# Closing well: Ethics of humanitarian project closure

The following questions were developed as part of an analysis of ethical issues associated with humanitarian project closure. They are designed to stimulate reflection and discussion amongst persons involved in or affected by project closure.

**FORESIGHT**
- How has project closure been anticipated and planned for in the project?
- Are plans updated as circumstances change?

**ATTENTIVENESS**
- Are there opportunities to better understand and take into account the perspectives of others?
- Do we need to create additional space for discussion amongst the team or with partners and communities?

**RESPONSIVENESS**
- How can project closure be better tailored and responsive to the local context, including capacities, resources and coping strategies of local communities?
- How should we respond to the needs of people who are especially vulnerable?
- Where is flexibility and adaptability needed?

**MINIMIZING HARMS**
- What potential harms are associated with different models of project closure and who will experience them?
- How can risks be avoided, minimized or mitigated?

**IMPARTIALITY**
- How can fairness in the distribution and access to resources for all persons and groups be advanced?
- How do the process and consequences of project closure uphold or challenge the principle of impartiality?

**SUSTAINABILITY**
- How can closure be organized in ways that optimize continued services for the community which are aligned with their priorities?
- How can disruptions and uncertainty be reduced?

**COHERENCE**
- Has the process of decision-making taken into consideration all commitments that have been made?
- What are the sources of any divergence?

**ADVOCACY**
- What forms of advocacy are needed to promote ongoing access to quality services for local communities?

**TRANSPARENCY**
- Has the rationale for the decision been communicated to stakeholders who request this information?
- Have steps and timing of project closure been communicated in ways that enhance understanding and predictability?

**PARTICIPATION**
- Who has contributed to the decision-making process? Should other people be included or consulted?
- Have stakeholders' input been taken into account during decision-making and during implementation of the closure?

**PARTNERSHIP AND CAPACITY-BUILDING**
- Do opportunities exist for enhancing partnerships with local actors, governments and other organizations?
- Can practices be harmonized in order to facilitate handover?
- What compromises or trade-offs should be anticipated and worked through?



For more on the project and additional discussion of ethical issues, visit:
https://humanitarianhealthethics.net/ethics-and-the-closure-of-humanitarian-healthcare-projects/