



www.chsalliance.org

info@chsalliance.org

Geneva Office

Maison Internationale de l'Environnement 2 Chemin de Balexert 7 (first floor, rooms 1-08) CH – 1219 Châtelaine Geneva, Switzerland T: +41 (0) 22 788 1641

London Office

Romero House 55 Westminster Bridge Road London SE17JB UK T: +44 (0) 20 3445 5605

Design: Weaver Creative www.weavercreative.co.nz

"The CHS has to be like a guidebook, on everyone's desk and used by all."

Panos Moumtsiz, United Nations Assistant Secretary-General, Regional Humanitarian Coordinator for the Syria Crisis.

FOREWORD

Time: it flies. It seems only months ago that the launch of the Core Humanitarian Standard on Quality and Accountability (CHS) was being celebrated in Copenhagen, weeks ago that we were marking its first year. In December 2019, we celebrated half a decade of the CHS. Throughout these five years, if nothing else, the CHS has taught us that where there's a will – alongside impassioned members, dedicated staff and board members, enthused donors, and a great need and desire to put people at the centre of humanitarian response – then there is a way.

While humanitarian action still has some way to go before it looks anything like perfect, we can make aid work better. In the past five years the CHS has become firmly embedded in the humanitarian sector: it is available in 27 languages, is central to global policy discussions, and more organisations than ever have begun the journey to assess their application of the CHS through our Verification Scheme.

Our verification data demonstrates that humanitarian organisations not only have a desire to embed best practice, but they now also have a clearer sense of what needs to be done to get there.

And while accountability to affected people would not be possible without the tireless work of those championing the Standard in operational agencies, the international donor community still has a huge role to play in ensuring that affected people have a voice in the decisions that impact their lives. We were delighted that in 2019 the German government formally recognised all verification approaches as outlined in the CHS Verification Scheme as part of their Partner Capacity Assessment process. This follows the Danish International Development Agency and the UK's Disaster Emergency Committee – both of which require CHS independent verification as a condition for funding and membership respectively. We are enormously encouraged by this move, and hope other donor governments and bodies will soon follow suit.

One of the highlights of the year was seeing many of our members and allies at our 2019 General Assembly in Bangkok, Thailand, those working with the CHS on the ground during the CHS Exchanges in Bangkok and Amman, Jordan, and all of our dedicated people management experts at the Humanitarian Human Resources Conference in Antwerp, Belgium.

We cannot attempt to improve humanitarian action if we are not continually engaging with those on the front line. Thank you to all of those who engaged with us at these events: know that your inspiration, enthusiasm and feedback is what drives us to strive for better.

In early 2019 we promised to work to make aid work better for people. This is not a sprint, but a marathon. And we are truly grateful to have all of our members, donors, partners and colleagues taking this journey with us.

We look forward to supporting you in the coming weeks, months and years.



wa

Tanya Wood Executive Director, CHS Alliance



Robert Tickner Chair, CHS Alliance Governing Board

CONTENTS

VERIFICATION: MEASURING PROGRESS, IMPROVING ACTION	02
INFLUENCING POLICY, SETTING THE AGENDA	05
PEOPLE-CENTRED AID: THE CHS DRIVING CHANGE	07
REINFORCING ACCOUNTABILITY FROM THE GROUND UP	09
PROTECTING PEOPLE FROM EXPLOITATION AND ABUSE	10
HUMAN RESOURCES ARE THE MOST IMPORTANT RESOURCES	13
STRENGTHENING CAPACITY, BUILDING RESILIENCE	14
A MOVEMENT FOR CHANGE	16
GOVERNANCE	19
FINANCIAL STATEMENTS	21
CHS ALLIANCE MEMBERSHIP	33
CHS ALLIANCE DONORS	39

VERIFICATION: MEASURING PROGRESS, IMPROVING ACTION

More organisations than ever are applying the Core Humanitarian Standard on Quality and Accountability (CHS) in their work, and the critical step of verification continues apace. Only by measuring the degree to which the Standard has been applied can organisations begin to understand how effective their work on accountability to affected people actually is. By offering an in-depth assessment of an organisation's application of the CHS, verification is also one of the key drivers of continuous improvement in the sector.

While the CHS Alliance encourages all organisations applying the CHS to get verified, there are a number of verification approaches from which to choose making the verification scheme accessible to all organisations regardless of size, scope and budget. **Self-assessment** is sometimes seen as the first step in an organisation's verification journey. Guided by the CHS Alliance's verification self-assessment manual, this assessment is undertaken internally and offers a broad overview of how deeply an organisation has embedded the Commitments of the CHS in its work.

Independent verification and **certification** are for those organisations looking to have an accredited third party assess the degree to which the CHS has been applied in their work.

Both of these pathways are offered by the Humanitarian Quality Assurance Initiative (HQAI).

While independent verification is intended as a learning process through which an organisation can more accurately grasp where it stands in relation to the CHS, certification is a forensic diagnostic of the degree to which an organisation has applied the Standard and results in a certificate either being issued or denied.

To date, verification against the CHS has been undertaken 90 times by organisations headquartered across five continents and with a reach that spans the globe.

In 2019, CHS verification sustained strong growth with **20 organisations** from **five continents** completing assessments. Eleven of these organisations were members of the CHS Alliance.



Organisations verified against the CHS in 2019

Number of CHS verifications - all

Organisation types verified in 2019



The majority of these organisations undertook the self-assessment verification option. Two organisations were newly certified in 2019, bringing the **total number of organisations certified against the CHS to 20**.

WHAT THE VERIFICATION DATA TELLS US

Each verification assessment indicates where a single organisation is in relation to its application of the Core Humanitarian Standard on Quality and Accountability (CHS). But collectively, when aggregated, the data from all organisations that have undertaken verification gives us a compelling overview of the humanitarian sector as a whole. From this data we can better understand the challenges facing organisations applying the CHS, and gain clarity on what appears to have been most successfully embedded.

Of the Nine Commitments of the CHS, only one commitment is consistently being recorded as having been fulfilled: Commitment 6, relating to the coordination and complementarity of the response. Conversely, Commitment 5, referring to the accessibility of safe and responsive mechanisms to handle complaints, is the only commitment to have consistently been found less than satisfactory. Coupled with relatively low scores for Commitment 4 – relating to people affected by crisis knowing their rights and entitlements, having access to information and participating in decisions that affect them – this demonstrates humanitarian response is still struggling to effectively give people a voice in decisions that affect them.

When scores are indexed around thematic areas to which the Alliance is committed to improving, it is possible to discern that organisations that have undertaken verification are making efforts to fulfil their commitments to more effectively localise humanitarian response.

Indexed scores relating to Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) remained only satisfactory, indicating there is still much work to be done on the protection of staff and affected people from the scourge of abuse. In addition, indexed scores around diversity and gender inclusion remained low, implying that those working in the humanitarian sector remain unrepresentative of the people it serves.

See the scores on the next page

2019 VERIFICATION RESULTS



A VERIFICATION SCHEME FIT FOR THE FUTURE

In March 2019, four years after the CHS Verification Scheme was rolled out, we commissioned KPMG to conduct a thorough review of the scheme, to check it was still serving organisations seeking to assess their application of the Core Humanitarian Standard on Quality and Accountability (CHS).

Overall, KPMG found there was, "a consensus that verification improves the quality of services delivered by CHS Alliance members". However, they also found that the scheme was ripe for development and made a number of recommendations aimed at making the scheme more robust, sustainable, and more widely used in the sector. Among them was agreement that the verification scheme needed clearer goals, a better understanding of the scheme's impact on CHS application, as well as more communication on that impact. Recommendations also called for more transparency and a clearer understanding of the purpose and requirements of those organisations choosing to become certified as part of the scheme.

The CHS Alliance remains committed to assisting its members and other organisations on their verification journey, and in March 2020 will be asking the Alliance Board to approve an updated CHS Alliance Verification Scheme. Watch this space!

INFLUENCING POLICY, SETTING THE AGENDA

This year, the CHS Alliance continued to lead discussions to embed accountability to affected people, encourage improvements in humanitarian people management, and protect people from sexual exploitation, abuse and harassment in key fora, at humanitarian headquarters, and on the ground across the globe.

Across our wide membership, and alongside our donors, partners and supporters, we ensured that the Core Humanitarian Standard on Quality and Accountability (CHS) was central to all of these efforts. While the Standard is only five years old, (a milestone reached in December 2019), it has become one of the key pillars for promoting good humanitarian action in global humanitarian response.

In February 2019 we joined many colleagues at the Geneva **Humanitarian Networks and Partnerships Week** (HNPW) organised by OCHA, which, with attendance of more than 1,500 humanitarian influencers, has become one of the central means by which policy ideas are exchanged, support for key issues coalesced and the agenda for the humanitarian community set.

On Wednesday 6 February 2019 during the Inter-Network Day we joined forces with colleagues at the Humanitarian Quality Assurance Initiative (HQAI) to host an event called *Don't let PSEA stand alone.* The aim of the event was to highlight the contribution of the CHS and its verification scheme to issues relating to Protection from Sexual Exploitation, Abuse and Harassment.

In addition, the Alliance's Head of Policy, Advocacy and Learning, Bonaventure Sokpoh, joined the panel of an event which looked at ways in which feedback data could be better aggregated, analysed and responded to so as to become more actionable. Working with Grand Bargain workstreams and the Inter-Agency Standing Committee Results Group Two, the CHS Alliance <u>continued to report</u> on its progress toward meeting the commitments made at the World Humanitarian Summit, reviewed and revised chapter 4A + 5A 'Reinforce local systems and invest in local capacities' in the 2019 <u>Agenda</u> for Humanity Synthesis Report, and continued to contribute to the development of the Grand Bargain workstream workplan.

CHS Alliance Executive Director Tanya Wood also participated in the IASC Humanitarian Coordinators' Retreat in December 2019.

The retreat included a series of workshops supporting Humanitarian Country Coordinators from around the world to embed key accountability principles into their work establishing and running comprehensive humanitarian coordination mechanisms.

FIND OUT MORE ABOUT WHY A SYSTEMATIC INVESTMENT IN ACCOUNTABILITY IS NEEDED. "We're at a breakthrough moment following long conversations... the tools exist and we have agreed to a set of basic principles."

DG ECHO's Kim Eling, ECOSOC Humanitarian Affairs Segment.



The 2019 ECOSOC Humanitarian Affairs Segment in Geneva saw the Alliance's Executive Director, Tanya Wood, moderate a panel session called *Operationalising Joint Needs Assessments and Accountability to Affected People.*

Panellists considered how – three years after the Grand Bargain was struck in Istanbul at the World Humanitarian Summit – signatories were making good (or not) on their commitments to be accountable to affected people and carry out joint needs assessments. The results from CHS Alliance and Ground Truth Solution's work with the Humanitarian Country Team in Chad in its efforts to improve accountability to affected people at the response-wide level were discussed at the ECOSOC meeting. Recent perceptions surveys with questions aligned with the CHS, revealed the percentage of affected people who felt informed about services available to them increased from 60% in mid-2018 to 76% in early 2019.

These results demonstrate that systematically embedding community perceptions in humanitarian response can drive improvements in aid delivery.



PEOPLE FELT MORE INFORMED ABOUT AVAILABLE SERVICES

THE GTS RESULTS DEMONSTRATE THAT SYSTEMATICALLY EMBEDDING COMMUNITY PERCEPTIONS IN HUMANITARIAN RESPONSE CAN DRIVE IMPROVEMENTS IN AID DELIVERY.

PEOPLE-CENTRED AID: THE CHS DRIVING CHANGE

The CHS Alliance continued its programme of reaching out to humanitarian practitioners and affected people across the world to help better integrate the Core Humanitarian Standard on Quality and Accountability (CHS) in humanitarian settings outside of Western headquarters, and to better understand the opportunities and challenges of doing so.

The **CHS Exchanges**, which built upon discussions that took place at the CHS Alliance and Disasters Emergency Committee (DEC) learning event in London in November 2018, were held in **Amman**, **Jordan** in July 2019, and in **Bangkok**, **Thailand** in November of that same year. The exchanges were attended by close to 200 people representing over 100 organisations from across the Middle East, North Africa and Asia, all of whom helped to situate the CHS in the regional, national and local contexts in which they work. Participants demonstrated the wide reach of the CHS, with over three-quarters having previously worked with the Standard, and over half having been involved with the Alliance through our outreach to members and through our training programme. The events provided an opportunity for a diverse range of actors with varying degrees of understanding of the CHS to share their experience of working with the Standard, and the challenges of ensuring partners adhere to the CHS Commitments. Participants whose organisations had undertaken verification discussed the merits of this process, and there was widespread agreement that recognition of CHS application and verification from donors would ensure greater coherence among humanitarian action and would make sure the Standard truly served people in crisis. <u>Read the 2019 Amman</u> <u>CHS Exchange Report</u> and 2019 Bangkok CHS <u>Exchange Report</u>.



Participants at the Amman CHS Exchange in July. © CHS Alliance.



Bangkok CHS Exchange participants, including many Board members, met in November. © CHS Alliance.

In Chad only 8% of people affected by crisis surveyed believe that aid providers take their opinions into account.

From CHS Alliance & Ground Truth Solutions September 2019 report.

REINFORCING ACCOUNTABILITY FROM THE GROUND UP

Accountability towards affected people (AAP) sits at the heart of the Core Humanitarian Standard on Quality and Accountability (CHS) and is one of the Alliance's key areas of work. **AAP is the process of using power responsibly: it is taking account of, and being held accountable by, different stakeholders, primarily those who are affected by the exercise of such power.**

However, those CHS Commitments directly relating to AAP (Commitment 4, communication, participation and feedback; and Commitment 5, welcoming and addressing complaints) frequently score below average when assessed during verification, with Commitment 5 the only commitment to have consistently been found to be less than satisfactory.

To rectify this, we commissioned a study with our members to better understand why organisations were struggling to **meet the requirements of Commitment 5**. The initial results were presented to members and discussed in a webinar in May 2019, with the <u>final report</u> being made available in June. The recommendations included a number of issues on which we are already working, including a Verification Guide (set to be addressed in the revised CHS Verification Framework); whistle-blower protection, a topic our Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) Contact Group will explore in 2020; and bringing members together to exchange best practice on Commitment 5, which we do as part of our global CHS Exchanges.

However, the report also alerted us to a number of other important areas that needed consideration, namely the costs of running a **Complaints & Feedback Mechanism** (CFM), the need to review our CFM training course, the importance of supporting our members in inter-agency complaints mechanisms, the benefits of promoting in-country networks, and the need to further develop our PSEAH guidance.

We will take all of this feedback and redouble our efforts to ensure all members and partners have the resources they need to implement effective complaints and response mechanisms.

Commitment 4 (communication, participation and feedback) is one of the most important of the CHS, and yet its application remains one of the least satisfactory. Although the CHS is now available in 27 languages (and counting), it became obvious to us that the language used in the CHS itself was not designed to help the people that humanitarian action aims to serve understand the commitments being made to them. Many simply don't have the literacy skills to read, understand, or react to the commitments, or have the time to read the CHS booklet. With this in mind, we teamed up with Translators without Borders to translate the **CHS into Plain Language**, making the CHS more concise, clearer and more easily understood by those without technical knowledge of the humanitarian and regulatory sectors. The result was the CHS in Plain English. Translations into other languages were underway by the end of the year.

READ ABOUT OUR JOURNEY GETTING THERE

Alongside our work on AAP at the policy level, we have also been active on the ground. There are only two countries in the world in which aid agencies have set up a platform to assess how accountable they are, collectively, to people affected by crisis. **Chad** is one of them. Since January 2018, the CHS Alliance has been working in partnership with Ground Truth Solutions (GTS) to collect and analyse feedback from people affected by crisis. This information supports the Humanitarian Country Team to adapt their programmes on the ground. GTS works on the ground collecting data about people's satisfaction with the humanitarian response, including feedback directly from affected communities and aid workers.

The CHS Alliance then uses these findings to help aid agencies implement programmes that are informed by and adapted to the views, perceptions and priorities of the people they serve. We employ the CHS as a framework to improve the quality and accountability of the Humanitarian Response Plan. Known as the Strengthening Accountability Project, funded by the Swedish International Development Cooperation Agency, this is a striking example of how to deliver on commitments to accountability enshrined in the CHS, as well as the Grand Bargain recommendations for the Participatory Revolution.

FIND OUT MORE ABOUT OUR WORK IN CHAD

PROTECTING PEOPLE FROM EXPLOITATION AND ABUSE

Protection from Sexual Exploitation, Abuse and Harassment (PSEAH)

should be of concern to all those working in the humanitarian sector; recent revelations indicate that, collectively, we are not doing nearly enough to stop this scourge. The CHS Alliance redoubled its efforts on this front in 2019, and remains committed to tackling all forms of mistreatment, wherever they occur.

Our members are at the forefront of efforts to reduce the incidence of sexual exploitation, abuse and harassment. One way that we are supporting these efforts is through the **CHS Alliance PSEAH Community of Practice**. The Community of Practice is made up of Alliance members who share insights and information on PSEAH and provide input into the development of materials on the issue.

One new initiative shared with the PSEAH Community of Practice was the Steering Committee for Humanitarian Response (SCHR)-created **Inter-Agency Misconduct Disclosure Scheme**, launched in Jan 2019. The scheme aims to encourage all humanitarian, development and other civil society organisations to share information as part of their recruitment process, which makes it far harder for a worker who has been fired for sexual misconduct to be hired by another agency.

Gareth Price-Jones, the Executive Secretary of SCHR presented the scheme at a dedicated webinar with the CHS Alliance PSEAH Community of Practice in September 2019.

FIND OUT MORE ABOUT OUR ENGAGEMENT WITH THE INTER-AGENCY MISCONDUCT DISCLOSURE SCHEME.

Furthering our efforts to engage with donors on issues around PSEAH and the importance of applying the CHS, in November 2019 the Alliance's Executive Director, Tanya Wood, travelled to **Canberra**, **Australia**, to speak at an **Australian Department of Foreign Affairs and Trade** (DFAT) All Staff Forum on the Prevention of Sexual Exploitation, Abuse and Harassment. The Forum championed implementation of DFAT's PSEAH policy through discussion of the actions being taken to eliminate sexual exploitation, abuse and harassment in DFAT's work and more broadly.

Following the Alliance's participation in the 2018 London Safeguarding Summit, during which bilateral donors committed to "demonstrate adherence to [...] the PSEA elements of The Core Humanitarian Standard on Quality and Accountability" we continued to engage with efforts to protect people from sexual exploitation, abuse and harassment. In December, we joined the second Bond Safeguarding for Development Conference in London, during which CHS Alliance Head of Programme & Partnerships, Jules Frost, spoke at a session on international standards and good safeguarding. Jules also discussed how sexual exploitation, abuse and sexual harassment are deeply rooted in unequal power dynamics. Shifting the power and tackling inequities is something the sector must address.

FIND OUT MORE ABOUT THE CONFERENCE AND OUR ENGAGEMENT WITH IT.



11

"We know that sexual exploitation, abuse and harassment occur in contexts where people are exploited by unequal power dynamics. Brave leadership is required to address the power and gender imbalances that undermine the achievement of humanitarian and development goals."

Jules Frost, Head of Programmes & Partnerships, CHS Alliance.

"It's really important to feel that sense of connection with your peers across the sector and have that peer support which is often needed. We often deal with the same issues. There's learning I can glean from others, and best practice we can share."

Participant, HHR 2019.

Faye Ekong, Managing director, RavelWorks Africa delivers HHR2019 keynote speech. © CHS Alliance.

HUMAN RESOURCES ARE THE MOST IMPORTANT RESOURCES

People are at the centre of everything the CHS Alliance does. While the Core Humanitarian Standard on Quality and Accountability (CHS) places communities and people affected by crisis at the centre of humanitarian action, it recognises (in Commitment 8) the necessity for excellence in people management.

The Alliance supports its members and other organisations in their endeavours to realise such excellence, providing tools, manuals and other resources on people management, human resources management, safeguarding and duty of care. We also host events, webinars and coordinate Communities of Practice for those working in this area.

One of the highlights of the humanitarian Human Resources (HR) calendar is the Alliance-run **Humanitarian HR Conference**, which in October 2019 took place in **Antwerp, Belgium**. More than 80 HR experts and people leaders in the humanitarian sector joined the conference to explore HR's role in cultivating trust in the humanitarian sector.

The conference was designed so that participants were able to both understand and work with good people management practices and define key steps that HR professionals and leaders could use to build accountability and trust in their organisations.

The feedback was that this was a transformative event.



READ THE CONFERENCE REPORT.

.....

Well-being at work has become an increasingly important feature of the Alliance's focus on people management. In July 2019, a series of CHS Alliance focus group discussions found that the aid sector is in urgent need - itself - of aid. Aid workers are experiencing high rates of debilitating work-related stress, anxiety, depression, burnout and exhaustion. To better understand why, and to remedy the situation. in the latter half of 2019 we kick-started the initiative Cultivate Caring, Compassionate Aid Organisations. The initiative looks at the intersections between mental health, people management and organisational culture using the lens of care and compassion. The conclusions of the initiative will be detailed in the report Working well? Aid worker well-being and how to improve it set to be published in early 2020. As the year progresses, we will be asking CHS Alliance members to join us for a deeper discussion on these issues.

Ð	WORKING WELL? AID WORKER WELL- BEING AND HOW TO IMPROVE IT.



Participants at the HHR meeting in Antwerp. © CHS Alliance.

STRENGTHENING CAPACITY, BUILDING RESILIENCE

The CHS Alliance is committed to ensuring that all humanitarian organisations have the tools, expertise and confidence to integrate the commitments of the Core Humanitarian Standard on Quality and Accountability (CHS) into their work. To this end, the Alliance provides a number of training courses both online and in person. Those offered in person are as follows:

- Introduction to the Core Humanitarian Standard
- Training of Trainers on the Core Humanitarian Standard
- Complaints and Response Mechanisms
- SEA Investigations Workshop
- SEA Investigations Follow-Up
- PSEA & Investigations for Managers Workshop

In 2019, the CHS Alliance made a concerted effort to bring in-person training to those humanitarian workers most in need of it.

Among many trainings around the world, in October 2019, alongside the Swedish International Development Cooperation Agency, the International Organisation for Migration (IOM) Turkey and Sphere, the CHS Alliance supported a pioneering CHS Training of Trainers for **Syrian humanitarian workers in Gaziantep, Turkey**. The course, adapted specifically to the Syrian humanitarian context, was delivered to 26 aid workers from across Syria, each of which went on to deliver trainings on the CHS to their networks, amplifying CHS awareness and application in the region.



Reach of CHS ToT and SEA Investigations*

* Countries are those reported at registration and from CHS Alliance ToT survey responses as of March 2020.

Reach of CHS Alliance trainings in 2019

Attendees said:

"It was very helpful to learn what certain quality and accountability terminology really means, some of which I hadn't come across before while working in North East Syria. I will now take it up as my responsibility to train additional staff on the CHS, and the importance of quality and accountability in our work."

> Local NGO participant, North East Syria

"We work on different sides of the front line, but we are one team with one goal, which is to get humanitarian assistance and protection to those who need it most. Our effectiveness and our credibility lepend on our adherence to humanitarian principles, our professionalism and the quality of our work. That's why this workshop is so important."

> Mark Cutts, Deputy Regiona Humanitarian Coordinator for the Syria Crisis

> > "In a context as complex as Syria, we really need to understand minimum standards to ensure that we preserve people's dignity" INGO participant, Turkey

Course name: Introduction to the CHS	Enrolled but not started	In progress	Completed	Total number of learners
English	1130	114	1210	2454
Arabic	526	15	1560	2101
French	305	13	220	538
Swahili	42	5	_	47
	2003	147	2991	5141

Number of online learners in 2019



2019 Averages







* Averages are median values based on CHS Alliance ToT survey responses as of March 2020.

A MOVEMENT FOR CHANGE

The CHS Alliance is a global alliance of more than 150 humanitarian and development organisations committed to making aid work better for people. We believe organisations deliver higher quality, more effective aid when they are accountable to the people they serve. Together, we are a movement to strengthen accountability and to put people affected by crisis at the heart of what we do by implementing the Core Humanitarian Standard (CHS). Some of our members are among the largest humanitarian and development actors in the world working across several continents; others work locally and might be among the smallest. All are committed to putting people in crisis at the heart of what they do by implementing the CHS.



CHS Alliance Members' HQs around the world - 2019

NEW MEMBERS IN 2019

Adventist Development and Relief Agency International (ADRA), Full member (Global Network)

HEKS/EPER, Full member

Qatar Charity, Full member

Catholic Relief Services, Full member

Hungarian Charitable Service of Order of Malta, Full member

Direct Aid Society, Full member

The full list of our 2019 members can be found on pages 34 to 38.

_

THE CHS ALLIANCE COMPLAINTS MECHANISM

The CHS Alliance Complaints Mechanism accepts complaints against its member organisations, who fail to apply their commitments to the CHS.

The Complaints Committee received one complaint during 2019 which is still under review as of the end of the year. It continued to follow up on complaints from 2018, which it closed, reaching an agreement on follow up with its members.

Following experience and learning from the first four years spent implementing the CHS Alliance complaints mechanism, at the end of 2019, the CHS Alliance started a process to review and update its complaint mechanism. Expect to see it launched in 2020.



JOIN US!

As a member of the CHS Alliance, you will be joining a community of organisations committed to making aid work better for people. Our secretariat provides services to help members:

INFLUENCE

- Be part of collective action to make aid work better for people by applying the CHS
- Drive the CHS Alliance's strategy by getting involved with governance
- Participate in CHS Alliance committees and working groups

VERIFY

- Find out how well your organisation meets the CHS by getting verified
- Share your results as part of the drive to show how the sector is meeting its CHS commitments
- Get private online access to benchmark your organisation against sector-wide data

IMPROVE

- Get exclusive or discounted training and learning opportunities
- Receive expert advice on key challenges for the sector
- Learn from others' best practice and collaborate with like-minded organisations

Members are also automatically enrolled in the CHS Alliance complaints mechanism.

LISTENING TO OUR MEMBERS

Each year, we ask our members for their views on our services, how they have engaged with us and strategic questions, such as what they think about our advocacy goals.

This feedback helps us improve our services and target our resources most effectively. In September, we asked our members for their opinions on a range of topics. Sixty-nine organisations participated in the survey, and their responses helped inform our strategy session at the Bangkok General Assembly in November.

MEMBERSHIP SURVEY 2019

What are your organisation's main reasons for being a member of the CHS Alliance?

(1 being the highest, and 6 the lowest priority reason) 0 1 2 3 To improve the quality and accountability of our work To demonstrate our commitment to the CHS To advocate for improvements in quality and accountability in the sector To improve opportunities for donor funding To exchange and network with peers To get access to trainings and services



network and also to maintain

"We had been in touch with colleagues at the CHS Alliance and we received very useful hands on support." Survey respondent

"We've appreciated the support and advice given throughout the self-assessment process. Also, the feedback and dashboards after the CHSA revisions were very useful"

GOVERNANCE

At the CHS Alliance's General Assembly in Bangkok, November 2019, the Alliance was delighted to welcome the following newly-elected members to its Governing Board:

- *Mohamed Zahid Almasri*, Independent, Director of International Coordination and Missions, Physicians Across Continents
- *Yegana Guliyeva*, Independent, Cofounder & Former Institutional Development Adviser, Agra Information Centre (AIM-Azerbaijan)
- *Coleen Heemskerk*, International Director of Strategic Planning, Act Church of Sweden
- *Rehema Kajungu*, Deputy Country Director, TPO Uganda
- Jacqueline Koster, Deputy Director, Disaster Response & Preparedness, World Renew (re-elected)
- *Robert Sweatman,* Head of Performance and Accountability, British Red Cross (re-elected)
- Robert Tickner, Independent, Former Acting Under Secretary General, Partnerships – International Federation of Red Cross and Red Crescent Societies and Former CEO, Australian Red Cross (re-elected)

Robert Tickner was also re-elected the chairperson of the CHS Alliance Board, stating: "I am honoured to be re-elected for a second term as the Chair of the CHS Alliance Board, and have a deep respect and appreciation for the work of my fellow Board members".

"What brings us all together is our shared belief in the fundamental importance of ensuring we are accountable to the people we serve."

In addition, the 2019 General Assembly also approved a number of amendments to the CHS Alliance Statutes aimed at increasing the clarity of the Statutes' text, and enabling the better functioning of the CHS Alliance Board, the General Assemblies and the CHS Alliance Secretariat.



FIND OUT MORE ABOUT THE CHANGES TO THE ALLIANCE STATUTES.



Board members Makena Mwobobia and Shama Mall addressing the CHS Alliance 2019 General Assembly.

BOARD

Chair

 Robert Tickner, Independent, Former Acting Under Secretary General, Partnerships – International Federation of Red Cross and Red Crescent Societies and Former CEO, Australian Red Cross

Vice Chair

• *Shama Mall*, Deputy Regional Director, Programs & Organisational Development, Community World Service Asia

Board Members

- *Mohamed Zahid Almasri*, Independent, Director of International Coordination and Missions, Physicians Across Continents – from November 2019
- *Samah Bassas,* Independent, Syria Relief Network – until November 2019
- John E. Beverley, Independent, Retired
- *Allan Calma*, Humanitarian Director, The Lutheran World Federation
- *Matthew Carter*, Humanitarian Director, CAFOD/Caritas
- *Rezaul Karim Chowdhury,* Executive Director, COAST Trust – until November 2019
- *Osama Ezzo,* Independent, Doctor – until November 2019
- Yegana Guliyeva, Independent, Cofounder & Former Institutional Development Adviser, Agra Information Centre (AIM-Azerbaijan) – from November 2019
- *Nick Guttmann,* Head of Humanitarian Division, Christian Aid
- *Coleen Heemskerk,* Church of Sweden from November 2019
- *Dorothea Hilhorst,* Independent, Professor of Humanitarian Aid and Reconstruction, Erasmus University
- Rehema Kajungu, Deputy Country Director, TPO Uganda

 from November 2019
- Jacqueline Koster, Deputy Director, Disaster Response & Preparedness, World Renew

- *Makena Mwobobia,* Executive Director, ActionAid International Kenya
- Anne de Riedmatten, First Secretary, Deputy Head of Section, Permanent Mission of Switzerland – until July 2019
- Anne Cathrine Seland, Country Director, Mali, Norwegian Church Aid
- Marina Skuric Prodanovic, Chief, System-wide Approaches and Practices Section, Coordination Division, United Nations Office for the Coordination of Humanitarian Affairs
- *Robert Sweatman*, British Red Cross, Head of Performance and Accountability
- *Martha Nemera Woyessa*, Executive Director, Women Support Association – until November 2019

Board subcommittees, including co-opted members

Complaints Committee

- Jacqueline Koster (Chair)
- Matthew Carter
- Coleen Heemskerk, Member organisation
- *Aarno Lahtinen,* Member organisation
- Asmita Naik, Independent
- Richard Powell, Independent

Finance, Risk & Audit Committee

- John E. Beverley (Chair and Treasurer)
- Samah Bassas until November 2019
- Nick Guttmann
- *Pierre-Henri Pingeon*, KPMG, Partner, Sector Head Nonprofit organisations

Membership & Nominations Committee

- Robert Sweatman (Chair)
 Mahmoud Almadhoun,
- Member organisation until October 2019
- S*amah Bassas* from April until November 2019
- Osama Ezzo until April 2019
- Shama Mall
- Martha Nemera Woyessa until November 2019

STAFF

• Tanya Wood, Executive Director

Policy, Advocacy & Learning

- Karen Glisson, Training Manager – until September 2019
- *Adrien Muratet,* Verification Manager
- Bonaventure (Gbétoho) Sokpoh, Head of Policy, Advocacy & Learning

Programmes

- *Gözel Baltaeva*, People Management Adviser – from May 2019
- *Miranda Brown*, PSEAH Manager – from February 2019
- *Geneviève Cyvoct,* Accountability Manager
- Jules Frost, Head of Programmes & Partnerships – from September 2019

Communications & Membership

- Rosa Argent, Head of Membership & Communications – from February 2019
- Sherena Corfield, Communications & Advocacy Manager – from July 2019
- Balint Hudecz, Membership & Communications Officer
- Ann Vaessen, Senior Communications Officer – until May 2019

Finance & Administration

- *Patrick Hartmann*, Head of Finance & Administration
- *Hélène Maillet,* Human Resources & Administration Manager
- Nadia Michel, Finance Officer (maternity cover) – until March 2019
- Yasmina Ouazzani, Events & Administration Officer – from March 2019
- *Audrey Rudny*, Finance Manager



FINANCIAL STATEMENTS 2019

AUDITOR'S LETTER	23
BALANCE SHEET	25
STATEMENT OF FINANCIAL PERFORMANCE	26
CASH FLOW STATEMENT	27
STATEMENT OF CHANGES IN FUNDS	28
NOTES TO THE FINANCIAL STATEMENTS	29

Berney Associés

Geneva, March 19, 2020

Report of the statutory auditor to the **General Assembly of Association CHS** Alliance, Vernier

Report of the statutory auditor on the financial statements

As statutory auditor, we have audited the accompanying financial statements of Association CHS Alliance, which comprise the balance sheet as at December 31, 2019, the statement of financial performance, the statement of cash flow, the statement of changes in capital and funds and the notes for the year then ended. In accordance with Swiss GAAP FER 21, the information in the performance report is not subject to the obligation of examination of the auditor.

Governing Board responsibility

The Governing Board is responsible for the preparation of these financial statements in accordance with Swiss GAAP FER and the requirements of Swiss law, the association's articles of incorporation. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Governing Board is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

Comptabilité

Corporate finance

⁻iscalité

Page 1/2

Berney Associés

In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements for the year ended December 31, 2019 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with Swiss GAAP FER and comply with Swiss law and the articles of incorporation.

Report of other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 Code of Obligations) and there are no circumstances incompatible with our independence.

In accordance with article 728a para. 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of the Governing Board.

We recommend that the financial statements submitted to you, disclosing total Funds of the Association of <u>CHF 800'863</u>, be approved.

Berney Associés Audit SA

BA Qualified electronic signature

Vincent DUCOMMUN Licensed Audit Expert Auditor in charge

 BA Qualified electronic signature

Sandra AMARI Licensed Audit Expert

Corporate finance

⁻iscalité

Enclosures : financial statements (balance sheet, statement of financial performance, statement of cash flow, statement of changes in capital and funds and notes)

Page 2/2

1207 Genève Rue du Nant 8 +41 58 234 90 00

1003 Lausanne Rue Étraz 4 +41 58 234 91 00 1700 Fribourg Boulevard de Pérolles 37 +41 58 234 93 00

1896 Vouvry Rue Arthur Parchet 1 +41 58 234 90 20 1950 Sion Place de la Gare 2 +41 27 322 75 40

En ligne berneyassocies.com info@berneyassocies.com Expertise & Conseil

BALANCE SHEET AS AT DECEMBER 31ST, 2019

(WITH COMPARATIVE FIGURES FOR 2018) (IN SWISS FRANCS)

ASSETS	NOTES	2019	2018
Current assets			
Cash & cash equivalents	4	946,305	1,178,295
Grants receivable	6a	14,549	7,457
Membership fees receivable	6b	200,273	169,005
Provision for loss on membership fees	6b	(194,973)	(169,005)
Services receivable	6с	50,041	26,553
Provision for loss on services	6с	(39,228)	(10,658)
Other current assets	5	34,281	39,523
Total current assets		1,011,248	1,241,170
Non-current assets			
Tangible & intangible assets	7	80,386	4,050
Financial assets	8	11,394	11,390
Total non-current assets		91,780	15,440
Total assets		1,103,028	1,256,610
LIABILITIES AND FUNDS			
Current liabilities			
Account payable	10	96,651	51,528
Contributions received in advance	11	5,514	36,622
Accrued expenses	9	139,608	100,888
Restricted funds to be returned	12	17,870	18,173
Total current liabilities		259,643	207,211
Restricted funds			
Funds restricted to projects		42,522	62,330
Total restricted funds		42,522	62,330
Funds of the Association			
General reserve	13	987,069	332,585
Merger result	14	-	378,941
(Loss)/Income for the year		(186,206)	275,543
Total Funds of the Association		800,863	987,069
Total liabilities & funds		1,103,028	1,256,610

STATEMENT OF FINANCIAL PERFORMANCE FOR THE PERIOD FROM JANUARY 1ST, 2019 TO DECEMBER 31ST 2019 (WITH COMPARATIVE FIGURES FOR 2018)

(IN SWISS FRANCS)

INCOME	NOTES	2019	2018
Contributions restricted	15	366,310	-
Contributions unrestricted	16	1,167,691	1,148,317
Membership fees		779,226	723,745
Cost recovery – Training services	17	393,816	190,900
Cost recovery – Consultancy		6,261	635
Cost reimbursed by third parties	18	7,422	5,503
Other income		8,826	27,408
Loss on debtors	6b, 6с	(111,495)	(102,657)
Total income		2,618,057	1,993,851
OPERATING EXPENDITURE			
Staff costs	19	(1,508,987)	(1,252,227)
Meeting & travel costs	20	(386,756)	(210,020)
Consultancy fees		(300,754)	(120,347)
Publication & marketing costs		(35,668)	(105,729)
Communication, admin $\&$ IT costs	21	(90,429)	(112,058)
Office premises		(128,178)	(127,408)
Depreciation	7	(15,189)	(8,106)
Projects implemented by partners	22	(279,846)	(230,144)
Total operating expenditure		(2,745,807)	(2,166,039)
Operating result		(127,750)	(172,188)
			,
Non-operating result, net	23	(1,258)	20,372
Financial (expenses) / income, net	24	(60,706)	(49,137)
Income Tax	25	(16,300)	(16,563)
Intermediate result before change in funds		(206,014)	(217,516)
Attribution to restricted funds		(366,310)	-
Use of restricted funds		386,118	493,059
Change in restricted funds		19,808	493,059
Result for the financial year		(186,206)	275,543

STATEMENT OF CASH FLOW FOR THE YEAR PERIOD 31 DECEMBER 2019 VS 31 DECEMBER 2018 (IN SWISS FRANCS)

OPERATING ACTIVITIES	NOTES	2019	2018
Intermediate result before change in funds	7	(206,014) 15.189	(217,516) 8,106
Depreciation of fixed assets Increase/(Decrease) of provisions	7 6a, 6b, 6c	54,537	29,335
Operating cash flow before change in working capital	04, 00, 00	(136,288)	(180,075)
operating cash now before change in working capital		(130,200)	(100,073)
(Increase)/Decrease in grants receivable	ба	(7,092)	59,211
(Increase)/Decrease in prepayments and other receivables	5, 6b, 6c	(49,514)	(69,776)
(Decrease)/Increase in payables & accruals	9, 10	83,843	(32,380)
(Decrease)/Increase in contribution received in advance	11	(31,108)	26,582
(Decrease)/Increase in funds to be returned	12	(303)	(33,672)
Net cash flow from operating activities		(4,174)	(50,035)
INVESTING ACTIVITIES			
Acquisition of IT items, soft & hardware	7	(9,590)	-
Acquisition of website & visual identity	7	(81,935)	-
(Increase)/Decrease in financial assets	8	(3)	3,904
Cash flow from investing activities		(91,528)	3,904
FINANCING ACTIVITIES			
Cash flow from financing activities		-	-
Total cash flow		(231,990)	(226,206)
Cash & cash equivalents, beginning of year		1,178,295	1,404,501
Cash & cash equivalents, end of year	4	946,305	1,178,295
Net increase in cash & cash equivalents		(231,990)	(226,206)

STATEMENT OF CHANGES IN CAPITAL AND FUNDS FOR THE PERIOD FROM JANUARY 1ST, 2019 TO DECEMBER 31ST, 2019 (IN SWISS FRANCS)

	Uni	restricted	funds		Restricted funds						
	General Reserve	Merger Result	Net surplus/deficit for the financial year	DCA Palestine Project	Irish Aid	SIDA	SIDA ToT Turkey	START Surge	Humanitarian Leadership Academy	Total restricted funds 2019	Total funds 2019
SITUATION AS AT JANUARY 1 ST , 2019	332,585	378,941		-	-	62,330	-	-	-	62,330	773,856
Prior year income allocation to the general reserve	275,543	-		-	-	-	-	-	-	-	275,543
Transfer of the merger result to the general reserve	378,941	(378,941)		-	-	-	-	-	-	-	-
CHANGE IN FUNDS OVER THE YEAR											
Intermediate result	-	-	(206,014)	-	-	-	-	-	-	-	(206,014)
Allocation to restricted funds	-	-	(366,310)	37,137	-	278,360	50,813	-	-	366,310	-
Use of restricted funds	-	-	386,118	-	-	(336,300)	(49,818)	-	-	(386.118)	-
Funds to be returned to donor	-	-	-	-	-	-	-	-	-	-	-
NET CHANGE IN FUNDS	-	-	(186,206)	37,137	-	(57,940)	995	-	-	(19,808)	(206,014)
SITUATION AS AT DECEMBER 31 st , 2019	987,069	-	(186,206)	37,137	-	4,390	995	-	-	42,522	<u>843,385</u>

STATEMENT OF CHANGES IN CAPITAL AND FUNDS FOR THE PERIOD FROM JANUARY 1ST, 2018 TO DECEMBER 31st, 2018 (in Swiss Francs)

	Unrestricted funds Restricted funds										
	General Reserve	Merger Result	Net surplus/deficit for the financial year	DCA Palestine Project	Irish Aid	SIDA	SIDA ToT Turkey	START Surge	Humanitarian Leadership Academy	Total restricted funds 2018	Total funds 2018
SITUATION AS AT JANUARY 1 ST , 2018	59,717	378,941		-	172,256	349,447	-	2,629	31,057	555,389	994,047
ALLOCATION TO THE GENERAL RESERVE	272,868	-		-	-	-	-	-	-	-	272,868
CHANGE IN FUNDS OVER THE YEAR											
Intermediate result	-	-	(217,516)	-	-	-	-	-	-	-	(217,516)
Allocation to restricted funds	-	-	-	-	-	-	-	-	-	-	-
Use of restricted funds	-	-	493,059	-	(172,256)	(287,117)	-	(2,629)	(31,057)	(493,059)	-
Funds to be returned to donor	-	-	-	-	-	-	-	-	-	-	-
NET CHANGE IN FUNDS	-	-	275,543	-	(172,256)	(287,117)	-	(2,629)	(31,057)	<u>(493,059)</u>	<u>(217,516)</u>
SITUATION AS AT DECEMBER 31 ST , 2018	332,585	378,941	<u>275,543</u>	-	-	62,330	-	-	-	<u>62,330</u>	<u>1,049,399</u>

1. PRESENTATION

The Association CHS Alliance (hereinafter, the Alliance) is an international non-governmental and non-profit organisation dedicated to improving the effectiveness and impact of assistance to crisis-affected and vulnerable people, by working with humanitarian and development actors on quality, accountability and people management initiatives. Formed in 2015 by the merger of HAP International and People In Aid, the Alliance brings more than two decades of experience supporting the sector in applying standards and good practices. Creating a truly global enterprise, it has a membership of 157 organisations and 291 affiliates worldwide. The Alliance was established as an association within the meaning of Articles 60 *et seq* of the Swiss Civil Code.

The Alliance Headquarters is based in Geneva, with the support of a branch office located in London. The Alliance is financed by voluntary contributions received from governments, nongovernmental organisations and corporate donors, by providing training services, by membership revenue and by selling of publications.

2. ACCOUNTING PRINCIPLES

a. Basis for preparing the financial statements

The Alliance's financial statements have been prepared in accordance with the articles of association of the Alliance and the applicable provisions of the Swiss Code of Obligations, the Swiss Civil Code (art. 69a), the Swiss accounting principles Swiss GAAP FER/RPC fundamentals and the norm Swiss GAAP FER/RPC 21. The financial statements are presented in Swiss francs. The Board of Directors approved the 2019 CHS Alliance annual financial statements on 19 March 2020.

For the purpose of a better comparison between both years, some amounts have been reclassified.

b. Scope of the financial statements

The financial statements of the Alliance include:

- The accounts of the Association CHS Alliance, an association governed by Swiss Law;
- The accounts of the CHS Alliance Branch office in London.

c. Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are converted into Swiss francs at the rate of exchange as at year-end. Transactions in foreign currencies are translated in Swiss francs using the rates prevailing at the date of the transactions.

d. Fixed assets

Fixed assets held by the Alliance and included in the balance sheet are recorded at the cost of acquisition. Items are considered fixed assets when:

- Unit cost is CHF 2,500 or above, and
- They are held for use in the supply of goods or services, or for administrative purposes, and
- They are expected to be used over a period exceeding one year.

Only acquired Intangible assets are capitalised.

e. Depreciation

Depreciation is calculated on a linear basis over the expected useful lives of capital assets as follows:

 Office furniture and equipment 	5 years
 Website & visual identity 	3 years
 Computer equipment and software 	3 years

f. Revenue recognition

Core fund donations, which are not project specific, are considered as unrestricted funds contributed against a core funding proposal and annual workplan. Unrestricted funds are recognised on an accrual basis: the part of the grant related to the year is recognised as revenue; those committed to subsequent years are not presented in the balance sheet.

Restricted fund donations, which are project specific or include a specific restriction, are considered as restricted funds. Restricted funds are entirely recognised in the statement of financial performance once the contract starts. Restricted funds that have not been used at the end of the year are presented in a separate section of the balance sheet.

3. TAXATION

The Alliance has requested an exemption from local and federal income tax and wealth tax. However, since the Alliance is a membership based organisation providing services to its members, the exemption request has been rejected.

The Alliance is not VAT registered and therefore VAT incurred on expenses is charged to the statement of operations.

The Alliance is registered as an Overseas Company in the UK and therefore will be subject to UK corporation tax. The UK branch is providing services to the Alliance. In a typical scenario, these would be funded by the parent charity, so there would be no source of income. HMRC would require tax to be paid on a mark-up ranging from 5 to 15% of the costs. A reasonable provision for the accounts would be on the basis of a mark-up of 10%. An estimate calculation would give a tax liability of CHF 12,900 (GBP 10,000) for 2019 and CHF 13,063 (GBP 10,000) for 2018. A provision of the same amount has been booked for each of the fiscal years ending 31st December 2018 and 31st December 2019.

For further details, see note n°9.

4. CASH AND CASH EQUIVALENTS

Cash & cash equivalents (in Swiss francs)	2019	2018
Petty Cash and Paypal account	3,404	464
Bank account in CHF	268,322	601,948
Bank account in EUR	527,145	254,007
Bank account in GBP	32,809	93,606
Bank account in USD	93,392	50,201
Bank account in DKK	7,433	2,498
Bank account in SEK	432	21
Bank account in AUD	13,368	175,549
Total Cash & cash equivalents	946,305	1,178,295

5. OTHER CURRENT ASSETS

Other current assets (in Swiss francs)	2019	2018
Inventory usb keys	1,936	4,004
Maternity leave receivable	-	8,154
Suppliers paid in advance	15,991	27,365
Social charges paid in advance	15,850	8,771
Geneva income tax paid in advance	504	3,998
Total Other current assets	34,281	39,523

6. RECEIVABLES

a. Grants receivable

The amount under Grants receivable reflects the total amount of funds still to be received for all grants covering the 2019 period (and, comparatively, the 2018 period).

Grants receivable (in Swiss francs)	2019	2018
Short Term		
Birches (USD 7,500)	-	7,457
DanChurchaid – Palestine PSEA (USD 14,880)	14,549	_
Total Grants receivable	14,549	7,457

There was no provision on grant receivable, neither in 2019 nor in 2018.

Provision on grant receivable (in Swiss francs)	
Value, as at 31.12.2018	-
Increase in provision	-
Release of provision	-
FX variation	-
Value, as at 31.12.2019	-

b. Membership fees receivable - CHF 200,273 (2018: CHF 169,005)

In 2019, more than 87% of Membership fees were paid to the Alliance (86% in 2018). Given the significant risk of not recovering the remaining receivable amounts, the Finance Risk & Audit Committee took the decision to cover the risk for all fees that were still unpaid at the date of issuing those financial statements (a few late payments were received early 2020).

Provision on membership fees receivable (in Swiss francs)

	Total
Value, as at 31.12.2018	(169,005)
Increase in provision	(83,300)
Release of provision	57,457
FX variation	(125)
Value, as at 31.12.2019	(194,973)

c. Services receivable

The services receivable can be divided in three main categories: training services receivable, consultancy services receivable (consultancy by CHS Alliance staff members to other organizations) and costs reimbursed by third party receivable.

For each category, doubtful debtors have been identified and that risk has therefore been covered with a provision of the same amount.

Services receivable (in Swiss francs)	2019	2018
Short Term		
Training services receivable	32,578	21,000
Consultancy services receivable	4,694	5,238
Costs reimbursed by third party receivable	12,769	315
Total Services Receivable	50,041	26,553
Provision on training services receivable	(32,578)	(5,730)
Provision on consultancy services receivable	(4,694)	(4,613)
Provision on costs reimbursed by third party	(1,956)	(315)

Total provision for loss on services (39,228) (10,658)

The provision variation between 2019 and 2018 is explained in the table below.

Provision on services receivable

(in Swiss francs)

	Training services		Costs reimbursed by third party	Total
Value, as at 31.12.2018	(5,730)	(4,613)	(315)	(10,658)
Increase in provision	(26,848)	-	(1,640)	(28,488)
Release of provision	-	-	-	-
FX variation	-	(81)	(1)	(82)
Value, as at 31.12.2019	(32,578)	(4,694)	(1,956)	(39,228)

7. TANGIBLE & INTANGIBLE ASSETS

Tangible & intangible assets

(in Swiss francs)

Fixed Assets	Intangible assets	IT Equipment	Total
Gross value, as at 31.12.2018	41,156	1,503	42,659
Acquisitions 2019	81,935	9,590	91,525
Disposals 2019	-	-	-
Gross value, as at 31.12.2019	123,091	11,093	134,184
Accumulated depreciation as at 31.12.2018	(37,106)	(1,503)	(38,609)
Depreciation 2019	(12,344)	(2,845)	(15,189)
Accumulated depreciation as at 31.12.2019	(49,450)	(4,348)	(53,798)
Net value, as at 31.12.2018	4,050	-	4,050
Net value, as at 31.12.2019	73,641	6,745	80,386

The fire insurance value of the fixed assets is CHF 80,000.

8. FINANCIAL ASSETS - CHF 11,394 (2018: CHF 11,390)

Financial assets consist of rental deposits for the Head Office.

9. ACCRUED EXPENSES

Accrued expenses (in Swiss francs)	2019	2018
Provision vacation not taken	33,459	26,115
Geneva Audit Provision	18,000	18,000
UK Provision Corporation Taxes (GBP: 40,000 / 30,000)	51,341	37,849
UK Provision Audit (GBP: 12,000 / 15,000)	15,402	18,924
Other	21,406	-
Total Accrued expenses	139,608	100,888

10. ACCOUNT PAYABLE

Payable (in Swiss francs)	2019	2018
Suppliers payable	64,095	40,448
Social Charges Payable Geneva	28,060	8,629
Social Charges Payable London	1,954	
Employees (receivable) payable	2,542	2,452
Total Payable	96,651	51,528

In December 2019, the debt towards the Swiss Pension institutions amounted to CHF 0 (compared to CHF 739.65 in 2018). The debt towards the UK Pension institution amounted to CHF 1,507.65, equivalent of GBP 1,174.61 (CHF 0 equivalent of GBP 0 in 2018).

11. CONTRIBUTIONS RECEIVED IN ADVANCE

Contributions received in advance (in Swiss francs)	2019	2018
Credit notes	1,336	1,336
Training services received in advance	3,396	35,286
Membership fees received in advance	782	-
Total Contributions received in advance	5,514	36,622

12. RESTRICTED FUNDS TO BE RETURNED TO DONOR

Restricted funds to be returned to donor (in Swiss francs)	Total to be returned as at 31.12.2018	Funds returned during the year	to be returned	
HPI Secretariat (USD 18'275.61)	18,173	-	-	18,173
FX variation	-	-	-	(303)
Total Restricted funds to be	18,173	-	-	17,870

returned to donor

Funds to be returned in the face of the Balance Sheet as at 31st December 2019 (CHF 17,870) comprise funds to be returned to *HPI Secretariat*.

13. GENERAL RESERVE

At the end and for the year 2019, the Alliance has a deficit of CHF 186,206 (surplus of CHF 275,543 at the end of 2018). This deficit was forecasted and the Board approved in April 2019 the use of the reserve up to an amount of CHF 300,000.

14. MERGER RESULT

HAP International & People In Aid have ceased their activities in 2017. Therefore, following the merger agreement, the excess of funds in both entities have been transferred to CHS Alliance reserve as a merger result in 2017.

In 2019, the Board has agreed to transfer the merger result to the general reserve.

15. CONTRIBUTIONS RESTRICTED

Contributions restricted (in Swiss francs)	2019	2018
DanChurchAid	37,137	-
SIDA – GTS	278,360	-
SIDA – ToT	50,813	-
Total Contributions restricted	366,310	-

16. CONTRIBUTIONS UNRESTRICTED

Contributions unrestricted

(in Swiss francs)	2019	2018
Australia – DFAT	217,440	189,325
Federal Republic of Germany	292,056	330,711
Luxembourg Ministry of Foreign Affairs	165,555	117,920
Ministry of Foreign Affairs Denmark	175,924	182,300
SIDA	166,716	178,061
Swiss SDC	150,000	150,000
Total Contributions unrestricted	1,167,691	1,148,317

17. COST RECOVERY – TRAINING SERVICES - CHF 393,816 (2018: CHF 190,900)

In 2019 the Alliance trained more than 380 aid workers in Austria, Australia, Czech Republic, Denmark, Ethiopia, Jordan, Kenya, Lebanon, Netherlands, Nigeria, Philippines, Switzerland, United Arab Emirates, United Kingdom, United States of America on the Core Humanitarian Standard and associated topics.

18. COSTS REIMBURSED BY THIRD PARTIES

Costs reimbursed by third parties (in Swiss francs)	2019	2018
Ministry of Foreign Affairs in the Netherlands – Jordan Scoping mission	5,766	-
Disaster Emergency Committee – Learning Event 2018	-	4,430
Other	1,656	1,073
Total costs reimbursed by third parties	7,422	5,503

In 2019, the CHS Alliance, at the invitation of the Department for Stabilization & Humanitarian Aid of the Netherland's Ministry of Foreign Affairs, participated in a scoping mission to Jordan on sexual exploitation and abuse in the humanitarian and development sector in November. The purpose of the mission was to establish if Jordan would be a suitable context to develop and implement a pilot initiative to improve the prevention of and response to sexual exploitation and abuse taking a survivor centered approach. All costs relative to this mission were reimbursed by the Ministry of Foreign Affairs.

19. STAFF COSTS

Staff costs (in Swiss francs)	2019	2018
Geneva Salaries & Social charges	(1,334,744)	(984,177)
London Salaries & Social charges	(121,657)	(221,885)
Recruitment	(442)	(4,118)
Other Staff costs	(52,144)	(42,047)
Total Staff costs	(1,508,987)	(1,252,227)

The Alliance team has increased by the end of 2019 to 14 employees (in 2018: 10 employees) with a total of 12.4 full-time equivalent positions (in 2018: 9.30 full-time equivalent positions).

20. MEETING & TRAVEL COSTS

Meeting & travel costs (in Swiss francs)	2019	2018
Accommodation & meals	(119,813)	(80,178)
Transportation costs $\&$ other travel expenses	(80,849)	(43,020)
Conference expenses	(101,524)	(64,867)
Board meeting $\&$ travels	(24,132)	(21,955)
General Assembly & travels	(60,438)	-
Total Meeting & travel costs	(386,756)	(210,020)

21. COMMUNICATION, ADMIN & IT COSTS

Communication, admin & IT costs

(in Swiss francs)	2019	2018
Phone	(7,518)	(7,792)
Postage	(324)	(8,630)
Audit & legal fees	(19,841)	(25,289)
IT maintenance	(30,702)	(43,355)
Other administration or support costs	(32,044)	(26,992)
Total Communication, admin & IT costs	(90,429)	(112,058)

22. PROJECTS IMPLEMENTED BY PARTNERS

Since January 2018, the Alliance has a joined project with Ground Truth Solutions funded by SIDA: "Strengthening accountability to affected populations and applying the CHS in Chad". The Alliance's costs related to this project are spread across and included in all operating expenditures.

This line shows only the cost incurred by Ground Truth Solutions on this project as at 31^{st} December 2019 and December 31^{st} 2018 respectively.

23. NON-OPERATING RESULT, NET

Non operating result, net (in Swiss francs)	2019	2018
Other operational / prior year expenses	(2,573)	(4,371)
Prior year income	1,315	24,743
Total non operating result, net	(1,258)	20,372

Non-operating result comprises prior expenses lately submitted after last-year closing, mostly for audit fees. The prior year income is mostly explained by reversal of provision and a 2018 credit balance for service charges on the office rent.

24. FINANCIAL (EXPENSES)/ INCOME, NET

Financial (expenses)/ income, net (in Swiss francs)	2019	2018
Bank charges	(1,940)	(1,649)
Exchange loss	(58,766)	(47,488)
Total Financial expenses, net	(60,706)	(49,137)

25. INCOME TAX

Income Tax (in Swiss francs)	2019	2018
Provision Geneva Taxes	(3,400)	(3,500)
Provision London Taxes (GBP: 10,000)	(12,900)	(13,063)
Income Tax	(16,300)	(16,563)

26. COMMITMENTS & CONTINGENCIES

The Alliance has commitments regarding operating leases for the Geneva Office. The rental expense for the Geneva Office in 2019 was of CHF 73,228 (CHF 70'039 in 2018). Obligations to make future minimum lease payments on 31^{st} December 2019 are presented in the table below:

Leasing Commitments (in Swiss francs)	Rent	IT	Total
2020	79,450	10,055	89,505
2021	79,282	10,055	89,337
2022	79,282	6,703	85,985
2023	79,282		79,282
2024	13,214		13,214
2025			-
Total minimum lease payments	330.510	26.813	357.323

27. REMUNERATION OF DIRECTORS & MANAGERS

In accordance with the articles of the association, the Board representatives work on a voluntary basis and as such can only be reimbursed for their actual expenses and travel costs related to the work of the Board.

The Executive Director's compensation is in accordance with market compensation levels for similar positions.

28. SUBSEQUENT EVENTS

There have been no significant events impacting the 2019 annual accounts between the balance sheet date and the date of final approval by the Board of financial statements.



CHS ALLIANCE MEMBERSHIP DECEMBER, 2019

CHS ALLIANCE MEMBERSHIP AS AT DECEMBER, 2019

Founding members of the CHS Alliance (those that attended the Constitutive General Assembly) are marked with an asterix (*).

FULL

ACT Alliance*	Switzerland
Act for Peace	Australia
Action Against Hunger UK	UK
Aga Khan Foundation Afghanistan	Afghanistan
Agence d'Aide à la Coopération Technique et au Développement (ACTED)*	France
Agency for Co-operation and Research in Development*	Kenya
Aiming Change for Tomorrow	Pakistan
Al Khair Foundation	UK
Alight/American Regufee Committee	USA
All India Disaster Mitigation Institute	India
Amel Association	Lebanon
Amra Kaj Kory	Bangladesh
Association Najdeh	Lebanon
Association of Voluntary Actions for Society	Bangladesh
Australian Red Cross	Australia
BØRNEfonden	Denmark
BRAC	Bangladesh
Brighter Communities Worldwide	Ireland
British Red Cross*	UK
CAFOD*	UK
Caritas Maralal	Kenya
Catholic Diocese of Marsabit	Kenya
Catholic Relief Services	USA
CBM International	Germany
Cesvi	Italy
Christian Aid*	UK
Christian Children's Fund	Canada
Christian Commission of Development in Bangladesh	Bangladesh
Church of Sweden International Mission and Diaconia*	Sweden
Church's Auxiliary for Social Action (CASA)*	India
Coastal Association for Social Transformation Trust (COAST Trust)*	Bangladesh
Community and Family Services International (CFSI)*	Philippines
Community Development Centre (CODEC)	Bangladesh
Community World Service Asia*	Pakistan
Concern Worldwide*	Ireland
DanChurchAid, Denmark*	Denmark

Danish People's Aid Denmark Danish Refugee Council* Denmark Dhaka Ahsania Mission Bangladesh Diakonia* Sweden Direct Aid Society Kuwait Dushtha Shathya Kendra Bangladesh **Dwelling Places** Uganda Educo Spain **Emergency Nutrition Network** UK Evangelical Fellowship of India Commission on Relief (EFICOR) India Fast Rural Development Program Pakistan FilmAid USA Finn Church Aid* Finland Fondation Mérieux France Fred Hollows Foundation Australia Gana Unnayan Kendra (GUK) Bangladesh GOAL* Ireland UK Habitat for Humanity Great Britain Habitat for Humanity International* USA HEKS/EPER Switzerland HelpAge International* UK Helpcode Italy UK Human Appeal Human Relief Foundation UK Humanitarian Initiative Just Relief Aid (HIJRA)* Kenya Hungarian Charitable Service of Order of Malta Hungary International Aid Services* Sweden International Federation of Red Cross and Red Crescent Societies (IFRC) Switzerland USA International Medical Corps (IMC)* International Rescue Committee USA Islamic Relief Deutschland Germany Islamic Relief Worldwide* UK J/P Haitian Relief Organization Haiti Johanniter-Unfall-Hilfe e.V. Germany Joint Aid Management South Africa Khwendo Kor* Pakistan KinderUSA USA UK Leprosy Mission International Lutheran World Federation, Department for World Service (LWF)* Switzerland Lutheran World Service India Trust (LWSIT)* India Malteser International Germany

Mavi Kalem*	Turkey
Medair*	Switzerland
Medical Aid for Palestinians (MAP)	UK
Medical Teams International	USA
Mercy Malaysia	Malaysia
Mines Advisory Group	UK
Mission Aviation Fellowship International	UK
Mission East	Denmark
Muslim Aid	UK
Muslim Hands	UK
Naba'a (Developmental Action without Borders)	Lebanon
Network for Information, Response and Preparedness Activities on Disaster (NIRPAD)	Bangladesh
New Millenium Hope Development	Dangladesh
Organization	Ethiopia
New World Hope Organization	Pakistan
Nordisk Hjälp	Sweden
Norwegian Church Aid (NCA)*	Norway
Oeuvre d'Orient	France
Office Africain pour le Développement et la Coopération (OFADEC)	Senegal
People in Need	Czech Republic
Plan International	UK
PMU InterLife*	Sweden
Qatar Charity	Qatar
Qatar Red Crescent	Qatar
Refugee Consortium of Kenya*	Kenya
Réseau National de Défense	,
des Droits Humains (RNDDH)	Haiti
RISDA-Bangladesh	Bangladesh
Rural Empowerment and Institutional Development (REPID)	Pakistan
Scottish Catholic International Aid Fund	UK
ShelterBox	UK
Siiqqee Women's Development Association	Ethiopia
SKT Welfare UK	UK
Society for Safe Environment and Welfare of Agrarians in Pakistan (SSEWA-PAK)	Pakistan
Socio-Economic Development & Human Rights (SEDHURO)	Somalia
Solidar Suisse	Switzerland
SOS Sahel Ethiopia	Ethiopia
Stichting Vluchteling	Netherlands
Strengthening Participatory	
Organisation (SPO)	Pakistan
Sungi Development Foundation*	Pakistan
Sustainable Environment & Ecological	
Development Society (SEEDS)	India
Swedish Mission Council	Sweden

Taawon Welfare Association
TEAR Australia
Tearfund*
The Border Consortium
The Donkey Sanctuary
TPO Uganda
Trócaire
War Child
War Child Holland
Welthungerhilfe*
Womankind Worldwide
Women Support Association (WSA)*
Women's Aid Organisation
World Relief
World Renew*
Yakkum Emergency Unit (YEU)
ZOA

GLOBAL NETWORK

ActionAid International
Adventist Development and Relief Agency International (ADRA)
CARE International*
Oxfam International
Save the Children International*
World Vision International*

AFFILIATE

ActionAid Australia ActionAid Bangladesh ActionAid Brazil ActionAid France ActionAid Gambia ActionAid Ghana ActionAid Greece ActionAid Guatemala ActionAid India ActionAid Ireland ActionAid Italy ActionAid Kenya* ActionAid Malawi ActionAid Mozambique ActionAid Nepal ActionAid Nigeria ActionAid Sierra Leone ActionAid Sweden ActionAid Tanzania ActionAid Thailand ActionAid Uganda

Palestine
Australia
UK
Thailand
UK
Uganda
Ireland
UK
Netherlands
Germany
UK
Ethiopia
Malaysia
USA
Canada
Indonesia
Netherlands

South Africa
USA
Switzerland
UK
UK
USA

Australia Bangladesh Brazil France Gambia Ghana Greece Guatemala India Ireland Italy Kenya Malawi Mozambique Nepal Nigeria Sierra Leone Sweden Tanzania Thailand Uganda

UK ActionAid UK ActionAid USA ActionAid Zambia Niza I.S.M. ActionAid Netherlands MS ActionAid Denmark CARE Australia CARE Austria CARE Canada CARE Danmark CARE France CARE Germany CARE International UK UK CARE Japan CARE Nederland CARE Norway CARE Thailand – Raks Thai CARE USA Oxfam America Oxfam Australia Oxfam Canada Oxfam Deutschland Oxfam France Oxfam GB* UK Oxfam Hong Kong Oxfam Intermón Oxfam Ireland Oxfam Japan Oxfam Mexico Oxfam New Zealand Oxfam Novib Oxfam Québec Oxfam-Solidarité Belgium Save the Children Australia Save the Children Canada Save the Children Denmark Save the Children Dominican Republic Dominican Save the Children Fiji Save the Children Finland Save the Children Germany Save the Children Guatemala Save the Children Honduras Save the Children Hong Kong Save the Children Iceland Save the Children India Save the Children Italy Save the Children Japan Save the Children Jordan Save the Children Korea Save the Children Lithuania

USA Zambia Netherlands Denmark Australia Austria Canada Denmark France Germany Japan Netherlands Norway Thailand USA USA Australia Canada Germany France Hong Kong Spain Ireland Japan Mexico New Zealand Netherlands Canada Belgium Australia Canada Denmark Republic Fiji Finland Germany Guatemala Honduras Hong Kong Iceland India Italy Japan Jordan Korea Lithuania

Save the Children Mexico Save the Children Netherlands Save the Children New Zealand Save the Children Norway Save the Children Romania Save the Children South Africa Save the Children Spain Save the Children Swaziland Save the Children Sweden Save the Children Switzerland Save the Children UK* Save the Children USA ADRA Angola ADRA Afghanistan ADRA Albania ADRA Argentina ADRA Armenia ADRA Aruba ADRA Australia ADRA Austria ADRA Azerbaijan ADRA Bangladesh ADRA Belarus ADRA Belgium ADRA Bolivia ADRA Bonaire ADRA Bosnia and Herzegovina ADRA Brazil ADRA Bulgaria ADRA Burkina Faso ADRA Burundi ADRA Cambodia ADRA Cameroon ADRA Canada ADRA Chad ADRA Chile ADRA China ADRA Colombia ADRA Cote d'Ivoire ADRA Croatia ADRA Curacao ADRA Czech Republic ADRA DRC ADRA Denmark ADRA Dominican Republic ADRA Ecuador ADRA El Salvador ADRA Ethiopia

Mexico Netherlands New Zealand Norway Romania South Africa Spain Swaziland Sweden Switzerland UK USA Angola Afghanistan Albania Argentina Armenia Aruba Australia Austria Azerbaijan Bangladesh Belarus Belgium Bolivia Bonaire Bosnia and Herzegovina Brazil Bulgaria Burkina Faso Burundi Cambodia Cameroon Canada Chad Chile China Colombia Cote d'Ivoire Croatia Curacao Czech Republic DRC Denmark Dominican Republic Ecuador El Salvador Ethiopia

ADRA Fiji ADRA Finland ADRA France ADRA Gambia ADRA Georgia ADRA Germany ADRA Ghana ADRA Haiti ADRA Honduras ADRA Hungary ADRA India ADRA Indonesia ADRA Iraq ADRA Italy ADRA Jamaica ADRA Japan ADRA Kazakhstan ADRA Kenya ADRA Kyrgyzstan ADRA Laos ADRA Latvia ADRA Lebanon ADRA Lesotho ADRA Luxembourg ADRA Macedonia ADRA Madagascar ADRA Malawi ADRA Mali ADRA Mauritania ADRA Mexico ADRA Moldova ADRA Mongolia ADRA Montenegro ADRA Mozambique ADRA Myanmar ADRA Namibia ADRA Nepal ADRA Netherlands ADRA New Zealand ADRA Niger ADRA Nigeria ADRA Norway ADRA Pakistan ADRA Papua New Guinea ADRA Paraguay ADRA Peru

ADRA Philippines

ADRA Poland

ADRA Portugal

Fiji Finland France Gambia Georgia Germany Ghana Haiti Honduras Hungary India Indonesia Iraq Italy Jamaica Japan Kazakhstan Kenya Kyrgyzstan Laos Latvia Lebanon Lesotho Luxembourg Macedonia Madagascar Malawi Mali Mauritania Mexico Moldova Mongolia Montenegro Mozambique Myanmar Namibia Nepal Netherlands New Zealand Niger Nigeria Norway Pakistan Papua New Guinea Paraguay Peru Philippines Poland Portugal

ADRA Romania ADRA Russia ADRA Rwanda ADRA Samoa ADRA STP

ADRA Senegal ADRA Serbia ADRA Slovakia ADRA Slovenia ADRA Solomon Islands

ADRA Somalia ADRA South Africa ADRA South Korea ADRA South Sudan ADRA Spain ADRA Sri Lanka ADRA Sudan ADRA Swaziland ADRA Sweden ADRA Switzerland ADRA Svria ADRA Thailand ADRA Timor-Leste ADRA Togo ADRA Tunisia ADRA Uganda ADRA Ukraine ADRA UK ADRA Uruguay ADRA Vanuatu ADRA Venezuela ADRA Vietnam ADRA Yemen ADRA Zambia ADRA Zimbabwe World Vision Afghanistan World Vision Albania World Vision Angola World Vision Armenia World Vision Australia World Vision Austria World Vision Bangladesh World Vision Bolivia World Vision Bosnia and Herzegovina

World Vision Brazil World Vision Burundi World Vision Cambodia World Vision Canada World Vision Chad World Vision Chile World Vision China Romania Russia Rwanda Samoa Sao Tome and Principe Senegal Serbia Slovakia Slovenia Solomon Islands Somalia South Africa South Korea South Sudan Spain Sri Lanka Sudan Swaziland Sweden Switzerland Svria Thailand Timor-Leste Togo Tunisia Uganda Ukraine UK Uruguay Vanuatu Venezuela Vietnam Yemen Zambia Zimbabwe Afghanistan Albania Angola Armenia Australia Austria Bangladesh Bolivia Bosnia and Herzegovina Brazil Burundi Cambodia Canada Chad Chile China

World Vision Colombia World Vision Congo (DRC) World Vision Costa Rica World Vision Dominican Republic

World Vision Ecuador World Vision El Salvador World Vision Eswatini World Vision Ethiopia World Vision Finland World Vision France World Vision Georgia World Vision Germany World Vision Ghana World Vision Guatemala World Vision Haiti World Vision Honduras World Vision Hong Kong World Vision India World Vision Indonesia World Vision Irag World Vision Ireland World Vision Italy World Vision Japan World Vision Jordan World Vision Kenya World Vision Kosovo World Vision Laos World Vision Lebanon World Vision Lesotho World Vision Malawi World Vision Malaysia World Vision Mali World Vision Mauritania World Vision Mexico World Vision Mongolia World Vision Mozambique World Vision Myanmar World Vision Nepal World Vision Netherlands World Vision New Zealand World Vision Nicaragua World Vision Niger World Vision North Korea World Vision Papua New Guinea

World Vision Peru World Vision Philippines World Vision Romania World Vision Rwanda World Vision Senegal World Vision Serbia World Vision Sierra Leone World Vision Singapore World Vision Solomon Islands Colombia DRC Costa Rica Dominican Republic Fcuador El Salvador Eswatini Ethiopia Finland France Georgia Germany Ghana Guatemala Haiti Honduras Hong Kong India Indonesia Irag Ireland Italv Japan Jordan Kenya Kosovo Laos Lebanon Lesotho Malawi Malaysia Mali Mauritania Mexico Mongolia Mozambique Myanmar Nepal Netherlands New Zealand Nicaragua Niger North Korea Papua New Guinea Peru Philippines Romania Rwanda Senegal Serbia Sierra Leone Singapore Solomon Islands

World Vision Somalia World Vision South Africa World Vision South Korea World Vision South Sudan World Vision Spain World Vision Sri Lanka World Vision Sudan World Vision Switzerland World Vision Taiwan World Vision Tanzania World Vision Thailand World Vision Timor-Leste World Vision Uganda World Vision UK World Vision USA World Vision Vanuatu World Vision Vietnam World Vision West Bank Gaza World Vision Zambia World Vision Zimbabwe

ASSOCIATE

Australian Council for International Development (ACFID) **Bioforce** Institute Centre for Peace and Development Initiatives (CPDI) Centre for Safety and Development Christian World Service Aotearoa Cinfo Comhlámh Department for International Development Department of Foreign Affairs & Trade, Government of Australia Disasters Emergency Committee Japan Association for Refugees Japan NGO Center for International Cooperation (JANIC)* Keeping Children Safe National Society for Earthquake Technology (NSET) Royal Danish Ministry of Foreign Affairs (DANIDA) Swedish International Development Cooperation Agency (SIDA) Transparency International (TI) **UNRWA** Spain

Somalia South Africa South Korea South Sudan Spain Sri Lanka Sudan Switzerland Taiwan Tanzania Thailand Timor-Leste Uganda UK USA Vanuatu Vietnam Palestine 7ambia Zimbabwe

Australia France

Pakistan Netherlands New Zealand Switzerland Ireland

UK

Australia UK Japan

Japan UK

Nepal

Denmark

Sweden Germany Spain

CHS ALLIANCE DONORS IN 2019

We would like to thank our members, Board and partners for their continuous commitment to the Core Humanitarian Standard. We would also like to thank the following governments for their generous support.



Australian Government
Department of Foreign Affairs and Trade

MINISTRY OF FOREIGN AFFAIRS OF DENMARK





THE GOVERNMENT OF THE GRAND DUCHY OF LUXEMBOURG Ministry of Foreign and European Affairs

Directorate for Development Cooperation and Humanitarian Affairs



Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra

Direktion für Entwicklung und Zusammenarbeit DEZA



