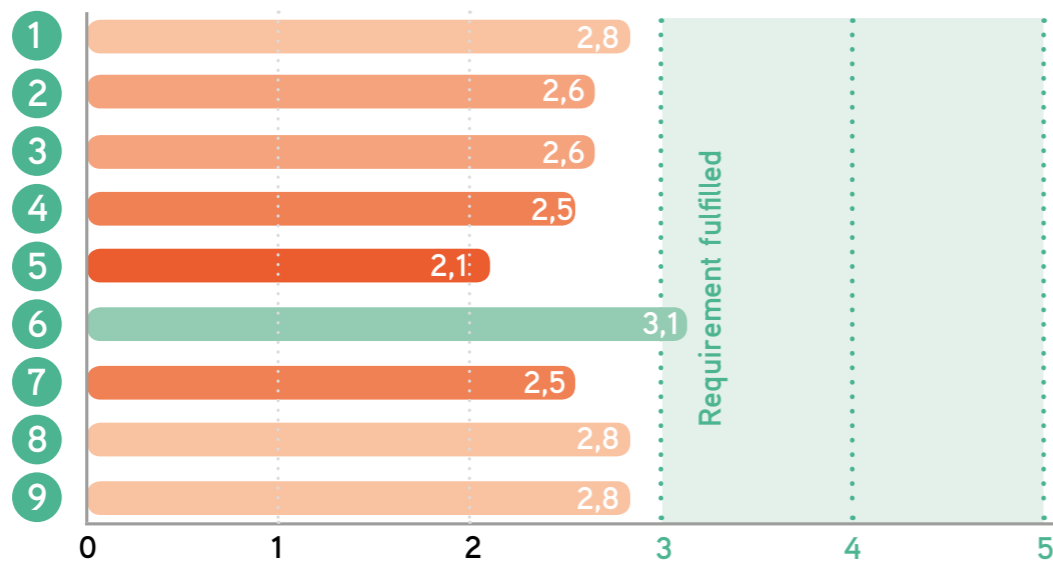


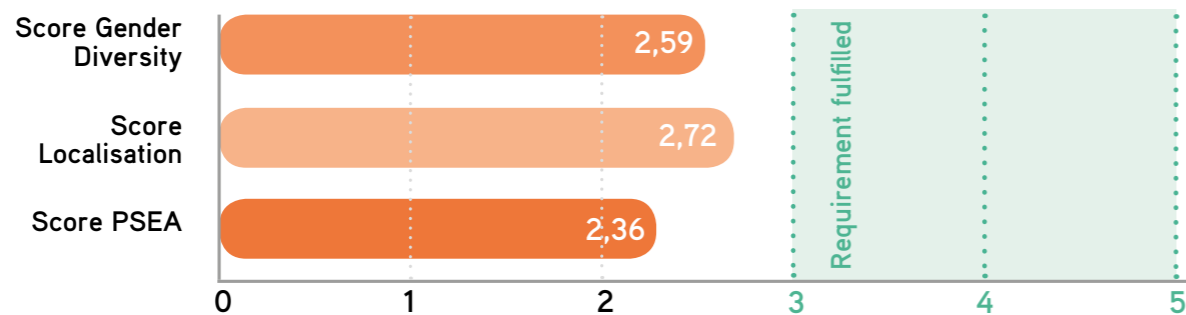
The dashboards below illustrate the average performance of only 43 evaluations, whose scores have been validated either through the external audit process currently conducted by the Humanitarian Quality and Accountability Initiative (HQAI) (17 certifications and 4 independent verifications), or through the quality check of the self-assessments and peer reviews made available by the CHS Alliance (20 self-assessments and one peer review) between June 2015 and July 2018.

The analysis of the aggregated data from the verification database (see <https://www.chsalliance.org/what-we-do/verification/chs-verification-data>) shows the global performance trends of the organisations that undertook verification against the set of CHS indicators. The main elements of these trends are as follows. The three commitments where the performance is the lowest are (starting from the lowest): Commitment 5 (complaints mechanisms), Commitment 4 (communication with communities), and Commitment 7 (learning from experience). For these three commitments, an analysis of the indicators demonstrated that those linked to the key actions generally scored lowest. We interpreted that as follows: **where the guidance, policies, procedures, etc. exist, their translation into action is still a challenge for the sector.** The PSEA index is the weakest out of the three presented (Localisation, Gender and Diversity, PSEA). The two weakest indicators are: Key Action 5.1. (Communities and people affected by crisis are consulted on the design, implementation, and monitoring of complaints handling processes); and Organisational Responsibility 5.6 (Communities and people affected by crisis are fully aware of the expected behaviour of humanitarian staff, including organisational commitments made on the protection against sexual exploitation and abuse).

AVERAGE SCORE BY COMMITMENT



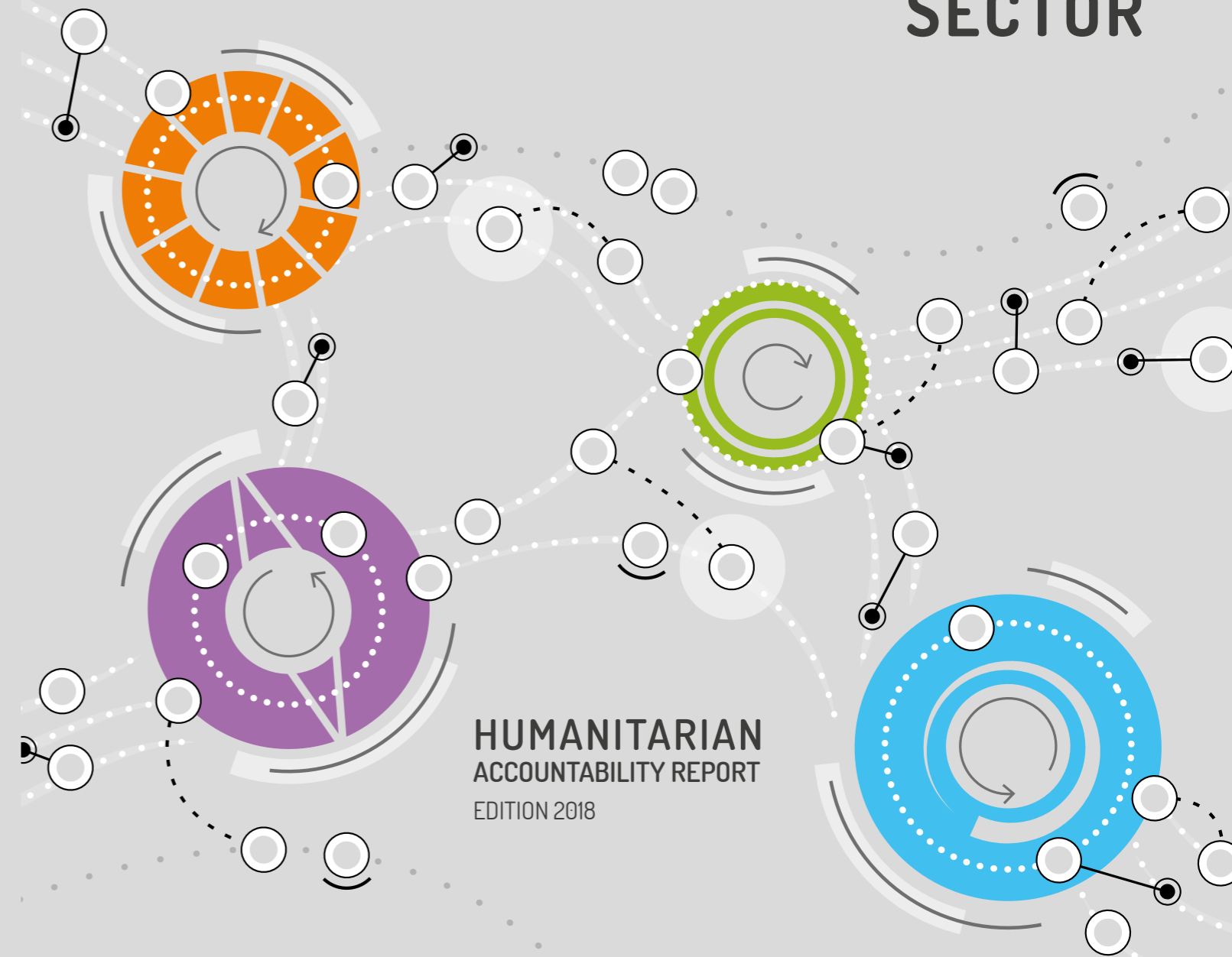
INDEX SCORES



Source: CHS Alliance

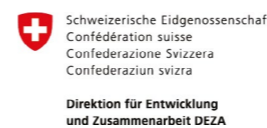


# HOW CHANGE HAPPENS IN THE HUMANITARIAN SECTOR



The full publication is available on <https://www.chsalliance.org/har>

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This report examined the way change occurs in the humanitarian sector by considering six topics related to that change: the participation of crisis-affected people, the localisation agenda; the alleviation of sexual exploitation; harassment and abuse; inclusivity in humanitarian response; cash transfer programming; and the simplification and harmonisation of reporting requirements. An analysis of the change initiatives and the subsequent actions related to these six topics provides a broad picture of the state of change in the humanitarian sector, and the challenges and opportunities for the future. These topics are very different from one another, and the changes associated with them have followed different trajectories. However, some general trends are visible.

In all cases, there have been significant efforts to achieve change, over a period of many years. In most cases, the dominant approach to instigating changes has tended to be fairly mechanistic, focusing on the tangible elements of organisations – structures, standards and procedures. While this approach has had some success, it is also limited. Changes to the tangible elements of the system are probably necessary to achieve change, but they are not sufficient. A variety of other approaches, grounded in different understandings of how organisations work, interact and evolve, have also proved successful, and point to alternative ways of supporting change.

In particular, the experience of change and resistance to change across these six topics suggests the following key lessons.

**The humanitarian sector has the standards and policies it needs to be effective. Change occurs when humanitarians apply and learn from the standards to which they have committed.**

The past few decades have seen a growing number of principles, codes of conduct, standards, and other instruments designed to improve the quality of work in the sector. Agreement on the necessity for such instruments to instigate change is widespread and growing; their application, however, still lags behind. Change takes place when commitment to the implementation of these instruments comes not simply from senior management, but also from donors and frontline practitioners: when the need for such instruments is accepted throughout the chain of command, and is not managed from the top down. Incentivising compliance to those instruments that have been commonly agreed and are widely used, has demonstrated greater effectiveness than systems of self-regulation.



**It is people who drive change. Change occurs when people's motivations and capacities are understood and considered.**

People, rather than organisations, are the drivers of change. For many topics addressed in this report, the actions of charismatic and forceful individuals in powerful positions within the UN and outspoken representatives from NGOs (both national and international) have been the key determinant in triggering or supporting change, especially when it comes to participation, localisation and inclusion. In addition, change is vastly accelerated by the presence of skilled and informed individuals throughout an organisation, but especially by those working on the ground. Change happens also when people from different agencies and sectors come together to create a common understanding of what is needed, and how it can be achieved.



**Change occurs when those working in the humanitarian sector transcend existing power dynamics and acknowledge diversity; it happens when humanitarians value the contributions of crisis-affected people and communities.**

Humanitarian power dynamics are characterised by an imbalance of power between different groups of actors (for instance, between donors and grantees; between international actors with access to humanitarian funds and national/local actors seeking partnership with the international actors in order to access such funds; between aid workers and crisis-affected people). Open dialogue, shared learning, collective approaches and other such initiatives have demonstrated that change is most effective when undertaken in partnership with others. In particular, when the knowledge, ideas, capacities and the initiatives of crisis-affected people are valued, the trust and collaboration between these people and those that serve them fosters the optimal conditions for improvement.



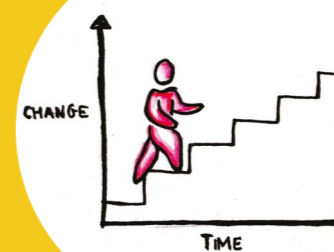
**Culture is a vector of change. Change takes place when humanitarians are open to new and different approaches, and embrace failure as an opportunity to learn and improve.**

The humanitarian sector is characterised by entrenched working cultures, identities, and mindsets. Change requires a culture that is open to it. The increasing focus on facilitation, communication, negotiation and problem-solving skills in training and recruitment in the sector is encouraging.



**Change occurs through small-scale, concrete actions that are continuously revised and adapted, rather than top-down, large-scale action plans.**

Planning and rolling-out large-scale strategies is common in the humanitarian sector. However, it is pilot projects and small-scale actions that allow a diversity of actors to take concrete and sustainable steps towards change. Such steps offer evidence for learning, create space for adaptation, and form the bedrock of organisational or system-wide advances.



**New technologies offer unprecedented opportunities. Change takes place when humanitarians use technology to better engage with each other and with crisis-affected people.**

New technologies have enabled the development and dissemination of practical tools, created new avenues for communication and participation, and have facilitated better supply chain management. The groundswell of support for utilising new technologies in the pursuit of improved humanitarian action is deeply encouraging.

