#### CHS Learning Event: Keynote speech, Loretta Hieber Girardet

Ladies and Gentlemen, Distinguished Guests, Colleagues.

I am delighted to be here this morning. It's truly an honor to be asked to provide these opening remarks.

I first became involved in the Core Humanitarian Standard two years ago when I participated in one of the preparatory workshops in London. There was a tremendous amount of debate and passion in the room that day, particularly over the question of whether to include "neutrality" as one of the humanitarian principles to be highlighted in the Standard. Dozens of people worked together to find the exact words that would respect the humanitarian imperative in a manner that would also remain true to their own institutional beliefs and approaches.

I would like to say thanks to those dedicated colleagues who spent days, weeks and months crafting the language of the Standard. They have a produced a tool that every day galvanizes more support and recognition worldwide. Indeed, during the World Humanitarian Summit, more than 120 commitments were made to adopt the Core Humanitarian Standard. These pledges came from across the globe from very diverse organizations: the Afghan Independent Human Rights Committee, the All India Disaster Mitigation Institute, the Association of Municipalities of Mali, and the Youth Peer Education Networks of Nepal, Somaliland, and Thailand, to name just a few.

Today's learning event comes a little under six months since the World Humanitarian Summit and I would like to say a few words about what I learned from being part of that event. You may remember three years ago when Pope Francis went to Lampedusa in Italy to witness firsthand the plight of refugees and migrants. There, he condemned what he called "the globalization of indifference." These are words which cannot simply be ignored. And yet that was exactly what was happening around the world in the face of injustice, suffering and the relentless increase in humanitarian needs.

The World Humanitarian Summit sought to combat that indifference. It sought to remind world leaders, members of civil society, the private sector, all of us what it really means to have to live – survive – while waiting for a war to end or to rebuild after a flood, earthquake or hurricane. To ensure that children continue to be educated. To face a new life, maybe, without a job, a farm, a business or even a future. The Summit sought to place communities and people affected by crisis at the center of humanitarian action. In this sense, it shared the same objectives as the Core Humanitarian Standard.

Was the Summit a success? That may depend on your definition of success. Personally, I believe the thousands of commitments made at the Summit demonstrate an unwavering and sincere shared desire to see profound changes in the humanitarian system and to do better by the 130 million people requiring assistance in crisis-affected areas. Furthermore, the Summit commitments pointed to several key policy shifts, which I believe are worth highlighting here today.

**First, there was a resounding call for international humanitarian actors to "reinforce and not replace local and national actors".** The message was clear: international humanitarians need to systematically ask themselves how they can add value to what people and communities are already doing to ensure resilience and self-reliance in humanitarian contexts.

We, the humanitarian community, also have some other tough questions to ask ourselves: Are we doing all we can to enable local populations to respond to their own needs? Are we sometimes- perhaps unwittingly- creating a culture of dependence on international assistance when local solutions may be more appropriate?

We urgently need to change the way we do business. There needs to be a transition to more nationally-led responses involving greater participation by local actors. We need to allocate far greater financial resources to local and national responders. This is one of the commitments of the Grand Bargain. But we also need to invest in capacity-building so that national actors, including governments, are better equipped to coordinate and respond to emergencies in a more efficient and timely manner.

We need to move from standardization to contextualization when it comes to coordination architecture. We shouldn't activate an internationally-led response as a default reaction to a crisis. We should first require a mapping of existing capacities and gaps. We should build on what is in place already. We need to reflect on whether the current local, national and global coordination architecture actually meets the collaboration needs of national and local actors. And if it doesn't, we need to be ready to change, adapt and show flexibility. We don't want local responders to simply turn up as passive participants at internationally-led coordination meetings conducted in a language they may not master. Local actors need to be part of the decision-making. They need to have a real voice.

At the same time, we have to remember that every context is different. And as both the Summit and the Core Humanitarian Standard remind us, all humanitarian action- whether by international, national or local actors, must be first and foremost guided by the humanitarian principles.

A second clear message from the Summit is that if we want to meet needs and to be accountable, we have to learn to listen. We have to hear what individuals and communities have to say about their lives, their customs, and put into practice the ideas they have to contribute to humanitarian responses. In the Grand Bargain, this is known as the Participation Revolution. **Revolution. Now that's quite a word. And why not? If it takes a revolution, then let's have a revolution.** But I can't help myself asking why we need to have a revolution to achieve something that should by now stand at front and center of all of our humanitarian work: listening to the local populations.

In 1999, I worked for a now defunct NGO called Media Action International. It was set up by a handful of former journalists like myself who advocated that people living in crisis areas had a right to information. Shortly after NATO expelled Serb forces from Pristina, UN envoy Sergio de Mello led a meeting with Stefan de Mistura who was a Special Advisor to UNHCR in Kosovo. In a matter of moments, they had agreed that one of the first orders of business of the UN in post-conflict Kosovo would be to set up a Serb and Albanian language common service platform to regularly update the local population on the humanitarian situation and to seek their feedback. And that it would be the job of my tiny NGO to make it happen, within days. These two visionary leaders knew nearly twenty years ago that crisis-affected populations not only have the need to be informed – they have the right- and that communicating with communities was critical to effective humanitarian action.

This is still far from being a standard way of operating in every humanitarian context. And yet it is only when we listen and really engage with people that we can effectively respond to their

needs, aspirations and desires in a manner which restores dignity and is respectful of their choices.

And this takes me to the third message I took home from Istanbul. In 2013 following the devastation of Typhoon Haiyan, I walked through flooded coastal villages stretching from Tacloban to Guiuan speaking to Filipinos about their needs. I dutifully asked sectoral question after sectoral question: did they need food, did they need water, did they need shelter? At the end, I asked the only open-ended question on the survey form, which was: what are your priority needs? Their answer: cash.

They didn't ask for tents for shelter or even food. They wanted to replace – as quickly as possible - their lost incomes so they could repair their boats and nets. The message I heard from the villagers was blunt: they wanted to be economically empowered and to get back to work. They wanted to get back to normal.

The World Bank recently produced a report for the IASC which states: "Cash sheds light on the strengths and challenges of the current humanitarian system and can be a compelling entry point for systemic change. Multi-purpose cash, in particular, can challenge traditional sectoral responses."

While it is clear that in-kind humanitarian relief will also continue to be used, providing cash wherever feasible as the default modality could help bring about the radical change – the revolution - that many are calling for. **Cash is not the destination but it is definitely part of the journey towards more accountable humanitarian assistance.** After all, what can be closer to the true meaning of accountability than making sure people can make their own decisions about how best to meet their needs? We know that things will have to be done differently in the future even if we don't yet have all the answers. But one thing is sure: we cannot let our current structures and systems hold us back from evolving and achieving the change so strongly desired by so many people.

My hope is that the World Humanitarian Summit will be remembered as a turning point. In Istanbul, I had the opportunity to listen closely to the interventions of many of the participants, including world leaders. One was especially inspirational: President Higgins of Ireland and these words in particular:

"For too long, empty pledges and fine words have died in our mouths- now is the time to turn promises into action for this generation."

This event describes the Core Humanitarian Standard as a "disruptive standard" but perhaps a better term would be a "visionary standard." I believe that systematic implementation of the Core Humanitarian Standard can play a critical role in achieving the vision articulated at the Summit and thus turn promises into action for this generation.

One of the terms frequently used at the World Humanitarian Summit was the "humanitarian eco-system." Civil society groups, faith-based organizations, and municipal authorities- these are just some of the diverse actors engaged in the aid world.

It has become abundantly evident that we cannot accomplish all that we need to do without working together but it is also clear that as more groups and more diverse actors get involved in humanitarian work we will need to find ways to guarantee the quality and accountability of the assistance being provided.

I believe the Core Humanitarian Standard can increasingly become the common thread that binds us all together. Already we see concrete action in the field. In Somalia, this year's

Humanitarian Response Plan calls for joint training and annual action planning sessions to operationalize the Core Humanitarian Standard. In the Democratic Republic of Congo, one of the four objectives of the national strategic plan is to implement the Core Humanitarian Standard.

But we need to pick up the pace. More awareness raising and capacity-building is required, not only with NGOs and the UN system but also with national governments and local actors, including the private sector.

Let's be ambitious, let's have a revolution. After all, a goal is but a dream with a deadline. So let's set ourselves a goal and a deadline. Within the next two years, every one of the 25 or so humanitarian response plans produced annually will include operationalization of the Core Humanitarian Standard.

Let's ask country teams to monitor and report on progress. Let's hold ourselves to account for really using this Standard to drive home the meaningful change we heard about in Istanbul. And let's do it together- UN, NGO, civil society, private sector- so that we finally achieve what we all desire: people at the center of humanitarian response.

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## A disruptive standard?

Rethinking humanitarian response with the Core Humanitarian Standard









# Welcome

**JUDITH GREENWOOD** Executive Director, CHS Alliance



## **Development of quality instruments**



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#### Core Humanitarian STANDARD

#### **The Starting Point**

"Without agreed, understandable and applied standards, we will not be able to respond as a system, but rather as separate and largely autonomous agencies and organizations. We will not be able to add value, maximize impact and minimize duplication"

Valerie Amos, Opening of the **Joint Standards Initiative (JSI)** Conference, Copenhagen, November 2013





## Is the CHS content all new?

The CHS builds on:

- HAP Standard
- People in Aid Code
- Sphere Core standards
- The code of conduct for the Int. RC / RC movement
- The IASC commitments on AAP
- The OECD DAC criteria for evaluation development and humanitarian assistance
- The Good Humanitarian Donorship



# The Core Humanitarian Standard (CHS)

- Based on humanitarian principles
- Nine Commitments and corresponding criteria for organisations to assess and improve the quality and accountability of the assistance they provide.
- Made up of a set of key actions on one hand, and organisational responsibilities on the other for each commitment.
- Developed by CHS Alliance, Groupe URD and the Sphere project, in collaboration with the sector.





## CHS – A "whole of organisation approach"



#### **CHS and CHS Alliance**





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# Keynote speech

LORETTA HIEBER GIRARDET

Chief, Inter-Cluster Coordination Section, Programme Support Branch, OCHA Geneva



# Panel discussion

#### • Loretta Hieber Girardet

Chief, Inter-Cluster Coordination Section, Programme Support Branch, OCHA Geneva

#### • Qassem Al Saad, chairman

Chairman, Naba'a, developmental action without borders

#### Richard Cobb

Senior Humanitarian Evidence, Effectiveness & Accountability Advisor, Save the Children,

#### Christine Knudsen

Director, The Sphere Project

#### Facilitation: Maxine Clayton

Regional Representative, East Africa, CHS Alliance



Morning: 10.30

## Where is my workshop?

		Monnig. 10
Workshop 2	Workshop 3	Workshop 4
The role of the CHS in coordination and the cluster system.	The CHS Verification Scheme, a credible commitment to quality?	Learning by asking the right questions
Room 14	Room 13	Rooms 7-8
	The role of the CHS in coordination and the cluster system.	The role of the CHS in coordination and the cluster system. The CHS Verification Scheme, a credible commitment to quality?

#### Afternoon: 13.30

Workshop 5	Workshop 6	Workshop 7	Workshop 8
Poor staff management, poor quality.	Closing the feedback loop.	Harmonised standards, harmo- nised donor com- pliance requirements	Development, disaster preparedness and the CHS.
Room 14	Room 13	Main room	Room 7-8

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## A disruptive standard?

Rethinking humanitarian response with the Core Humanitarian Standard









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# **Proposals for action**

**MODERATED BY MAXINE CLAYTON** CHS Alliance regional representative for East Africa Join with #chslearning **Sli.do** 

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# Keynote speech

**ELHADJ AS SY** Secretary General, IFRC Join with #chslearning <a href="sliido">Sliido</a>

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# Conclusion

**JUDITH GREENWOOD** Executive Director, CHS Alliance Join with #chslearning Sli.do #chslearning Ewitter



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# Thank you for your active participation!













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## Workshop 1

Does the CHS work for both national and international actors?









## In pairs:

- Share your name and organisation
- Outline why you chose this workshop and what your expectations are

### **Workshop #1 timings** 10:30 – 12:15

#### 10:30am

- Welcome and introduction, 10 mins
- 3 x Presentations, 45 mins
- Q&A on Presentations, 15 mins

#### 11:40am

- "Proposals for change" vote for preferred proposal, 5 mins
- *In groups:* Discuss / reframe the selected "Proposal for change" 20 mins
- Present revised change proposals and select, 10 mins

# Does the CHS work for both national and international actors?

- Is the existence of an international standard such as the CHS an opportunity for national actors to demonstrate that, when judged with the same yardstick, they have areas of competitive advantage over international actors?
- Or on the contrary, is it, together with potential requirements for certification, **another barrier** to accessing funds directly?
- What will it take to move this agenda forward and allow
  among other things more equal access to funding for national actors?

#### Http://slido.com

**Question:** 

# How would you describe the organisation that you represent?

- Local / national actor
- International actor
- International actor and local/national actor
- Other

## http://slido.com

#### **Question:**

### Should national/local actors adopt the CHS?

- Yes and it should be an expectation of any international actor with whom they work
- Yes but it is the decision of the national/local actor whether they do
- **Maybe** but only if they are provided appropriate support, particularly by international actors
- **Maybe** if the national/local actor believes there is a clear value-add to their work
- No



#### Presentations

- **Reza Chowdhury** managing COAST working for coastal poor in Bangladesh.
- Shveta Shah Disaster and Emergencies Preparedness Programme (DEPP) Portfolio Manager, START Network.
- Anne Street Head of Humanitarian Policy at CAFOD

# COAST TRUST Rezaul Karim Chowdhury CEO



# The CHS: is it appropriate for both international and national actors? Why and Why Not Rezaul Karim Chowdhury

www.coastbd.net www.near.ngo

## Interesting Indeed ??? But I need to tell you about COAST involvement

- 6 years in HAP governance
- Certified two times
- Involved in CHS development as a technical committee member





HAP 2007 Humanitarian Accountability and Quality Management Standard
### **Interesting Indeed ???** But I need to tell you about COAST involvement





- In Bangladesh facilitated inclusive process of translation and roll out.
- Two year long process of translation, validation and launch,
- Aiming to increase awareness and to motivate uptake.
- But, experience are different, observation in Cyclone Roanu (May 2016, Bangladesh) relief and rehabilitation work

## Why COAST have internalized it

#### Self-motivation and for

- Mutual accountability
- Respect from all level
- Front line and public monitoring
- Community and front line take responsibility
- Low level of risk
- People centered, staff managed
- Visible Outcomes

# Reward and recognition are secondary



#### COMPLAINT DESK

ation Disclosure Polic

After "survival food package" distribution, we started talking with community, especially with women, elderly people, children and population living in remote area, basically with two major objectives

- To make the activities need based
- To avoid duplication of resources.



We found that, involved with water sanitation (e.g., Cleaned water supply though machines, renovation of tub wells, increase surface water preservation through pond reaccavation, desalinization of pond, dress and book supply to the children, created cube surrounding tub wells to facilitate women to use those, reconstruct high raised toilets).



Home > City News

#### Call for sustainable embankment in Kutubdia

Published : Thursday, 11 August, 2016 at 10:59 PM, Court : 130

Speakers at a seminar arged the government to ensure accountability of Water Development Refor construction of sustainable embankment in Kutabila. Green Belt Trust, Kutabila Unrayan, Format Manager and ChaRT.





#### THE ASIAN AGE

Depart and against mitter

Morehers of Parliament from the country's coastal arms yeaterday stressed the need for erecting enhancements to protect the coastal people, their land and Twelihood instead of providing them with relief. This is also the cost demand of the people living along the coast, they said in a resentable discussion jointly organized by the Parliamentary Standing Committee on the Environment and Foreits Ministry and COAST Trust in the conference rooms of Parliament Metha Centre.

Arread 35 MFs from the coastal bell attended the discussion tilled "Climate Change Impact, Recence, Voltone and Sava Coast" disards by the patilianeerizary watching chairman Dr Hasan Mahrand, Water Resources Minister Barrister Anisal Islam Mahrand was the chief gaset. Climate super: Dr Ariq Robran, AKM Shaligahar Karad, MP, Diakidar Abdu Kahlak, KM Jabangir Hossain, MP, Advin Ulah MP, Naxanabi Chawdhary, MP, Tup Sabas, Sharasadadha of CFRD and Anitrar Rasal Babel of Unasyan Dhao Trast, amang others, sole gast in the discussion while Razaal Karim Chowdhary of COAST Trast presented the koynote apper/Barrister. Arisel Islam Mahrand and Hee Mo Netherlands. Bangladeha

can also save its crustal land. 'Our coastal lands are not under sea level; rather those are above the sea level," he said.

The government cannot alone do the job with its limited resources, he said, adding that development partners need to come forward with resources and technology in this regard. In this keynete presentation, Rezaid Karim Chowdhary of COAST Tracs said almost all costandia distributed will go under water by the next 50 to 100 pears due to climate change imputs. "There's exclusion will need to costaid areas could be saved. But it more stage in sectional will." Tips Salars said, "If the costaid lands aren't protected, we'll not be able to searain one costaid areas could be saved. But it more share in sectional will."

AKM Staligaban Kattal said all the coastal MPs must approach Prime Minister Sheikh Hasina for special allocation and planning for the coastal areas.

• local to national level **advocacy** (e.g., four rally in local and district level to demand immediate embankment constructions to protect people from monsoon tidal surge in each fortnight, organized parliamentary caucus in parliament with Member of Parliaments and Ministers during budget session, organize multi stakeholder consultation in grass root to promote public participatory monitoring during embankment construction.)

#### Experiences on cyclone Roanu (May 2016) INGO vs NNGO perspective

- Ironically we hardly see any INGO and local / NGO has involved in such crucial humanitarian service delivery like water and sanitation, mostly of them overwhelmed with "cash distribution" and no one involved with humanitarian advocacy. Our analysis of WHY in this regard.
- INGOs head quarter might does not have any CHS multiplication (roll out) plan for their country offices,
- Little of agency wise system on continuous and consistent "trial, error and strive for excellence" on CHS,

- Little on anything for partners in this regard, little of competition, mostly repetition of "sub-contracting approaches rather than partnership approach" mostly overwhelmed with humanitarian service delivery.
- Little of no pressure or no review on CHS and reward from core donors like UKAID, ECHO, SIDA, NORAD and DANIDA.
- Little of investment in demand side (ie, humanitarian victims and local and national NGOs are demanding Accountability / CHS) creation from front line / grass root.



It is not the question of appropriateness it is the question on operationalization of principles on our existence



- WHY: we exist for poor / humanitarian victims, so there is a question of mutual accountability put them in place of decision making power.
- WHAT: ultimate aim is to create environment that the state and the community will take responsibility themselves.

#### So here it is the matter of ...



- Commitment, investment and roll out process to front line with trial and error process.
- Competition policy among the partners based on internalization.
- Core donor provide funding based on assessment of CHS roll out and
- Investment in respect of creating demand side of CHS.

# Changes I propose CHSAlliance

- Annual reporting of membership in CHS on roll out of CHS
- Collection and dissemination of good practices and know how
- Separate focal person in INGO headquarter and separate allocation for CHS roll out
- Assessment by Core Donor on CHS roll out prior to funding

# START NETWORK

#### SHVETA SHAH

Disaster and Emergencies Preparedness Programme (DEPP) Portfolio Manager, START Network.



#### LEADING FOR CHANGE

in humanitarian aid



#### Who is the Network?

An international network of 42 humanitarian NGOs from across five continents working together and leading for change in humanitarian aid



www.startnetwork.org

#### What does the Network do?

# We are working to enable a humanitarian system that is diverse, decentralised and collaborative

We do this by working in 4 main areas:



#### Reflections on CHS - environment



www.startnetwork.org

#### Reflections on CHS - network

- **Decentralised nature of the Network:** some members already apply the CHS, and want the Network to focus on operational collaborative action.
- **Approach:** Investing in experimenting, innovating, and learning-by-doing.
- **Power analysis:** Addressing humanitarian financing, decisionmaking, capacities, planning and action.
- **'Hearts and minds' vs compliance:** Take-up is organically done by our collaborative initiatives.



www.startnetwork.org

#### Reflections on CHS – DEPP

Through Start Engage we are collaboratively developing new approaches to capacity strengthening in disaster response.



#### Reflections on CHS – in action



#### Reflections on CHS in action - power

- Shifting the Power as part of preparedness capacity development?
- Vision: A better balanced system where local actors take their place alongside international NGOs. A shift of power towards locally owned and led response.
- 5 countries | 50 Local & National NGOs | 6 INGOs | £5mil
- National committees with own pots of money to develop capacity development plans and actions.
- Frameworks | Piloting | Research | Advocacy
- **Mindset** Power analysis the whole journey

www.startnetwork.org

SHF

#### Reflections on CHS in action - power

- SHAPE
  framework & assessment
- Mapped against CHS where
  possible
- Loved by INGOs and donors what about everyone else?



- Only as an entry point at busy times we revert to old ways of working so use tool to challenge, not constrain.
- if something is missing don't re-create. Use what is out there like CHS and friends who are using it = peer to peer exchange.

#### Reflections on CHS in action - inclusion

- Age and Disability Capacity
  Programme ' no one left behind' are we walking the talk?
- Mainstreaming approach does it work?
- Organisational change | Inclusion standards | M&E tools | Advocacy | Multi-donor funding
- Tactically influencing others in Start Network
  —whole DEPP portfolio and Start Fund



• Shared Humanity - WHS recognition of Inclusion Charter

#### Reflections on CHS in action - inclusion

- 8 / 9 Key Inclusion Standards align with CHS They ask: What does an age and disability inclusive implementation of CHS look like? What would it take to achieve that?
- 1. Are recognised **they are** <u>visible</u> in surveys disaggregated data.
- 2. Have access to the assistance they need **their specific needs are assessed**.

MINIMUM STANDARDS FOR AGE AND DISABILITY INCLUSION IN HUMANITARIAN ACTION

3. Are not negatively affected - not put at risk from <u>further exclusion</u> <u>and stigma</u> – e.g. being mindful of risks of abuse from exclusive practices

#### Reflections on CHS in action - inclusion

## 4. Know **their rights** and <u>entitlements</u>

5. Have access to complaints mechanisms – have equal access to information, appropriate communication

MINIMUM STANDARDS FOR AGE AND DISABILITY INCLUSION IN HUMANITARIAN ACTION 2. KEY INCLUSION STANDARDS

2. KEY INCLUSION STANDARDS<sup>5</sup>



6. Receive and participate in co-ordinated assistance – inclusion in all sectors – and linkages between mainstream & specialist s

7. Can expect improved assistance from learning and review – including voices in evaluation – to improve protection and access

8. Received assistance from competent staff and <u>equal opportunities</u> for employment and volunteering – **about training staff on issues and access to employment** 

#### Propositions

### Prove it works and shout about it!

1. Generate evidence

2. Share good practices, failures and learnings.





www.startnetwork.org

## CAFOD and the Charter4Change ANNE STREET Head of Humanitarian Policy



### CHS QUALITY CRITERION: HUMANITARIAN RESPONSE STRENGTHENS LOCAL CAPACITIES AND AVOIDS NEGATIVE EFFECTS

Charter4Change and the Localisation of Humanitarian Aid

Anne Street CHS Learning Event Nov 2016





There are 29 signatories to the Charter and it is endorsed by over 150 southern NGOs and NGO networks.









## Charter CHARGE Is the system changing? Are actors changing? Is CHS making a difference?

Strong calls for more effective localisation in World Humanitarian Summit consultations.

Some real commitments made in Istanbul: Grand Bargain: 25% funding to NNGOs by 2020

Establishment and funding of NEAR Network

Changes within UN agencies and approaches

Growing recognition of CHS across the sector





**Proposal for Change:** 

1. C4C and CHS should make common cause to support the delivery of a more peoplecentred and locally appropriate response









#### **Presentations: Q&A**

#### **Points of clarification – short please!**

#### "Stand-out" points from what you heard

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#### **Proposals for Change**

- What problem, opportunity it addresses
- How it will do so
- Expected benefit, impact, added value
- Who will need to be involved



#### **Proposals for Change**

#### **Discuss / reframe the selected change proposal** – looking for a SMART proposition

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#### Workshop 2

The role of the CHS in coordination and the cluster system.








# IASC

**ASTRID DE VALON** IASC AAP and PSEA task team coordinator

#### **Accountability to Affected Population : 3 aspects**



Example



#### Example

#### "Accountability together" Automated web-based Integrated Complaint Referral Mechanism in Kenya

"Quality service and accountability from government and non government service providers is your right"



### Adoption

Recommendation during WHS Side event on Quality and Accountability



# How does the CHS support strengthening our collective accountability

- Global Cluster Coordinators agreed upon the CHS in terms of its practicality in providing a framework, which NGOs and many partners are familiar with, in helping to operationalise the IASC core commitments on AAP.
- All organisations submitting projects to Humanitarian Response Plans must demonstrate they are working to Sphere standards and quality criteria of the Core Humanitarian Standard (CHS)
- Clusters develop work plans based on CHS and deliver assistance according to Sphere.
- Only organisations applying CHS and Sphere to be eligible for CERF funding.
- Humanitarian Country Teams s biannual review according to CHS quality criteria and Sphere standards.

To do this IASC needs to

 Change TOR for Humanitarian Coordinators and cluster lead agencies (include direct responsibility for integrating CHS & Sphere standards)



# **Commitment 6 : focussing on coordination and complementarity**

Content



- Commitment 6 includes key actions that are essential to strengthening collective accountability such as :
  - ✓ collaboration and sharing of resources and equipment
  - ✓ Joint assessment, trainings and evaluation to ensure a coherent approach
  - Ensure local actors participation to coordination meeting is facilitated (language, location)

Recognise that impact is only possible through collaborative working and mutual accountability. Suggested actions to strengthen AAP and Protection

#### Tools to support clusters and inter cluster

- Fiches developped by OCHA, the task team and the Global Protection Cluster
- Aimed at Cluster and intercluster coordination groups
- Suggesting key actions related to Accountability, Communication, PSEA, Protection, Protection Mainstreaming throughout the Humanitarian Program Cycle
- Based on the CHS, the IASC CAAP, the IASC Guidance on Protection and AAP, the MoS on PSEA, the GPC guidance on Protection mainstreaming and other lessons learned.
- Fiches will be disseminated to the global clusters, along with 2 annexes :
  - Questions and Answers
  - Global Protection Cluster checklist derived from the IASC Guidance on Protection and AAP

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#### Initial draft of the revised CAAP : links with the CHS





- Uphold key standards such as the <u>Core Humanitarian</u> <u>Standards</u> and the Minimum Operating Standards on PSEA and ensure they are complemented with technical standards such as the Sphere standards.
- Roll out the Best Practice Guide to Establish Inter-Agency Community-Based Complaint Mechanisms (CBCM) and accompanying Standard Operating Procedures.
- Commit to adapt the standards and related operational frameworks to the local context after consultations with local stakeholders and communities.

DRAFT

Proposal for change

In 2015, Global Cluster Coordinators have agreed upon the CHS in terms of its practicality in providing a framework to operationalise the IASC core commitments on AAP.

- Ensure to use the CHS to collectively improve our accountability to affected population.
- Use the CHS to facilitate access and participation of national actors and diaspora organizations to coordination mechanisms in order to collectively advance AAP

# **GPC Protection Mainstreaming Task Team**

**GERGEY PASZTOR** 

Technical advisor for protection mainstreaming, IRC

### **Overview**

#### 1. Protection Mainstreaming and the CHS

- Guidance
- Tools
- 2. Challenges & Pitfalls
- 3. Successes & Positives





## **Protection Mainstreaming & the CHS**

### **PM Guidance & Principles**

- > Meaningful Access (CHS 1 & 2)
- > Safety & Dignity (CHS 3)
- > Accountability (CHS 4 & 5)
- > Participation (CHS 3 & 4)

## **Protection Mainstreaming & the CHS**

### PM Toolkit

- > Combination of guidance and selfassessment Tools
- > Targeting: Implementing agencies, clusters, humanitarian coordination structure, and donors.
- > Links to the CHS self-assessment tools

## **Challenges & Pitfalls**

- > Crowded Field
- > Protection as a sector VS Protection as a cross-cutting issue
- > Lack of a clear incentive structure
   (ethical, normative, or functional)
- > One-time VS periodic assessments



### **Successes & Positives**

- > Committed Donors (OFDA, Sida, ECHO, Dfid)
- > Committed humanitarian community that keeps this high on the agenda (see IASC Policy on Protection)
- > A global & field structure that can support mainstreaming as part of its core tasks (e.g. Regional Trainers, Protection Clusters, Humanitarian Coordination Mechanisms – OCHA)



## **Open Questions**

- > The field structure has been instrumental in promoting Protection Mainstreaming. How can the CHS use existing field structures to promote the CHS?
- > How will CHS deal with the crowded field?



# Suggestion: A "CHS-Ready" label? Compatible Windows ista™ **CERTIFIÉ POUR** Windows Vista™ Compatible with the **Core Humanitarian** STANDARE 6 7 8 9 5

18

IPod

iPhone

iPad

Windows 8

Compatible

Core Humanitarian

STANDARD

8

9

6 7

Ready for the

5

# UNICEF

**PHILIP TAMMINGA, OFDA project, UNICEF** Using the CHS for Improving Cluster Performance & Accountability

# Using the CHS for Improving Cluster Performance & Accountability

Reflections from the OFDA-UNICEF Cluster AAP Project

Philip Tamminga – Global Cluster AAP Advisor, UNICEF

CHS Learning Event 4 November 2016



It's about generating results that meet their needs and priorities.... It's about respecting and enabling them to exercise their rights...



RELATIONSHIPS

And it's about relationships based on trust and respect that support local capacities and resilience...

In other words, when we put people at the centre...

They are more likely to be satisfied with aid efforts...and we are more likely to meet our commitments to them.... And that's exactly what the CHS does...



The nine CHS commitments focus on results, rights and *relationships* with affected people



So, this is the flower we are trying to grow....



---And too much of our efforts go into supporting this kind of flower instead of supporting affected people



But it's still mainly about the system... It looks like AAP was an after-thought, and not the central function of clusters





Wouldn't it be better to put people at the centre?



This flower certainly looks more healthy!

If we did, we would more likely generate meaningful **results** for people, support them to exercise their **rights**, and respect and prioritise local capacities and strengthen resilience.



*In other words, a happy, healthy flower* 



And if cluster and coordination mechanisms work together towards this, the more likely we are to collectively improve the quality, coverage, effectiveness and accountability of responses. So what do clusters need to do to help this flower take root in our system?



# **CHANGE WE AIM TO SEE**

Use the CHS as the reference for:

#### **Cluster capacity building**

• Cluster coordinators and partners are trained and have practical tools to use the CHS to improve collective quality, effectivenss and accountability

#### HRP's and cluster strategies

- Specific quality and accountability objectives will help orient us to the type of coordination we want
- Linking accountability to quality, coverage, effectiveness can help us with a more holistic approach to meeting people's needs and priorities

#### **Cluster performance management**

- Better use of feedback and other data will give us a better understanding of how well we are meeting affected people's needs and priorities
- Collective indicators against the CHS will help us measure and benchmark our progress
- More systematic joint field monitoring and LISTENING to people will help us fulfill cluster's risk management and quality assurance role

#### **Resource mobilisation**

- Clusters could prioritise allocation of resources based on peoples' needs and priorities
- The CHS can be a criteria access to funding from donors, pooled funds, etc.
- The CHS could also help prioritise allocating resources to build partners's capacity

# How to get there...

#### Get back to basics

• The role of coordination for improved results, rights and and relationships, not "feeding the system"

#### **Practical**

• Develop simple, practical tools and "how to" instructions to show integrating AAP is possible and we are often doing it already

#### Realistic

• Start with small steps and priorities and build from there

#### Learn as we go

• Make mistakes, experiment, and scale-up when ready



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QUALITY. ACCOUNTABILITY. PEOPLE MANAGEMENT

## Workshop 3

The CHS Verification Scheme, a credible commitment to quality?








# **PLAN International Germany**

## FABIAN BÖCKLER

Team Leader Disaster Risk Management, Programme Department



# Independent Benchmarking A third party quality assurance

### **Presentation Outline**

- 1. Why we chose Benchmarking
- 2. The process (different steps, workload and resources)
- 3. Challenges as a member of a federated organisational structure
- 4. Obtained results (expected and unexpected)
- 5. Moving forward
- 6. Proposals for change



Why we chose Benchmarking

### Why we chose Benchmarking

### A third party quality assurance

- to show our **commitment** to the Core Humanitarian Standard
- to establish Plan Germany's starting point in this process and define the baseline of Plan Germany's DRM team's performance against each of the 9 commitments
- to have an external, unbiased and **independent view** on our work
- practical reasons: to source out a part of the work to an external party
- **organizational reasons**: a period of quick growth, significant number of new staff and experiencing new ways of working
- **advocacy reasons**: an opportune time to influence



# The Process Different steps, workload and resources

### **The Process**

## Different steps of the benchmarking exercise

- The benchmarking exercise included **3 parts**: the self-assessment (HQAI-version), a HQ Audit (2 days) and a Field Audit (5 days)
- **Tanzania** was chosen by the auditor as Project Site (based on security, access, volume of projects as criteria)
- Focus on assessing the Plan Germany's **Disaster Risk Management Unit**
- The self-assessment tool was filled by one team member with one country chosen as sample
- Information was gathered from **different sources from** Plan International
- The initial draft was shared with the DRM team to **reach consensus** on the scores
- Other departments were not directly involved
- The final self-assessment document was shared with the auditor prior to her HQ visit

### **The Process**

## **Workload and Resources**

- I would describe the process as intense
- 23 work days as total time spent on conducting the self-assessment (one third of one team member's time during 3 months)
- Given more time we could have:
  - conducted interviews with staff
  - included other departments
  - held collaborative sessions for each commitment



# Challenges

as a member of a federated organizational structure

### as a member of a federated organizational structure

- The standard CHS model is structured in a way that suits an organisational model consisting of an international HQ and partner field offices
- It was a challenge to navigate the role of the Plan Germany in CHS compliance in Plan's federated structure
- It was a challenge to isolate the influence or attributed contribution of Plan Germany to the Field Office performance in some areas of the assessment
   Federated Structure







# **Obtained Results**

**Expected and unexpected** 

### **Obtained results**

### **Expected and unexpected**

It was expected that the benchmarking would allow Plan Germany to:

- Identify the existing gaps that the team must work on
- Identify exiting strengths that the team can play towards and build upon
- Differentiate between **institutional levels** on which strengths and gaps can be identified and addressed
- Create a plan for improvement and allowing **measurement of progress** and achievements
- Participating DRM team members gained a better understanding of each commitment

### **Obtained Results**

### **Overall organisational performance**

Overall, Plan International Germany works in line with the CHS requirements

#### Main strenghts:

- our **community engagement** and strong values/policies on child protection
- we work on a needs-based approach, engaging communities and being accessible to them
- strongly involved in **coordination** processes, sharing information and learning with others
- committed to transparency and due diligence
- learning organisation, involved into capacity building inside and outside the organisation

#### Areas for improvement:

- some gaps between our principles and commitments and actual achievements
- clearer systems and control mechanisms at some levels needed
- a need to better support, systematize and disseminate monitoring, evaluation and learning mechanisms
- strong HR policies, but they might not be systematically applied and implemented

### **Obtained results**

### Self Assessment Results compared to HQAI external auditor results

- The HQAI auditor explained the scoring scale during the HQ audit. It became clear that this was not
  exactly the same as our scoring scale and so it was accepted that the scores of the two reports would
  not be entirely comparable
- Nevertheless, in general our scores and findings were in line with the HQAI auditor's and the trend of the scores were similar
- We intentionally marked ourselves more severely on the indicators where we felt Plan Germany had the greatest scope for influence
- The auditor's assessment had the added depth of the field visit and **beneficiary interviews** which weren't included in the Plan Germany self-assessment

### **Obtained results**

### Self Assessment Results compared to HQAI external auditor results





# Moving forward

How we plan to use the outcomes

### **Moving forward**

### How we plan to use the outcomes

- Plan Germany is one of the first entities to embark on this CHS compliance process within the federation. Our **results and learnings**, regarding both the findings and the process itself, **will be shared with Plan International**
- Plan Germany will use these results and the lessons learned from this process to advise and provide input to Plan International on the global next steps, the urgent areas for improvement, and to highlight areas within the organisation where capacities need to be further developed
- Plan International will be conducting a CHS self-assessment, using Plan Germany's benchmarking and Plan UK's self-assessment as baseline for this organizational-wide exercise
- Plan International will set-up a complimentary system, including an **overall improvement** plan to which Plan Germany's improvement plan will contribute



# Proposals for Change

### **Proposals for change**

• Reviewing structure of self-assessment tool for variety of organization types: for example, make it more user friendly and to make it more adaptable for federation structures.

 $\rightarrow$  The tool has the potential to be used to disaggregate the results according to the levels of the organisation, which would further allow an organisation to have a targeted improvement plan.

 Proactive awareness raising and advocacy for using CHS: providing incentives for organisations to apply the CHS both on the supply and demand side. For example, advocate for the application of the Core Humanitarian Standards in the European Refugee Response (e.g. in countries that are hosting large numbers of refugees).



# THANk YOU!

# Lutheran World Federation

## PETRA FEIL

Global QAA & PMER Coordinator



THE LUTHERAN WORLD FEDERATION

# LWF Experience: CHS Self-Assessment Process

Dr. Petra Feil Global QAA & PMER Coordinator LWF Geneva

### Planning the LWF CHS Self-Assessment Process



actalliance

### LWF CHS Self-Assessment Process Outline 2016-2017

2016: 8 Country Programs (CPs) & Geneva to start SA

- Myanmar (completed)
- Nepal (completed)
- Colombia (on-going)
- •Uganda (on-going)
- Chad (planning phase)
- •Mauritania (planning phase)

•CAR (started, put on hold)•South Sudan (on hold)

•Geneva (nearly complete)

2017: More CPs to start process & Global Report

- SA processes started in 2016 are finalized
- 8 more CPs to start SA process in 2017
- Consolidated Global SA Report submitted by Dec 2017

### Why such an extensive SA process?

### • To respond to the 'newness' of CHS by:

- building awareness & capacity across LWF World Service
- developing a new <u>global</u> baseline for LWF against the CHS
- To embrace the intrinsic differences between SA and Audit approaches by:
  - aiming as high as we can, rather than doing 'just enough' to pass
- promoting an participatory empowerment and learning approach not choosing just the 'usual suspects' but intentionally involving CPs perceived as weaker/less well-resourced
  - developing a process that is continuous, not one-off...
  - strengthening cross-country/peer learning, less focused on HQ

## Let's hear from LWF Nepal...

https://lwf-worldservice.webex.com/lwf-worldservice/ldr.php?RCID=6a3b8ffa85c10a5ccafde3738deb4a46

actalliance

### **Next Steps for LWF**

- We will have a solid baseline for CHS alignment across LWF by end of 2017
- But now need to develop plan for 2018 and beyond...
- Key considerations will be:
  - **Meaningfulness** i.e. how to best build on progress and processes in 2016/2017... How to mainstream SA? Going for certification?
  - Capacity i.e. how often can each Country Program realistically conduct a SA? And the implementing the improvement plan in between?
  - Cost –i.e. perceived value of validation method vs actual cost? Support and lobbying for changes in budgeting

## **Learning and Recommandations**

**The Self Assessment process:** 

- increases CHS awareness with staff, partners and communities
- provides a unique internal 'space' for reflection & learning on Q&A
- moves forward more easily at country level with internal peer accompaniment (i.e. country-tocountry, or Geneva-to-country program)

## **Learning and Recommandations**

### **The Self Assessment process**

tends to result in focus on improvements rather strengths

**Recommendation 1:** CHS Alliance and its members should consider how the SA process can be enhanced to capture and build on strengths as strongly as it addresses weaknesses/improvements

 supports good data collection but more data analysis capacity needed

Recommendation 2: CHS Alliance and its members should consider how the SA process (incl. toolkit) can be improved to strengthen data analysis, especially of qualitative feedback from communities

### Thank you!

### • Feel free to contact us:

Dr Petra Feil: <u>petra.feil@lutheranworld.org</u> Ruth Foley: <u>ruth.foley@lutheranworld.org</u>



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QUALITY. ACCOUNTABILITY. PEOPLE MANAGEMENT

## Workshop 4

*Learning by asking the right questions* 









# CERAH

**EDITH FAVOREU** Deputy Director, CERAH



# Learning by asking the right questions, Learning with the CHS

#### CERAH a Joint Centre of

#### THE GRADUATE INSTITUTE | GENEVA

INSTITUT DE HAUTES ÉTUDES INTERNATIONALES ET DU DÉVELOPPEMENT

GRADUATE INSTITUTE OF INTERNATIONAL AND DEVELOPMENT STUDIES





## Learning...

- Who we are
- Our connections with the CHS
- How we use the CHS



### WHAT DOES CERAH STAND FOR?

#### Mission

CERAH enhances the capacity of individual and institutional humanitarian actors to devise and bring relevant, adapted and timely responses to the plight of populations affected by armed conflict, disasters or social exclusion.

> Objective 1: Postgraduate education Strengthen the competencies of professionals active in the humanitarian sector through an internationally recognized education and training offer focused on humanitarian organisations' current and future challenges

> > Develop critical thinking and analysis to improve the quality of humanitarian response

#### **Objective 3 : Critical debate**

Stimulate debate and reflection on selected humanitarian issues to further critical and innovative thinking Objective 2: Research Undertake research critically assessing humanitarian concepts, policies and practices in order to improve humanitarian responses
### Joint centre, interfaculties

Partnership with Humanitarian Organisations

Post-graduate: Middle managers

Professionalisation of the Humanitarian sector

9 diplomas: MAS-DAS- CAS

More than 15 Thematic Seminars

Accredited programme ( European credits transfer system ECTS)

### Modularity- flexibility





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www.cerahgeneve.ch

### **CERAH Teaching at a glance**

Pluri and-or Interdisciplinary

Conceptual, Theoretical and Practical

Descriptive, Analytic, Comparative and Prospective

Interactive and Highly participatory

Transmissive, Reflexive, Collaborative and Constructive

**Problem solving** 

Knowledge transfer into working situation

CERAH, a Joint Centre of

month core curriculum on the theory and

Two elective courses on a specific subject

e MAS can be completed in 1-3 years

the student's choice (CAS, February-May)

issertation to hand over in June or August

eptember-December]

esearch methodology (January)

ndamental questions of humanitarian action

GRADUATE INSTITUTE GENEVA GRADUA GRADUA GRADUA

IN HUMANITARIAN ACTION

4 months-long course taught full-time

challenges to humanitarian practice

[September-December] and research

including research methodology

work to hand over in January.

on humanitarian concepts, contemporary

subjects.

IN HUMANITARIAN ACTION

7 week residential / 7 months

distance learning programme

of intensive courses on six specific

One-week intensive courses on a number

of relevant topics of humanitarian action.

own experiences.

Each seminar uses case studies, while also

encouraging participants to draw upon their





Values and guiding principles

### Ensuring effectiveness and promote quality

- All activities undertaken by CERAH, whether in the realm of training, research or debate, are evidencebased, results-oriented and ultimately geared towards improving the humanitarian situation on the ground.
- CERAH thus has a duty to apply the highest quality standards to its activities and to ensure as much as possible that their impact is measurable and positive, while avoiding harm.
- Quality is central to the CERAH's mission to improve the quality of humanitarian responses.

## Connecting...

### CORE HUMANITARIAN STANDARD ON QUALITY AND ACCOUNTABILITY-CHS-







# 4 dimensions

- For our own quality process
- In our program content
- For the *learning process*
- Dissemination process





## For our own *quality process*

### As part of the Humanitarian System

Commitment 7: (...) organisations learn from experience and reflection

Commitment 8: (...) competent and well-managed staff

Commitment 9. (...) organisations assisting them are managing resources effectively, efficiently and ethically.





## In our *program content*

- Quality as a key stake and a transversal issue= Quality management
- Different **components** of quality and accountability ( specific courses on Do No Harm, participation and community engagement, etc.)
- **Presentation of** the CHS, Guidance notes, Sphere standards, Compas quality,





# For the *learning process*

- Reflexive analysis
- Critical analysis
- Contextualisation
- Critiques and recommendations
- Implementation





# For the *learning process*

## Reflexive analysis

Linking the CHS and our role as managers

- Did you manage to fullfill the commitment X in your previous experience? Why ? What were your major challenges?
- Do you consider that you have the capacities ( individual- organisational) to fullfill the commitment X ? Why/ Why not? Which knowledge, skills, soft skills you would like to strengthen ?







# For the *learning process*

## Critical analysis

What are the challenges, issues, problems?

## • ...In terms of

- process
- content
- use of concepts, terminology,
- approaches
- contextualisation







# For the *learning process*Contextualisation

WHAT DOES IT MEAN	Different or similar Why?	What does it mean for us, as manager in our own organisational and regional context?
Application in conflict situations and other types of disaster		
Application regarding different crisis phases ( relief, recovery, developement)		
Application regarding different approaches: humanitarian/ development		





# CRITICS

### - Process:

Minimal engagement of affected communities in the development of standards

- Content:
  - Humanitarian action = humanitarian assistance
     Protection « left behind»
  - Contextualisation but no distinction regarding the types of crises, crisis phases, ....
     Commitment 1, 2, 3, 4, 5



## Using... Unanitarian action Using...

For example: CHS and Humanitarian Qualification Framework Framework: CHS related to Level 5-6-7-8 of the HQF

## HQF can benefit from CHS:

- Do no Harm
- Participatory approach
- Feedbacks and complaints mechanisms
- Capitalisation of experience

### **CHS can benefit from HQF:**

- Autonomy and responsability in the decisional process as an individual







# Implementation

- CAS Designing strategies and projects for humanitarian action
  - Geneva: Analytical grid
  - Blended learning: Plan of Action design and implementation in their working situation





# Dissemination

- Our students, Managers
  - Implementation in their own practice
  - Professional dissemination :Dialogue with their :
    - Team members
    - Colleagues
    - Managers

# Thank you!

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# **GROUPE URD**

**VÉRONIQUE DE GEOFFROY** Director of Operations



# **The CHS-COMPAS**

Presentation of the CHS-COMPAS Dashboard, 0 Draft November 2016



- The Quality COMPAS, developed by Groupe URD, was launched in 2004.
- This quality assurance method was organised around a quality reference framework, the COMPAS Rose, made of 12 quality criteria.

# Background: from the Quality COMPAS to the CHS-COMPAS



# Background: from the Quality COMPAS to the CHS-COMPAS

... and decided to integrate the Quality COMPAS reference framework into the CHS.

# Background: from the Quality COMPAS to the CHS-COMPAS



# The COMPAS Rose got transformed into the CHS reference framework.

# The CHS-COMPAS: the COMPAS method adapted to the CHS

The CHS-COMPAS is composed of two main parts:

- a series of key questions, warning and tips, derived from the CHS criteria and key actions, for each stage of the project cycle to ensure the quality of the programmes.
- a framework to guide the evaluation of programmes, based on a series of indicators derived from the 9 CHS criteria.

## The CHS-COMPAS Dashboard

These two components of the COMPAS method are organized in the CHS-COMPAS Dashboard

Evaluation				Implementation		
Logic of the intervention	Information to collect (M&E)	Indicators	Quality criteria, CHS commitments	Key actions	Phase 1 of the PCM	Phase 2 of the PCM
Planned	Achieved	Gap between planned and achieved	1.	1.1.	► Key question	
	Necessary	Comparison between planned and necessary		1.2.		Tips or warning
				1.3.	Tips	
			2.	2.1.		► Key question
				2.2.	Warning	

Quality criteria	Key actions	Diagnosis	Programme design	Design of the monitoring system	Implementation and monitoring	Programme closure
	7.1 Draw on lessons learnt and prior experience when designing programmes.	Collect lessons learnt from experience of providing aid in this context.	Ensure you integrate the lessons learnt from other projects or the experience of other organisations into your project design ()	Make sure you integrate lessons learnt from previous monitoring mechanisms (type of indicators, data collection mechanisms, etc.) and context specificities (access to information, national database, etc.)		
7. Communities and people affected by crisis can expect delivery of improved assistance as organisations learn from experience and reflection.	7.2 Learn, innovate and implement changes on the basis of monitoring and evaluation, and feedback and complaints.		<ul> <li>How are you going to learn lessons from this programme (e.g. self-evaluation, group feedback and discussion, external evaluation, etc.)?</li> <li>Are there innovations to pilot in this programme? If yes, which ones?</li> <li>Make sure to set aside a specific time and budget for learning and piloting innovation.</li> </ul>	In case of innovation, make sure the appropriate monitoring and learning mechanisms are in place.	What changes have to be made to the programme, based on the results of learning?	What are the main lessons learnt from this experience and any particular innovation?
	7.3 Share learning and innovation internally, with communities and people affected by crisis, and with other stakeholders.				Make sure you share learning and decisions about changes to the right people and organisations.	How do you disseminate the lessons learnt from your programme and the innovations?

Sentinel indicators	Logic of the intervention	Information to be collected	Indicators	Quality criteria	
<ul> <li>* Repeat of mistakes made in other programmes or typical mistakes of the sector are registered.</li> <li>* Programme team, partners and/or population display signs of dissatisfaction (weariness, despondency) or distrust as a result of failure to rectify mistakes or of mistakes continually being repeated.</li> <li>* Repeated losses in energy, time and money to rectify mistakes are registered several times.</li> </ul>	Technical and methodological foundations of the programme (guidelines, techniques recognised within the sector, assumptions, local experience, etc.)	Up-to-date techniques that have been validated by experts in the sector	Gap between proposed techniques/methodology and current expertise within the sector	7. Communities and people affected by crisis can expect	
	Planned process for improving the programme and learning from this	Recurring problems regularly pointed out by stakeholders	Problems persist	delivery of improved assistance as organisations	
	experience (system for recording programme information, monitoring and evaluating methods, etc.)	Changes introduced or lessons learnt	Improvements made to the programme and lessons learnt	learn from experience and reflection.	

# How to use the Dashboard?

- The Dashboard is, first of all, a tool to make explicit a coherent, structured and comprehensive approach to Quality management in complex and turbulent situations.
- When finalised, key questions, warning and tips will be organised by phase of the PCM and published in a booklet to support the implementation of the CHS at project level.
- This booklet will include an evaluation part which will remain organised by criterion and proposed as a support to programme's evaluation.

# Proposal for change n°1:

 Collectively finalize and disseminate the CHS - COMPAS as a way to support the implementation of the CHS at field level through key questions at each stage of the project cycle and a guide to evaluate programmes' quality and accountability.

**A working group** would comment the draft 0 and the method would then be made available to all CHS-Alliance members.

# **Proposal for action n°2:**

- Pilot the use of Sigmah as a concrete and practical way to implement the CHS within an organization. Groupe URD is seeking organisations willing to take part in a pilot to implement the CHS with the use of Sigmah.
- The learning will be shared within the CHS-Alliance and the solution (open source software+ documentation) will later on, be made available for all interested organisations.

## HUMANITARIAN LEADERSHIP ACADEMY

**ATISH GONSALVES** Global Learning Director

humanitarian leadership academy

# A learning approach to the

Core Humanitarian STANDARD

Atish Gonsalves @atishgonsalves @AcademyHum

CONNECT | SHARE | PREPARE



humanitarian leadership academy

# Our mission is to enable people around the world to prepare for and respond to crises in their own countries

## Where we work:



# Learning vision:

Supporting the needs of individuals, organizations and communities by facilitating access to learning resources, platforms and tools that can enable locally relevant capacity-sharing and mutual learning

## What are our learning principles?

### humanitarian leadership academy



#### **Be collaborative**

Building partnerships with academia, training providers, humanitarian organisations and non-traditional organisations is a core part of our theory of change

#### **Design with the user**

The development of both Academy Centres and learning resources is undertaken in close and feedback is continuously integrated to improve our offer.

#### Be needs driven

We will stay relevant as a learning institution by keeping abreast of needs and trends in learning across the

### Understand the Ecosystem

Through partnerships and regional Academy Centres, we will strive to work with a strong understanding of the sector, country and local community that we operate in.

#### **Be innovative**

We will push for new thinking, methodologies and tools to make learning more engaging and accessible.



### **Build for** sustainability

We will work to make its our activities and the activities of our partners as sustainable as possible, for example by supporting learning and develop sustainable financial models.

### **Reuse and improve**

We will always build on existing knowledge and expertise where it exists. This is especially relevant as we develop learning materials, which we will do by aggregating first and creating last.

### Use open source and open licences



Our objective is to make learning more accessible, and we will therefore always strive to make learning materials and resources openly available.

### Design for scale

Our objective is to democratise access to learning. Through regional Academy Centres and the global digital platform, all developed products are designed to be taken





## Who are we trying to reach through learning?



## Who needs the learning?

### **Humanitarian Co-ordinators**

Support humanitarian co-ordinators with their highly pressured roles

### Senior

Support and train humanitarian leaders in order to better equip them to make key decisions when disasters strike

### Mid

Support and train managers to lead their teams in disaster and emergency response on the frontline

### **Entry Level**

Support and train operational staff to work seamlessly when a crisis hits

### **Community Responders**

Support and train community members to be ready to mobilise
## How can we truly democratize access?



# How do we create learning that is scalable yet engaging?

Learning pathways can include **self-paced learning** content, **social** 

engagement with experts and other learners and localised in-person

training opportunities

### Level 1 - Democratizing Access

- Open & self-guided learning
- Communities of Learning

#### Level 2 – Structured & Supported Learning

- Guided learning pathways
- Peer feedback & coaching

#### Level 3 – Localised & In-Person Learning

- Local learning experiences
- Certification pathways

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### Where is the CHS needed?

### Learning Tools

Learning Design and Facilitation

Coaching and Mentoring

### Working in a Humanitarian response

Humanitarian Essentials for Humanitarian professionals

Humanitarian Essentials for Volunteers

### Managing Operations and Teams

Management Essentials

Project Management

Financial Management

## e.g. Essentials Pathway for Humanitarian Professionals

### Audience

For entry level or early career humanitarian professionals

### Aim

Develop the necessary knowledge and skills to work effectively and responsibly in humanitarian contexts

### How is it delivered?

Initially 15 hours self-directed online learning and an accompanying facilitation guide

### 7 Themes

- Humanitarian
   principles/standards
- Humanitarian context
- The International Legal Framework
- Age, gender, diversity
- Safety and security
- Communicating in times of crisis
- Maintaining Personal wellbeing

## How do we recognise learning?



**Self-Assessed Badges** - Badges for completion of learning pathways and programmes

### ISO-standard compliant "micro-certifications"

that align with the Core Humanitarian

Competency Framework (CHCF):

- Off-the-shelf PMD pro, FMD pro
- Bespoke certifications PHAP credentialing
  - Understanding the humanitarian ecosystem
  - Applying humanitarian principles in practice
  - Legal frameworks for humanitarian action

(Led by the Collaboration Centre for Recognition of Learning -Humanitarian Passport Initiative)

# Is digital learning possible in our context?

- How is learning accessed -Online, Blended or In-Person ?
- How do we contextualise global learning effectively?
- How do we capture local learning?
- Can digital learning break barriers or does it become a barrier?



### Aggregate first, build last



### **Co-develop with partners**



# Can we simulate real life through learning?

- Trainers use simulation exercises for "serious games"
- Organising simulation exercises is resource heavy – need actors, props, scheduling
- Can we make simulations more scalable?





## Proposal 1 - Collaborate on content



Share learning content across the sector



Co-develop and invest in new content by bringing together:

- Subject matter experts
- Instructional designers
- Instructional technologists
- Translators

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# Proposal 2 - Collaborate on democratizing learning



Co-develop and invest in sustainable & scalable, localised learning experiences by creating/bringing together:



- Local & global learning content
- Engagement opportunities webinars, training events, coaching & mentoring
- Local trainers, facilitators & coaches
- Academia

## Proposal 3 - Collaborate on recognition



Co-develop and invest in new badges and certification programmes by developing the:

- Required learning
- Body of knowledge
- Self-assessment
- Certification

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# Thank you



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## Workshop 5

Poor staff management, poor quality









# THE CONSCIOUS PROJECT

**BEN EMMENS** Director

# BRAC

**SAYEDA TAHYA HOSSAIN** Chief People Officer

# Values Driven Leadership in BRAC

for greater organisational success



## **Introduction of BRAC**

BRAC is the world's largest development organization based in Bangladesh, dedicated to empowering people living in poverty.

BRAC has around 110,000 employees and operate across 10 countries, touching the lives of 1 in every 55 people.

BRAC's strategic partners are DFID and DFAT





# **BRAC Values at a Glance**





## **Proposal for change:**

Each organisation has its own value, which relate very much to the CHS. We have to find a way to integrate these values into the organisation's people management and ensure they are reflected in staff behaviour.



# Traits to become a successful people manager / leader

BRAC Values	Living BRAC Values through behaviours	
Integrity	<ul> <li>Evaluate staff honestly</li> <li>Gives honest feedback &amp; encourage others to give opinion</li> <li>Accountable for all actions</li> </ul>	Successful People Manager
Innovation	<ul> <li>Gives creative and acceptable solution</li> <li>Has courage to delegate authority/ownership</li> <li>Ready to accept change</li> </ul>	
Inclusiveness	<ul> <li>Equal treatment</li> <li>Acceptance of new ideas</li> <li>Includes everyone for greater success</li> </ul>	
Effectiveness	<ul> <li>Timely and right actions</li> <li>Takes ownership of the results</li> <li>Target oriented &amp; develops team</li> </ul>	



## Value engagement for greater performance

- Value parameters in the performance management system
  - Year end assessment reflects on how values has been demonstrated by staffs which is linked with reward and recognition
- Investigation team and committee in place to identify breach of values like sexual harassment, financial fraud, code of conduct etc.
- Appointed Ombudsperson to ensure neutrality of decision
- Annual Values Award Event
  - Rigorous process to identify staffs who demonstrated values and can be noted as an value idol
  - From initial screening this prestigious award is given to a handful amount of staffs based on different assessment processes
- Values training, workshops and awareness programmes on a regular basis.





# Innovation

A well proven value in BRAC to adopt the changes that took place for last 43 years. This is playing a vital role in todays change for sustainability thus impacts greatly to the Leadership of the organisation



## Changing Paradigm in Development sector in Bangladesh and BRAC's strategy

- Bangladesh is transforming into middle-income generating country
- Level of ultra poor people are minimum in Bangladesh
- As a result, donner funds and grants are getting reduced
- BRAC's strategy for next 5 years
  - transforming to predominantly a social enterprise model to get future sustainability
  - Empowering people in the society to become financially independent (women, Youth etc.)
  - Increase influence through knowledge and evidence-driven advocacy and strategic partnership
  - Internally Develop management and business thinking capacity



## How BRAC HR is Addressing the Paradigm shift

- Reinvented BRAC brand value in job market through doing customized job evaluation (mixture of business sector and development sector), aligning it with current market and attracting people from business background
- Introduced different competency based customized assessment tools to determine the right people in the right place
- Established the Leadership Academy to design the required leadership competencies and also meet the requirement of capacity development based on the competencies
- Introduced objective based and value driven performance management system aligned with social enterprise model
- Introduced **woman Leadership development initiative** based on required competencies.



# An accountable approach to People Management *CATHERINE SKEHAN*

Accountability and participation advisor, CAFOD

.. if it is an objective in terms of programming can it be ignored without consequences at organisational level





It is about creating the right environment to enable people to flourish through:



- Engagement
- Participation
- Transparency
- Accountability
- Performance
- Voice

If we can create this internally, then it becomes second nature in the way we deliver our programmes



# People Management and Accountability working together...





#### Voice and Communication

We encourage and support healthy, robust dialogue

We take the opportunity to share stories, ideas and information across CAFOD

We communicate clearly and respectfully, mindful of the impact of our communication on others

We listen and are open to other people's views

#### Our Experience at Work

We share responsibility for making CAFOD a great place to work We recognise and celebrate our achievements We treat people with dignity and respect We take responsibility for our well-being and that of our colleagues

#### **Our Vision and Values**

Together we aim to: Do the right thing Do it in the right way Communicate and celebrate what we do

#### Personal Responsibility and Accountability

We take personal responsibility for our performance and behaviour

We welcome constructive feedback to improve and develop our work

We learn from what goes well and what doesn't go well We work to the best of our ability to achieve CAFOD's objectives

#### Leading and Managing

We seek ways to constantly develop our skills and behaviours We take responsibility for motivating, challenging and supporting those we lead and manage

We actively role model positive behaviours in line with our values







# **CAFOD** Certification

- Strengthened the sense of integration
- Engaged people from across different groups in CAFOD
- Question about the how the external evaluators tested the level of integration – still felt a bit siloed and "HRy"
- More importantly has prompted an on-going dialogue within the organisation about how we can continue to strengthen the integration of our external focus and our internal people management



# Proposal and Call to Action



- Embedding the principles of quality and accountability:
  - At leadership level in role modelling
  - At organisational level in our structures, policies and practices
  - Technically in the core skills of all our people
  - And individually in behaviours and ways of working



# **Humanitarian Competency Model**

**MAHMOUD ALMADHOUN PHD** Human Resources & Operations Director, Islamic Relief Germany



### Outline

- Methodology & Best Practice of Competency Modeling adopted by IRD
- Integration of the humanitarian competency model of Islamic Relief into the main HR processes along the "employee life-cycle"
- Outcomes & Challenges of Using the Humanitarian Competency Model


### **Best Practice of Competency Modeling**

- To develop the competency model of Islamic Relief Deutschland (IRD), we followed the best practice recommended by the Society for Human Resource Management (SHRM) on competency modeling, which occurred in three phases:
- Phase 1: Model Development: Literature Review, Benchlerning/good practices of other organizations
- Phase 2: Content Validation: to check the accuracy, relevance, and importance of the competency model content
- Phase 3: Criterion Validation: to integrate the model elements into the main HR processes along the employee life cycle.

- General literature review
  Benchlearning / good
  practices of other
  humanitarian organisations
  such as CBHA, UN, CAFOD
- Key documents of IRD such as mission statement and organizational values

Phase 1: Model Development

#### Phase 2: Content Validation

 Input from over 40 individuals during 4 workshops conducted with employees & management, volunteers, and program people from our field offices in Africa, Asia, and Middle East Regions and also from our international office in the UK  Competency-based HR tools such as: Competency-based recruitment and selection, onboarding, competency assessment and development as part of the performance management system, and exit interview

> Phase 3: Criterion Validation



### **Structure of IRD Humanitarian Competency Model**

**Core Values Islamic Relief Germany** 

Values Based on Faith	Humanitarian Values	Values of Human Togetherness				
The board, the management and all employees of Islamic Relief Deutschland will always uphold these values						

Five Fields of Competence						
A. Involvement based on values and firm conviction.	B. Professionalism in humanitarian and development work.	C. Acting effectively in teams, co-operations and networks.	D. Personal attitudes, self-responsibility and initiative.	E. Leading, encouraging and challenging employees and teams.		
Humanitarian Competence Areas						
Currently 5 x 4 competence areas						

#### **Competence Characteristics / Behaviorial Anchors**

**Behaviors Required** 





#### Integration of the model into the main HR processes along the "employee life-cycle"

#### 1- Planning & Preparedness

Competencies required must be identified in the Job Description

#### 2- Recruiting & Selection

Competency-based job advertisement

Competency-Based Interview Questions

<u>3- Onboarding /Probationary-Period Competency Assessment</u> made by the line manager by the end of the probationary period using a scale of 1 (below expectations/requirements) to 3 (exceed expectations/Requirements). This helps to create development plans for the new staff.

<u>4- Managing Performance</u>/ Objectives based performance review: by setting the yearly objectives, line managers focus on the competencies identified in the JD and set objectives which demonstrate the use of and development of these competencies.

<u>5- Personal Professional Development</u>/ Competency-assessment form for HR Development: The employee and the line manager will separately conduct their assessments using a scale of 1 to 3. Both parties should focus on 3-4 competencies, which they consider particularly important in the future development of the employee. They then meet for dialogue and summarize their views and conclusions for next year. In general, no more than 1-2 concrete development recommendations should be obtained.

<u>6- De-briefing/Exit/</u>Exit-Interview form is also connected to the competency model. IRD asks the leaving employee to give rating on a scale of 1 to 3 to assess the extent to which IRD has effectively used the competency model



### Outcomes of Using the Competency Model

#### Feedback from one of our Country Program Managers:

- Using the Core Humanitarian Competency Framework (CHCF) has provided a new understanding on how to improve country office operations by selecting the right people.
- Job descriptions have been redesigned based on the framework. Staff set objective plans based on the framework and made efforts to hold monthly meetings with employees to review progress against the objectives.
- Employees are now more committed to their job descriptions and are aware of the elements they are evaluated against.
- Employees actively participate in developing their objective plan and set goals to achieve higher levels of competencies and skills.
- The self-assessment tool was crucial to see where they stand today and where they aim to reach.



- Challenges faced when using the competency model/framework by some country offices
  - 1. The usefulness of the framework is beyond using the tools themselves, it is in shifting the mind-set of how the organisation selects people and what competencies the organisation aims to acquire through the right recruitment, setting a capacity building plan and in giving employees direction.
  - 2. It is crucial that competent HR practitioners who are well versed in the competencies are assigned in field/country offices in order to promote the effective implementation of the model/framework.
  - 3. Senior management buy-in is also crucial to ensure the process is completed successfully.



 Our approach to use the competency model in order to meet the CHSAlliance Standard





## Proposal for change:

Add the "development" element to the CHS standard to help better identifying and developing the relevant competencies"



Gemeinsam für eine bessere Zukunft

# **Thank You**

# **OXFAM INTERNATIONAL**

# **RENÉ BUJARD**

HR Director, Research & Development, Europe, Middle East and Africa, Global Upstream and External Innovation teams



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# Workshop 6

Closing the feedback loop.













- Share your name and organisation
- One word on why you chose this workshop

# Workshop #6 Timings 13.30 – 15.15

- Welcome and introduction, 10 mins
- 2 x Presentations, video and responder, 45 mins
- Q&A on Presentations, 10 mins
- "Proposals for change", 20 mins
- Present revised change proposals and select, 20 mins

# The CREATE project

# **ROSLYN HEES**

Senior Advisor, Transparency International



Humanitarian Aid and Civil Protection



## THE CREATE PROJECT

### Collective Resolution to Enhance Accountability And Transparency in Emergencies

CHS Learning Event November 4, 2016

> Roslyn Hees Senior Advisor Transparency International

## **The CREATE Project**

- ✓ Identify corruption risks and mitigation measures in complex humanitarian contexts
- ✓ Recommend strategies to humanitarian actors to address risks and enhance integrity in challenging environments
- ✓ Four case studies: Afghanistan, Guinea (Ebola response),
  - Lebanon (Syrian refugees), Southern Somalia
- ✓ Qualitative field research and advocacy
- ✓ Partnership with Humanitarian Outcomes and Groupe URD

## **Findings from first two case studies**

### **Guinea and Somalia: Differences and Similarities**

- Contexts: --Endemic corruption and weak public institutions
  --Absent, ineffectual or unenforced rule of law
  --Ongoing conflict and limited state control in Somalia
- Strategic importance: --Guinea: fear of global Ebola pandemic
  - --Somalia: part of counter-terrorism campaign
- Nature of the response: --Sudden onset epidemic

massive rapid scale-up

- --Protracted emergency over decades
- ➤aid fatigue

## People's perceptions of humanitarian aid

- Remote management and poor communication with local population increases enabling environments for corruption
- Somalia:
  - IDPs consider corruption as the top impediment to receiving humanitarian aid
  - Resentment of budgets and staff concentrated in Nairobi: differentials in security, salaries and living conditions
- Guinea:
  - Perception of "Ebola Business" crisis created by government and international agencies to make money and keep the epidemic confined to Africa
  - Ebola funds channeled through new and costly UN organization: UNMEER (in Accra), bypassing existing public health institutions

## **Difficult access to affected populations**

#### Security constraints for different reasons

- Guinea: community stigmatization of Ebola victims created fear and hostility towards aid workers
- Somalia: ongoing conflict and presence of armed groups with whom aid agencies have to negotiate for access ('security fees')

### **Poor communication with communities**

- Guinea: Initially inadequate information about nature, risks and treatment of Ebola; not communicating through traditional leaders
- Somalia: lack of information for beneficiaries about aid entitlements facilitates resource diversion

## Targeting of beneficiaries and provision of aid

- Guinea: fear and stigmatization of Ebola victims
  Greatly reduced competition for registration and treatment
- Low marketability of Ebola goods; reduced temptation of diversion
  Diversion of vehicles, equipment, fuel still a high risk
- Somalia: high competition for aid resources
  Biased targeting of geographical or clan areas
- Local 'gate-keepers' control aid distribution
  Creation of 'ghost beneficiaries', informal 'taxing' of aid entitlements

## **Finance and logistics**

- Guinea: High pressure to disburse funds rapidly and endemic public corruption
  - funds routed through UN agencies and INGOs, bypassing government and local NGOs
  - >Over-investment in infrastructure rather than communications and logistics
- Somalia: State weakness creates dependency on local implementing partners, contractors and traditional clan structures
  Multiple layers of subcontracting increase risks of corruption
  Many risks of conflict of interest between clans and contractors

### **Human Resources**

- Guinea: Rapid scale-up of staff and dangerous working conditions
  > High turnover of expatriate experts unfamiliar with local culture
  > Massive local recruitment and payment of 'Ebola bonuses'; local 'brain-drain' to international agencies and competition for subsequently reduced posts
- Somalia: Pressure to recruit from dominant clans
  - Local staff subject to community pressures for collusion and aid diversion
    Separation of duties and committee decision-making remedies less effective
    Highly dangerous to dismiss staff for corruption

## **Emerging common recommendations**

#### **Governments:**

 ✓ Invest in capacity for coordination of humanitarian interventions within public administration, among central and local authorities, and between government and international aid agencies

#### **Donors:**

- ✓ Put corruption risks on strategic humanitarian agenda and promote more inter-agency dialogue on corruption risks
- Examine carefully whether their own policies on sanctions for reported corruption cases may discourage transparent reporting

## **Emerging common recommendations (cont)**

#### Humanitarian aid agencies (UN, INGOs, NNGOs)

- ✓ Acknowledge seriousness of corruption risks in challenging environments and regularly discuss in inter-agency meetings
- ✓ Senior agency leadership set the 'tone at the top' for open discussion of corruption risks within their own agency and actively encourage staff to report irregularities
- ✓ Integrate corruption risk analysis in risk management processes and develop relevant monitoring tools and mitigation measures

## **Emerging common recommendations (cont)**

#### Humanitarian aid agencies (UN, INGOs, NNGOs)

- ✓ Invest in greater staff skills in understanding local culture and power structures as well as in communicating effectively with affected communities
- ✓ Ensure that field staff and local partners are fully familiar with agency anti-corruption policies and procedures through wider publicity, discussion forums and training
- Engage donors in dialogue on incentives to report corruption cases transparently and their reputational impact

# Listen Learn Act

# **ERIK JOHNSON**

Head of Humanitarian Response, Dan Church Aid







# LISTEN, LEARN, ACT

"Enhanced Response Capacity through Evidence-based Quality and Accountability Standards and Innovative Inclusion of Affected Populations"

Strengthening our ability to listen to, use and respond to feedback from communities.



Funded by European Union Humanitarian Aid

## What is the Listen Learn Act project?









# Example questions and results



Q2. Did the service happen at a time and place that was convenient for you?







## Example questions and results

#### **Question 6**

Commitment 4 To what extent do you feel your views are taken into account in decisions made about the support you receive?



From Nepal LLA pilot survey







## What has been achieved?

Country	Round 1	Round 2	Round 3
Ethiopia	✓	October- November	January
Lebanon	~	~	December
Mali	~	October	January
Nepal	~	~	October- November





## What have we learned?

- Accountability gaps passive feedback is not enough. We must *actively* listen.
- **Relevance** there are often trust gaps.
- Action we often fail to 'close the loop.'
- Motivation it's about creating new set of incentives for staffs and managers
- Evidence but keep it simple, visual







## What have we learning about living up to CHS?



■ NGO 1 ■ NGO 2 ■ NGO 3 ■ NGO 4

Snapshot of performance against CHS commitments 1-5 in Nepal earthquake response





# Challenges

- **Organisational Buy-in.** Orgs often buy-in to CHS at HQ level, but front-line workers get a different set of incentives about what's most important (hint: it often has something to do with funding...)
- Integration. Integrating Ground Truth Methodology with agency's own accountability frameworks in a sustainable way is doable, but requires investment.
- **Difficult contexts, different incentives.** The methodology *does* work in difficult contexts, but requires creativity. But accountability still fighting to to be as important as 'results.'







## **Potential Implications for CHS**

- Listen, Learn, Act project has found that Ground Truth Methodology allows communities to routinely feedback on agency performance against selected CHS commitments (1-5)
- The key features of the GT Methodology (Regular surveys, actively soliciting, analysis, closing loop) do help review of changes over time and spark action and improve performance
- Collective accountability performance across one or more humanitarian responses is possible, and valuable, to provide a meta-analysis across a response





# A call to action

- Communities should have greater scope to measure agency performance against the CHS commitments
- Assessment across and between different responses would provide an important yardstick for humanitarian effectiveness




## The Truth Truck

**VICTORIA MURTAGH** Humanitarian Programme Advisor

## **Ground Truth**

NICK VAN PRAAG



#### **Presentations: Q&A**

#### **Points of clarification – short please!**

#### "Stand-out" points from what you heard

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#### **Proposals for Change**

- What problem, opportunity it addresses
- How it will do so
- Expected benefit, impact, added value
- Who will need to be involved



#### **Proposals for Change**

#### **Discuss / reframe the selected change proposal** – looking for a SMART proposition

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### Workshop 7

Harmonised standards, harmonised donor compliance requirements?









# LESS PAPER MORE AID

MELISSA PITOTTI

Head of Policy, ICVA

### The Story of Less Paper, More Aid

ICVA Head of Policy Melissa Pitotti 4 November 2016







### THE HUMANITARIAN SYSTEM MUST MOVE AWAY FROM A CENTRALIZED, COMMAND AND CONTROL, ONE-SYSTEM-FITS-ALL APPROACH TO <u>an ecosystem of diverse actors</u>, where Frontline responders receive adequate & timely resources. #GRANDBARGAIN



#### DONOR CONDITIONS AND THEIR IMPLICATIONS FOR HUMANITARIAN RESPONSE

The IASC Humanitarian Financing Task Team

Paper produced by the Inter-Agency Standing Committee (IASC) Humanitarian Financing Task Team APRIL 2016



A GLOBAL NGO NETWORK FOR PRINCIPLED AND EFFECTIVE HUMANITARIAN ACTION



#### LESS PAPER MORE AID

Reducing the burden of donor conditions to improve the efficiency of humanitarian action.



-



### Finding 1: Volume





#### Note: Higher volume of reporting requested by UN





### Finding 2: Complexity





## Finding 3: Duplication





### Finding 4: Inadequate Feedback





### Finding 5: Risk





3 Proposed Frameworks for Change

- Reporting
- Partner Capacity Assessments
- Audit



## **The Grand Bargain Workstreams**



ICVA

## Looking Forward

## 1. Design a good process

### 2. Invest time/ resources to 2018

## 3. Connect the dots



# GPPI

### JULIA STEETS

Director, Global Public Policy Institute

# The CHS : a donor perspective

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# **Q1** Are we clear what we actually want from the **CHS**

- Cohesion of the vision ?
- Divergence of requirements ?







# **Q2** What do harmonised standards actually look like?

 What will this mean for individual agencies – and is there the appetite to adjust and change?

 How evidence change ... and that this is joined up?





#### **Q3** Is the problem a lack of harmonisation?

Is there really ....

- A Desire to Change ?
- Awareness?
- Is it more about multiple timeframes?
- Sufficient evidence/data ?



"IMPLEMENTING THESE CHANGES WON'T BE EASY. WE'RE PRETTY SET IN DOING THINGS THE WRONG WAY."





# Q4 Is change a linear process ... and what road blocks exist?

- What is the block to existing common mechanisms being taken up – eg indicator register
- What is being done in concrete terms in agencies to adjust systems and processes – more light needs to be shed on the nuts and bolts of change
- Similarly apparently 'clusters are on board '... what does that mean specifically





#### **Q5** Is there clarity of ask of Donors ....

- Change to proposals ?
- Change to reporting frequency / content ?
- What do you need to put in place to bring about this clarity?

GLASBERGEN

"I want you to find a bold and innovative way to do everything exactly the same way it's been done for 25 years."

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#### **Q6** Are you prepared for what you wish for ?

- What happens to those who are not CHS compliant ...
- Are you prepared for a more meaningful monitoring process
- Are you prepared for disruption and change to systems ?







#### **DFID Performance Effectiveness Tracker**

- An enhanced monitoring process. Better tracking of qualitative delivery.
- Reflecting CHS indicators
- A set of 18 core metrics, and a further 10 additional voluntary/ context specific indicators (quality).
  - -Speed x 4
  - –Quality x 12
  - -Cost x 2





#### **Clearly state your vision**

- In concrete terms what will be different ?
- How ?
- Why is this better ?







#### **Getting past 'So what ?'**

- Need to evidence change being made and why matters
- Demonstrate what this will change why will the outcome be better, why should donors bother to invest time and effort in change
- Need to be clear that this is not the latest fad.
- Be explicit what you want and how
- Sell process widely
- Be prepared for a long game
- Speak with one voice
- Touch multiple parts of the organisation



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QUALITY. ACCOUNTABILITY. PEOPLE MANAGEMENT

#### Workshop 8

Development, disaster preparedness and the CHS.









# **CARE INTERNATIONAL**

### **UWE KORUS**

Monitoring, Evaluation & Accountability Coordinator

## CHS - Relevance for Multimandated Actors

Uwe Korus, CARE International CHS-Alliance Learning Event, Geneva, 4. November 2016


#### **Case - Peru: PERSISTENCE PAYS** Breaking the silence during 2007 EQ response

**The Challenge:** during the EQ response in 2007, rural marginalized (Afro-Peruvian, Quechua) communities were largely neglected / excluded. **CARE's Response:** 

- Evidence based targeting during life-saving response (2007)
- **Convene broad alliance** to break the silence & 'ignorance' (GVSS)
- **Develop alternatives** (safe & secure adobe house, financing) go public
- Pilot with support from private sector financing (2008)
- Evidence based advocacy

#### SUCCESSES:

- national safe & secure housing policy (2008)
- inclusive national housing programme (2009)
- **Operational guidelines** & full implementation (2010)
- Enrol leaders: Presidential candidates (2011)
   Care



#### Case – Niger: Snakes and Ladders Clever links between humanitarian & development

**The Challenge:** providing relevant support to each HH at different points in time during recurrent crisis & peak disasters due to climatic shocks, bad governance and insecurity. **CARE's Response :** 

- Community Based Adaptation Approach: participatory vulnerability analysis during & off crisis + Robust feedback & complaints mechanisms
- humanitarian & development activities under one framework + contingency
- Early warning: piloting locally, going national SUCCESSES:
- Reduced vulnerability scores
- Savings established as top CBA strategy
- VSLA established as lead change accelerator

(social, economic, early warning, DRM)



# Case – Vanuatu: gender responsive DRR

holding the pieces together when a Cat 5 hits

**The Challenge:** Preparedness actions did not prevent physical damage and degradation of social support structures

#### CARE's Response:

- Empowered leadership: CDCCC drives preparedness, manages DRR assets, leads damage & vulnerability assessments with robust SADD
- Vertical linkages: public investment and support for CDCCC actions
- **Gender Equality:** gender balanced CDCCC, Social Analysis & Action (GBV) **SUCCESSES** (CDCCC led vs no-CDCCC villages):
- **Consistent preparedness** (80% vs 5% of recommended actions)
- Efficient response (85% vs 20% of recommended actions) incl. vulnerable groups
- Less damage on productive assets and household items
- Faster and more equal recovery
- Significant public leadership by women, less emotional trauma





**Hypothesis:** Humanitarian and development strategies are linked through a **Continguum Not a** Continuum therefore CHS commitments apply accross and overlap with other frameworks



### **Case - West Bank & Gaza** Putting the pieces together

**The Challenge:** Partners & affected population call on CARE to stop hand-outs and give them a voice – or leave! (2012)

#### CARE's Response:

- Empowerment & Gender Equality as central approaches
- **Contiguum NOT continuum:** simultaneous humanitarian, recovery & development initiatives
- Coordinate and complement: cross-over teams, new & old partners
- Use humanitarian actions wisely examples:
  - medical clinics as SAA hubs against GBV;
  - Witnessing of impact of demolition orders on basic services
  - From food to cash: cash vouchers, cash transfers, VSLA





#### **ADH study (Bonn/Brussels, Oct 2016):** Cost-Benefit analysis of disaster risk reduction

**The challenge:** between 1991 and 2010 spending ratio for DRR vs Recovery + Response is 1:7 while some (infamous) estimates stipulate that savings through investment in DRR can reach 7:1.

Method: 117 case studies from 1996-2015, over 30 countries.

# Findings : C/B ration for DRR interventions is ...

... higher in countries with low HDI

... higher for non-structural than for structural DRR interventions

... same for preparedness and prevention

... more sustainable (DRR lifetime) if supported by investment in long-lasting, large scale measures

### CHS for Multimandated Organisations – Overlapping Frameworks in CARE's Approach





Proposal

# Now what?

- Change development paradigm: development & humanitarian strategies under one framework
- Link CHS commitments especially with inclusive governance and social & economic empowerment approaches incl. gender equality
- Crossover teams and partnerships



# **ALERT PROJECT**

**ANDREW COLLODEL** Alert project manager, HelpAge International

#### ALERT

# Why preparedness matters

## The ALERT Platform and the CHS

# Why preparedness matters

- Preparedness takes place during the development phase and pays huge dividends during the humanitarian response
- Preparedness is done during the quiet period when we have the time and less stress to make our plans
- Preparedness should be linked directly to our development and resilience work
- Scenario Based Response Plans should be linked to the resilience and preparedness work we do at community level



# Why preparedness matters

- Being prepared means we can respond faster and more effectively
- Nepal Example +13 days are you kidding!

# Why preparedness matters

- Most agencies require their country offices to maintain a level of preparedness
- Basically preparedness is a long "task" or "to do" list
- Biggest challenge is keeping track of your preparedness status and then maintaining a consistent level of preparedness
- In the Nepal example a lack of preparedness cost us at least 7 days

   it's simply not good enough



# Preparedness tracker

- ALERT is designed to support and track preparedness
- WHY not incorporate CHS preparedness tasks?
- In collaboration with the CHS Alliance and START members we developed CHS preparedness tasks that are directly linked to the NINE CHS standards (see your hand-out)
- Please feel free to comment on the hand-out provided and return it to us

#### ALERT.

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4 November 2016

# CHS preparedness tasks

ALERT supports the CHS process BUT only for preparedness

The documentation is stored centrally and can be quality checked and shared with other country offices

Tasks are valid for a predetermined period and then MUST be reviewed

Traceable, recorded and tractable

CHS Standard	Number of tasks related to this standard	Number of supporting documents		
One	3	4		
Two	5	4 (plus 2 are part of ALERT)		
Three	2	2		
Four	5	6		
Five	1	1		
Six	2	2		
Seven	3	4		
Eight	4	4		
Nine	2	2		
Total	27	29		

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# Integrating CHS into preparedness

#### Actions assigned to me

DUE ON 30/06/2016	Capacity mapping, inclu has been conducted. Budget: <b>\$100</b> Type: 0	ding that of government and civil society	Completed	Notes Doc	Completed 18/10/2018
DUE ON 29/09/2016	documentation and perfollocations.	apacity for both paper and electronic orm a back up to be stored in off-site Mandated Department: Logistics	Completed	Part Part Part Part Part Part Part Part	Completed 18/10/2016
DUE ON 15/07/2016	identified and document	g and taxes exemption procedures ed. Custom Department: Logistics	😑 In progress	2 Notas	Mark as complete
DUE ON 30/07/2016	staff, their installed dep	mation system with contact details of endents and next-of-kin. Mandated Department: HR	in progress	1 Note	Mark as complete
DUE ON 01/10/2016	Plans exist to scale up capacity of other humar Budget: <b>\$0</b> Type: 0		Completed	Notes Doc	Completed 18/10/2016
VALID UNTIL 15/10/16	Communication Tree, of	/ Procedures in place (RED data, hers). Mandated Department: Security	Completed	2 Notes	Completed 22/05/2018

CHS task completed with supporting documents attached

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# Measuring preparedness against CHS



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# Comparing preparedness between agencies



Comparing agencies against a common standard

Note the difference between Minimum Preparedness and CHS



# CHS in preparedness

- Contributes to CHS compliance
- Quality Control checks through uploaded documents
- Demonstrates capacity gaps in the country office
- Tasks are delegated, tracked, renewed and documentation uploads supported
- Improves accountability, transparency and tasks are traceable
- Objective measure of preparedness (between countries and even agencies)

# Proposal for change

- Emergency Preparedness becomes a priority part of everyday life in the country office
- This means that in our country offices we are consistant in:
- Maintaining an appropriate level of preparedness
- Developing our preparedness plans in consultation with a sample of "at risk" communities
- Working collaboratively with all other humanitarian responders
- Monitoring hazards and being aware of our changing context
- React to early warning
- Responding immediately, effectively and in collaboration with affected populations



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# THANK YOU

www.alertpreparedness.org



#### TO ACCESS THE PROTOTYPE:

WEBLINK: prototype.alertpreparedness.org USERNAME: alert PASSWORD: Alert999

# **CWS** Asia

**SHAMA MALL** Deputy Director for Development & Capacity enhancement



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