Core Humanitarian
STANDARD

CHS Consultation and Decision Making Process

Revised 31 July 2014

Introduction

The Core Humanitarian Standard on Quality and Accountability (CHS or the Standard) is an initiative that has been developed with the vision of supporting humanitarian actors — be they organizations or individuals, professionals or volunteers — to deliver quality assistance, promote the well-being and dignity of those affected by disaster or conflict and increase accountability towards them. It is envisioned that a more coherent standards 'architecture' will promote greater clarity and harmonization between humanitarian principles, the CHS and the range of humanitarian standards available across the sector. Through this framework, independent and autonomous humanitarian standard-setting bodies will be able to apply a consistent terminology and approach to their standards while coordinating the use and support of the CHS, ensuring users of standards can better understand and implement standards for the benefit of affected populations. Although the CHS is primarily intended for the humanitarian sector, it can also be used to bring better quality and greater accountability to development and advocacy work.

The Humanitarian Accountability Partnership (HAP), People In Aid and The Sphere Project, are facilitating and overseeing the development and promotion of the CHS and are spearheading the consultation process.

The CHS process seeks to achieve an agreed common standard to assess and verify good practice in humanitarian action. This document outlines the principles, targets, stakeholders, timeframe and oversight structure of the Standard development process.

The development of the CHS will be structured in three main phases covering consultation, piloting and finalization of the standard that will run over a year (December 2013 to December 2014). The process will be designed and implemented following key guiding principles (see section 2 below) and is designed to include a wide and varied range of stakeholders representative of the aid sector in the world. The Boards of HAP, People In Aid and Sphere will oversee the process supported by a Technical Advisory Group (TAG), a Technical Steering Committee (TSC) and a Project Executive (PE). A team of two facilitators, Paula Gil Baizan and Raj Rana, will accompany the CHS development through 2014, ensuring a transparent and participative process.

If you have any queries on the CHS, please contact the following communications focal persons: Murray Garrard at mgarrard@hapinternational.org; Fiona Sinclair at fiona@peopleinaid.org; or Juan Michel at juan.michel@sphereproject.org.

Methodology and Guiding Principles

The development of the CHS, including consultation, piloting, finalisation and learning will follow the methodology of "open standards".

> *"Open Standards" are standards made available to the general public and are developed (or approved) and maintained via a collaborative and consensus driven process.*[1]

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[1] This definition of open standards comes from the ITU-T, a standards development organisation part of the International Telecommunications Union (a specialized agency of the United Nations).

Open Standards facilitate systems and organisations working together and sharing information and are intended for widespread adoption. Open Standards rely on a broadly consultative and inclusive group including representatives from every key stakeholder group in the sector. This group discusses and debates the technical merits, demerits and feasibility of a proposed common protocol. After the doubts and reservations of all involved stakeholders are addressed, the resulting common document is endorsed as a common standard. This document is subsequently released to the public, and henceforth becomes an open standard. The vision is that organisations and individuals (even those who were not part of the original development group) can use the standard document in their work, and will thus be working together, from a common ground by design.

The Open Standard methodology for the CHS will be built on two core principles:
- Usability: the ease of use and learnability of the standard. It will be reflected in an intuitive format and simple language; and,
- Relevance: the ability of the Standard to satisfy the needs of the target users -- humanitarian and development actors, be they organisations or individuals, professionals or volunteers.

Adherence to the core principles will be ensured through (1) early focus on Standard users, (2) empirical measurement through piloting and, (3) iterative design.

The core principles will be supported by the following structural attributes:
- Transparency: openness, communication, and accountability in relation to every stage of the process, including consideration and response to comments and at any other key decision making points;
- Balance: inclusiveness, to ensure that the process is not dominated by any one stakeholder group or region of the world;
- Accessibility: the learning and good practice captured in the Standard is widely shared through a number of platforms;
- Complementarity: the content of the Standard will refer to other relevant standards where relevant;
- Verifiability: each requirement will be verifiable with a clear and achievable indicator of success.
- Sustainability: a focus on determining the place/role of the CHS within the aid sector standards architecture to ensure the sustainability of the overall Standard model.
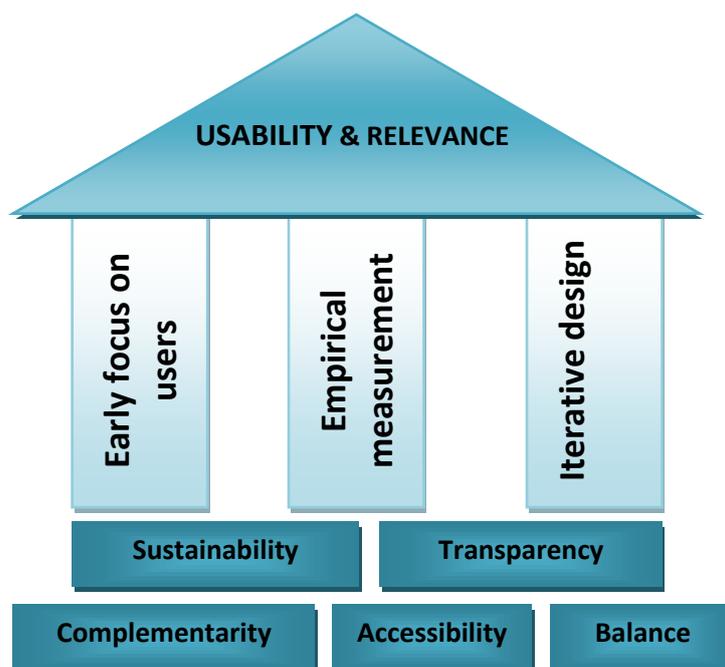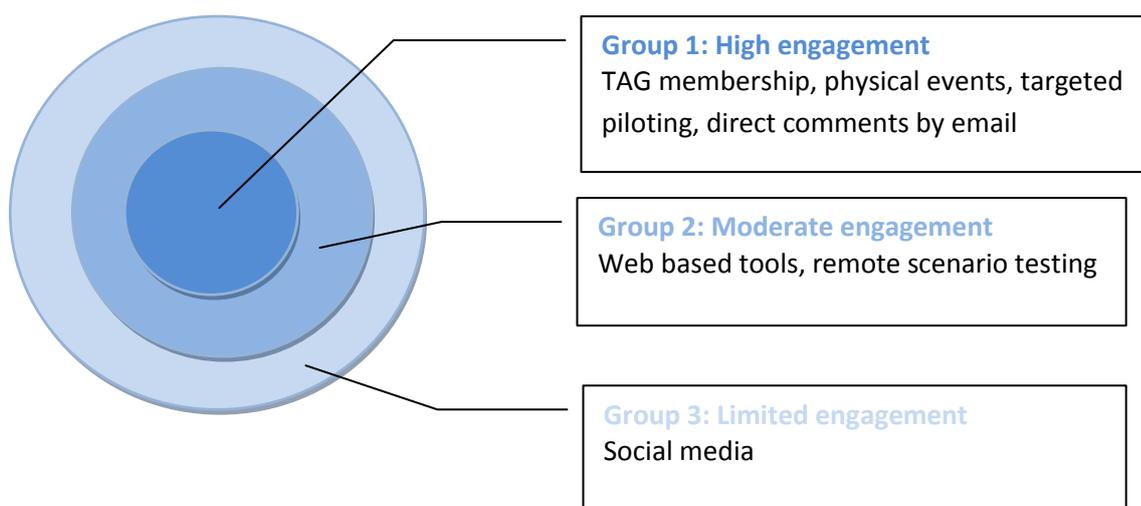
Stakeholder Mapping and Targets

The CHS process will aim to consult as many stakeholders within the humanitarian sector as possible, with the objective of ensuring the final version represents the views of the sector as a whole. The following stakeholder categories have been identified:

1. National NGOs
2. International NGOs
3. Governments
4. United Nations
5. Red Cross and Red Crescent Movement
6. Beneficiaries
7. Donors
8. Academics
9. Private Sector
10. General public

To ensure participation from every group in every region of the world the consultation will be done through a series of accessible means as outlined below which include physical events, web based tools (survey monkey, and other interactive tools), social media, targeted piloting and remote scenario testing. This will ensure that the wide range of stakeholders around the world will have a chance to participate in the process through different levels of engagement and at different times throughout the year as per the figure below.

Figure 2: Engagement groups

Group 1: High engagement
TAG membership, physical events, targeted piloting, direct comments by email

Group 2: Moderate engagement
Web based tools, remote scenario testing

Group 3: Limited engagement
Social media

Targets for Engagement

	Engagement target
NGO	An equal balance from small and large NGOs from the North and South, both development and humanitarian, is achieved, ensuring members of HAP and People In Aid and committed agencies of Sphere form part of groups 1 and 2
INGO	Representation from INGOs across the board is achieved, ensuring members of HAP and People In Aid and committed agencies of Sphere form part of groups 1 and 2
Governments	Representation from disaster prone contexts in group 1 and others in group 2 and 3.
UN	Representation from main agencies in Group 1
RC/RC	Representation from ICRC and IFRC in group 1 and 2 and partner National Societies in group 1. Other National Societies participate in Group 2.
Beneficiaries	Participation in group 2 and 3 and targeted feedback solicited for group 1.
Donors	Institutional donor participation in group 1 and 2. Foundations and other funding mechanisms engagement in groups 2 and 3.
Academics	Participation in group 1, 2 and 3
Private Sector	Participation in groups 2 and 3
General Public	Engagement in group 3

Consultation will be carried out through the following approaches (please refer to the process timeframe below):

- Survey monkey – an online survey containing questions related to commitments and general perceptions regarding the CHS (phase 1 only)
- Targeted regional pilots – testing of the Standard at field level (phase 2)

-   [Scenario testing](#) – user-case testing of the Standard's relevance/applicability (phase 2)
-   Web based consultation tools (such as [IdeaScale](#))
-   Social media
-   Physical events
-   Survey functionality on CHS microsite
-   Targeted interviews with CHS stakeholders

Process Oversight Structure

The following entities will support the CHS oversight process:

1. CHS Joint Board committee
2. Technical Advisory Group (TAG)
3. Technical Steering Committee (TSC)
4. Project Executive

Terms of reference for each entity can be found in the annexes to this document.

The joint CHS Board Committee will approve the process for consultation. The process will be accompanied by a team of two external facilitators, ensuring a transparent and participative process of revision, piloting, learning and finalisation. Their roles will also include direct support to the CHS 2014 process, with direct involvement in the design and facilitation of training, workshops and learning events. They will also undertake analysis of evidence collected in the process and develop synthesis documents on the process and look forward to the future of the CHS through 2015.

A small writing group (max. 5 persons) composed of members of the TAG will write the different drafts of the standard. These members will be respected members of the humanitarian community with experience of developing standards in the sector. Staff of HAP, People In Aid, and Sphere will facilitate and provide guidance on standards good practice but will not be involved in the writing of the drafts.

Figure 3: CHS process oversight structure

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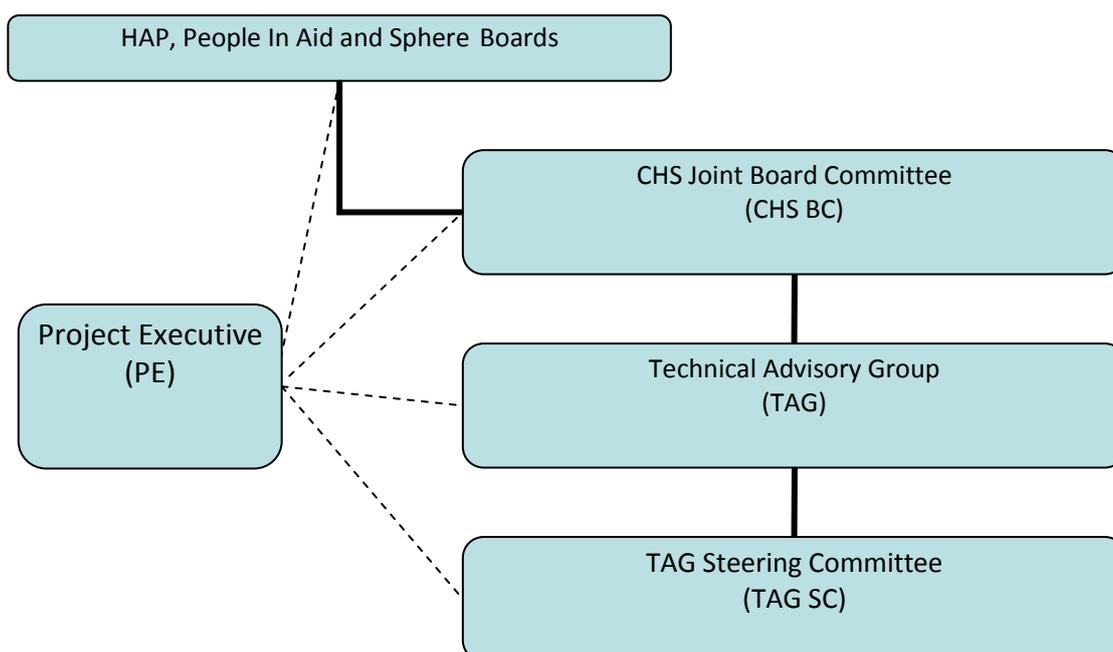
Process Timeframe

The drafting of the CHS will follow an iterative process, building on the feedback received during consultations and testing. After each consultation, the feedback will be collated and summarised and made available on the CHS website. A related document will document how comments were addressed in each draft.

The CHS consultation process will span 3 phases:

The first phase is mainly for consultation with agencies and other humanitarian actors and runs from December 2013 to April 2014. It will focus on getting agreement on **the process for consultation and the terminology, language, content and structure** of the Standard. Feedback during this phase will be collected from engagement group 1 through online survey tools, physical consultations and other forms of input (e.g. submissions by email). Feedback will be collated and presented in a revised version of the Standard at the TAG meeting in April 2014. A first approach for the piloting methodology will be produced and presented at the TAG for feedback. The main output for this phase will be a revised version of the CHS (version 2) including a summary compilation of the feedback received. The Technical Steering Committee will be consulted for endorsement of the final changes. A microsite, social media profiles and other web-based tools for gathering feedback will be produced during this stage. At the end of this stage all stakeholder groups will be invited to target piloting, remote scenario testing and other forms of engagement.

The second phase will be centred on targeted **testing at regional level** and other forms of feedback. It will take place between June 2014 and September 2014. During this phase the revised Standard will be applied at the organisation, project and programme level, and evaluated and amended as necessary, based on the experiences of agencies, donors, governments, populations and communities affected by crisis and others. Learning workshops, funding permitting, will gather main findings and will inform the final revision of the CHS. The main outputs for this phase will be a structured methodology for testing and gathering learning, a revised version of the CHS, regional learning workshops and the accompaniment of the testing process. The feedback from targeted regional events, remote scenario testing and feedback from web based tools, physical workshops and social media will be collated to inform the CHS.

A further revised draft will be prepared in mid to late September incorporating the feedback received. This will be presented to the sector in late September-October for an online consultation to better support final revisions and adjustments. The online consultation will also gauge the acceptability of the standard to people in the sector through a **straw poll**. All feedback and results of straw poll will be presented at the TAG meeting at end of October 2014. A final revision of the CHS will be prepared in early November addressing TAG inputs.

The final phase will revolve around the **launch of the final version of the Standard** on 12 December 2014 in Copenhagen and future planning for 2015. The main outputs for

this phase will be a finalised CHS, the launch event itself and recommendations for the future of the Standard and the process and framework for periodic revision.

Decision making

The CHS decision-making process is a follows:

The decision regarding the readiness of the various drafts of the CHS to go out for consultation and testing will rest on the TAG Steering Committee as a representation of the whole TAG. The process strives to achieve consensus, which is defined as the absence of sustained opposition. For practical matters, in case of a vote, a 2/3 majority of positive vote will be considered as consensus.

After the final TAG meeting in late October 2014 where version 3 of the CHS will have been discussed, the writing committee will incorporate the TAG comments into the final version. The results of the straw poll will be presented to the TAG during their October meeting. The TAG will have to take the outcomes of the straw poll into consideration in their decision. If the decision of the TAG differs from the results of the straw poll, this will need to be justified.

Organizations will have 1 vote, individuals ½ a vote. Members of the TAG who do not represent formally their organisation will be considered individuals.
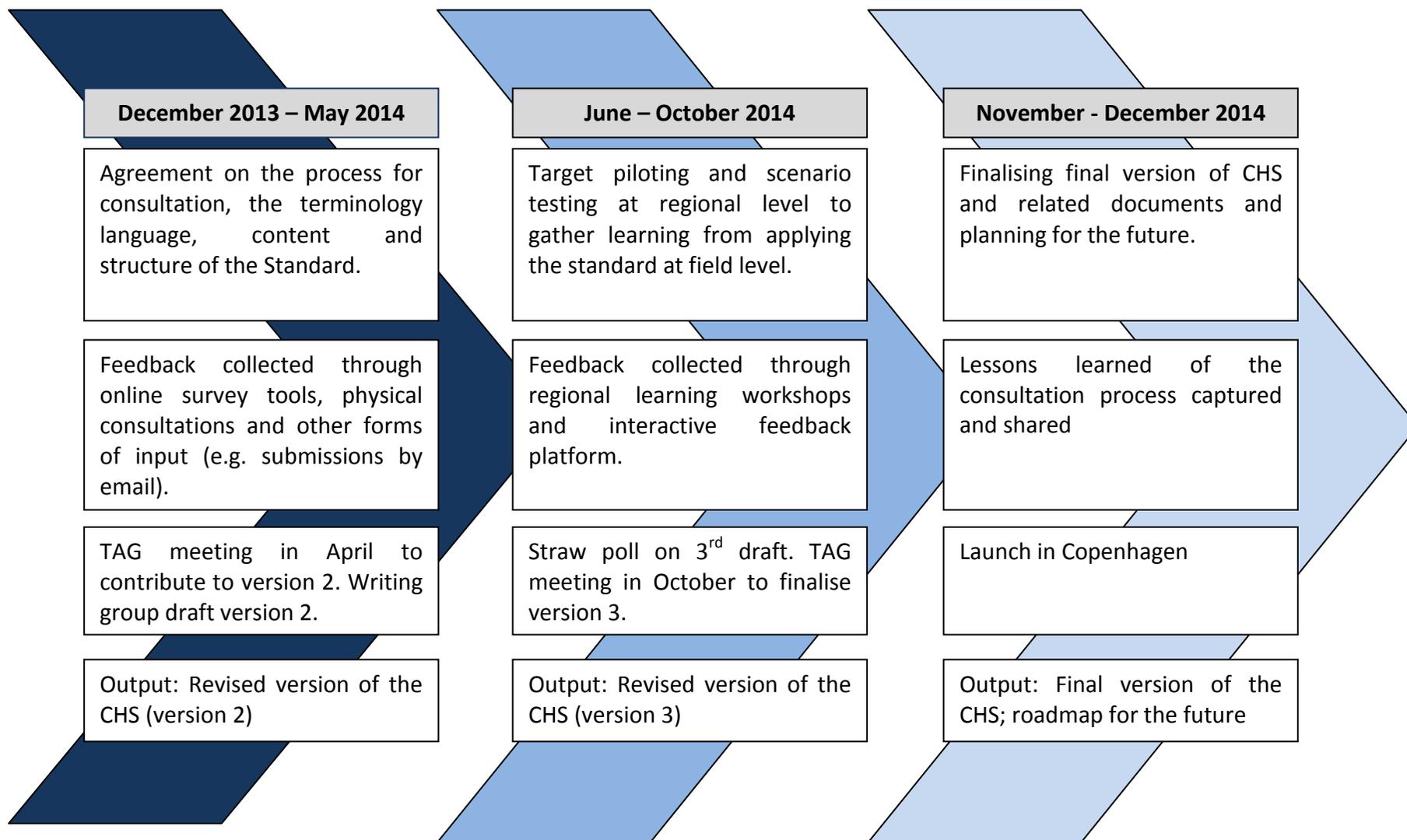
The quorum will be 50% of registered TAG member at the time of the vote.

The approval of the standard will require a 2/3 majority of positive votes of TAG members.

The writing group will incorporate any final changes to the 3rd draft in early November after the TAG meeting. All final changes will be approved by the TAG Steering Committee. It is expected that changes to the final version at that stage will not be substantive.

The final version will then be presented to the HAP, People In Aid and Sphere boards for the endorsement of the CHS by their own organisation. The CHS engagement strategy will be working with other standards entities in the lead up to the launch of the CHS in December 2014.

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Figure 4: Phases and Timing of the CHS Consultation Process

December 2013 – May 2014	June – October 2014	November - December 2014
Agreement on the process for consultation, the terminology language, content and structure of the Standard.	Target piloting and scenario testing at regional level to gather learning from applying the standard at field level.	Finalising final version of CHS and related documents and planning for the future.
Feedback collected through online survey tools, physical consultations and other forms of input (e.g. submissions by email).	Feedback collected through regional learning workshops and interactive feedback platform.	Lessons learned of the consultation process captured and shared
TAG meeting in April to contribute to version 2. Writing group draft version 2.	Straw poll on 3rd draft. TAG meeting in October to finalise version 3.	Launch in Copenhagen
Output: Revised version of the CHS (version 2)	Output: Revised version of the CHS (version 3)	Output: Final version of the CHS; roadmap for the future

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Annex 1 TERMS OF REFERENCE:
CHS Joint Board Committee
January to December 2014

1. Background

The Core Humanitarian Standard on Quality and Accountability (CHS or the Standard) is an initiative that has been developed with the vision of supporting humanitarian actors — be they organizations or individuals, professionals or volunteers — to deliver quality assistance, promote the well-being and dignity of those affected by disaster or conflict and increase accountability to them. It is envisioned that a more coherent standards 'architecture' will promote greater clarity and harmonization between humanitarian principles, the CHS and the range of humanitarian standards available across the sector. Through this framework, independent and autonomous humanitarian standard-setting bodies will be able to apply a consistent terminology and approach to their standards while coordinating the use and support of the CHS, ensuring users of standards can better understand and implement standards for the benefit of affected populations.

HAP, People In Aid are Sphere are each custodians of quality standards. The three initiatives have joint responsibility for the development and promotion of the CHS and are spearheading the consultation process.

2. Purpose

The Boards of HAP, People In Aid and Sphere will form a special **CHS Board Committee (CHS BC)** to oversee the implementation of the CHS process as outlined in this document to ensure the final version of the Standard is developed in a transparent and inclusive manner. It will:
- Provide oversight to ensure the project delivers on its objectives, remains within its scope, or where appropriate, approve scope changes;
- Act individually and collectively as a vocal and visible project champion through its representative organisations and networks;
- Consider recommendations from the Project Executive where there are cost, quality or time concerns about the project that may affect the reputation or mission of those involved; and help resolve policy decisions, political issues and risks; and,
- Approve the final version of the CHS at the end of the consultation process.

3. Composition

The CHS BC will include the Chairs or a designated representative of the Boards of HAP, People In Aid, and Sphere. The committee will meet three times during 2014 at key times in the consultation process and/or as needed. Other members of the

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boards will be consulted and engaged in an advisory capacity on a case-by case basis, depending on the context and need.

4. Time commitments and working approach

Participation in the Joint Board Committee is voluntary; individuals offer their time to inform and contribute to development of the CHS and a coherent standards architecture.

It is expected that between January to December 2014, members of the Joint Board Committee will:
- Participate in discussions held through e-mail, Skype or phone;
- Provide timely feedback and response to the Project Executive as per the main role and responsibilities described in the ToR; and,
- Attend two face to face meetings over the year, if funding permits.

Annex 2 TERMS OF REFERENCE:
CHS Technical Advisory Group (TAG)
January to December 2014

1. Background

The Core Humanitarian Standard on Quality and Accountability (CHS or the Standard) is an initiative that has been developed with the vision of supporting humanitarian actors — be they organizations or individuals, professionals or volunteers — to deliver quality assistance, promote the well-being and dignity of those affected by disaster or conflict and increase accountability to them. It is envisioned that a more coherent standards 'architecture' will promote greater clarity and harmonization between humanitarian principles, the CHS and the range of humanitarian standards available across the sector. Through this framework, independent and autonomous humanitarian standard-setting bodies will be able to apply a consistent terminology and approach to their standards while coordinating the use and support of the CHS, ensuring users of standards can better understand and implement standards for the benefit of affected populations.

HAP, People In Aid are Sphere are each custodians of quality standards. The three initiatives have joint responsibility for the development and promotion of the CHS and are spearheading the consultation process.

2. Purpose

A **Technical Advisory Group (TAG),** representing a variety of constituencies and technical expertise in humanitarian action and standards development, will provide advice on the development of the CHS and the future standards architecture and will be convened by HAP, People In Aid and Sphere. It will contribute to the drafting of the CHS, confirming the scope of the Standard, its underlying principles and its verifiability. The TAG will help inform decisions subsequently made by the CHS BC on the Standard.

3. Composition

The Technical Group is composed of individuals with skills and experience relevant to the development and use of standards and organisational structures and architecture, who are volunteering their time to inform and contribute to development of the CHS and a coherent standards architecture.

Participants in the Technical Group will represent: people affected by disasters, national NGOs, INGOs, Red Cross and Red Crescent Movement, UN agencies, donors, governments, academics, Quality and Accountability Initiatives; and IASC taskforces.

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For an up-to-date list of the TAG participants see the CHS website-www.corehumanitarianstandard.org.

4. Time commitments and working approach

Participation in the TAG is voluntary; individuals offer their time to inform and contribute to development of the Core Humanitarian Standard and a coherent standards architecture.

It is expected that between January to December 2014, members of the Technical Advisory Group will:

- Participate in discussions held through e-mail, Skype or phone;
- Provide timely feedback and response to the Project Executive as per the main role and responsibilities described in the ToR; and,
- Attend two face to face meetings in April and October 2014, if funding permits.

It is not anticipated that every member of the Technical Group will engage in every issue to be dealt with by the Group. This is a reflection both of each individual's skills and expertise for a given topic and each individual's availability at a given time. Overall, it is estimated that Group members will dedicate a maximum of 7 days to working in the Group in 2014.

If you have any queries on the CHS, please contact the following communications focal persons: Murray Garrard at mgarrard@hapinternational.org; Fiona Sinclair at fiona@peopleinaid.org; or Juan Michel at juan.michel@sphereproject.org.

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Annex 3 TERMS OF REFERENCE:
CHS Technical Steering Committee (TSC)
January to December 2014

1. Background

The Core Humanitarian Standard on Quality and Accountability (CHS or the Standard) is an initiative that has been developed with the vision of supporting humanitarian actors — be they organizations or individuals, professionals or volunteers — to deliver quality assistance, promote the well-being and dignity of those affected by disaster or conflict and increase accountability to them. It is envisioned that a more coherent standards 'architecture' will promote greater clarity and harmonization between humanitarian principles, the CHS and the range of humanitarian standards available across the sector. Through this framework, independent and autonomous humanitarian standard-setting bodies will be able to apply a consistent terminology and approach to their standards while coordinating the use and support of the CHS, ensuring users of standards can better understand and implement standards for the benefit of affected populations.

HAP, People In Aid are Sphere are each custodians of quality standards. The three initiatives have joint responsibility for the development and promotion of the CHS and are spearheading the consultation process.

It was agreed at the first TAG meeting in April 2014 that the purpose as stated below sufficiently defined the roles and responsibilities of the Technical Steering Committee (TSC). The committee agreed that a chair was not needed, given its size and the frequency with which it met. It was agreed that the TSC had been mandated by the TAG to make decisions.

2. Purpose

A **Technical Steering Committee (TSC),** representing a variety of constituencies and technical expertise in humanitarian action and standards development, will provide advice on the development of the CHS and will be convened by HAP, People In Aid and Sphere. It will contribute in more detail than the TAG to the drafting of the CHS, confirming the scope of the Standard, its underlying principles and its verifiability.[2] The TSC is mandated by the TAG to make decisions and approve the second version of the Standard on behalf of the TAG. [3]

TAG will help inform decisions subsequently made by the CHS BC on the Standard.

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[2] The TAG, at the April 2014 meeting, recommended the CHS be revised by the Technical Steering Committee (TSC) to incorporate the discussions and agreements and to move forward with the testing of the Standard as part of the next stage of consultation

[3] And as reaffirmed in the TSC meeting on 30 April 2014.

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3. Composition

The TSC will be composed by no more than 15 members of the TAG.

The current members of the TSC further below and on the CHS website-www.corehumanitarianstandard.org.

4. Time commitments and working approach

Participation in the TSC is voluntary. Given this, it is expected that between January to December 2014, members of the Committee will:
- Participate in discussions held through e-mail, Skype or phone;
- Provide timely feedback and response to the Project Executive as per the main role and responsibilities described in the ToR; and,
- Attend two face to face meetings in April and October 2014, if funding permits.

Overall, it is estimated that TSC members will dedicate a maximum of 10 days to working in the Group in 2014.

Annex 4 TERMS OF REFERENCE: CHS Project Executive (PE) January to December 2014

1. Background

The Core Humanitarian Standard on Quality and Accountability (CHS or the Standard) is an initiative that has been developed with the vision of supporting humanitarian actors — be they organizations or individuals, professionals or volunteers — to deliver quality assistance, promote the well-being and dignity of those affected by disaster or conflict and increase accountability to them. It is envisioned that a more coherent standards 'architecture' will promote greater clarity and harmonization between humanitarian principles, the CHS and the range of humanitarian standards available across the sector. Through this framework, independent and autonomous humanitarian standard-setting bodies will be able to apply a consistent terminology and approach to their standards while coordinating the use and support of the CHS, ensuring users of standards can better understand and implement standards for the benefit of affected populations.

HAP, People In Aid are Sphere are each custodians of quality standards. The three initiatives have joint responsibility for the development and promotion of the CHS and are spearheading the consultation process.

2. Purpose

A **Project Executive (PE)** will:
- Submit quarterly progress report to the Joint Board Committee;
- Make recommendations to the three Boards based on advice from the TAG and TSC;
- Manage costs;
- Be the principle link with the groups, such as the CHS independent technical group, convened to help the project deliver on its various targets;
- Ensure funding and be accountable for meeting funding requirements;
- Coordinate with related projects and programme; and,
- Communicate to the various stakeholders.

3. Composition

The PE will be composed of the Directors of HAP, People In Aid and Sphere together with the Project Consultants and will be responsible for the day-to-day management of the Project. Staff from the organizations will be consulted, engaged and invited to attend on a case-by-case basis depending on context and need.

4. Time commitments and working approach

Between January and December 2014, members of the PE will allocate time according to the relevant working requirements and contractual agreements.

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Members of the Technical Advisory Group (TAG)

See up-to-date list on www.corehumanitarianstandard.org.

Members of Technical Steering Committee

1. Rezaul Chowdhury, COAST Trust
2. Mille Døllner, Danida
3. Jacquie Heany, CAFOD
4. Hak Kunthy, CCC Cambodia
5. Naseer Memon, SPO, Pakistan
6. Zuraidah Mian, Mercy Malaysia
7. Zeynep M. Turkmen Sanduvac, Mavi Kalem (Sphere/INEE)
8. Barb Wigley, WFP
9. Véronique De Geoffroy, Quality COMPAS
10. Kate Halff, SCHR
11. Carol Morgan, Concern Worldwide
12. Mamadou Ndiaye, OFADEC
13. Hannah Reichardt, Save the Children
14. Carsten Voelz, Oxfam International