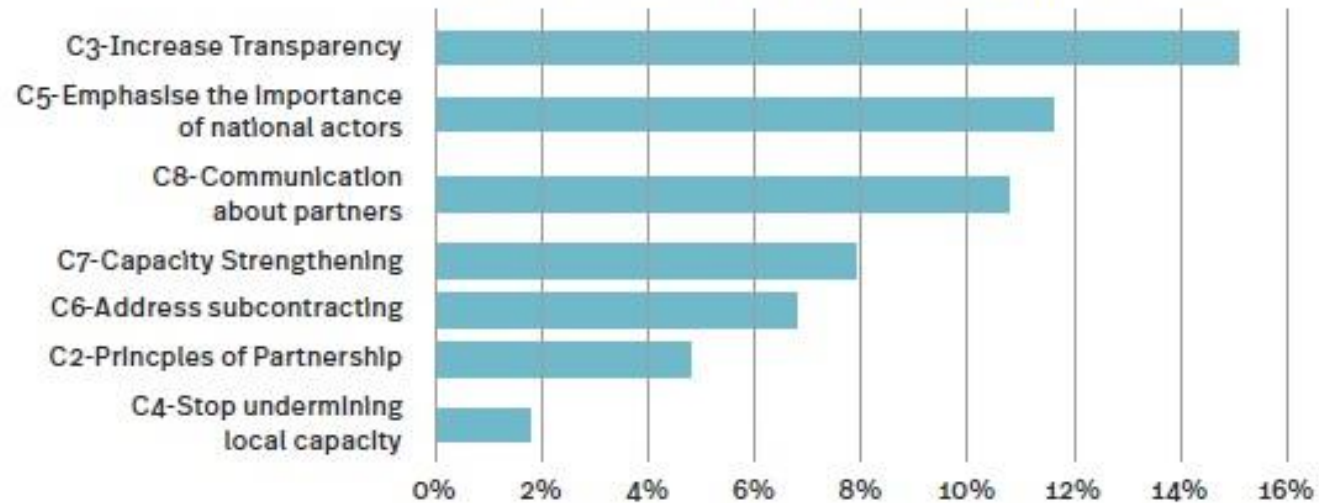Categories (top to bottom):
- C1-Funding flows
- C5-Emphasise the importance of national actors
- C6-Address subcontracting
- C8-Communication about partners
- C2-Princples of Partnership
- C7-Capacity Strengthening
- C3-Increase Transparency
- C4-Stop undermining local capacity

Axis: 0% – 100%

Figure 2: Average progress on C4C commitments since last year

Average Progress C4C signatories April 2017 - 18

Categories (top to bottom):
- C3-Increase Transparency
- C5-Emphasise the importance of national actors
- C8-Communication about partners
- C7-Capacity Strengthening
- C6-Address subcontracting
- C2-Princples of Partnership
- C4-Stop undermining local capacity

Axis: 0% – 16%

Commitments 2 & 6: Partnership and Equality

Partnership / PoP	Equality
- Signatories to PoPs and/or similar principles (network-specific, organisation specific) -Verification: external certification (CHS, 7 orgs) Challenges: -'Either/or' discussion → different and contextual ways of working with partners -fragile contexts and war zones (local orgs' structures/governance under stress) -Behaviour change, in the heat of a response -Better & more resources for strengthening partners' systems →Formalising and mainsteam PoPs in docs →Raise awareness on PoPs (internally & with partners)	-Business as normal approach → need to avoid complacency -Shift in operating model – adjusting internal systems and tools to incorporate stronger partnership approaches Challenges: •Organisational culture •Discrepancies across teams and regions •Fragile contexts and org capacity vs. the humanitarian imperative (e.g. Sth Sudan, Mali, Northern Nigeria, DRC) •Donor preference for technical specialisation, operational delivery at scale →Internal strategies, improving consistency of partnership approaches →Redress imbalances btw. INGO and local actor capacities

A **'Partners' Charter':** expect transparency on budgets, shared learning, fairness, staff behaviour, complaints handling, etc.

Conducting **structural needs assessments with partner**s ahead of design stages

Commitment 4: Stop undermining local capacity

▶ diversity in compliance, Least progress made
  ▶ Not an issue (signatories who work entirely through partnerships)
  ▶ Compensation policies highly challenging
  ▶ Not prioritised

▶ ethical recruitment policy (4 agencies)
▶ strengthening country-specific or regional surge capacity
▶ raising awareness among country colleagues
▶ inclusion in partner contracts

Commitment 5: Emphasize the importance of local actors

2nd highest overall compliance

- ▶ More awareness and interest among donors, joint discussions on how to best support local and national actors
- ▶ Bilateral meetings (hq & country levels), collective meetings and influencing
- ▶ Increase in funding to pooled funds
- ▶ Institutionalisation of C4C advocacy to donors still needs attention

Challenges:

- ▶ trend: Major donors preferring fewer partners
- ▶ Donor preference for high volume of funds and no's of beneficiaries
- ▶ Interest in investing in strong/large national NGOs → less focus on capacity strengthening of smaller actors, less diverse field of local and national humanitarian actors
- → Risk mitigation scenarios, collective provision of practical solutions to donors
- → More joint planning among humanitarian and development programming

Special report on C4C and the Rohingya crisis refugee response

Figure 11 : C4C signatories' average compliance with the charter's commitments in the Rohingya crises refugee response. Data for C1 was not available.