The Core Humanitarian Standard

(A working title only)

Draft: 09 December 2013

For Consultation

09 December 2013 – 31 March 2014
Introduction

1. Vision

Every day and all over the world, countless people from all walks of life are moved to act in response to the humanitarian imperative — the call to prevent and alleviate human suffering wherever it happens.

This Core Humanitarian Standard is addressed to those who share the vision of a world in which people and communities vulnerable to, or affected by, disasters or conflict (hereinafter referred to as affected people), determine the assistance they receive and shape decisions in which their individual and collective rights should be prioritised.

Organisations or individuals, both professional and voluntary, who apply the Core Humanitarian Standard actively promote a world in which communities, local and national civil society organisations, and national governments lead disaster prevention and response efforts in their own countries, supported by international humanitarian actors as appropriate to the type and scale of the disaster and additional expertise required. The Core Humanitarian Standard will support those who share this vision.

2. Purpose

The Core Humanitarian Standard supports humanitarian actors to apply fundamental humanitarian and human rights principles, improve the quality and effectiveness of assistance, and bring greater accountability to communities and people affected by disaster.

3. Scope

The Core Humanitarian Standard is for organisations or individuals that implement humanitarian action or provide resources for it, such as local, national and international NGOs, the Red Cross and Red Crescent Movement, United Nations, donor agencies, and national governments.

While the Standard is primarily designed to improve disaster response, it is equally applicable to disaster preparedness and recovery.

4. Underpinning principles

The Core Humanitarian Standard is grounded on the fundamental humanitarian principles of humanity, impartiality, neutrality and independence. The key human rights principles of participation, accountability, transparency and State responsibility reinforce our humanitarian practice.

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The Standard puts the people whose lives have been affected by disaster or conflict at the centre of the humanitarian endeavour, considering their involvement and participation at all stages as crucial to the quality and accountability of humanitarian response. It also considers local and national government and civil society involvement and participation at all stages of the response is essential.

Organisations committing to the Standard accept and respect the principles that underpin it and acknowledge:

i) the primary responsibility of states towards all persons on their territories and their duty to provide assistance and protection to people in need;

ii) the vital role of communities, Red Cross and Red Crescent societies, local and national NGOs and national governments as first responders;

iii) the necessary role of the wider international community, including the United Nations, international NGOs, regional organisations and donor governments in assisting states to fulfil their responsibilities, where national capacity is insufficient; and

iv) the need to respect national and international humanitarian, refugee and human rights laws as well as other relevant norms and standards.

The key sources of information and reference documents for this draft were: The Code of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Relief; The Sphere Core Standards; The 2010 HAP Standard; People In Aid Code of Good Practice; Quality COMPAS; ALNAP Evaluation Guidelines; OECD-DAC criteria; IASC Commitments on Accountability to Affected Populations; the Good Humanitarian Donorship Principles; the IFRC Disaster Law Program Model Law; and the Principles of Partnership. It has also benefitted from the learning and feedback from the SCHR certification review project.

5. Structure

The Core Humanitarian Standard outlines the key commitments to improve the quality, effectiveness and accountability of humanitarian action. It consists of 10 commitments, each with accompanying core requirements, indicators and means of verification to help organisations respect the commitment and to assess their level of application both at the organisational and operational level.

The Standard includes organisational, operational and individual aspects; it describes the necessary capacities, responsibilities and performance measures. These measures are essential for the design, implementation, monitoring and evaluation of accountable and high-quality and effective humanitarian programmes.

The elements of the Standard are as follows:

i) Commitments: Qualitative in nature, they are conditions and conduct that should be met if an organisation wants to be professional, credible and responsible in any humanitarian response.

ii) Core requirements: Organisation-specific steps and actions to be undertaken by an organisation through its management, staff and volunteers to meet the commitments.

iii) Indicators: Measurable attributes that allow the humanitarian community to judge whether commitments are being met.
iv) **Means of verification:** Sources of information to measure the key indicators and therefore validate whether or not the core requirements are being met.

To assist organisations and individuals to meet the commitments, guidance material and good practice examples will be made available separately for each core requirement and indicator.

### 6. Terms and definitions

Each organisation has its own terms and definitions, and uses language appropriate to its specific needs. The purpose of the following definitions is to promote a common understanding of terms used in the Core Humanitarian Standard.

**Humanitarian action:** Action taken with the objective of saving lives, alleviating suffering, and maintaining human dignity during and after human-induced crises and natural disasters, as well as to prevent and prepare for them.  

**Affected people:** women, men, boys and girls or groups with different needs, vulnerabilities and capacities, affected by disasters, conflict, poverty or other crises at a specific location. They include communities who host refugees or internally displaced persons. Alternative terms used by organisations include beneficiaries, target community, target population, participants, claimants and rights-holders.

**Staff:** an organisation’s national and international permanent or short-term employees, as well as volunteers, consultants and any designated representative of an organisation.

**Humanity:** The principle of humanity requires that all people be treated humanely in all circumstances. Its purpose is to protect life and health and ensure respect for the human being.

**Impartiality:** The principle of impartiality requires that humanitarian aid should be implemented solely on the basis of need, without discrimination or distinction of any kind, giving priority to the most urgent needs.

**Independence:** The principle of independence requires that humanitarian objectives are autonomous from political, economic, and military objectives or other interest related to the people and location where assistance is provided.

**Neutrality:** The principle of neutrality requires that humanitarian action must not favour any side in an armed conflict or other situation of violence or disagreement.

**Accountability:** The principle of accountability requires that organisations and their staff fulfil and respect their legal and ethical responsibilities and use their power responsibly in humanitarian action. It is the process of taking account of, and being held accountable by, different stakeholders, primarily those who are affected by the exercise of power. Accountability from a legal, human rights perspective “refers to the relationship of government policymakers and other duty bearers to the rights holders affected by their decisions and actions. Accountability has a corrective function, making it possible to address individual or collective grievances, and sanction wrongdoing by the

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3 As defined in the ALNAP Evaluation Humanitarian Action guide, p.14

4 The definitions of humanity, impartiality, independence and neutrality in this draft have been adapted from the ICRC and IFRC definitions
individuates and institutions responsible. However, accountability also has a preventive function, helping to determine which aspects of policy or service delivery are working, so they can be built on, and which aspects need to be adjusted.”

7. Putting the Core Humanitarian Standard into Practice

Operational organisations should apply the Standard in their work, while non-operational agencies and agencies working through partners should advocate for its use by their partners and uptake in all aspects of humanitarian action. National governments may adopt the Standard in their disaster management policies and strategies.

The Standard outlines the essential and common aspects of high-quality, effective and accountable humanitarian work. As such, it provides the foundation upon which other technical standards can build. In that sense, it is complementary to technical standards such as the Sphere Project Minimum Standards and others. It is a verifiable standard and as such, can be used by monitoring staff, evaluators, internal auditors or, if an organisation wishes, for certification.

The standard is designed to be applicable to all humanitarian organisations, their staff and volunteers, working in various operational contexts and should therefore be applied in its entirety. In case of extenuating operational and contextual circumstances, relevant sections may be adapted.

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The Core Humanitarian Standard reflects on and learning from good practice in the humanitarian sector provides a simple yet robust set of criteria that organisations and individuals can assess themselves against, to determine if their humanitarian action is high-quality, effective and accountable.

<table>
<thead>
<tr>
<th>Organisations and individuals respecting and applying this Standard commit to:</th>
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<tr>
<td>1. Principled humanitarian action</td>
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<td>2. Affected people participating, engaged and owning the response</td>
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<td>4. Supporting and promoting local and national humanitarian leadership</td>
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<td>10. Continuous improvement and learning</td>
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# The core requirements

| 1. Principled humanitarian action | • We commit to respecting and applying the principles of humanity, neutrality, impartiality and independence.  
• We say what we intend to do, how we intend to do it, and what people can expect from us, and in particular, affected people.  
• We seek to protect the well-being and dignity of affected populations at all times and minimise any adverse impact of our intervention, in particular the risk of exposing people to increased danger or abuse of their rights |
| 2. Affected people participating, engaged and owning the response | • We work in culturally sensitive and context-appropriate ways to seek out and incorporate the views, perspectives and knowledge of all sections of the local population into programme decision-making.  
*Please note that involvement of the affected people is mainstreamed in this draft* |
| 3. Needs assessment and timely response | • We design our humanitarian programmes on the basis of a systematic, objective and on-going analysis of the context, an assessment of the needs, priorities and capacities of affected people, and our capacity to provide assistance.  
• The principle of impartiality guides programming decisions, and the assessment process includes an analysis of the specific needs of women and girls, men and boys and other groups within the population.  
• We have the required experience, understanding of the crisis context, technical competencies and resources to deliver quality, effective and relevant programmes to address the needs of affected people. |
| 4. Supporting and promoting local and national humanitarian leadership | • We recognise the primary responsibility of the state for all persons on its territory and, where possible and appropriate, support the state in its duty to provide assistance and protection to people in need.  
• We seek to strengthen national leadership through building partnerships with civil society organisations based on mutual respect and equality. |
| 5. Transparent communications | • We are transparent and share information about our organisation, programmes and actions with affected people and other stakeholders, and communicate with them in a respectful, culturally appropriate manner.  
• In times of emergency we use appropriate communications channels and tools to ensure that affected people have access to the latest information to enable a more efficient response.  
• We conduct our internal and external communications (including fundraising) in a truthful, accurate and ethical manner, respecting the rights and dignity of affected people |
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| **6. Safe, accessible and responsive complaints handling** | • We comply with our legal and ethical duties and responsibilities, and take actions to review and act on any allegations of misconduct or inappropriate behaviour.  
• We ensure that affected people and other stakeholders can raise complaints through an effective, accessible and safe process and concerns and complaints are resolved in a fair, transparent and appropriate manner. |
| **7. Coordination and working in complementarity with others** | • We plan and implement our programmes and activities in coordination with the relevant authorities, humanitarian agencies, civil society organisations and others in order to maximize coverage and minimise duplication and gaps in addressing the needs of affected people. |
| **8. Strengthening staff capacity and support** | • We have the necessary capacity and capability to deliver our programmes of work and can scale up in times of emergency.  
• Our leadership and management practices, supported by HR policies, ensure that staff and volunteers are able to achieve agreed performance standards.  
• Our learning and development is available to ensure that staff and volunteers have the necessary knowledge and skills to deliver their role.  
• There is demonstrable commitment to the security, safety, health and well-being of staff |
| **9. Responsible and efficient stewardship of resources** | • We allocate funds and use the resources entrusted to us responsibly, efficiently and effectively in order to provide the best quality assistance and services to affected people possible.  
• We apply recognised good practices in financial management and reporting, and exercise due diligence to prevent and respond to any issues of corruption, nepotism, or misuse of resources.  
• We define and document our fundraising criteria, and take measures to mitigate the risk that funding sources could compromise our operational independence and impartiality |
| **10. Continuous improvement and learning** | • We systematically monitor and evaluate our programmes along with affected people, to ensure they achieve quality results, and share the learning within the organisation to improve impact all aspects of our work.  
• Our evaluations apply accepted good evaluation practices and are shared publicly, including with affected people and other stakeholders when appropriate.  
• We, together with the affected people, regularly assess and report on our application of the Core Humanitarian Standard and other commitments. |
## The Core Humanitarian Standard

### Commitment One: Principled humanitarian action

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<thead>
<tr>
<th>Core requirements:</th>
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| 1.1 We commit to respecting and applying the principles of humanity, neutrality, impartiality and independence. | • The assistance we provide:  
  - Is based solely on the humanitarian objectives of saving lives, reducing human suffering, and preserving human dignity;  
  - Is prioritised on the basis of and in proportion to needs;  
  - Is provided without distinction such as nationality, race, ethnicity, religion, class, gender, disability, age, political opinion, or any such distinction  
  - Does not seek to further a particular political or religious or ideological standpoint or interfere in internal matters irrelevant to the response;  
  - Does not seek to obtain commercial gain; and  
  - Is not used as an instrument to further the political interests of any government, group or faction.  
  
  • Staff are:  
   - Aware of, understand and apply the principles in their work  
   - Trained to communicate with affected people and partners on issues related to application of the principles.  
   - Carry out needs assessments, design programmes and perform evaluations in accordance with the humanitarian principles. | • Constitution, Statutes, or by-laws  
  • Accountability framework or related policy documents  
  • Public communication  
  • Management procedures  
  • Monitoring and evaluation reports  
  • Interviews with stakeholders, including programme and project staff and affected people.  
  • Staff and volunteer training and orientation documents |

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1.2 We say what we intend to do, how we intend to do it, and what people can expect from us, and in particular, affected people

- A clear organisational statement of commitments to affected people and other stakeholders and how they will be met, contextualised, monitored and evaluated.
- The degree to which the commitment to affected people is integrated into and organisation policies and processes and how it is translated into practice on the ground.

1.3 We seek to protect the well-being and dignity of affected populations at all times and minimise any adverse impact of our intervention, in particular the risk of exposing people to increased danger or abuse of their rights.

- Affected people:
  - have information they need to demonstrate their rights entitlements
  - have information that can help them avoid or mitigate the risks they are exposed to
  - can safely bring to light cases of abuse of rights and power and any form of exploitation and know that appropriate investigation and disciplinary actions are established to address these.
  - are supported in non-violent self-protection efforts so that they can live secure and dignified lives
  - are assisted in their recovery by providing community-based and other appropriate forms of psychosocial support.

- Staff:
  - Respect and apply professional protection standards that are relevant to their areas of work and support positive, local self-protection strategies
  - Understand protection principles and do no harm approaches and how to apply them in practice
  - Know and comply with staff procedures or Codes of Conduct which outline their obligations to respect the welfare and rights of affected people and the prevention of sexual exploitation and abuse, fraud and corruption and abuse of power.

- Accountability framework or similar policy or statement
- Staff Code of Conduct
- Country strategies, project proposals, reporting

Please note that detailed guidance will be developed to support application of each indicator.
## Commitment Two: Affected people participating, engaged and owing the response

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| **2.1** We work in culturally sensitive and context-appropriate ways to seek out and incorporate the views, perspectives and knowledge of all sections of the local population into programme decision-making | - A strategy and processes to enable affected people to participate in, actively engage with and have ownership of the humanitarian response is defined, particularly reflecting on how:  
  - Inclusive the participatory process is;  
  - People are selected and targeted taking into consideration gender, age, ability, diversity, and special needs, or any such distinctions; and  
  - Women, men, girls and boys and other stakeholders, participate and influence the different stages of the project.  
- Assistance is provided to and adapted to the needs of groups that may be disadvantaged or marginalised  
- Skills, expertise and knowledge of affected people is engaged and mobilised  
- Feedback and concerns of affected people are incorporated to continuously adapt to the context and intervention. | - Observation  
- Stakeholder interviews  
Programme plans, targeting, monitoring and management reports  
- Records of informed consent  
- Assessment results and progress reports  
- Evaluation reports  
- Verification mechanisms |

*Please note that participation is mainstreamed in each of the commitments*

## Commitment Three: Needs assessment and timely response

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| **3.1** We design our humanitarian programmes on the basis of a systematic, objective and on-going analysis of the context, an | - An approach to assessment and targeting has been defined based on sector good practice, humanitarian principles, informed consent, participatory, and takes into consideration the local context.  
- Feedback from affected populations is solicited to understand, adapt and | - Observation  
- Rapid and ongoing assessment and feedback reports based on community consultations |
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<tr>
<th>3.1</th>
<th><strong>assessment of the needs, priorities and capacities of affected people, and our capacity to provide assistance</strong></th>
<th><strong>prioritise response plans</strong></th>
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| • Assessment of the needs, priorities and capacities of affected people, and our capacity to provide assistance. | • Plans are adjusted according to the needs and gaps identified by affected populations.  
• The results of existing community hazard and risk assessments on preparedness and disaster risk reduction guide actions in the recovery phase. | **• Programme plans**  
**• Stakeholder interviews**  
**• Programme plans, monitoring and management reports**  
**• Evaluation reports** |

| 3.2 | **The principle of impartiality guides programming decisions, and the assessment process includes an analysis of the specific needs of women and girls, men and boys and other groups within the population.** | **• Assistance is allocated without discrimination, and is based on and in proportion to needs.**  
**• Assessments demonstrate that all segments of the population have been consulted and have opportunities to participate in defining programme objectives and priorities.**  
**• Sex and age-disaggregated data is collected as part of the assessment and includes information on the needs of different groups of the population, in particular those who may be marginalised.** | **• Observation**  
**• Stakeholder interviews/surveys/focus groups (including affected people and partners)**  
**• Programme plans, monitoring and management reports**  
**• Evaluation reports** |

| 3.3 | **We have the required experience, understanding of the crisis context, technical competencies and resources to deliver quality, effective and relevant programmes to address the needs of affected people.** | **• Work is limited to crises or programme areas where the organisation has sufficient competency and capacity to support effective humanitarian actions.**  
**• Processes to build staff technical capacity are defined, including the capacity to engage appropriately with affected people.**  
**• The organisation has adequate technical capacity, experience and resources to manage or implement effective and relevant humanitarian programmes through partners.**  
**• Staff working with affected people have the required technical competencies as well as cross-cultural skills to work effectively in crisis contexts.**  
**• Programmes meet accepted technical and quality standards and achieve the desired results.** | **• History of technical competence in sectoral areas**  
**• Programme strategies and plans, monitoring and management reports**  
**• Observation**  
**• Interviews with staff and affected people**  
**• Staff and volunteer training and orientation documents** |
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| 4.1 We recognise the primary responsibility of the state for all persons on its territory and, where possible and appropriate, support the state in its duty to provide assistance and protection to people in need | • Local and national leadership is involved in the humanitarian plan, design and implementation with the aim of enhancing local capacity, sustainability, and resilience.  
• Without compromising humanitarian principles, this includes:  
  - Planning humanitarian assistance that is in line and complementary to national plans  
  - Sharing information and updates regularly with local and national bodies  
  - Incorporating the local and national capacities Respecting local regulations as relevant to the provision of humanitarian assistance | • Statement of commitments  
• Project updates  
• Joint/collaborative projects  
• Update  
• Monitoring and evaluation reports  
• Interviews with local and national stakeholders, programme and project staff and affected people |
| 4.2 We seek to strengthen national leadership through building partnerships with civil society organisations based on mutual respect and equality | • South-south and north-south civil society partnerships support a stronger disaster response and maximize coverage, with national leadership  
• Partners respect each other’s mandates, obligations and independence and recognise each other’s constraints and commitments  
• Parties to the partnership engage in constructive dissent and come to a workable solution  
• Partnership activities are agreed only when the organisations have the means, competencies, skills, and capacity to deliver on its commitments.  
• Information, including financial information is shared openly between partners  
• Parties build on their comparative advantages and complement each other’s contributions in humanitarian action. | • Stakeholder interviews/surveys/focus groups (including people affected by crises and partners)  
• Meeting records at all levels  
• Programme plans, monitoring and management reports |
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<td><strong>5.1</strong> We are transparent and share information about our organisation, programmes and deliverables with affected people and other stakeholders, and communicate with them in a respectful, culturally appropriate manner.</td>
<td>• Information-sharing policies and strategies are in place, including how the organisation and its staff promote effective and transparent communications with affected people and other stakeholders and safeguard confidential information. &lt;br&gt; • All information is presented in languages, formats and media that are appropriate for, accessible to, and can be understood by the affected people. &lt;br&gt; • Confidential or sensitive information is adequately protected, particularly information that could put affected people or staff at risk. &lt;br&gt; • The affected people: &lt;br&gt; - Know their entitlements and rights and when, where and how to access assistance &lt;br&gt; - Know the organisation, its mandate, programme activities, staff and contact details &lt;br&gt; - Are aware of the criteria for selecting target groups &lt;br&gt; - Are involved in developing appropriate communication materials.</td>
<td>• Communication strategy, information disclosure statement, or related policies and procedures. &lt;br&gt; • Observation and interviews with affected people, donors, staff and other stakeholders. &lt;br&gt; • Publications and communications materials. &lt;br&gt; • Media and records of information-sharing activities. &lt;br&gt; • Staff and volunteer training and orientation documents.</td>
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<td><strong>5.2</strong> In times of emergency we use appropriate communications channels and tools to ensure that affected populations have access to the latest information to enable a more efficient response.</td>
<td>• Staff have access, where possible, to appropriate up-to-date communications technology, tools and materials in-country. &lt;br&gt; • Communications channels and tools are appropriate for effective two-way communication and a feedback loop is established.</td>
<td>• Observation. &lt;br&gt; • Procedures and guidance. &lt;br&gt; • Interviews with affected people. &lt;br&gt; • Interviews with staff. &lt;br&gt; • Communications materials and technology.</td>
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<td><strong>5.3</strong> We conduct our internal and external communications.</td>
<td>• Our external communications complies with ethical guidelines and recognised good practices.</td>
<td>• Fundraising policy and procedures.</td>
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communications (including fundraising) in a truthful, accurate and ethical manner, respecting the rights and dignity of affected people

- Informed consent is solicited for interviews, stories and pictures etc.
- Affected people are portrayed in a dignified manner respecting their privacy, safety and dignity

- National and international media
- Website communications

### Commitment Six: Safe, accessible and responsive complaints handling

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| 6.1 We comply with our legal and ethical duties and responsibilities, and take actions to review and act on any allegations of misconduct or inappropriate behaviour | • A statement defines how the organisation addresses staff and volunteer misconduct and/or abuse of power, and how complaints can be raised  
• The scope and limitations of the procedure are explained  
• Staff and volunteer Codes of Conduct are in place  
• Staff and volunteers understand what exploitation and abuse of power is and understand the implications of not adhering to the staff Code of Conduct  
• Provisions for fair and appropriate procedures for investigations and disciplinary procedures are in place  
• Procedures are in place to protect individuals who report situations of misconduct and abuse of power (whistle-blowers) | • Policy statements and communication for all stakeholders, tailored for affected people.  
• Complaints procedures  
• Staff Codes of Conduct  
• Stakeholder interviews/surveys/focus groups (including affected people and partners) |

| 6.2 We ensure that affected people and other stakeholders can raise complaints through an effective, accessible and safe process and | • Women, men, girls and boys from the affected people can raise complaints easily and safely, through a clear and documented complaints procedure.  
• Complaints are handled and acted upon in line with a context-appropriate, effective, accessible and safe procedure.  
• There is a timely, appropriate response to complaints and corrective actions to address them | • Observation  
• Stakeholder interviews/surveys/focus groups  
• Observation and interviews with staff and with crisis- |
Concerns and complaints are resolved in a fair, transparent and appropriate manner.

- Complaints are referred to a relevant party when it is not within the scope of the organisation

Affected women, men, boys and girls

Commitment Seven: Coordination and working in complementarity with others

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<th>Core requirements:</th>
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| 7.1 We plan and implement our programmes and activities in coordination with the relevant authorities, humanitarian agencies and civil society organisations and others in order to maximize coverage and minimize duplication and gaps in addressing the needs of affected people. | - A statement on how the organisation engages with partners, host authorities and other humanitarian and where appropriate, non-humanitarian actors.  
- Participation in joint assessment missions as appropriate to the situation  
- Participation in local or national authority coordination meetings as relevant to the response of sector  
- Participation in local or national cluster meetings as relevant to the situation  
- Sharing timely information on assessments with others and using information from other humanitarian agencies to inform analysis, selection of geographical area and response plans.  
- Systematically updating relevant coordination groups on progress or challenges  
- Degree of awareness of other humanitarian actors of an organisations existing and ongoing work plans. |  - Observation  
- Policy statements and partnership documents  
- Progress reports  
- Public communication  
- Management procedures  
- Interviews with stakeholders  
- Please share with us tools and good practices that relate to this principle |
| 7.2 We base our partnerships on principles of mutual respect and equality | - Respect for partner mandates, obligations and independence and recognising each other’s constraints and commitments  
- Both parties to the partnership engaging in constructive dissent and reaching a workable solution  
- Commitment to partnership activities only when the organisation has the means, competencies, skills, and capacity to deliver on our commitments. |  - Stakeholder interviews/surveys/focus groups (including people affected by crises and partners)  
- Meeting records at all levels  
- Programme plans, monitoring and management reports |
• Information, including financial information is shared openly between partners
• Both parties build on their comparative advantages and complement each other’s contributions in humanitarian action.
• The leading role of national partners is respected and local capacity supported, if requested and feasible

Commitment Eight: Strengthening staff capacity and support

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| 7.1 We have the necessary capacity and capability to deliver our programmes of work and can scale up in times of emergency | • Organisational and humanitarian planning exercises include an assessment of human resource capacity and capability requirements  
• Processes are in place to respond to increased resource needs linked to emergency response  
• The selection and recruitment of staff and volunteers is fair, transparent and compliant with local legal and safeguarding requirements  
• Messaging on the prevention of sexual exploitation and abuse is incorporated into staff inductions  
• Human resource practices encourage respect and diversity in the workforce  
• Human resource strategy encourages and promotes the role of national staff at management and leadership level to ensure continuity, institutional memory, and more context appropriate response. | • Organisational human resource analysis and plans  
• Programme plans and grant submissions  
• Documented procedures for managing emergency capacity needs  
• Recruitment and selection processes                                                                                                                                                                                                 |
| 7.2 Our leadership and management practices, supported by HR policies, ensure that staff and volunteers are able to achieve agreed performance standards | • Performance and reward policies are defined and are accessible to staff and volunteers  
• Staff and volunteers have agreed objectives and receive regular feedback so that they understand how they are performing against them  
• Staff understand how they are rewarded  
• Staff understand and are consulted on the development of Human Resource policies and practices that affect them | • Staff interviews  
• Performance assessments  
• Evidence of learning and development provision  
• Evidence of participatory processes for HR policy development |
7.3 Our learning and development is available to ensure that staff and volunteers have the necessary knowledge and skills to deliver their role
- Induction processes ensure that staff and volunteers understand organisational and individual performance standards
- Performance reviews include an assessment of development needs
- Learning needs assessment are undertaken and provide relevant management, programme and technical training (with reference to external standards where appropriate)
- Induction processes
- Individual and organisational learning plans and the progress made against them
- The link between the capability development needs and the provision and impact of learning events

7.4 There is demonstrable commitment to the security, safety, health and well-being of staff
- Health, safety and well-being policies are in place
- Leaders and managers understand and comply with their responsibility for the health, safety and well-being of their staff
- Staff understand and comply with their responsibility for their own health, safety and well being
- Security plans and risk assessments
- Health, safety and well-being policies
- Security briefings and debriefings
- Security checklists are in place for anyone travelling away from their home

### Commitment Nine: Responsible and efficient stewardship of resources

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<td>9.1 We allocate funds and use the resources entrusted to us responsibly, efficiently</td>
<td>Financial management policies and procedures ensure that resources are used ethically, efficiently and effectively to support our humanitarian programming objectives&lt;br&gt;Decisions on resource allocation, leads to more accountable, quality and principled</td>
<td>Financial procedures&lt;br&gt;Annual financial statement and audit&lt;br&gt;Annual reports</td>
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and effectively in order to provide the best quality assistance and services to affected people possible

| 9.2 We apply recognised good practices in financial management and reporting, and exercises due diligence to prevent and respond to any issues of corruption, nepotism, or misuse of resources | Policies and procedures are in place to apply recognised good practices in financial management, including provisions to prevent and respond to issues of corruption, nepotism and misuse of resources.  
- Finance systems are in place relative to their organisations size and capacity to manage and implement grants.  
- A system for keeping financial records and documentation is in place that observes accepted national and/or international accounting standards and is applied systematically.  
- Timely, accessible, relevant and appropriate information is shared on how the organisation has generated and used resources in its programming.  
- Financial information is communicated in an appropriate manner to affected people and other stakeholders on how resources have been used and with what results.  
- Affected people and other stakeholders have received relevant information on the organisation’s finances. | Evaluations  
- Staff rules and regulations  
- Staff employment contracts  
- Staff Code of Conduct  
- Change in resource allocation in response to needs identified by affected people. |

| 9.3 We define and document our fundraising criteria, and take measures to mitigate the risk that funding sources could compromise our operational independence and effectiveness | Fundraising policies and procedures are in place to ensure funding is from ethical sources and does not undermine the organisations independence and impartiality as a humanitarian organisation | Fundraising statement or policy  
- Interviews  
- Annual reports |
**Commitment Ten: Continuous improvement and learning**

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<th>Core requirements:</th>
<th>Indicators</th>
<th>Means of verification</th>
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<td>10.1 We systematically monitor and evaluate our programmes along with affected people, to ensure they achieve quality results, and share the learning within the organisation to improve impact all aspects of our work</td>
<td>Policies or statements on monitoring, evaluation, reporting and learning, based on recognised good practices, are defined and documented. Processes are defined and systematically implemented which support affected people, partners and other stakeholders to monitor performance, results and impact. Corrective actions or programme adaptation takes into consideration the changing needs of affected people’s or context changes. The ability to consistently apply good practices, technical and quality standards is demonstrated in the humanitarian action provided. The affected people and partners consider the staff of the organisation as competent and reliable at addressing their needs. There is a consistent approach to evaluating performance and incorporating learning. Learning is applied to address gaps, consolidate good practices and improve the quality, effectiveness and accountability in existing and future programmes.</td>
<td>Monitoring, evaluation and reporting system. Visits to programmes and interviews of staff affected people, partners and other stakeholders. Progress reports. Documentation on learning processes. Evaluation terms of reference and plans. Review and evaluation reports including sections on accountability and learning.</td>
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<tr>
<td>10.2 Our evaluations apply accepted good evaluation practices and are shared publicly, including with affected people and other stakeholders when appropriate</td>
<td>Affected people are given opportunities to participate and provide inputs into programme evaluations. Evaluation findings are transparently shared with affected people, partners, donors and other stakeholders. Evaluation findings are publicly accessible to stakeholders.</td>
<td>Evaluation reports on website. Interviews with staff, affected people and other stakeholders.</td>
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| 10.3 We, together with the affected people, regularly assess and report on our application of, the Core Humanitarian Standard and other commitments. | • Mechanisms are in place for affected people to provide feedback on performance and their level of satisfaction with the quality and effectiveness of assistance  
• Affected people’s verification processes confirm that the programme work is effective and accountable using the Core Humanitarian Standard and other commitments as a benchmark  
• Evaluation reports find that the organisation and its staff respect and apply humanitarian and human rights principles, as well as identifying risks and addressing challenges to applying the principles.  
• The organisation and staff learn from their mistakes and adapt the response accordingly | • Monitoring reports  
• Evaluation reports |
Note for this draft

The CHS is an outcome of the Joint Standards Initiative - an initiative of HAP, People In Aid and the Sphere Project which sought greater coherence amongst standard setting bodies in the humanitarian sector.

Earlier versions of the draft were developed jointly by the HAP, People In Aid and Sphere teams and were adapted following feedback on a zero draft from a small, but diverse group of experts.

Although the Sphere Project decided to disengage from the development of the CHS at the end of November 2013 (read the full statement), the drafting process since July 2013 greatly benefited from the input of the Sphere project team. The work done on the Core Humanitarian Standard reflects a significant move forward in terms of building on commonalities in the three standards and working towards greater coherence.

It remains the intention of the boards of HAP and People In Aid that the CHS should replace the 2010 HAP Standard and the People In Aid Code of Good Practice to support the standards harmonisation process.

We are keen to ensure the CHS is as useful as possible to affected people, aid workers, professionals and volunteers, national and international NGOs, UN and donor agencies, governments and consultants and academics in the humanitarian sector. We are also keen to know if communities and people affected by disasters consider whether or not the commitments, core requirements and related indicators will ensure more effective and accountable humanitarian action. We would like to hear the views of as many humanitarian stakeholders as possible.

To help us with the collation and analysis of the feedback, we would be grateful if you could input your own feedback, or the collective feedback from your colleagues, using the following link: https://www.surveymonkey.com/s/draftCHSfeedback

The deadline for feedback is 31 March 2014.

If you have queries please contact our communications team: Murray Garrard mgarrard@hapinternational.org; or Adam Bentham, Adam@peopleinaid.org.

This draft will be translated into French, Spanish and Arabic by mid-December. Please send a request to the contacts above if you require translated version.