The project helps strengthen internal and external capacities.

- Autonomy
- Competencies
- Learning

The project aims to achieve positive effects that will be ongoing once the intervention is over.

- Continuity
- Resilience
- Anticipation

The project meets demonstrated priorities and adapts to the intervention setting.

- Mandate
- Needs
- Context

The project has the appropriate management capacity.

- Organisation
- Control
- Communication

The project makes optimal use of resources.

- Strategy
- Flexibility
- Optimisation

The project successfully achieves its objective.

- Feasibility
- Consistency
- Product/Service

The project is able to account for its actions to all stakeholders.

- Compliance
- Information
- Availability

The project respects universal ethical principles and applies Humanity & Inclusion's values.

- Values
- Do no harm
- Non-discrimination

The project has put specific mechanisms in place to involve beneficiaries.

- Consultation
- Expression
- Understanding

The project is consistent with its environment and interacts positively with other stakeholders.

- Cooperation
- Respect
- Complementarity

Project partners are involved to the greatest extent possible.

- Choice
- Results
- Involvement

The project aims to achieve positive short-, medium- and/or long term change for the targeted groups.

- Impact
- Effects
- Mitigation

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- Anticipation
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Accountability
<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>KEYWORDS</th>
<th>DEFINITIONS</th>
<th>MINIMUM COMMITMENTS</th>
<th>I Required</th>
<th>I Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>RELEVANCE</td>
<td>Needs</td>
<td>The project meets the demands and needs of beneficiaries and helps achieve the priorities of other stakeholders (authorities, partners, donors,…)</td>
<td>Conduct an analysis of needs, demands and resources in the initial diagnosis phase</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Mandate</td>
<td>Integrity</td>
<td>The project reflects Humanity &amp; Inclusion’s strategy and values</td>
<td>During the project design and implementation phase, verify that the project meets both Humanity &amp; Inclusion’s strategy and the programme’s priorities</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Context</td>
<td>Effectiveness</td>
<td>The project adapts its action to the intervention setting (social-cultural and historical determinants, security, logistical and regulatory constraints…) and its evolution</td>
<td>Analyse the intervention setting as outlined in the programme strategy or during the initial diagnosis phase</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>CHANGES</td>
<td>Risk</td>
<td>The project brings about positive short- and medium-term changes in the lives of the beneficiaries and their families</td>
<td>Carry out a baseline assessment so that trends in identified indicators can be monitored</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Impact</td>
<td>Integration</td>
<td>The project helps bring about long-term positive effects on the lives of beneficiaries and their families</td>
<td>The project systematically considers the risk of negative effects and reviews exclusion or restriction, including those related to gender, disability, age, diversity and to communities</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>CAPACITIES</td>
<td>Autonomy</td>
<td>The project helps build the capacities of local stakeholders and to ensure their autonomy at the end of the project</td>
<td>Conduct a preliminary analysis of the capacity and structure of potential implementing partners before entering into the design phase</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Commitment</td>
<td>Learning</td>
<td>The project team and partners develop the skills necessary for implementing the project</td>
<td>Train project teams, and partners if necessary, on Humanity &amp; Inclusion approaches and skills</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>The project contributes towards internal and external learning dynamics, and towards improving Humanity &amp; Inclusion’s practices</td>
<td>Write up and share lessons learned on each project during project completion phase</td>
<td>❌</td>
<td>❌</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUSTAINABILITY</td>
<td>Anticipation</td>
<td>The post-project phase is anticipated and planned from the outset</td>
<td>Develop a project exit and/or continuity strategy adapted to the context prior to the project closure phase</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Project sustainability and its evolution</td>
<td>Continuity</td>
<td>The project has met the identified needs of the populations and/or the activity has been transferred to other stakeholders in a position to continue it</td>
<td>Update the analysis of needs, stakeholders, risks and context during the project’s implementation phase</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Project sustainability and its evolution</td>
<td>Resilience</td>
<td>The intervention has met the identified needs of the populations and/or the project’s activity has been transferred to other stakeholders in a position to continue it</td>
<td>During the project design phase, and again during the project closure phase when there is a final evaluation, verify that the project contributed to reducing the vulnerability of target populations</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>ADMINISTRATION</td>
<td>Organisation</td>
<td>Project and support teams (Humanity &amp; Inclusion and partners) know their roles and offer a timely, cost-effective and quality contribution (operational, financial,…)</td>
<td>Plan activities, budgets, logistical requirements and indicator monitoring, and share the completed and planned activities on a monthly basis</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Control</td>
<td>Communication</td>
<td>Controls are in place for monitoring activities, compliance with Humanity &amp; Inclusion rules and the effects of the project, allowing corrective measures to be taken where necessary</td>
<td>Conduct an inter-services project review (project/support teams) on a regular basis (at least every 4 months) in order to monitor and adjust activities, indicators, budgets, logistical needs, risks management, recommendations and Humanity &amp; Inclusion rules; write up the results in a report</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Communication</td>
<td>Flexibility</td>
<td>Project communication is tailored to meet the objectives of the population it is targeting</td>
<td>Adapt communication to each project stakeholder and propose a project summary from the perspective of one female and one male beneficiary</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Flexibility</td>
<td>Product/Service</td>
<td>The project has the necessary resources (human, financial, logistical, technical,…) to achieve its objectives</td>
<td>Verify project feasibility during the project design and launch phase</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>The project’s outputs are of the required quality, in compliance with Humanity &amp; Inclusion’s and/or international technical standards</td>
<td>Efficiency</td>
<td>The proposed intervention method achieves the expected results at the lowest cost</td>
<td>During the project design phase, verify that the intervention strategy proposed is in fact the most cost-effective</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Strategy</td>
<td>Sustainability</td>
<td>The project is flexible and adapts to the evolving needs and risks (constraints and opportunities)</td>
<td>Define and manage the main risks and assumptions linked to the project’s implementation</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Complementarity</td>
<td>The resource needs are mobilised and optimised throughout the project</td>
<td>Monitor and analyse the budget between project team and support services (at least once a month for short-term projects and every 4 months for long-term projects)</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Accountability</td>
<td>The project communicates with international law, the laws in force in the project country, donor requirements, as well as Humanity &amp; Inclusion’s own rules, standards and commitments</td>
<td>Check compliance with the rules during the project design, project launch and project implementation phases with relevant support services (Article 35HR,…)</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>ACCOUNTABILITY</td>
<td>Compliance</td>
<td>All project documentation is conserved, classified and accessible</td>
<td>Develop, update and backup a project document database, to be used in compliance with data access and protection regulations</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Availability</td>
<td>Synergy</td>
<td>The project has put specific mechanisms in place to involve beneficiaries</td>
<td>The project brings about positive short- and medium-term changes in the lives of the beneficiaries and their families</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>PARTICIPATION</td>
<td>Coordination</td>
<td>Beneficiaries are consulted at every stage in the project cycle</td>
<td>Involve beneficiaries (or their representatives) in the initial diagnosis and project launch phases</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Expression</td>
<td>Governance</td>
<td>Beneficiaries have the means to express their opinions (complaint mechanisms, satisfaction surveys,…)</td>
<td>Encourage and empower beneficiaries (or their representatives) to express their level of satisfaction during the implementation phase</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Understanding</td>
<td>Governance</td>
<td>Beneficiaries agree with the priorities defined for the project and understand the expected benefits</td>
<td>Keep beneficiaries (or their representatives) informed during the project implementation and closure phases</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Synergy</td>
<td>Cooperation</td>
<td>A preliminary analysis is carried out to identify potential partners (financial, technical, logistical, ethical, strategic)</td>
<td>Conduct a preliminary analysis of the capacity of potential implementing partners</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Cooperate</td>
<td>Participation</td>
<td>Project partners are involved in the greatest extent possible</td>
<td>Define and manage the priorities defined for the project and understand the expected benefits</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>The project is consistent with its environment and interacts positively with other stakeholders</td>
<td>Synergy</td>
<td>The project is accepted by all stakeholders and actively seeks their involvement</td>
<td>Carry out a stakeholder analysis during the initial diagnosis phase</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Synergy</td>
<td>Empowerment</td>
<td>The project is coherent with other interventions so as to ensure a comprehensive response to the multiple and changing needs of the target groups</td>
<td>Look for opportunities for cooperation and complementarity between projects working in the same area during the project design and launch phases</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Synergy</td>
<td>Synergies</td>
<td>Project teams adopt a respectful and fair attitude towards everyone and ensure that actions are socially acceptable to the people targeted in all their diversity and communities</td>
<td>During the project design phase, verify that the proposed intervention not only respects Humanity &amp; Inclusion’s principles, but is also perceived as appropriate to the context, is acceptable to the people, and is not in contradiction with local development strategies</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Synergy</td>
<td>Inclusion</td>
<td>According to the humanitarian principles and international conventions (ICHR, Ottawa Treaty,…) the project helps to prevent any form of distinction, exclusion or restriction, including those related to gender, disability, age, sexual orientation and/or cultural/political/geographic affiliation</td>
<td>During the project design phase, ensure that the project addresses everyone’s needs and interests in an inclusive and differentiated way</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Ethics</td>
<td>Non-discrimination</td>
<td>The project respects universal ethical principles and respects Humanity &amp; Inclusion’s values</td>
<td>In the initial diagnosis and design phase, include a risk analysis of potential short- and long-term negative effects for communities</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Do no harm</td>
<td>Rights</td>
<td>The project applies the values promoted by Humanity &amp; Inclusion (Humanity, Inclusion, Commitment, Integrity)</td>
<td>Informed project teams and partners about the need for compliance with Humanity &amp; Inclusion institutional policies and directives (Child protection; Protection from sexual exploitation and abuse; Code of conduct; Disability, gender and age…)</td>
<td>❌</td>
<td>❌</td>
</tr>
</tbody>
</table>