



For a world without hunger

ACCOUNTABILITY FRAMEWORK

NOVEMBER 2016

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1 PURPOSE OF THIS FRAMEWORK

This document **specifies what stakeholders can hold Welthungerhilfe accountable for. It outlines our commitment to being accountable to our stakeholders and how we are going to strengthen this accountability to them.** We recognize that the essence of accountability is to respect the needs, concerns, capacities and potentials of the people we aim to assist.

Our stakeholders are first and foremost the people we aim to assist, regional and national partners, the general public and our supporters (private donors, volunteers, companies, philanthropists and foundations), our staff and management, regulatory bodies, various committees, our institutional donors and our suppliers as well as contractors.

Outlining our commitments in an Accountability Framework which is publicly available will allow internal and external stakeholders to assess our work.

Welthungerhilfe became an official member of the Humanitarian Accountability Partnership (HAP International) in early 2012. In 2015 HAP became CHS-Alliance, which Welthungerhilfe is a founding member of. As an organisation which assists and acts on behalf of people affected by disasters, conflict, poverty, or other crises, Welthungerhilfe has significant power in their work to save lives and reduce suffering. In contrast, crisis-affected people have no formal control and often little influence over organisations such as Welthungerhilfe. It is difficult for these people to hold organisations such as our own to account for actions taken on their behalf. **Being accountable to communities and people affected by crisis helps Welthungerhilfe to develop quality programmes that meet people's needs and to reduce the possibility of mistakes, abuse, exploitation and corruption.**

By accepting the Core Humanitarian Standard (CHS), Welthungerhilfe has committed itself to the fulfilment of certain accountability standards outlined by the nine Commitments of the Core Humanitarian Standard:

- 1) Humanitarian Response is appropriate and relevant
- 2) Humanitarian Response is effective and timely
- 3) Humanitarian Response strengthens local capacities and avoids negative effects
- 4) Humanitarian Response is based on communication, participation and feedback
- 5) Complaints are welcomed and addresses
- 6) Humanitarian Response is coordinated and complementary
- 7) Humanitarian actors continuously learn and improve
- 8) Staff are supported to do their job effectively and are treated fairly and equitably
- 9) Resources are managed and used responsibly for their intended purpose.

This document provides an overview of standards, codes of conduct and other commitments of Welthungerhilfe and includes detailed action plans (*please refer to Annex 2*) with recommendations which result from the Baseline Analysis conducted in 2013 at both Head Office and field level by a HAP¹ Consultant in order to assess our organisational compliance with accountability standards.

The commitments outlined in this document are binding for all Welthungerhilfe programmes.

¹ HAP is the predecessor of CHS-Alliance.

2 WHO WE ARE AND WHAT WE STAND FOR

Welthungerhilfe actions are guided by the belief in the equality of all people, the inviolability of their rights including their right to self-determination. People with whom we work are partners who strive to achieve social changes. We treat them with respect, a sense of solidarity and compassion. Welthungerhilfe contributes to the improvement of people's lives, in the spirit of solidarity, humanity and with a high commitment to quality and accountability.

The Welthungerhilfe founding principle is **'Helping People to Help Themselves'**. Welthungerhilfe aims to ensure that this principle is reflected in all its interventions. Welthungerhilfe is convinced that the most promising way to make a lasting change in the lives of the people we work with is the empowerment of people to take their fate into their own hands.

Welthungerhilfe activities aim to sustainably improve the lives of generations to come, in a healthy environment and a just society. Our goal is to make our work superfluous. We therefore share the goal with many people who are committed to development cooperation that, one day, development cooperation will no longer be necessary and that people will be able to adequately help themselves.

Welthungerhilfe pursues a holistic, quality- and impact-oriented concept ranging from immediate humanitarian assistance and reconstruction to long-term development projects. With our political activities, we fight for a change of the conditions that lead to hunger and poverty.

2.1 Our Vision

“A world in which all people can exercise their right to a self-determined life in dignity and justice, free from hunger and poverty.”

2.2 Working effectively and acting respectfully

We want to be successful. We measure our success according to how much the conditions of people living in poverty and deprivation have improved. We use field-based evidence, lessons learned from good practice and research by academic institutions in a feedback loop into our program management cycle. Crucially, the field-based evidence and the participatory approaches we use leads to respect of the knowledge, experience and traditions of people and the communities with whom we work. Our work is characterised by creativity and constant willingness to learn and innovate.

We treat others with respect and appreciation. We enable our staff to achieve a work-life balance. This is particularly true of members of staff who overcome special challenges and take personal risks, for example, in crisis regions.

We keep our promises. Transparency and reliability are important cornerstones of our work – with regards to the people we aim to assist, our partners, the general public and providers of public grants. We know that without our supporters, we would not be able to work successfully. It is to them that we owe our special thanks.

We do not have a “one fits all” approach; our approach is flexible and addresses the particular conditions of the particular country / region and people affected. Welthungerhilfe as an international NGO closely cooperates with national and regional civil society actors

through strong networks and equal partnerships. As a principle, we build upon existing potentials and coping mechanisms of communities in order to facilitate self-sustaining strategies to overcome global hunger and poverty. Accountability to all our stakeholders is one of our pillars of credibility.

Welthungerhilfe is highly value driven and pulls its strength both from its moral reputation and the high identification of our staff with the organisation's goals and mandate. Welthungerhilfe strives to embrace an open internal discussion culture, irrespective of hierarchies and responsibilities. Welthungerhilfe has been and will continue to be a learning and innovating organisation with the ambition to improve its effectiveness.

3 WHY ACCOUNTABILITY MATTERS

In our work to overcome poverty and fight hunger worldwide, it is essential that Welthungerhilfe is accountable to the people whose lives we seek to improve and to the organisations and individuals whose support makes this possible. Welthungerhilfe recognises that the essence of accountability is to respect the needs, concerns, capacities and disposition of those with whom we work and to answer for our actions and decisions.

We cannot simply rely on our stakeholders taking our word that Welthungerhilfe does the right thing – we need to demonstrate this in every aspect of our work. For Welthungerhilfe, to call for greater accountability from others (like international donors, national governments etc.), we must be accountable ourselves.

We believe that a greater emphasis on accountability and quality management will lead to a higher level of quality in our work. As a learning organisation, we are open to receiving any form of feedback on what is working well and what is not, and on which issues we need to improve. **Accountability is critical in every phase, decision, and action we undertake as organisation, be it to mitigate emergencies or fight poverty.**

4 OUR UNDERSTANDING OF ACCOUNTABILITY

Welthungerhilfe defines accountability according to the CHS definition as follows:

CHS Definition: “Accountability: the process of using power responsibly, taking account of, and being held accountable by, different stakeholders, and primarily those who are affected by the exercise of such power.”

5 OUR COMMITMENTS

Welthungerhilfe is committed to abiding by international and internal standards, codes and policies that affirm our commitment of accountability to our stakeholders and, in particular, to communities with whom we work. Our actions are also framed by a set of international laws underpinning the rights of the people we aim to assist and other principles which Welthungerhilfe has signed and thus, is obliged to adhere to. A number of memberships and affiliations also guide our commitments. *Annex 1 includes a detailed list with a brief description of each affiliation and membership (and the respective web link).*

Please note: Not listed here are various Alliances, Networks and Associations, Umbrella Organisations and Consortia existing in Welthungerhilfe partner countries and regions.

5.1 Codes of Conduct and Internal Commitments

Our Welthungerhilfe Code of Conduct – which all Welthungerhilfe employees must sign – sets out the standards of behaviour expected from all employees in relation to each other, our programme participants, and other relevant parties. The following parts are included in the Welthungerhilfe Code of Conduct: Prevention of Sexual Exploitation and Abuse, Prevention of Corruption and Fraud, and Child Protection Policy. We are committed to investigating allegations of behaviour in breach of the Code of Conduct, and have a disciplinary process in place.

In addition, all Welthungerhilfe staff is obliged to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief (ICRC Code of Conduct). The Code of Conduct which Welthungerhilfe signed voluntarily seeks to maintain the high standards of independence, effectiveness and impact to which disaster response NGOs and the International Red Cross and Red Crescent Movement aspires.

Management and Cooperation Principles for all Managers of Welthungerhilfe -

Self-responsibility, dignity and justice – these are freedoms that we seek for all the people in the world through our corporate strategy. Such a vision carries an obligation, one that dictates our actions and the actions of our staff. As managers, we demonstrate this philosophy by embracing the management principles stipulated in our Management and Cooperation Principles.

The Sphere Handbook provides staff with minimum standards in the provision of humanitarian projects in the sectors of WASH, nutrition, shelter, food aid and health services. Furthermore, it also provides indicators against which staff can measure their performance in humanitarian responses.

5.2 Programme Commitments

The below table contains both our commitments as well as an indication of how Welthungerhilfe will manage the implementation and capacity development of these commitments (both international and internal standards, codes and policies) in a way that enables learning and improvement.

	General Programme Commitment	Especially for Humanitarian Response
Commitments	<ul style="list-style-type: none"> • WHH Principle “Help people to help themselves” • WHH Strategic Objective “Sustainable Food and Nutrition Security” • WHH Strategic Objective “Intensifying partner work and promoting civil society” • WHH Child Protection Policy • WHH HIV/AIDS Workplace Policy • CHS Commitments • Do No Harm • Linking Relief and Rehabilitation with Development (LRRD) • Scaling Up Nutrition (SUN) - right to food and good nutrition • FAO Voluntary Guidelines on the Right to Food • People in Aid Standards • VENRO Codices (Transparency, Operational management and Control; media Press and Public Relations; Ethical Code for Donation Mailings (with DZI)) • Alliance Development Works (BEH) key principles for public relations 	<ul style="list-style-type: none"> • Principles of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes • The Sphere Project: Humanitarian Charter and Minimum Standards in Humanitarian Response • 12 key rules of Humanitarian Assistance (German Foreign Office / AA) • Global Humanitarian Platform (GHP) and its Partnership Principles
Guidelines (internal & external)	<ul style="list-style-type: none"> • WHH Orientation Frameworks: Conflict Sensitive Approach of Overseas Co-operation; Outcome and Impact Orientation; Gender in Development Co-operation; Microfinance Guidelines; Climate Proofing; WASH; Sustainable Food and Nutrition Security, Civil Society Cooperation (in preparation) • Impulses 	<ul style="list-style-type: none"> • Orientation Framework Emergency Aid • WHH Emergency Response Guidelines and Checklists • Sphere Handbook • Alliance2015 Toolbox • Security Manual

6 OUR STAKEHOLDERS

6.1 The people we aim to assist and their wider socio-economic environment

We are strongly committed to our founding principle “Helping People to Help Themselves” which lies at the centre of our response. We accomplish this by carefully listening to the people we aim to assist, incorporating their views and analysis in programme decisions by following participatory approaches throughout the project cycle and likewise share relevant information in time.

Providing information to the people we aim to assist and communities is essential for meaningful participation. It also allows the people and communities we aim to assist to hold us to account – sharing our commitments with our stakeholders enables them to check whether we are meeting them or not.

Our commitments to the people we aim to assist and communities are two-fold:

- 1) We commit to doing what we said we would do**
- 2) We commit to behaving in a way that is polite, respectful and upholds people’s dignity.**

Both are equally important. Sharing information in ways agreed with the community potentially enables them to influence how a project is implemented and drives our founding principle. If people know what to expect then they will know when they are not receiving it, and can tell us.

Welthungerhilfe is a learning organisation and as such particularly interested in receiving feedback. We want to learn from the people we aim to assist and communities and as such feedback is essential to inform us on how well our projects are performing, what impact they are attaining and their level of appropriateness.

6.2 Partner Organisations

Civil society organizations play a key role for social progress and sustainable development. In their partner countries Welthungerhilfe co-operates with civil society groups and supports measures to strengthen civil society actors, based on the principle of help towards self-help.

Such civil society’s organizations exist in every country, therefore Welthungerhilfe firmly believes that only the development actors in the partner countries are able to fashion and ensure societal change and development in a sustainable manner.

We aim to assist civil society partner organisations in reaching their goals through more professional and substantial contributions, and to promote their capacities for the long term.

Our work with partners is guided by the following principles:

- Respect for the local understanding of civil society and its role.
- Development & strengthening the relevance and leeway for civil society engagement.
- Help towards/facilitate self-help for civil society organisations.
- Self-determination for & leadership role by local partner organisations; considering gender equality, equal participation and involvement as well as negotiation of concrete forms of collaboration pursuant to dialogue principle.
- Context-specific and needs-appropriate collaboration.
- Support for partner organisations' lobby and advocacy work for the maintenance of their rights.
- Strengthening of outcome and impact orientation, transparency and accountability for Welthungerhilfe's work.
- Support partner organisations with the representation of civil society interests in national and international committees for the fight against hunger and poverty.

Welthungerhilfe has integrated the following three elements in all its partnership cooperation contracts in order to facilitate sustainable capacity improvement:

- Capacity Development, the strengthening and promotion of the individual, organisational and societal skills and capacities of people who work with and for the civil society organisations to achieve their own development objectives.
- Empowerment, strategies and approaches to increase the autonomy and self-determination of the people in their countries (Regardless of age, disability, race, religion or gender).
- Mutual knowledge transfer, the openness and willingness to learn with regard to the civil society actor.

We are responsible to support partners to speak up whenever possible, ensure feedback from policy processes where input from the partner country level was provided and back our partners in politically sensitive issues. The advocacy issues we work on will be identified in consultation with our partners.

6.3 Welthungerhilfe Staff

Welthungerhilfe is an equal opportunities employer and committed to providing equal access to training and development opportunities. Welthungerhilfe aims to provide a working environment for its employees that allows and encourages them to develop, learn and work to their full potential in a dynamic, innovative, safe and accountable setting. We operate in a manner which is accountable to staff through a range of organisational systems and established procedures.

Transparency

We are committed to regular communication through updates, one-on-one meetings between managers and their direct reports, and annual performance and development reviews. These annual reviews encourage upward reviews from employees to their line manager. Monthly organisational updates from the Board of Directors (BoD) are circulated to all staff, and the minutes from BoD and Senior Management Team meetings are available for all staff to access on our intranet.

Safety & Security

We are committed to providing a safe and secure working environment for all employees as far as is reasonably possible. All countries of operation have a Security Management Plan which is regularly reviewed and constantly reinforced. We have dedicated security experts who are responsible for advising and guiding fields of operation as necessary and appropriate.

Staff Policy

The permanent success of Welthungerhilfe's work in its project countries is warranted by their competence and commitment. This is reflected by our Human Resources Policy, which ensures a fair and reliable framework for all employees.

It is based on the following general principles:

1. Welthungerhilfe is a fair employer and pursues a non-discriminatory HR policy in every respect.
2. Personnel standards are fair and comparable for all national staff, regardless of which country they work in.
3. Appointment and working conditions for national staff are appropriate and typical for the market; they correspond with those of comparable organisations in the country of work.
4. Adequate financial precautions against significant risk factors enable national staff and their families to benefit from appropriate social security.
5. Welthungerhilfe expects its national staff to be fully committed to the organisation and to identify themselves with it. The organisation invests in the professional qualifications and development of its staff.
6. Welthungerhilfe uses its national staff's potential and gives them responsibility in the organisational hierarchy.

6.4 General Public and our supporters: private donors, volunteers, corporate co-operations, philanthropists and foundations

General public

Our main commitment vis-à-vis the general public is our mission statement:

Welthungerhilfe makes every effort to contribute to a world in which all people can exercise their right to lead a self-determined life in dignity and justice, free from hunger and poverty.

Public relation is thus another important cornerstone. Effective and motivating public relations via person to person communication, campaigns, web and media are fundamental. We respond to feedback raised by the public as quickly as possible. This and other commitments are mentioned transparently on our homepage under the topic “FAQ”.

Our supporters

Many hundreds of thousands of people choose to support our work and they do so through financial donations and many forms of non-financial support – for example volunteering.

Our supporters are crucial to enabling us to do our work delivering according to our vision and mission. We recognize our responsibility to be good stewards of their support. Our supporters are one of our primary sources of income and have confidence in our ability to allocate their money to those most in need in the countries in which we work. Via tools like direct support, mailings, advertising, online, events & mobilization, media cooperation, telephone campaigns and publications we try to attract new and tie existing supporters even closer to our organization. We create empathy – not through graphic pictures of suffering, but with a coherent representation of local living conditions. We believe in our message: A world without hunger is possible! We strengthen the sense of community between donors, target groups people we aim to assist and Welthungerhilfe – and our work has an experiential quality. Individual approach and service are therefore especially important.

Private donors

We recognise that our private donors are particularly interested in how much of Welthungerhilfe donations are spent on programmes. We promise that around 85% of our total revenue will reach the projects². We explain the composition of our revenues and expenses prominently and consistently in our annual report, in our fundraising magazine (four times a year), on the homepage of our website and in many other publications.

We deliver excellent standards of donor care. Our donor service is in charge of crediting donations, expressing thanks and sending a donation receipt as quickly as possible, in order to let donors know they are held in high regard and strengthen their relationship with the organisation. We record all feedback from private donors in our Customer Relationship Management database, and monitor this feedback to ensure that we learn from this and respond to their needs. We promise that we use the data of the donors exclusively for the purpose of Welthungerhilfe (data is secure with us, even online).

Volunteers (including circles of friends and schools)

We are committed to being accountable for our volunteers in Germany. We do this by keeping our volunteers (more than 1.700 people) as well as our circles of friends and schools up to date by newsletters, regular meetings, events and private contact. At least once a year we ask our volunteers for feedback on our work. Besides this, we conduct surveys in order to improve our mutual cooperation. In addition we support our volunteers very individually according to their wishes. All our commitments are written down in our service standards.

Corporate cooperation

² In 2013 about 86,5 percent of our revenue goes directly to projects, and only 2,2 percent is needed for administration. 4,9 percent was invested in public relations and advertising; 3,8 percent in overseas project monitoring and 2,6 percent in Campaigns and educational work (see: Annual Report 2013)

While NGOs have become sought-after dialogue partners in international negotiations and have gained in significance, companies, in particular large and internationally active ones, are increasingly influencing policies and frameworks – often not in line with the interests of our target groups. At the same time, companies are looking for dialogue with NGOs and, in the case of mutual political interests, joint action. Public institutions also regularly seek dialogue with companies, sometimes using the expertise of NGOs. Overall, the pressure is growing on companies to operate "clean" business with and within developing countries.

We recognize that companies can be strategic partners in development work or in the political work of non-governmental organisations. Collaboration with companies has, however, presented some challenges in recent years: reputational risks can arise for NGOs - e.g. when cooperating with a company that is being publically criticised or has a bad public reputation. On the other hand, there are also opportunities. Companies generate jobs and income, contribute to government revenues in their respective countries through tax payments and, as such, are important players in the development process. We are therefore committed to structure the cooperation with companies along clear and transparent criteria. Our principles of cooperation with companies are laid down in the WHH 'Guidelines for cooperation with companies'.

6.5 Institutional Donors

While Welthungerhilfe focuses its efforts in improving its accountability towards the people we aim to assist, accountability (to institutional donors) is also of major importance for Welthungerhilfe. We are committed to hold money in trust for all of our donors. This creates a responsibility to ensure we are accountable and to give value for money both to our donors and to the people we aim to assist.

We receive much of our funding from institutional donors worldwide and project sponsors who provide funds based on agreed contractual arrangements, consisting of both project narrative and financial plans, and almost all donors have guidelines on financial and administrative rules. In order to properly account for these funds, donors generally require both financial and narrative reports during and at the end of the project period and we seek to be fully compliant with these requirements. External audits have not led to major reservations and disallowances in past years and impact oriented monitoring and evaluation is mainstreamed throughout all projects.

Whilst we are dependent on our donors to fund our programmes, and those of our partners, donors shall not determine where we work, who the people we aim to assist are, or what type of programme activities we choose to support or implement ourselves.

Quality assurance and capacity development

From a compliance, quality assurance and improvement point of view, Welthungerhilfe remains committed to high standards in financial administration and accountability. Staff introduction and in-country trainings contribute to a better human resource qualification, both thematic and in finance administration. Knowing and being able to adequately apply donor regulations and strategies requires constant efforts by all concerned staff and we are committed to compliance.

Systematic learning from feedback on proposals (successful and failed), reports and evaluations is existent and will be further fostered.

Audits and evaluations

We are subject to external evaluations and audits, both statutory and donor initiated audits. Executive summaries of external evaluations are published on our website. Welthungerhilfe is committed to the systematic analysis and assessment of all of our projects, programmes, practices and policies, focusing on their planning, design, implementation and impact. Evaluation is one component of our broader approach to assess or capture the impact of our interventions and country programmes.

Our systems and controls are regularly audited by internal and external auditors. These audits provide a mechanism to ensure that we are compliant with our policies and procedures and in line with donor contracts and agreements. They also verify expenditure and assess our organisational capacity in finance and programme management.

The auditing unit has made a self-assessment concerning all modules of a compliance management system according to German standards and is focusing on closing all gaps that might still exist. The internal regulations of WHH in the context of project implementation incorporate all rules given by applicable law. This assures that staff who are strictly following the internal regulations are in compliance with the overall legislation.

Corruption

We consider corruption – generally defined as the abuse of entrusted power for private gain – to be a major obstacle in the development of societies and economies. Welthungerhilfe, therefore, has **a zero tolerance policy** regarding fraud, bribery and corruption which is laid down in the Code of Conduct on conflict of interest and corruption. Non-compliance and unethical behaviour will have consequences such as summary dismissal of staff or termination of the cooperation. The internal auditing unit has designed training modules to sensitise our staff in Germany and abroad on the mentioned issues. The training is supported by case studies and films. In addition to the continuous training and sensitisation measures all new staff receive an in-depth introduction into the issue. All project offices worldwide will receive posters giving advice on how to react, if a case of corruption has been reported or is known.

Whistleblowing

WHH regards whistleblowing to be an important tool to avoid corruption. Welthungerhilfe provides protection to each person who comes forward. We request our staff, partners and individuals to report instances of corruption to our whistle-blowing hotline complaints@welthungerhilfe.de. The email address and the telephone numbers are communicated to all staff members who can be assured of confidentiality at any time. In addition Welthungerhilfe provides an online complaints form on its website. Welthungerhilfe has a policy of absolute transparency towards the donors and takes care to report cases of fraud and corruption to the respective donor.

ANNEX 1

Alliances, Networks and Associations

Welthungerhilfe is a member of diverse Alliances, Networks and Associations. While some of these relationships are upheld for many years, others are changing from time to time. The list below shows a selection of current and older Associations of Welthungerhilfe. An overview over all recent Networks can be found on <http://www.welthungerhilfe.de/en/about-us/who-we-are/our-network.html>,

Alliance2015 – The Alliance2015 is a strategic network of eight European NGOs engaged in humanitarian and development activities. A shared commitment towards more aid effectiveness and efficiency and to keeping the Millennium Development Goals on the global agenda is the driving force behind Alliance2015.

Alliance Development Works (Bündnis Entwicklung Hilft - BEH) - The Alliance Development Works is an alliance of German development and relief agencies providing long-term aid in the aftermath of major disasters and in emergencies. The association brings together larger and smaller, church and non-church development and relief agencies along with their respective specialities. Pooling these competencies enables efficient and effective action.

Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) – ALNAP is a system-wide organisation dedicated to improving the accountability and performance of humanitarian action by strengthening the humanitarian evidence base through sharing lessons, researching key issues and, where appropriate, providing leadership to find collective approaches and solutions.

Climate Action Network (CAN) Europe - CAN is a worldwide network of over 850 NGOs in more than 90 countries, working to promote government and individual action to limit human-induced climate change to ecologically sustainable levels. CAN members work to achieve this goal through information exchange and the coordinated development of NGO strategy on international, regional, and national climate issues. CAN has regional network hubs that coordinate these efforts around the world.

European Interagency Security Forum (EISF) - EISF was created to encourage a more prominent role for security management in international humanitarian operations. It provides a space for NGOs collectively to improve security management practice, and facilitates exchange between members and other bodies such as the UN, institutional donors, research institutions, and training providers.

Humanitarian Aid Coordination Committee (KoA/ German Foreign Office AA) - The Humanitarian Aid Coordination Committee is a discussion and coordination forum between the German Federal Government, humanitarian non-governmental organisations and other institutions with respect to humanitarian assistance. It takes place regularly since its inception in 1994 upon request from the Federal Government Foreign Office or at one of the members both in the event of crises but also on an ad hoc basis. Within Europe, the Coordination Committee is a unique body that allows a close and trusting exchange between government and civil society on all matters of humanitarian assistance.

International Council of Voluntary Agencies (ICVA) – ICVA is a global network of non-governmental organisations whose mission is to make humanitarian action more principled and effective by working collectively and independently to influence policy and practice. The added value of the ICVA network for its members is being able to influence humanitarian policy based on the collective work of NGOs in humanitarian operations.

Micro Insurance Academy (MIA) - MIA is a non-profit organisation with a mission to bring insurance solutions to the world's most vulnerable communities

Scaling-up Nutrition (SUN) – SUN is a unique Movement founded on the principle that all people have a right to food and good nutrition. It unites people—from governments, civil society, the United Nations, donors, businesses and researchers—in a collective effort to improve nutrition.

Voluntary Organisations in Cooperation in Emergencies (VOICE) – VOICE is a network representing 83 European NGOs active in humanitarian aid worldwide. VOICE is the main NGO interlocutor with the European Union on emergency aid and disaster risk reduction and it promotes the values of humanitarian NGOs.

WASH Network - The German Network for Water, Sanitation and Hygiene (WASH) is a network of German NGOs which focus on development cooperation or humanitarian emergency relief and rehabilitation and are actively engaged in the WASH sector. They share the Vision that everyone in the world has access to sustainable and safe water and sanitation

Umbrella Organisations and Consortia

Alliance Development Works / Bündnis Entwicklung Hilft (BEH) - The Alliance Development Works is an alliance of German development and relief agencies providing long-term aid in the aftermath of major disasters and in emergencies. The association brings together larger and smaller, faith-based and non-faith-based development and relief agencies along with their respective specialities. Pooling these competencies enables efficient and effective action. The agencies continue to act independently, but also support each other and co-ordinate their activities. Donations collected jointly are divided up equally among the organisations in the alliance.

German Committee for Disaster Reduction (DKKV) – DKKV is the national platform for disaster risk reduction in Germany within the International Strategy for Disaster Reduction (UN-ISDR). Acts as mediator for all NGOs active in the field of disaster reduction. As a centre of excellence for all aspects of national and international disaster reduction it supports multidisciplinary research approaches for disaster risk reduction and the dissemination of knowledge at all levels of education.

Umbrella Organisation of German NGOs / Dachverband der entwicklungspolitischen und humanitären Nichtregierungsorganisationen in Deutschland (VENRO) -

VENRO is the umbrella organisation/national platform of development and humanitarian NGOs in Germany. The organisation consists of around 120 members. Their backgrounds lie in independent and church-related development co-operation, humanitarian aid as well as development education, public relations and advocacy.

VENRO is a member of the European umbrella organisation CONCORD.

As member of VENRO Welthungerhilfe has participated in the development and committed herself to the following codes of conduct:

VENRO Code on Transparency, Operational Management and Control
VENRO Code on Media, Press and Public Relations
VENRO Code on Child Rights
VENRO / DZI Ethical Code for Donation Mailings

External Codes and Commitments

12 Key principles of humanitarian assistance (German Foreign Office AA) – The participating NGOs, agencies and federal ministries of the Humanitarian Aid Coordination Committee have established twelve key principles of humanitarian assistance abroad. As a member of the KOA, Welthungerhilfe has signed these principles and adheres to them in their programme work.

Alliance Development Works / Bündnis Entwicklung Hilft (BEH) Codex – The members of the Alliance commit themselves to adhere to the VENRO Code on Media, Press and Public Relations and especially to seven key principles for public relations.

Seal of Approval Self-Commitment/ Deutsches Zentralinstitut für soziale Fragen (DZI) – Welthungerhilfe joined voluntarily the DZI self-commitment. The goals of the Seal are: donor protection, protection of donations, and protection of state revenue. The German Foreign Office as well as the Federal Ministry on Economic Development and Cooperation, for example, refer to the Seal when checking whether a NPO may receive public subsidies.

Code of Conduct for the International Red Cross and Red Crescent Movement – The Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations in Disaster Relief seeks to guard our standards of behaviour. The Code of Conduct which Welthungerhilfe signed voluntarily seeks to maintain the high standards of independence, effectiveness and impact to which disaster response NGOs and the International Red Cross and Red Crescent Movement aspires.

Core Humanitarian Standard on Quality and Accountability (CHS) – As a founding member of the Core Humanitarian Standard, Welthungerhilfe has committed itself to the fulfilment of accountability standards outlined by the nine broad commitments of the CHS: 1) Humanitarian Response is appropriate and relevant, 2) Humanitarian Response is effective and timely, 3) Humanitarian Response strengthens local capacities and avoids negative effects, 4) Humanitarian Response is based on communication, participation and feedback, 5) Complaints are welcomed and addresses, 6) Humanitarian Response is coordinated and complementary, 7) Humanitarian actors continuously learn and improve, 8) Staff are supported to do their job effectively and are treated fairly and equitably and 9) Resources are managed and used responsibly for their intended purpose. **Right to Food** – Welthungerhilfe has supported the elaboration of FAO's "Voluntary Guidelines on the Right to Food" and has established a monitoring tool for the implementation of the Voluntary Guidelines. Our approach in particular focuses on lobbying organisations, institutions and various levels of government to change practices, rules and regulations that deny people their **right to food**.

Sphere Project – The Sphere Handbook provides staff with minimum standards in the provision of humanitarian projects in the sectors of WASH, nutrition, shelter, food aid and health services. Furthermore, it also provides indicators against which staff can measure their performance in humanitarian responses.

Transparency Initiative for Civil Society Actors - On the initiative of Transparency Germany, numerous actors from civil society and academia have defined ten basic points that should be made available to the public and which are obligatory for any civil society organisation. These include, among others, the articles of association, the names of the key decision-makers and information about sources of funds, use of funds and personnel structure. Welthungerhilfe has signed these ten points and thus, is obliged to comply.