

SECTION THREE: GOVERNANCE FRAMEWORKS AND INSTITUTIONAL EFFORTS FOR INTERNATIONAL FINANCING MECHANISMS IN FRAGILE HUMANITARIAN ENVIRONMENTS

SEÇÃO III: ESTRUTURAS DE GOVERNANÇA E INICIATIVAS INSTITUCIONAIS PARA MECANISMOS DE FINANCIAMENTO INTERNACIONAL EM CONTEXTOS HUMANITÁRIOS FRÁGEIS

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Mustafa Ali Ahmed Akla*

*College of Law, University of Mosul, Mosul, Iraq
moustafa.24lwp44@student.uomosul.edu.iq

Muhammad Younis Yahya Al-Saigh*

*College of Law, University of Mosul, Mosul, Iraq
moustafa.24lwp44@student.uomosul.edu.iq

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Abstract

This study addresses governance policies and institutional efforts because they aim to coordinate the tasks of international financing instruments in the context of fragile humanitarian environments and complex problems arising from wars, insecurity, and the multiplicity of international actors. In this context, multi-partner trust funds in the United Nations system stand out as a contemporary icon of participatory financing, working to achieve a higher level of quality and strengthen relationships in organizing financial resources that determine humanitarian responses. The research study aims to highlight the impact of the governance policies of these funds on the arrangement of tasks, decision-making procedures, and the determination of funding objectives through an organizational structure that organizes the executive and donor agencies, which supports the provision of resources for emergencies. In addition, it enhances the confidence of funding bodies and supports the quality of the agreement through the principles of transparency and accountability. However, these governance practices are exposed to obstacles associated with administrative bureaucracy and the differing interests of the participating parties.

Keywords: Humanitarian Finance. Corporate Governance. Humanitarian Response. Multi-Stakeholder Trust Funds. Fragile Environments.

Resumo

Este estudo aborda as políticas de governança e os esforços institucionais, uma vez que visam coordenar as tarefas dos instrumentos de financiamento internacional no contexto de ambientes humanitários frágeis e de problemas complexos decorrentes de guerras, insegurança e da multiplicidade de atores internacionais. Nesse contexto, os fundos fiduciários multiparticipativos do sistema das Nações Unidas destacam-se como um ícone contemporâneo do financiamento participativo, atuando para alcançar um nível mais elevado de qualidade e fortalecer as relações na organização dos recursos financeiros que determinam as respostas humanitárias. O estudo de pesquisa visa destacar o impacto das políticas de governança desses fundos na distribuição de tarefas, nos procedimentos de tomada de decisão e na determinação dos objetivos de financiamento por meio de uma estrutura organizacional que coordena as agências executivas e doadoras, o que apoia o fornecimento de recursos para emergências. Além disso, reforça a confiança dos órgãos financiadores e sustenta a qualidade do acordo por meio dos princípios de transparência e prestação de contas. No entanto, essas práticas de governança estão expostas a obstáculos associados à burocracia administrativa e aos interesses divergentes das partes participantes.

Palavras-chave: Finanças Humanitárias. Governança Corporativa. Resposta Humanitária. Fundos Fiduciários Multiparticipativos. Ambientes Frágeis.



1 INTRODUCTION

Multi-partner trust funds are among the most prominent contemporary mechanisms in humanitarian financing within the United Nations system because they were established to attract financial resources from funding agencies within a unified financial framework governed by governance regulations. This ensures consistency in intervention procedures, reduces funding fragmentation, and improves the quality of resource allocation in complex and fragile humanitarian environments¹.

Institutional literature considers this mechanism one of the most prominent factors that has helped enhance the efficiency of emergency responses, especially in fragile humanitarian environments suffering from multiple crises, natural disasters, and protracted conflicts. This is because the funds are based on a financing philosophy whose core principle is pooled funding, which allows them to provide financial resources for agreed-upon strategic objectives instead of committing to individual projects defined by each funding entity in a separate manner².

The governance principles of multi-stakeholder trust funds adhere to governance standards imposed by the United Nations to ensure transparency, accountability, and integrity. These principles include an organizational structure that involves participatory decision-making, with funding bodies and implementing agencies involved in developing the fund's public policies, in addition to financial control systems, administrative agreements, and founding documents³.

The documents regulating multi-partner trust offices highlight that governance is limited to financial oversight and ensures the distribution of institutional responsibilities

* The concept of governance is central to international institutional literature. It is not limited to administration or bureaucratic organization, but encompasses an integrated system of rules, procedures, decision-making mechanisms, accountability, transparency, and risk management. United Nations Development Programme (UNDP) reports indicate that good governance represents the framework through which economic and administrative authority is exercised to manage public resources efficiently and equitably, while ensuring participation, oversight, and the rule of law. The literature also emphasizes that governance in the context of international finance is closely linked to the effective allocation of resources, the reduction of waste and corruption, and the strengthening of trust between donors and implementers, particularly in fragile environments characterized by weak institutions and high levels of risk.

¹ United Nations Development Programme (UNDP), Multi-Partner Trust Fund Office: Annual Report 2024, New York, 2024, p. 12.

² OECD, Financing Humanitarian Assistance and Pooled Funding Mechanisms, Paris, 2023, p. 34.

³ UNDG, Guidance Note on Multi-Partner Trust Funds, New York, 2019, p. 7.

among executive bodies, the administrative agent, dispute resolution mechanisms, and risk management. This expansion of the governance concept is considered a crucial tool for the fund's sustainability and international credibility⁴.

Good governance is central to achieving sustainable development and supporting participatory efforts for the rational use of financial resources and the implementation of desired humanitarian goals with quality and transparency. It gains added importance in light of multiple stakeholders and fragile humanitarian environments that align with fundamental humanitarian goals⁵.

Trust funds rely on an institutional structure comprised of multiple levels in decision-making mechanisms and organizational structures. They consist of a steering or advisory board, an administrative agent, executive agencies, and independent oversight and evaluation mechanisms. This institutional division ensures separation in program implementation and fund management, which supports integrity and mitigates conflicts of interest⁶.

Participatory decision-making tools are a fundamental component of governance because they underpin funding allocations and are based on strategic alignments that take into account field conditions and humanitarian needs. Reports from the Office for the Coordination of Humanitarian Affairs (OCHA) have highlighted that these alignments reduce biases in funding and support equitable resource distribution⁷.

The United Nations system has adopted a system to attract financial resources and promote coordinated humanitarian intervention measures, thereby reducing duplication and supporting collective responsibility through its instrument, which is multi-partner trust funds⁸.

These funds adhere to financial governance systems, including unified accounting, external and internal audits, and mandatory periodic reporting. Agreements concluded with funding entities define the responsibilities of the administrative agent as

⁴ MPTF Office, Governance Framework and Accountability Structure, New York, 2022, p. 5.

⁵ Mohammed Waheed Hassan Alaa, Sustainable Development, An Analytical Study, University of Mosul Journal, Iraq, Issue 8, 2020, p. 96.

⁶ UNDP, Administrative Agent Protocol, New York, 2021, p. 9.

⁷ OCHA, Global Guidelines for Country-Based Pooled Funds (CBPF), Geneva, 2022, p. 18.

⁸ Abdul Rahman Al-Hiti, Sustainable Development, 1st Edition, Al-Maaref Establishment, Alexandria, 2015, p. 226.

a pivotal mechanism for ensuring financial compliance, monitoring the flow of funds, and safeguarding expenditure processes⁹ , Most analytical studies point to transparency and financial accountability rules, which enhance the confidence of funding bodies and increase the fund's capabilities to attract additional financial resources, especially during prolonged crises. Furthermore, relying on transparent performance indicators links funding to outcomes without depending on input measurement¹⁰.

Governance impacts the efficiency of humanitarian funding in fragile environments because its quality depends on the effectiveness of the humanitarian response. Good governance, in particular, supports faster allocation processes, reduces bureaucracy, and strengthens relationships between actors, which in turn improves the quality of humanitarian aid delivery¹¹ , Institutional transparency supports accountability to beneficiary communities, not just donors, especially since international literature shows that funds with strong governance structures have superior capabilities to manage political and operational risks and to adapt to changes on the ground¹².

Governance plays a role in localizing humanitarian work by enabling local and national organizations to participate in planning and decision-making, which leads to supporting local ownership and increasing the sustainability of humanitarian interventions¹³ , To reduce implementation gaps and support the legitimacy of humanitarian work, especially in post-conflict countries, local actors should be integrated into governance structures, as confirmed by United Nations reports¹⁴.

The United Nations Development Programme (UNDP) defines governance as the participation of the people and the adoption of transparent mechanisms and policies in managing legal governance systems in order to achieve fairness and judicial justice for all individuals, because effective governance "includes that political, social and economic priorities are based on public consensus and that the voices of the poorest and most needy in society are heard when making decisions related to funding sources"¹⁵

⁹ UN Board of Auditors, *Audit of Multi-Partner Trust Funds*, New York, 2023, p. 21.

¹⁰ World Bank, *Trust Fund Management and Results-Based Financing*, Washington DC, 2020, p. 44.

¹¹ OCHA, *Humanitarian Financing in Fragile Contexts*, Geneva, 2021, p. 11

¹² UNDP, *Transparency and Risk Management in Pooled Funds*, New York, 2022, p. 27.

¹³ Inter-Agency Standing Committee (IASC), *Localization and Humanitarian Governance*, 2021, p. 6.

¹⁴ United Nations, *Funding Mechanisms and Local Ownership in Crisis Settings*, New York, 2020, p 14.

¹⁵ Suad Khudair Muhammad, *The Effectiveness of the United Nations (Habitat) Program in Sustaining Human Settlements: Iraq as a Model*, Master's Thesis, University of Mosul, Iraq, 2025, p. 112.

Governance is defined as: policies based on relationships and the exchange of information in a transparent manner in decision-making and procedures, and the system and sustainability of international, local or civil institutions.

United Nations reports always indicate that the human being is the fundamental focus of development work, because good governance aims to reduce low levels and eliminate hunger, thus achieving a decent standard of living for individuals and ensuring their human dignity. Good governance enjoys the pillars of a democratic system: equality among individuals, participation in governance, and the rule of law. This has a direct impact on sustainable development, because the government is bound by limits that require it to respect the performance of all groups and to organize a sustainable and fair electoral process and multicultural political parties¹⁶.

Governance is a fundamental pillar of modern societies, ensuring sustainable development, including support for local government bodies, promoting public partnerships, and achieving fair and transparent practices that meet citizens' needs¹⁷.

Strengthening relations between countries is a key avenue for consolidating ties through agreements of cooperation and friendship. These agreements offer advantages and facilities for funding entities between donors and recipients, and they also provide full protection for the citizens of both countries. Such agreements are pivotal mechanisms in foreign policy because they impose legally binding obligations on both parties and provide a legal framework for humanitarian work between donor and host countries. We can benefit from this The "Model Investment Treaty" is considered the backbone of agreements between host and donor countries through bilateral agreements. These models often highlight each country's domestic policies regarding humanitarian contributions and are based on a draft agreement for the protection of foreign financial resources presented by the Organisation for Economic Co-operation and Development in 1967¹⁸.

Governance has an impact on fragile human environments, which we will discuss by clarifying its impact in Iraq, Yemen, South Sudan, and Syria. As follows, this research

¹⁶ Mohammed Khalaf Ramadan, *The Right of Peoples to Good Governance (A Study in International Human Rights Law)*, Master's Thesis, University of Mosul, Iraq, 2025, p. 77.

¹⁷ Emad Mohamed Abdel Mohammadi, *Legal Protection of the Environment*, 1st ed., Dar Al-Jami'a Al-Jadeeda, Cairo, 2017, p. 197.

¹⁸ Dr. Muhammad Yunus Yahya Al-Saigh, *The Legal Status of Private Foreign Investments in Developing Countries under International Financial Law*, PhD Thesis, University of Mosul, Iraq, 2005, pp. 88-90.

will address four demands. In the first demand, we will discuss the impact of the governance of multi-partner trust funds in Iraq, the second demand, the impact of the governance of multi-partner trust funds in Yemen, the third demand, the impact of the governance of multi-partner trust funds in South Sudan, and the fourth demand, the impact of the governance of multi-partner trust funds in Syria.

2 THE IMPACT OF GOVERNANCE OF MULTI-PARTNER TRUST FUNDS IN IRAQ

Multi-partner trust funds, whose work is organized by the Office for the Coordination of Humanitarian Affairs within the United Nations system, are a central funding tool for humanitarian response in Iraq. They attract resources from numerous humanitarian funding sources and provide support for participatory programs within a transparent governance framework. This strengthens relationships between competent humanitarian actors and enhances oversight of resource use to meet the essential needs for a peaceful life and the preservation of individual dignity. It also directly impacts the quality of funding and the efficiency of humanitarian response, particularly in post-conflict situations and addressing the remaining emergency needs of affected individuals as a consequence of conflict¹⁹, Governance has several impacts, which are explained below:

- 1) The impact of governance on defining core objectives and financial resources is significant because governance in multi-partner trust funds allocates financial resources, identifies basic needs, and sets strategic objectives through deliberations between the UN Humanitarian Coordinator and an advisory board that includes representatives from various implementing and funding bodies. This allows the Iraqi side to direct funding to the most urgent and critical areas, including health, water, and shelter Services and protection should be provided, rather than in a scattered or inconsistent manner that fails to address basic needs. Governance should be transparent, with decisions made through multi-stakeholder deliberations, allowing national and humanitarian actors to participate in setting

¹⁹ OCHA, Iraq Humanitarian Fund Operational Overview, United Nations in Iraq, 2022, pp. 6–7.

humanitarian funding objectives. This enhances the efficiency of resource allocation in fragile and complex environments like Iraq²⁰.

- 2) Aligning with field changes and humanitarian responses, the Iraq Humanitarian Fund (IHF) report states that since its inception in 2015, it has allocated hundreds of millions of dollars in emergency aid to strengthen national organizations' ability to carry out tasks on the front lines. These results demonstrate the impact of governance on funding support and its capacity to adapt to the dynamic changes in the field situation in Iraq. Because it is of paramount importance in varying circumstances and urgently changing humanitarian needs, and despite Iraq having ended its fight against the ISIS terrorist group, millions of Iraqis are in dire need of humanitarian support in light of the continued fragility of basic humanitarian services, which necessitates flexible financing tools that have the capacity for rapid response, and this is clearly evident in the sound governance followed in trust funds²¹.
- 3) Governance and accountability before national and funding bodies, because the financing of trust funds requires high and very strict levels of accountability and transparency, especially in the Iraqi context, requires international and national bodies that gain funding from international humanitarian institutions and the Iraq Humanitarian Fund (IHF). Subjecting them to strict oversight and rigorous institutional capacity assessment ensures that financial resources are used in humanitarian fields in accordance with international standards of transparency and accountability. This enhances the confidence of local and funding bodies, increases the number of funding entities, and maximizes the volume of funding provided for humanitarian purposes²².

²⁰ Iraq Humanitarian Fund Annual Report 2021, OCHA, Baghdad, 2021, pp. 10–11.

²¹ OCHA, Iraq Humanitarian Fund Annual Report 2022, Baghdad, 15 May 2023, pp. 6–7.

²² OCHA, IHF 2020 Annual Report, Baghdad, 12 July 2021, p. 51.

3 THE IMPACT OF GOVERNANCE OF MULTI-STAKEHOLDER TRUST FUNDS IN YEMEN

Multi-partner trust funds have a role in the humanitarian field, especially in the Yemeni context. The most prominent of these is the Yemen Humanitarian Fund, which is considered one of the essential components of the humanitarian structure adopted to address one of the most complex humanitarian crises in the world. The fund was established according to governance policies in a participatory style that ensures transparency and supports relations between non-governmental organizations, international agencies, and funding bodies²³.

The Fund's annual reports have shown that governance structures are a fundamental pillar in enabling an urgent response to growing needs, especially in light of the persistence of armed conflicts, challenges to humanitarian access, and plans to support infrastructure. This is demonstrated through reliance on transparent tools to define strategic objectives in sectors, based on the humanitarian response plan in Yemen, and by mainstreaming common needs²⁴. The impact of governance in the Yemeni humanitarian context is illustrated by the following:

- 1) Governance plays a role in allocating resources according to humanitarian objectives. The multi-partner trust fund in the Yemeni context relies on a consultative mechanism for allocating financial resources. This mechanism includes several stakeholders, such as an advisory board comprised of implementing partners, representatives of funding agencies, and the humanitarian coordinator. This policy reduces political bias in resource allocation and ensures that resources are directed to the most vulnerable sectors, such as food security, water, health, and protection. Most documents from the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) indicate that participatory governance has supported strategic implementation, aligning humanitarian funding with actual needs. This strengthens the quality of humanitarian agreements, unlike bilateral or fragmented funding models²⁵.

²³ OCHA, Yemen Humanitarian Fund – Operational Manual, Geneva, 2022, pp. 5-6.

²⁴ OCHA, Yemen Humanitarian Fund Annual Report 2022, New York, 2023, pp.3-8.

²⁵ OCHA, Yemen Humanitarian Fund Annual Report 2022, Op. Cit., pp.10-11.

- 2) Governance has an impact on the urgent response under the conditions of the ongoing conflict, as the environment suffers from institutional decay and a lack of security stability. Governance highlights its superior flexibility in restructuring humanitarian allocations in response to urgent field changes, including waves of displacement, the spread of epidemics, and natural disasters related to climatic conditions. It has provided institutions active in humanitarian fields with an opportunity to avoid traditional funding controls by means of accelerating approvals, identifying emergency windows, and activating operational risk management mechanisms²⁶.
- 3) Governance, transparency, and accountability in multi-partner trust funds rely on robust accountability controls that include assessments of partner institutions' capabilities, periodic program reviews, financial reporting, independent audits, and risk and fraud management systems. Reports from the United Nations Office have strengthened the confidence of international funding bodies and contributed to the sustainability of funding flows for humanitarian aid, despite security and political bureaucracy²⁷.
- 4) Governance and its impact on risk management in highly complex environments, particularly in Yemen, is considered one of the most prominent environments suffering from multiple challenges, including operational risks and compliance. This necessitates that the Office for the Coordination of Humanitarian Affairs (OCHA) develop additional governance mechanisms, including third-party monitoring, independent field investigation tools, and a whistleblowing system. Most international literature indicates that these governance measures are essential for maintaining the integrity of humanitarian funding and ensuring that resources are not used for political or personal purposes²⁸.
- 5) Governance and its impact on supporting national organizations: One of the most important aspects of governance in the Yemeni context is supporting the localization of humanitarian work. The Yemeni Humanitarian Fund allocates

²⁶ United Nations Office for the Coordination of Humanitarian Affairs, Overview of the Yemen Humanitarian Fund 2021, 2022, pp. 3-4.

²⁷ Yemen Humanitarian Fund, Annual Report, 2021, pp. 18-19

²⁸ United Nations Office for the Coordination of Humanitarian Affairs, Risk Management Framework for Country-Based Pooled Funds, Geneva, 2021, pp. 12-13.

increasing percentages of its funding to national NGOs. This is the result of governance policies that support inclusivity, reduce administrative bureaucracy, and build the institutional capacities of local partners. This supports this trend in increasing the capabilities of humanitarian response, resulting in the ability of local actors to reach the most affected groups and consolidate the cultural and social aspects in a more precise and effective manner²⁹.

4 IMPACT OF MULTI-STAKEHOLDER TRUST FUND GOVERNANCE IN SOUTH SUDAN

South Sudan is considered a fragile humanitarian environment due to institutional breakdowns and problems, as well as armed conflicts. In this context, multi-partner trust funds, particularly the South Sudan Humanitarian Fund, are central to ensuring the sustainability and coordination of humanitarian interventions within a structured governance framework³⁰.

Institutional literature has highlighted that transparent governance policies for the Fund enhance financial management in environments with high levels of operational and political risk by implementing rigorous rules of accountability, risk management, and financial control³¹. The impact of governance in the humanitarian context of South Sudan is illustrated by the following:

- 1) Governance and its impact on resource allocation for conflict-ridden environments: The South Sudan Humanitarian Fund's resource allocation tools, based on a shared governance approach involving the Humanitarian Coordinator, the Advisory Council, and Sectoral Coordination Groups, have enabled this model to prioritize humanitarian funding for the most critical areas, such as food security, health, protection, and water, according to humanitarian needs assessments. Reports from the Office for the Coordination of Humanitarian Affairs (OCHA) on participatory governance have helped reduce funding fragmentation and

²⁹ Yemen Humanitarian Fund, Final Report, 2020, pp. 6-7.

³⁰ OCHA, South Sudan Humanitarian Fund Operational Manual, Geneva, Annual Report 2022, p. 6.

³¹ United Nations, Financing Humanitarian Response in High-Risk Environments, New York, 2021, p. 15-16

strengthen relationships and interdependencies in humanitarian interventions, particularly given the multiplicity of humanitarian actors and their conflicting loyalties³².

- 2) Governance and operational flexibility amidst security changes and access challenges: Governance has played a pivotal role in enhancing the Fund's capacity and its reliance on flexible allocation tools, such as rapid responses to emergencies, natural disasters, disease outbreaks, and displacement waves. This is because it has enabled the provision of resources in an urgent manner, unlike traditional bilateral financing tools, thus supporting humanitarian response capabilities in unstable conditions³³.
- 3) Financial Governance and Accountability: The governance of the South Sudan Humanitarian Fund is based on a rigorous set of standards that include assessments of partners' institutional capacities, periodic financial reporting, independent audits, and a risk and fraud management system. United Nations reports indicate that these mechanisms support the confidence of international donors and contribute to the continued flow of humanitarian funding despite increasing levels of risk³⁴.
- 4) Governance and risk management: South Sudan is a fragile environment with a high-risk humanitarian situation, necessitating the application of modern governance mechanisms. These include three-party monitoring, independent field verification, and problem reporting tools. The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) reports that these measures are essential to ensure the integrity of financial resource use and to reduce problems of misuse or illicit diversion of aid³⁵.
- 5) Governance and its impact on localizing humanitarian work: Participatory governance has supported the role of national and local organizations in the funding structure. Reports from the South Sudan Humanitarian Fund show that it has allocated increasing percentages of funding to national entities to strengthen

³² OCHA, South Sudan Humanitarian Fund Annual Report 2022, 2023, pp. 4–5.

³³ OCHA, SSHF Reserve Allocation Strategy, 2021, p. 2.

³⁴ UN Board of Auditors, Audit of Country-Based Pooled Funds, New York, 2023, pp. 22–23.

³⁵ United Nations Office for the Coordination of Humanitarian Affairs, Co-operative Country Funding Funds Global Guidelines, Geneva, 2021, pp. 12-13.

the principle of humanitarian action and enhance local ownership of responses. This approach helps strengthen access to affected areas and reduces implementation gaps resulting from security or logistical constraints faced by international organizations³⁶.

5 THE IMPACT OF GOVERNANCE OF MULTI-STAKEHOLDER TRUST FUNDS IN SYRIA

Multi-partner trust funds, especially the Syria Humanitarian Fund, are a prominent tool in humanitarian financing to ensure the sustainability of humanitarian interventions within a governance context that is consistent with urgent needs, transparent, and risk management, because the Syrian context is considered one of the complex humanitarian environments resulting from protracted armed conflicts, different controlling parties in the regions, and duplication of tasks between international and regional actors³⁷.

Institutional literature indicates that the governance of investment funds is not merely an administrative tool, but a strategic instrument for regulating humanitarian funding in fragile environments suffering from complex problems, including highly ideological biases and bureaucratic implementation, as seen in the Syrian context³⁸. The impact of governance in the humanitarian context of Syria is illustrated by the following:

- 1) Governance and its impact on resource allocation in fragile environments: The governance tools in the Syrian Humanitarian Fund rely on ensuring that resources are directed based on humanitarian needs assessments and response plans, rather than limited political or geographical objectives. The Fund is managed based on a participatory structure that includes sectoral coordination groups, a humanitarian coordinator, and an advisory board, enabling it to achieve high levels of alignment between funding for emergency needs, particularly in vital areas such as food, water, health, and protection³⁹.

³⁶ OCHA, Localisation Performance Report – South Sudan, Annual Report, 2020, pp. 7–8.

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³⁹ OCHA, Syria Humanitarian Fund Annual Report 2022, 2023, pp. 5–7.

- 2) Governance and seamless cross-border operations: The complex structure of the Syrian conflict necessitated a streamlined model, including cross-border responses. Sound governance facilitated the development of specific identification and monitoring tools that comply with sovereignty constraints and access challenges. Reports from the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) indicate that adherence to transparent governance principles enables the sustainability of funding for organizations operating in hard-to-reach areas, while maintaining accountability and compliance requirements⁴⁰.
- 3) Financial governance and accountability are paramount for the Syria Humanitarian Fund, which operates under strict controls including eligibility and partner capacity assessments, mandatory financial and program reporting, external and internal audits, and a risk and fraud management system. These measures have contributed to bolstering the confidence of international funding bodies and ensuring the sustainability of funding in complex political environments⁴¹.
- 4) Governance and risk management are crucial in highly sensitive environments, as Syria is considered a high-risk environment in terms of security, politics, and compliance capabilities. This necessitates the modernization of governance mechanisms such as third-party monitoring, independent field verification mechanisms, and systems for follow-up, redress, and results. The United Nations has emphasized that these tools are essential to ensuring the integrity of funding and reducing the misuse of resources⁴².
- 5) Governance and its impact on supporting humanitarian partnerships: It strengthens relationships between international, national, and international NGOs and has helped reduce duplication of funding and enhance integration in humanitarian interventions across different sectors. Furthermore, most studies in humanitarian

⁴⁰ OCHA, Cross-Border Humanitarian Financing Mechanisms for Syria, 2021, pp. 2–3.

⁴¹ Office for the Coordination of Humanitarian Affairs, Country-to-Country Funding Global Guidelines, 2023, pp. 18-19.

⁴² Office for the Coordination of Humanitarian Affairs, Country-Based Funding Funds Global Guidelines, previous source, pp. 12-13.

fields that adopt a participatory approach lead to improved quality of humanitarian response and support the ability to identify outcomes and their impact⁴³.

- 6) The impact of governance on localizing humanitarian work is evident in the governance framework of the Syria Humanitarian Fund, which has fostered a growing interest in the principle of localizing humanitarian action by strengthening the role of Syrian national organizations. This has been demonstrated through measures to facilitate access to funding, support capacity building, and involve local actors in planning processes. This approach leads to enhanced access to affected areas and supports the sustainability of humanitarian interventions⁴⁴.

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⁴³ OCHA, Coordination and Allocation Effectiveness Review – SHF, 2020, pp. 6–8.

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